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2023-2026 Strategic Plan Update – September 1, 2026

1. Infrastructure – Investments in municipal infrastructure

1.1. Ensuring that existing infrastructure is sustained prior to expanding and/or investing in new infrastructure, reflective of the Asset Management Plan (AMP)

2023-2026 Approved Actions

- Complete a long-term financial plan
  - Sample plans have been collected to begin the creation of a Long Term Financial Plan.
  - RFP awarded and consultant finalizing AMP for review in Q4 2026/Q1 2027.
  - Exploring options for consultant to prepare and present a long-term financial plan in Q1/2027

- Complete an assessment of service levels and classifications on roads identified in the 2019 road tour including replacement of Tallan Lake Road culvert, providing notice of any change(s)
  - Adopted the Provincial Minimum Maintenance Standards (MMS) and re-identified road classifications based on the MMS from numbers 1-6. By-law 2023-0013 (Feb. 2023)
  - Housekeeping By-laws with respect to speed limits and stop signs are on plan for 2024/25. Speed Limits were addressed through By-law 2023-0013 (Minimum Maintenance Standards). Stop signs were addressed through Motion 17-261 Adoption of Ontario Traffic Manual Books and to designate the Road Superintendent be the Township representative to approve traffic signal designs and installations on Township roadways.
  - A review has been conducted of the Tallan Lake Road culvert and development of a work plan has been developed based on the approval of an agreement by adjacent landowner in the vicinity of the culvert. Tallan Lake Road culvert replacement on plan for 2025.

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  - Communication has been released to the Snowmobile club with the proposed direction of the Tallan Lake Road culvert project.
  - Road Tour completed 09/21/23. Report regarding level of service on other limited maintenance roads may come forward in 2025 and 2026.
  - Traffic counters are being used to assess AADT beyond the data reported in the Roads Needs Study.
  - Tallan Lake Road culvert being replaced in Q4, 2026
  - An updated Roads Need Study including signage, speeds and traffic counts is required. Preparing and releasing an RFP Q4, 2026.
  - A report to Council regarding service levels and classifications to be completed Q1, 2027

- Update the Road Minimum Maintenance Standard By-law (review discrepancies, and level of service)
  - The MMS was adopted on 02/21/23 in By-law 2023-0013 and put into use by the Roads Department for year round operations.
  - Training has been implemented for Roads Department staff on the usage of the updated MMS by Snow Schools and Patroller Training.
  - The updated MMS was implemented within the internal PDS Citywide Route Patrol software portable
  - A full review is required of the Road Minimum Maintenance Standard By-law and to be completed in Q1-2, 2027.

- Initiate a Request for Proposal (RFP) for 135 Burleigh St. renovations
  - Completed
  - The renovation RFP is on plan for 2023/24. Updated renovation drawings completed in Q3 2025. Scope of work reviewed and finalized in Q3 2025. RFP scheduled for release in Q4 2025 to proceed with unit renovations.
- Complete the Mt. Julian/Viamede road project
  - Completed
  - The road project was completed in November 2022. A warranty meeting was held November 2023. There were no concerns or warranty issues.

- **Initiate another Request for Proposal (RFP) for the NK Health Centre renovations**
  - **RFP released**
  - After three (3) unsuccessful RFPs, staff are pursuing further options including dividing the project into smaller scopes of work to attract bids. On plan for 2023/24. Work was completed in 2025 on the accessible washroom, the room for the Peterborough Family Health Team as well

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as other minor changes to storage areas and shelving. The remaining portion of the project is to expand the waiting room area at the front of the building. RFP scheduled for Q4 2025 with work to be completed in 2026.

- Schedule a Roads tour for Council
  - A special meeting of Council was approved for a Roads tour, the meeting is scheduled to commence on September 21, 2023 at 9:00 a.m. for the purpose of a Roads tour. Motion 23-234. The Roads tour was completed.

- Develop a five-year road surface treatment/paving plan in conjunction with the Capital Forecast
  - The five-year road surface treatment/paving plan will be presented within the 2024 capital forecast/budget council meetings. Council approved version C of the plan and year 2 of the plan is being completed September 2025. The completed works to date are Coon Lake Road, Don Wilson Road, Big Cedar Lake Road (0.5kms), Dunford's Road. The work for 2025 is to include the remainder of Big Cedar Lake Road, Fire Route 10 and Haultain Road.
  - Review of the Five-Year Road surface treatment/paving plan is required. Changes to personnel and vacancies provided a shortage in resources and therefore not all projected projects will be completed as predicted. Updates to be provided in Q4, 2026-Q1. 2027.

- Meet with the County of Peterborough to discuss the transfer of Balmer Road and the County's portion of Jack Lake Road to the Township, aft the County brings the road(s) to an acceptable standard
  - County Council presented the Draft Road Transfer Rationalization Policy to North Kawartha Council at the September 17, 2024 Council meeting. County Council adopted the Policy.
  - Peterborough County has resurfaced Jack Lake Rd. with surface treatment and is scheduled to be capped with a micro surface within 2025
  - The Peterborough County has provided notification of reconstruction to be had on Balmer Rd. and is to include the resurfacing with surface treatment.
  - Staff have not met with County of Peterborough to discuss the transfers of Balmer Road and the County's portion of Jack Lake Road to the Township, after the County brings the road(s) to an acceptable

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standard. Staff would also like to discuss any funds set aside for these roads by the County. (PRHC levy now title Roads Capital)

- **Additional operational achievements**
  - Completion of the Glen Alda Community Centre renovation project. Motion 23-166
  - Completed analysis of North Kawartha Community Centre ice rental rates and implemented 5% increase within the 2023/24 rental rates. Motion 23-206
  - Completed review of the North Kawartha Community Centre sidewalk deterioration, received written proposals, recommendations and approved to replace with asphalt. Motion 23-251

- **Additional operational achievements 2023**
  - Completion of the Glen Alda Community Centre renovation project. Motion 23-166
  - Completed analysis of North Kawartha Community Centre ice rental rates and implemented 5% increase within the 2023/24 rental rates. Motion 23-206
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- **Additional operational achievements 2024**
  - Obtained Quotations and completed new Municipal Office steel roof replacement. (1st quarter 2024)
  - Obtained quotations and implemented plan to overhaul NKCC Cooling Tower, rather than replacement. (2nd quarter 2024 with installation in 4th quarter 2024).

- **Additional operational achievements 2025**
  - Micro surfacing of Tucker Street, Tucker Street North and Oakridge Drive to be completed by fall of 2025
  - A new cover was installed on the Public Works Department Sand Dome
  - Diagnosed and completed an engine replacement in the NKCC Olympia ice resurfacer, at a fraction of the cost of a new Ice Resurfacer. Negotiated a loaner machine, included in the price, to avoid any NKCC program interruptions. (1st quarter 2025).
  - Planned, budgeted and completed the replacement of the secondary electric water heater at NKCC for the ice resurfacer and ice-making,

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with a high-efficiency storage tank that completed the 2024 high-efficiency on demand water heater project. (3rd quarter 2025).

- Diagnosed and ordered a new NKCC sprinkler system jockey pump, thereby maintaining the sprinkler water pressure, increasing efficiency and reducing pump run-time, and subsequent hydro use. While maintaining public and asset safety. (3rd quarter 2025)
- Assisted in the coordination of new facility signage installation at Riverview Park and WPCC. (2nd quarter 2025).
- Planned, budgeted and ordered new fitness centre equipment per equipment lifecycle and condition. New equipment was ordered based on usage and with customer feedback. (2nd and 3rd quarter 2025).
- Investigated and purchased new baseball diamond drags for ongoing scheduled maintenance at WPCC. This has improved infield conditions and drainage which also improves gameplay and reduces player injury potential. (2nd quarter 2025)
- Planned, budgeted and completed the installation of a new NKCC desiccant dehumidification wheel, thereby improving dehumidification, decreasing building envelope maintenance and prolonging life expectancy, improving ice surface quality, all while decreasing propane consumption. (2nd quarter 2025)
- Planned, budgeted and scheduled for the WPCC generator automatic start capability, and exhaust barrier. This will allow for the automatic continuation of drinking water and water delivery to Fire Hall Stn. 1 Dorms, in the event of a power outage. (2nd and 4th quarter 2025)
- Planned, budgeted and scheduled for WPCC baseball outfield maintenance. This will take place in the 4th quarter so there are no program interruptions, and so that grass can grow in the spring of 2026 prior to baseball season starting. This will also improve public and player safety. (2nd and 4th quarter 2025).
- Budgeted, ordered and scheduled dock lamp replacement at Mt Julian Wharf. (2nd quarter and 3rd quarter 2025).
- Budgeted and scheduled a CSA 3rd party playground inspection for WPCC. This will address current and future public safety, as well as future equipment maintenance schedules and/or replacement schedule. (2nd and 4th quarter 2025)
- Planned, budgeted and replaced the NKCC ice edger with a new efficient electric edger. This is environmentally conscious while improving staff and public safety. (1st quarter 2025).

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- Completed inspection and testing of all NKCC Honeywell sensors for public safety, including carbon monoxide, carbon dioxide and propane. (2nd quarter 2025)
- Inspection, maintenance and testing of all NK facility generators. Sourced a software upgrade for the NKHC generator thereby avoiding premature replacement. (1st and 3rd and 4th quarter 2025).
- Diagnosed and completed water disinfection system maintenance and water distribution upgrades for public safety at the NKCC. Sourced a new RO contractor and scheduled a full system maintenance and refresher training for staff in the 4th quarter. (2nd and 4th quarter 2025).

- Additional Operational Objectives 2026
  - Internal PDS Citywide Route Patrol software is not fully activated. Devices and training currently being deployed.
  - Concluded an RFP process for an addition to the North Kawartha Medical Centre and responses received weren't within the budgeted amount. Council provided direction for required capital items to be completed (shingles & flooring), and the addition be put on hold until a facilities review is completed on all municipal buildings. Three quotes have been received for the new roof and a quote was received from the Floor Installer to replace Dental suite flooring with flooring we have in-stock. Flooring is to proceed in 2026 and Roof quotes to be included in 2027 capital budget.
  - Completed a Structural Integrity Inspection on the Glen Alda Community Centre. Deficiencies are being completed in 2026. New Roof installed 2026.
  - Completed renovations to portion of 135 Burleigh Street (former RBC Bank building).
  - Completed rehabilitation and application of surface treatment on Big Cedar Lake Road and Big Cedar Lake Road
  - Completion of Micro-surfacing on Cheboutequion Drive and Napier Crescent

1.2. Plan infrastructure development with demographic needs

- **Schedule facility tours for Council**
  - Facility tours of Wilson Park Community Centre, Fire Hallsincluding dorms (66 Northey's Bay Road, Woodview), Public Works / Roads Department Facility (10230 Highway 28, Apsley),

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North Kawartha Community Centre (340 McFadden Road, Apsley), Emergency Services Headquarters (10193 Highway 28, Apsley) were completed on January 30, 2024.
    - Completed a facility tour of Fire Station 3 and various municipal property tours on September 19, 2025.
- **Additional operational achievements 2023**
    - Completed Glen Alda Community Centre renovation project with a focus on accessibility features, thereby meeting with demographic need of target market. Motion 23-166
    - Completed the Riverview Park Plan design with the objective of meeting the future demographic of park users needs, as identified though public surveys. Motion 23-204
    - The North Kawartha Community Centre main entrance sidewalk replacement was designed and approved with a “curb” delete, therefore improving facility accessibility. Motion 23-251
- **Additional operational achievements 2025**
    - Staff research and Council approval to obtain quotes in Q3 2025 and further information on hydrogeological information for the municipally owned Balmer Road property to further analyze development options and feasibility.
    - In collaboration with the County, commenced design and obtain cost details for improvements to 143 Burleigh Street including paving, curbs, lighting and EV charging stations.
    - Planned and implemented new delivery and fee structure for WPCC Tennis and Pickleball Courts. Organized and scheduled reserved Club play, along with free play that is open to the public on the prime days from Friday to Monday. (2nd quarter 2024). This program was further developed in 2025 to meet the growing demands of Adult Pickleball Club through reserved court time, while we also increased the Free Public play time. (2nd quarter 2025)
    - Planned and revitalized a Beach Volleyball Court at WPCC to meet the needs for a new Youth Beach Volleyball Program, as well as creating new infrastructure for public use. (2nd quarter 2025)
    - Planned and obtained portable pickleball nets and equipment to further the use of the NKCC arena surface during the non-ice season. Created and implemented pickleball courts on the arena surface for a youth pickleball program, to meet the needs and requests of residents. (2nd quarter 2025)

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1.3. Facilitate the creation of more housing including new builds, multi-residential, and secondary dwelling units for the following markets; seniors, families, affordable housing options, and rental units.

- Initiate a reserve starting in 2024 for the purpose of purchasing property and completing studies to prepare properties for municipal purposes beneficial to the community, including housing development
  - The initiation of a reserve is on plane for 2024. A reserve for the purpose of purchasing property and completing studies to prepare properties for municipal purposes beneficial to the community, including housing development will be considered in the preparation of the 2025 budget in Q4 2024..
  - Annually through budget deliberations this is considered. To date this has not been approved.
- Host a meeting with local builders, contractors, and developers to discuss current pressures and opportunities
  - Scheduling a meeting with local builders, contractors, and developers is on the planning horizon for staff.
  - To be completed in Q4, 2026-Q1, 2027
- Utilize social media to attract developers
  - Through the new branding, methods are being considered on how best to attract developers through social media

- **Additional operational achievements 2025**
  - Approval was received to apply for the Canada Mortgage and Housing Corporation (CMHC), Housing Accelerator Fund (HAF) application to support development of complete, low-carbon, and climate-resilient communities that are affordable, inclusive, equitable and diverse. Motion 23-235. The Township applied in 2024 and 2025 for the Housing Accelerator Fund, but was not selected for funding, impacting the ability to accelerate housing development and infrastructure support. Staff will continue pursuing alternative funding opportunities.
  - Applied for the FCM Planning Studies Grant in 2025.
  - Ongoing staff research and collaboration with the County and EORN to assess communal servicing and municipal services corporations as potential servicing solutions to expand housing opportunities and diversify unit types.

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1.4. Explore complete communities

- Analyze demographic information and trends
  - Analyzing of demographic information and trends is on plan for 2024. Visitor surveys completed in summer 2025 and updated visitor information was provided by RTO8.

- Develop a Downtown Master Plan
  - The creation of a Downtown Master Plan is upon the planning horizon. Background research commenced in 2025. Public consultation planned for Q4, 2025 and Q1, 2026 using new platform (Engagement HQ). Interim recommendations expected in Q1, 2026.

    - Directions were provided to not move forward with the Downtown Master Plan through the RED funding initiative. The delays to the County Official Plan and the Comprehensive Zoning By-law Review affected the project's timing. Some elements are continuing a property-by-property basis, such as the work completed this year at 135 Burleigh Street and the 143 Burleigh Street parking lot project.

2. Economy – Guide Economic growth for sustainable community

2.1. Refresh and promote the Community Improvement Plan (CIP)

- Prioritize the CIP programs annually
  - The CIP programs are propertied annually
- Review the budget annually based on an evaluation of the CIP successes
  - The amount has been reviewed each year and $20,000 has been included annually in the budget.
- Review CIP identified areas and programs
  - In 2025 the Community Improvement Project Area (CIPA) was expanded cover the entire Township, not just specific hamlets.
- Enact any revision
  - A separate, minor amendment was also approved to allow for technical changes, including adjustments to grant and loan amounts, without needing a formal CIP amendment.
- Advertise and promote the Community Improvement Plan (CIP)
  - The CIP has met, made revisions and promoted the CIP.
  - CIP Committee meeting in September
  - Few applications have been received
  - A review of the program will transpire in Q4, 2026

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2.2. Implement the Strategic Economic Development Plan, which includes, initiatives under the areas of development, economic diversification, infrastructure, labour, and tourism.

- Evaluate the Municipal property/surplus property list with regards to development opportunities, and property usages
  - Council has provided direction to staff on two large parcels of land in Municipal ownership within Apsley to support the Townships Housing Accelerator Fund (HAF) application. Motion 23-235
  - Ongoing staff research and analysis of development potential and alternative uses for municipally owned properties.
- The Economic Development Strategic Plan includes its own approved actions; www.northkawartha.ca/plans
- **Additional operational achievements 2023**
  - Through the implementation of the new branding project, vehicle and equipment colours were recommended and approved by Council to comply with new branding guidelines. Motion 23-106
  - Council authorized a 50% refund totaling $1,500.00 to the Creekside Music Festival for the cost of the one of two temporary use By-laws required to have the correct zoning in place for the 2023 music festival. Motion 23-135
  - The Creekside Music Festival was issued a special event permit and provided approval as required under the Townships Special Even By-law 2019-48, as mended, for the music festival to run from September 8 to 11, 2023. Motion 23-151
  - A noise exemption to the Township's Noise By-law 17/07 was granted for the Creekside Music Festival. Motion 23-152
  - Shantilly's Place proposed events throughout the 2023 Summer season were deemed Municipally Significant for the purpose of obtain Special Occasion Permits (SOP) from the Alcohol and Gaming Commission of Ontario (AGCO). Motion 23-153

- Additional operational achievements 2025
  - Municipal staff are working with the County on a special event and film permit process to support a unique public art mural project, highlighting the Township's commitment to cultural and creative economic development.
  - Streamlined approvals and support for a temporary outdoor patio at the Legion for 2025, creating expanded opportunities for use and events on the property.

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- Working with the County, North Kawartha businesses were featured at the Retail Economic Development event in May 2025, hosted by Peterborough County in Cavan Monaghan, providing exposure and networking opportunities for local enterprises.

3. Governance – Maintain a strong, accountable municipal government

3.1. Maintain policies and processes that enable effective governance

- Implement the recommendations in the Service Delivery Review and provide a status update.
  - Recommended item identified for the Roads Department within the Service Delivery Review has been completed and implemented throughout the Township.
  - The Service Delivery Review was reviewed, and all current obtainable recommendations have been reviewed and implemented.
- Commence a Request for Proposal (RFP) for an organizational review
  - RFP-02-24 was released in 2024 and was awarded to StrategyCorp Inc on July 16, 2024. Motion #24-227. The Organization Review and Comprehensive Employee Survey was received by Council. The CAO will be bringing forward an Implementation Plan in Q4 2025.
- Commence a Request for Proposal (RFP) for a Business Continuity Plan
  - Submissions for RFP-06-25 were due September 18/25. None received.
  - RFP process was completed but over budgeted allotment. Staff have completed a draft Business Continuity Plan for presentation to Council in Q4, 2026.
- Review policies regarding employee retention, recruitment, and succession planning; amend policies as necessary
  - Ongoing. Assistance from Harbr. Also, included with the Compensation review and Pay Equity Plan project.
  - Currently being reviewed and to be completed by Q1, 2027.
- Foster relationships with local First Nations
  - Through the Mt. Julian/Viamede road project, collaboration was had with local First Nations communities through the Aboriginal Consultation process required by Infrastructure Canada such as Archaeological Investigations
  - Special Joint Council meetings wish local First Nations, Curve Lake, have been established. Motion 23-134
  - Collaboration on projects ongoing

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- Establish an Advisory Committee of Council for the purpose of the revision of the Comprehensive Zoning By-law
    - Staff are awaiting the approval of the County of Peterborough Official Plan
    - The Committee was formed and disbanded waiting for approval of the County OP
    - County of Peterborough has initiated the process to confirm interest on a joint RFP for our local Comprehensive Zoning By-Law
- Establish an Advisory Committee of Council regarding Short Term Rentals
    - Council has established a committee of Council to study STR's in North Kawartha. Council has approved the terms of reference for the STR committee. Motion 23-213
- Investigate options to bring Fibre internet to the Municipal office
    - Quotes to bring Fibre Internet to the municipal office have been received, however currently awaiting further infrastructure investments for fiber internet within the Hamlet of Apsley and is on plan for 2024/25
    - Investigated fibre internet to the office. Quotes have been requested from Bell and Nexicom in Q3 2024. Rogers does not have existing infrastructure and no plans in near future. Depending on the quotes that are received, also investigating Starlink as an additional options. Ongoing.
    - Staff have requested updates from Bell and Rogers regarding fibre projects, primarily under the ASHIP program, including to the municipal office.
    - Consultations held with the Ministry of Infrastructure and EORN on fibre initiatives within the Township.
    - Access to fibre internet has not been obtained. Continue to monitor.
- **Additional operational achievements 2024**
    - Reviewed and amended the Fees and Charges By-Law (Q1 2024)
- **Additional operational achievements 2025**
    - JOHSC reviewed and amended the Corporate Health and Safety Policy. (1st quarter 2025)
    - JOHSC reviewed and amended the Corporate Violence and Harassment in the Workplace Policy. (1st quarter 2025)

- 2026 Accomplishments
    - By-Law 2026-0041Artificial Intelligence AI Policy was established.
    - By-Law 2026-0018 Delegation by-law was reviewed and amended
    - By-Law 2026-0052 Procurement Policy was reviewed and amended.
    - Joint Community and Safety Well Being Plan was established
    - 2026-2030 Multi year Accessibility Plan was established

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3.2. Provide quality community programs and services

- **Increase the budget amount for the donation policy to a total of $1,500.00 within the 2024 budget**
  - On plan for 2023 to increase the budgeted amount within the donation policy. The amount of $ 1,500 for the donation account was included since the 2024 budget and $1,500 is included each year. In addition to this amount, the budget includes $300.00 for the Kawartha Chamber of Commerce Gala. Also, Community Care's donation sees an increase of 2% each year; in 2025 the amount for Community Care was $3,183.62.
- Finalize the Riverview Park Plan, and implement the components
  - Completed Riverview Park Plan and received approval for further development. Motion
  - Received approval for further development of the Riverview Park Plan, thereby increasing quality recreation and services within walking distance of the village of Apsley. Motion
  - Completed extensive Riverview Park clean-up following March 2025 Ice-Storm, including fallen trees, dangerous standing trees, re-claimed the walking trails, re-graded the parking lot, for safe public use in 2025. (2nd and 3rd quarter 2025).
  - Boarded up washrooms to prevent further use, installed parking lot signs. (2nd quarter 2025).
  - Met with neighbouring property owner and discussed the location of buffer zone trees, that were included in further park development. (2nd quarter 2025).
  - Sourced and purchased 5 x White Spruce trees that were planted as planned along the buffer zone. These trees were recommended due to their quick growth characteristics and a history of doing well in our climate. And they provide year around privacy. (2nd and 3rd quarter 2025).
  - Final RFQ In Progress - Prepare and circulate RFQ for final park development in 2025/2026. (3rd quarter 2025) Note: Final upgrades were delayed in 2025 due to March 2025 Ice-Storm.
  - In final stages after 2025 Ice-Storm Clean-Up. Fall 2026 completion objective. Staff report on September 1, 2026 Council meeting agenda.
- **Complete the Canoe/Kayak parking area at the Eels' Creek Bridge**
  - The Encroachment agreement was approved and received from the Ministry of Transportation (MTO), and continued work to complete the Canoe/Kayak parking area is on plan for 2023/24
  - A new canoe/kayak launch area was created at the southwest corner of the parking lot, and the gate was installed in 2025.

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- Enter a Memorandum of Understanding with the Apsley & District Lions regarding the Lions Park
    - Discussions are in progress Q3 2025 with the new Executive and the MOU is planned to be completed in Q4 2025.
    - Will be completed in Q4, 2026
    - The final Park MOU and new 4-year NKCC usage agreement are complete and are with Lions Club Executive awaiting final approval. Scheduled for Council meeting October 6, 2026.
    - The new ABC Seniors Club 4-year NKCC usage agreement is complete and approved by ABC Seniors Executive. Scheduled for Council meeting September 15, 2026
- **Consider the Community Safety and Well-bring plan implementation steps in future decision making**
    - This plan is considered in decision making however there have been no direct actions from this plan to this point.
- Implement the Virtual City Hall portal to enable property owners to have direct access to their accounts
    - Currently obtaining quotes from payment service provided and is on plan for 2023/24. A report coming to October 1, 2024 Council meeting re payment platforms. Go live (soft launch), then presentation to Council, then launch to public. A demonstration was presented to Council on March 4, 2025. It was soft launched in February and hard launched on June 20th. Notices were included with the final tax bills in June, and in the newsletters. Finance Staff were present at the Lions Club Flea Market to promote VTH (Virtual Town Hall).
    - A Citywide demonstration was also presented to Council on March 4, 2025. It was soft launched in 2024. It was promoted along with the VTH promotions – notices in the final tax bills in June and newsletters, and promoted by Finance Staff members at the Lions Club Flea Market.
- Implement PSD Citywide Customer Support Request software portal; service requests, work orders, inspections, route patrol, and asset management software
    - PSD Citywide Maintenance Manager (CSR, work orders, inspections, quote patrol) portal has been piloted internally and on plan for 2024 to be public facing. PSD Citywide Assess Management (internal system) component is in the implementation stage, verifying calculations with the municipal auditors and is on plan for 2024. Citywide implementation completed. Live and available to public (soft launch). Presentation to Council forthcoming and then full promotion to public will transpire.

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- Not all modules are being utilized to full potential. Training and full utilization projected for 2027
- PR and Waste Dept have had staff training for all Departmental employees in 2026 and utilize Citywide specifically for service requests, work orders and numerous Departmental Inspections. All Inspections are scheduled through Citywide and have built-in Supervisor follow-up for any items generating a 'fail'.
- Building & By-law Department using to receive and track building and by-law complaints and violations.

- Install the Cloudpermit planning module software
  - Cloudpermit is within the beginning phases of implementation and continues to be on plan
  - Started utilizing the planning module but did not meet the needs of the Township
- **Explore options to expand the municipal grant program for boat cleaning stations, to include grants for environmental purposes in regards to local lake health**
  - The Environmental Initiative Grant was approved by Council in Q2 2024.
- Continue to work on a safter Highway 28, including meeting with KHPP, OPP, and MTO
  - Initial meetings have been conducted between KHPP, Council and municipal staff
  - A letter of support has been requested from Ontario Parks with regards to MTO improvement to KHPP access points
  - Continue to meet and support Mayors Highway 28 Coalition
- **Additional operational achievements 2023**
  - Complete Glen Alda Community Centre renovation project, thereby increasing facility programing capability.
  - Organized and operated the 8th annual Yuk Yuk Comedy night, which is now recognized as an annual significant event, within the arts and entertainment community.
  - The Apsley and District Lions Club were granted free use of Municipal resources for their annual Canada Day Parade. Motion 23-168
- **Additional operational achievements 2024**
  - Overhauled and upgraded Township organized and operated youth and adult sport and recreation programs.
  - Organized, implemented and operated a new 'before school' hockey clinics at the NKCC. (1st quarter 2024).
  - Planned and implemented new delivery and fee structure for WPCC Tennis and Pickleball Courts. Organized and scheduled

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reserved Club play, along with free play that is open to the public on the prime days from Friday to Monday. (2nd quarter 2024).
  - Partnered with five other County Township's in a co-operatve Public Education campaign for Blue Box Recycling. This included all facets of public communication including social media, radio and direct mail-out. (3rd quarter 2024).
  - Completed free radon testing program available for up to 100 members of the public. Analysed the data to make recommendations installation of radon mitigation rough-in for all future building projects
  - New recreational programs in 2024 included Spring Youth Basketball Program, Before School Hockey Skills Development Program and March Madness Youth 3 on 3
  - Hockey Clinic (March Break 2024)
- **Additional operational achievements 2025**
  - Organized and implemented the Veteran Pole Banner Program to honour and recognize North Kawartha Veterans. This was organized, presented and implemented in cooperation with Township volunteers. (2nd quarter 2024). This program was implemented in the 4th quarter of 2024 and following meetings in the 2nd and 3rd quarter of 2025, this program will be expanded in the 4th quarter of 2025 to include all the local war veterans recognized on the cenotaph in Apsley.
  - Installed new internet service at the NKCC, thereby improving internal networks while restoring free public Wi-Fi capability. (3rd quarter 2025).
  - Scheduled and operated Township 2025 youth and adult sport and recreation programs, including:
    - youth figure skating club.
    - youth softball league.
    - youth soccer league.
    - youth swimming lessons.
    - youth lacrosse.
    - youth ball hockey.
    - adult hockey league.
    - adult slo-pitch league.
    - adult/senior fitness classes.
    - youth hockey schools and clinics.
    - adult pickleball club
    - adult tennis club
    - youth pickleball club

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    - youth flag football
    - youth basketball
- Through resident feedback and demographic need, we created some new programs and redesigned some existing programs.
- New: Youth Pickleball, Youth Beach Volleyball, Youth Flag Football, March Break Youth 3 on 3 Hockey tournament.
- Redesigned: Adult slo-pitch league: This program was redesigned and we created a league based on skill level, allowing for more equal play and fun, Adult/Senior Core Class: Reviewed and changed the Fitness Core Class curriculum to focus on strength and core confidence opposed to mainly core resistance training.
- Assisted with organization and implementation of the 3rd annual end of summer youth hockey day camp at the NKCC. (3rd quarter 2025).
- Organized and implemented an expansion to the residential organic FoodCycler Program that significantly reduces household garbage waste, and thereby diverts from the Bensfort Rd. Landfill Site. This program was sponsored by the Township, initiated in 2024 and expanded in 2025. (1st and 2nd and 3rd quarter 2025).

3.3. Provide effective, clear and transparent Township communication

- Enable hybrid meetings within the Council Chambers and within the North Kawartha Community Centre (NKCC)
    - Staff implemented the use of a "Meeting Owl 3" to facilitate hybrid meetings within the Council Chambers and NKCC. This technology allows councillors, members of public, staff or delegates to join an in-person meeting electronically, eliminating the need to travel to attend a meeting in-person
- **Develop a Communications Plan to include Mayor videos on municipal services**
    - The Integrated marketing and communications plan is on plan for January 2024 and will include Mayor communication plans
- **Additional operational achievements 2023**
    - Discussed analysis and overall impact of the North Kawartha Community Centre ice rental rate increase with local groups, prior to

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presenting recommendation to Council on July 18, 2023. Motion 23-206
- Joint Special Council meetings have been established with Curve Lake First Nations, Township of Selwyn, Township of Trent Lakes, and the Township of North Kawartha. Motion 23-134
- Chandos Lake Property Owner Association (CLPOA) was granted free use of municipal resources for their annual Firework display at Chandos Beach. Motion 23-167

- **Additional operational achievements 2025**
  - Created, organized and implemented an immediate Storm Debris Management Plan following the devasting ice-storm in March 2025. (1st, 2nd and 3rd quarter 2025)
  - Continue to provide clear and transparent garbage and recycling information through, hardcopy waste passes, Township website, newsletters, social media, posters, transfer station hand-outs, etc. (2nd Quarter 2025).
  - Provide clear written correspondence on behalf of residents, (while copying residents), to Emterra and CM, addressing ongoing missed curbside recycling collection issues. (Ongoing)
  - Created and Provided public staff reports on the Township's annual waste management program performance including overall annual diversion percentage. (1st and 3rd quarter 2025)
  - Communicate with Community Centre User groups in-person, by email and verbally on phone, on an as-needed basis so members are regularly informed. (ongoing)
  - We are diligent in updating and utilizing the Township website, newsletter, LED sign, and social media on an ongoing basis and we diligently maintain bulletin boards in Apsley and the Anstruther Transfer Station, which are very effective. (ongoing)

4. Environment – Protect and enhance Environment

4.1. Promote responsible environmental stewardship

- Investigate the ways in which shoreline preservation policies can be incorporated into the Township By-Laws
  - This is a consideration in the Planning department. Discussion on policies will be included as part of the consultation on the revision of the Comprehensive Zoning By-Law in 2026.
  - Discussions on policies to be included in the Comprehensive Zoning By-law review

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- In partnership with the County of Peterborough, investigate a solution to the collection of recycling from ineligible sources due to the transition to Producer responsibility
    - Partnership planning is within discussion and will continue to be on plan for 2023
    - Township implemented its own plan to collect all ineligible source recycling at both Transfer Stations free of charge starting January 1, 2026.
    - As the County and the Province didn't have a solution for non-eligible recycling, curbside recycling collection ended December 31, 2025 for all non-eligible industrial, commercial and institutional establishments (I.C.&I.). Therefore, staff developed and implemented a plan to install specific I.C.&I. container and recycling bins in each transfer station for the separate collection and processing of non-eligible blue box recycling at the expense of the Township. This was implemented for January 1, 2026 so there was no disruption in blue box recycling for all Township I.C.&I. ratepayers. A communication plan was developed and implemented in Dec. 2025 and Jan. 2026.
- Examine organic waste solutions, including the FoodCycler program
    - An organic curbside collection solution is being investigated by the County of Peterborough. Resident surveys were completed to gauge municipal interest
    - Currently offering FoodCyclers for purchase, subsidized by the Township and shipped directly to the resident
- **Additional operational achievements 2023 & 2024**
    - Successfully implemented two special clean-up weekends for North Kawartha residents, held at the Anstruther Transfer Station on the weekends of June 3 and October 9, 2023, first weekend in June 2024 and the Thanksgiving weekend in October 2024.
    - Ordered and installed triple Bear Bin receptacles for garbage and recycling at identified Municipal locations including Chandos Beach, Chandos Beach Boat Launch, Haultain Canoe Park, Riverview Park, and Quarry Bay Beach (2023), . Mt. Julian Wharf (2024).
    - Negotiate depot recycling collection contracts with the Province, through CMO, for use of the Anstruther and Haultain Transfer Stations, in order to facilitate a seamless Provincial recycling initiative on plan to begin January 2024. Motion
    - Negotiate with the County of Peterborough for a curbside recycling collection solution for non-eligible sources, on plan for January 2024. Motion

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- Annually assist operationally and promote the County of Peterborough's Household Hazards Waste (HHW) Depot held at the Anstruther Transfer Station utilized by North Kawartha residents.
- Organized and implemented the residential organic FoodCycler Program that significantly reduces household garbage waste, and thereby diverts from the Bensfort Rd. Landfill Site. This program was sponsored by the Township and significant rebates were available to residents. (1st and 2nd quarter 2024).
- Replaced the NKCC commercial water heaters with high-efficiency commercial 'on-demand' water heaters, thereby reducing hydro consumption, maintenance and increasing safety. (3rd quarter 2024).
- Organized, approved and implemented the upgrades of monitoring wells at the Anstruther, Clydesdale, 620 and Apsley (504) Closed Landfill sites. Also approved the analysis of specific test data and updating of trigger values. This ensures the continued safe and accurate monitoring of each landfill site on a quarterly basis. (ongoing 2024).

- **Additional operational achievements 2025**
  - Scheduled, organized and implemented two special clean-up weekends for North Kawartha residents at the Anstruther Transfer Station during the first weekend in June 2025 and the Thanksgiving weekend in October 2025. (2nd and 4th Quarter 2025)
  - Provide free scrap metal collection bins at the Transfer Stations, and refrigerant removal, thereby reducing side-of-the-road metal bins and the possibility of appliances containing a refrigerant (CFC) being crushed without being drained. Thereby releasing refrigerants (CFC's) into the air is harmful to the ozone layers and human environment. (ongoing)
  - Created, organized and implemented a Storm Debris Management Plan which permitted residents to dispose of fallen trees and branches for FREE at Township Transfer Stations for a period of 6 months following the 2025 Ice Storm. (1st, 2nd and 3rd quarter 2025)
  - Schedule, assist and promote the County of Peterborough's HHW Depot seasonal operation at the Anstruther Transfer Station for North Kawartha residents. (2nd quarter 2025)
  - Organized and implemented an expansion to the residential organic FoodCycler Program that significantly reduces household garbage waste, and thereby diverts from the Bensfort Rd. Landfill Site. This

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program was sponsored by the Township, initiated in 2024 and expanded in 2025. (1st and 2nd and 3rd quarter 2025).
  - Replaced the secondary electric commercial water heater at NKCC for the ice resurfacer and ice-making with a high-efficiency storage tank to complete the 2024 project that includes high-efficiency on demand water heater, thereby reducing hydro consumption, maintenance and increasing safety. (3rd quarter 2025).
  - Planned, budgeted and replaced the NKCC ice edger with a new efficient electric edger, thereby eliminating carbon monoxide. This is environmentally conscious while improving staff and public safety. (1st quarter 2025)
  - Prepare and circulate a RFP for the continuing environmental monitoring of all closed Township landfill sites. This continues to ensure the safe and accurate monitoring of each closed landfill site, thereby eliminating or reducing any negative environmental impact. (4th quarter 2025)

- Additional operational achievements in 2026
  - Scheduled, organized and implemented two special clean-up weekends for North Kawartha residents at the Anstruther Transfer Station during the first weekend in June 2026 and the Thanksgiving weekend in October 2026
  - Provide free scrap metal collection bins at the Transfer Stations, and refrigerant removal, thereby reducing side-of-the-road metal bins and the possibility of appliances containing a refrigerant (CFC) being crushed without being drained. Thereby releasing refrigerants (CFC's) into the air is harmful to the ozone layers and human environment. (ongoing) ·
  - Schedule, assist and promote the County of Peterborough's HHW Depot seasonal operation at the Anstruther Transfer Station for North Kawartha residents. (2nd & 3rd quarter 2026) ·
  - Organized and implemented an expansion to the residential organic FoodCycler Program that significantly reduces household garbage waste, and thereby diverts from the Bensfort Rd. Landfill Site. This program was sponsored by the Township, initiated in 2024 and expanded in 2025. Ongoing in 2026
  - Met with Environmental Consultant to assess 2025 closed landfill AMR's recommendations and develop plan for MECP Technical review. With the objective of amending current ECA's to reduce future site monitoring and reporting based on 20-year history.

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- Prepared and submitted council report to address the above Sept./2026 .
- Extend current agreement or prepare and circulate a RFP for the continuing environmental monitoring of all closed Township landfill sites. This continues to ensure the safe and accurate monitoring of each closed landfill site, thereby eliminating or reducing any negative environmental impact. (4th quarter 2026)
- We schedule and document all scrap appliances collected at the Transfer Station that contain a refrigerant and then arrange for the safe removal of that refrigerant before the appliance is crushed in scrap metal. The Township supports this program by providing all NK residents with the safe disposal of an appliance containing a refrigerant annually for free. (ongoing).
- Approved ratepayer requests for use of Municipal Facilities and/or Resources without charge, which meet established Municipal Policies.
- Complete inspection and testing of all NKCC Honeywell sensors for public and employee safety, including carbon monoxide, carbon dioxide and propane. New sensor with controller upgrade and calibration complete. (2nd quarter 2025).
- Continue with environmental monitoring of all closed Township landfill sites. This continues to ensure the safe and accurate environmental impact monitoring of each closed landfill site, thereby eliminating or reducing any negative environmental impact. (1st, 2nd, 3rd, 4th quarter 2025). Update Report prepared and submitted to Council Sept.2026

4.2. Protect the human environment

- **Participate within the creation of a County-wide Diversity, Equity and Inclusion Plan**
  - The Clerk, and Deputy Clerk are members upon the County of Peterborough Diversity, Equity, and Inclusion committee
  - On September 20, 2023 Council and senior staff attended the Diversity, Equity and Inclusion workshop held at the Douro-Dummer Community Centre
- Create a Recreation Master Plan, to include an open Space Master Plan including, beaches, parks, and future trail considerations.
  - Preparations are underway for the creation of a Recreation Master Plan
  - Preparation underway.
- Explore options for accessible community gardens.

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  - Accessible community gardens is on plan for 2024. No further development in this area. Community Care was considering this initiative however is seems to be on hold.
  - Community Gardens were investigated but deferred due to availability of a suitable property with irrigation and interest.
- **Additional operational achievements 2023**
  - Approval was received to provide Apsley Community Care a letter of support to the Alcohol and Gaming Commission of Ontario for their annual Casino Night held on June 17, 2023. Motion 23-105
  - Approval was received to extend the Royal Canadian Legion, Branch 381, liquor licensed area to an outdoor patio effective May 19, 2023 to September 4, 2023. Motion 23-133
  - Approved request for use of Municipal Facilities and/or resources without charge, to which meet already established Municipal Policies. Approval events include CLPOA annual firework display at Chandos Beach, Peterborough Public Health Unit vaccination clinics, North Kawartha resident celebration of life ceremonies', Apsley Community Care blood pressure clinics, and Apsley Community Care fundraising events.
  - North Kawartha Community Centre sidewalk re-design and replacement. Motion
  - Ordered and facilitated the replacement of the Desiccant Dehumidification Burner and Seniors at the North Kawartha Community Centre. Motion 23-251
  - Three North Kawartha Volunteer Firefighters enrolled for the October 2023 Hazmat NFPA 1072 hazardous material awareness training
  - The North Kawartha Emergency Service Department completed a draft Community Risk Assessment to be brought forward to council 4th quarter 2023.
  - Established the Privacy Breech policy and procedures. Motion 23-170
  - Approval was received to provide the Big Cedar Lake Stewardship Association a letter of support with respect to their application to the Fisheries and Oceans Canada Aquatic with respect to their Invasive Species Prevention Fund. Motion 23-228
- **Additional operational achievements 2024**
  - We schedule and document all scrap appliances collected at the Transfer Station that contain a refrigerant, and then arrange for the safe removal of that refrigerant before the appliance is crushed in scrap metal. The Township supports this program by providing all NK residents with the safe disposal of an appliance containing a refrigerant annually for free. (ongoing).

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- Approved requests for use of Municipal Facilities and/or resources without charge, that meet established Municipal Policies. These events included: Apsley Community Care fundraising events to assist sustainability and level of services offered to local residents, Apsley Community Care blood pressure clinics, CLPOA annual fireworks display at Chandos Beach, Peterborough Public Health Unit vaccination clinics, North Kawartha residents Celebration of Life or Memorial events.
- Obtained proposals and schedule installation of new NKCC arena safety netting. (1st quarter and the installation in 3rd quarter 2024).
- Complete inspection and testing of all NKCC Honeywell sensors for public safety, including carbon monoxide, carbon dioxide and propane. New sensor with controller upgrade and calibration complete. (2nd quarter 2024).

- **Additional operational achievements 2025**
  - We schedule and document all scrap appliances collected at the Transfer Station that contain a refrigerant and then arrange for the safe removal of that refrigerant before the appliance is crushed in scrap metal. The Township supports this program by providing all NK residents with the safe disposal of an appliance containing a refrigerant annually for free. (ongoing).
  - Approved ratepayer requests for use of Municipal Facilities and/or Resources without charge, that meet established Municipal Policies.
  - Complete inspection and testing of all NKCC Honeywell sensors for public and employee safety, including carbon monoxide, carbon dioxide and propane. New sensor with controller upgrade and calibration complete. (2nd quarter 2025).
  - Continue with environmental monitoring of all closed Township landfill sites. This continues to ensure the safe and accurate environmental impact monitoring of each closed landfill site, thereby eliminating or reducing any negative environmental impact. (1st, 2nd, 3rd, 4th quarter 2025)
  - Planned, budgeted and replaced the NKCC ice edger with a new efficient electric edger, thereby eliminating carbon monoxide. This is environmentally conscious while protecting the human environment . (1st quarter 2025)

4.3. Consider Climate change in decision making

- Investigate options to include funding options for Electric Vehicle (EV) charging systems (public and municipal)
  - Staff continue to monitor for funding options for EV charging systems
  - Investigating options for EV charging systems

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- Investigate Electric Vehicle (EV) options for the municipal fleet and equipment
    - EV options is on plan for discussion during the 2024 Capital Forecast/Budget meeting. Site location and design work commenced for a new combined Level 2, Level 3 charging station at the NKCC.
    - Considered when purchasing
- **Additional operational achievements 2023**
    - North Kawartha Community Centre sidewalk re-design and replacement with asphalt as opposed to concrete, due to premature deterioration. Motion 23-251
- **Additional operational achievements 2024**
    - North Kawartha Community Centre sidewalk re-design and replacement with asphalt as opposed to concrete, due to premature deterioration. Motion 23-251
    - North Kawartha Municipal Office received a new steel roof as opposed to asphalt shingle. (1st quarter 2024).
    - The NKCC commercial water heaters are high-efficiency commercial 'on-demand' water heaters, thereby reducing hydro consumption. (3rd quarter 2024).
- **Additional operational achievements 2025**
    - Site design for an EV charging station part of the proposed construction of the parking lot at 143 Burleigh Street
    - The new NKCC ice edger is electric as opposed to a less expensive propane or gasoline fueled model. (1st quarter 2025)
    - Replaced the secondary electric commercial water heater at NKCC for the ice resurfacer and ice-making with a high-efficiency storage tank in combination with a high-efficiency on demand water heater, thereby reducing hydro consumption. (3rd quarter 2025).