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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
 - 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)
 - 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)
 - A full review is required of the Road Minimum Maintenance Standard By-law and to be completed in Q1-2, 2027.
- Develop a five-year road surface treatment/paving plan in conjunction with the Capital Forecast
 - 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.



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- 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, after the County brings the road(s) to an acceptable standard
 - 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 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 Objectives
 - 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

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.
 - Annually through budget deliberations this is considered. To date this has not been approved.



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- Host a meeting with local builders, contractors, and developers to discuss current pressures and opportunities
 - To be completed in Q4, 2026-Q1, 2027
- Utilize social media to attract developers

1.4. Explore complete communities

- Analyze demographic information and trends
- Develop a Downtown Master Plan
 - 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
- Review the budget annually based on an evaluation of the CIP successes
- Review CIP identified areas and programs
- Enact any revision
- Advertise and promote the Community Improvement Plan (CIP)
 - CIP Committee meeting in September
 - Few applications have been received
 - A review of the program will transpire in Q4, 2026

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
- The Economic Development Strategic Plan includes its own approved actions; www.northkawartha.ca/plans

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.



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- The Service Delivery Review was reviewed, and all current obtainable recommendations have been reviewed and implemented.
- Commence a Request for Proposal (RFP) for a Business Continuity Plan
 - 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
 - Currently being reviewed and to be completed by Q1, 2027.
- Foster relationships with local First Nations
 - Collaboration on projects ongoing
- Establish an Advisory Committee of Council for the purpose of the revision of the Comprehensive Zoning By-law
 - 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
- Investigate options to bring Fibre internet to the Municipal office
 - Access to fibre internet has not been obtained. Continue to monitor.
- 2026 Accomplishments
 - By-Law 2026-0041 Artificial 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

3.2. Provide quality community programs and services

- Finalize the Riverview Park Plan, and implement the components
 - In final stages after 2025 Ice-Storm Clean-Up. Fall 2026 completion objective. Staff report on September 1, 2026 Council meeting agenda.
- Enter a Memorandum of Understanding with the Apsley & District Lions regarding the Lions Park
 - 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



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- Implement PSD Citywide Customer Support Request software portal; service requests, work orders, inspections, route patrol, and asset management software
 - 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
 - Started utilizing the planning module but did not meet the needs of the Township
- Continue to work on a safer Highway 28, including meeting with KHPP, OPP, and MTO
 - Continue to meet and support Mayors Highway 28 Coalition

3.3. Provide effective, clear and transparent Township communication

Additional 2026 Objectives

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
 - Discussions on policies to be included in the Comprehensive Zoning By-law review
- 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
 - 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



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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
 - Currently offering FoodCyclers for purchase, subsidized by the Township and shipped directly to the resident
- 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.
 - 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)
- Additional operational achievements 2026
 - We schedule and document all scrap appliances collected at the Transfer Station that contain a refrigerant and then arrange for the safe



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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

- Create a Recreation Master Plan, to include an open Space Master Plan including, beaches, parks, and future trail considerations.
 - Preparation underway.
- Explore options for accessible community gardens.
 - Community Gardens were investigated but deferred due to availability of a suitable property with irrigation and interest.

4.3. Consider Climate change in decision making

- Investigate options to include funding options for Electric Vehicle (EV) charging systems (public and municipal)
 - Investigating options for EV charging systems
- Investigate Electric Vehicle (EV) options for the municipal fleet and equipment
 - Considered when purchasing