

BY-LAW NO. 2017-41 - Schedule "A"



MUNICIPALITY OF TWEED

Corporate Strategic Plan

2017-2021



**Adopted by By-law No. 2017-41
September 26, 2017**

Strategic Planning Process

Members of Council and senior staff met on August 4, 2016 to participate in a strategic planning exercise facilitated by Penny Sharman of Sharman Municipal Consulting. The participants completed a SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis; identified the Municipality's decreasing and increasing pressures; developed a wish list of strategic actions and concluded the day by prioritizing that wish list.

The consultant met with the Personnel & Finance Committee on November 9, 2016 to review the results of the prioritization and to confirm the direction in which to proceed and was authorized to draft a preliminary framework for the Strategic Plan, which included such components as a vision statement, focus areas and strategic actions. The committee requested that the Vision Statement of the Municipality's Integrated Community Sustainability Plan be adopted as the Vision Statement for the Strategic Plan.

The draft plan was reviewed by Council on September 12, 2017.

The Strategic Plan was adopted by Council on September 26, 2017.

Introducing the Strategic Plan Components

The Strategic Plan for the Municipality of Tweed is divided into three areas which comprise the main elements of any good strategic plan.

Vision describes what the Municipality of Tweed is striving to become.

Focus Areas describe the key functions on which the Municipality of Tweed wants to focus.

Strategic Actions identifies the actions or accomplishments that will contribute to making those results happen.

COMMUNITY PROFILE

The Municipality of Tweed is an amalgamated municipality comprising the former Village of Tweed (the urban center) and the former Townships of Hungerford and Elzevir & Grimsthorpe. The Municipality was officially incorporated as of January 1, 1998 as a lower-tier Municipality within the County of Hastings two-tier governing system.

Tweed is a Municipality located half way between Toronto and Ottawa, in the central-eastern part of Ontario, in the County of Hastings. The Tweed urban center is located approximately 40 km north of Belleville on Highway 37. The Hamlets of Marlbank, Stoco and Thomasburg are located south of the urban center, Sulphide is located east of the urban center and the other two Hamlets, Actinolite and Queensborough, are north of the urban center.

As the Gateway to the Land O Lakes and the Bay of Quinte Region, the area has become known for its small-town friendliness, affordability, accessibility, beautiful environment, outdoor recreational experiences, and annual events.

Approximately 30% of the population resides in the urban center. The remainder of the municipality consists of six Hamlets (Actinolite, Marlbank, Queensborough, Stoco, Sulphide and Thomasburg) and a large rural area which reaches from Wadsworth Lake in the north to Roslin in the south. The residents of the Hamlets and the rural areas comprise the other 70% of the population. The Municipality has a population of approximately 6,057 and 3,160 households. There were 5,860 qualified electors in the 2014 election.

The total land area is approximately 230,000 acres (930 km²), 30% of which is Crown Land. Lakes, rivers and streams account for approximately 4,650 acres (18 m²).

The Black River joins the Moira River north of the Village of Tweed and meanders through the Village as the Moira River to empty into Stoco Lake and continues south to Belleville and the Bay of Quinte.

Tweed has an abundance of “Our Backyard” experiences like the North America’s smallest jailhouse, world-class muskie/black crappie fishing on Stoco Lake, winery, culture, the Tweed Heritage Centre, hiking, and great events such as the Tweed Tribute to Elvis Festival, the Tweed Stampede & Jamboree, the Festival of Trees, Art in the Park, Tweed & Area Studio Tour, and Feast from Farm.



Role of Council

The Municipality of Tweed is governed by a five-member council comprised of a Mayor, Deputy Mayor and three Councillors.

The Municipality budgeted for over \$9,000,000 in gross expenditures for 2017.

Council meets twice monthly and attends adhoc meetings, including meetings with outside agencies in which council represents the Municipality.

The upper tier is the County of Hastings which is headquartered in Belleville, Ontario. The Mayor for the Municipality of Tweed is a member of County Council. The County provides the following services:

- Emergency Services
- Community & Human Services
- Long-Term Care
- Children's Services
- Ontario Works employment services and financial assistance
- Planning and Economic Development
- Administration of Provincial Offences

Economic and Development Trends

As stated previously, the Municipality is comprised of the Urban Centre and six Hamlets. Since the Village is the Municipality's only Urban Centre, it is considered the hub of the Municipality. The Municipality's business directory has a listing of 42 categories with a total of 368 businesses, organizations, community facilities or activities. Of these 368 listings, there are 262 commercial businesses under 35 different categories. The different categories demonstrate a broad and diverse range of business interests that can survive in this small but thriving Municipality.

Businesses & Categories in Municipality¹

14	Accommodation	3	Hardware
7	Agriculture	12	Health Care
14	Animal Care	1	Logging
14	Antiques & Artists	5	Manufacturing Operations
13	Automotive	2	Media

¹ Data reflected has been pulled from the municipal business directory on www.tweed.ca as of November, 2016.



- 3 Cleaning Services
- 2 Computers
- 34 Contractors and Trades
- 4 Convenience Stores
- 7 Design/Printing
- 1 Excavating
- 20 Food & Beverage
- 2 Funeral Service
- 6 Furniture
- 3 Gas Stations
- 8 Greenhouses/Landscaping
- 3 Hairdressers/Barbers

- 1 Parks
- 6 Professional Services
- 9 Restaurants
- 31 Retail
- 2 Senior Housing
- 3 Sewing & Alterations
- 3 Spa & Wellness
- 1 Special Needs Housing
- 2 Taxi
- 2 Travel
- 2 Wells & Septic

The remaining 106 listings fall under various categories such as Attractions & Entertainment; Churches; Facility Rentals & Halls; Major Services; Municipal Facilities; Organizations and Public Service. The major employer is retail. There are a number of residents that commute to larger centres, primarily Belleville, for employment.

There is a strong sense of community in this Municipality, which is home to a number of active and dedicated service clubs such as the Kiwanis Club of Tweed and Lions Club of Tweed, a number of strong volunteer organizations and outstanding individuals.

Municipal Services	
<p><u>Administration</u></p> <ul style="list-style-type: none"> • Clerk’s Department • Treasury • Human Resources • Information Technology <p><u>Environmental Services</u></p> <ul style="list-style-type: none"> • Solid Waste Management • Recycling <p><u>Public Works</u></p> <ul style="list-style-type: none"> • Roads • Bridges • Water and Sewer <p><u>Planning and Development</u></p> <ul style="list-style-type: none"> • Planning • Building Services 	<p><u>Community Services (includes Economic Development, Recreation and Culture)</u></p> <ul style="list-style-type: none"> • Community Development • Economic Development • Parks and Recreation • Library • Community Centres • Tourism <p><u>Protective Services</u></p> <ul style="list-style-type: none"> • Fire Protection and Prevention • Ambulance • By-law Enforcement • Policing

Administration

Corporate Services is responsible for most of the administrative duties of the Municipality including municipal treasury; accounting; budgeting; reporting; tax collection; record keeping and management; preparing Council agendas and minutes; municipal elections; human resources; development of policies; implementing Council direction and initiatives; website management; communications; and by-laws.

Environmental Services

There are two Waste Disposal Sites and a Recycling Depot in the Municipality. Tweed implemented the clear bag policy and measuring the weight of bulk items in order to ensure a sustainable landfill for years to come.

Recycling, commercial recycling, household hazardous waste collection, and waste electronics collection is provided by Quinte Waste Solutions. Quinte Waste Solutions is the operating name of the Centre & South Hastings Waste Services Board which provides these services for the 9 municipal partners that make up the Board.



The amounts of funding municipalities receive from Industry Funding Organizations is based on tonnages collected from the previous year reported to Waste Diversion Ontario.

Public Works

Roads & Bridges

The Municipality is responsible for 32 kilometres of rural asphalt roads; 15 kilometres of urban asphalt roads; 165 kilometres of tar and chip roads; 470 kilometres of gravel roads and 52 bridges. The arterial roads are Marlbank Road, Crookston Road and Quin-mo-Lac Road.

Water & Sewer

The Village of Tweed is serviced by a water and sewer system consisting of two pumping stations, one water tower, 8 km of water and sewer lines, and two lagoons. A high priority as identified in the Municipal Asset Management Plan is the development of a third lagoon. Currently the two lagoon system is operating close to capacity and, in order to facilitate further urban development, a third lagoon cell is required.

Building and Planning

Building Inspection for the Municipality of Tweed, Township of Stirling-Rawdon, Township of Tyendinaga, Town of Deseronto and Township of Madoc is administered by the Building Inspection Services Board.

The County of Hastings is the approval authority for consents and subdivisions and zoning amendments and minor variances are approved by the Municipality.

Recreation

There is an abundance of recreational facilities and opportunities in the Municipality to meet the local needs. A number of recreational activities are coordinated by volunteer run organizations and partially funded by sponsorships.



The Tweed-Hungerford Community Centre, which is the home of Tweed Minor Hockey and the Tweed Figure Skating Club, is a municipally owned and operated facility.

The new Tweed Public Library, which opened in 2011, offers free membership to all Municipality of Tweed residents and ratepayers. The library features core reference materials, books, meeting rooms, early literacy workstations computer and internet access, an online catalogue and resources, and assistance along the way. In addition, free Internet and WiFi is available to members and visitors and various programming from youth to seniors.



The Erin Palmateer Community Pool is a result of ten years of community fundraising. During the summer months the pool is operated by the YMCA of Central East Ontario. The Emily Trudeau Splash Pad was another community fundraising project with construction completed in 2015 and, prior to both projects, the John DeVries Soccer Field was created. Each project bound the community together with unwavering support to create legacy projects which will be enjoyed by multiple generations.

The Tweed Heritage Centre is an ever growing staple in the preservation of the history of the community. The Heritage Centre is governed by the Tweed & Area Historical Society which is driven by a group of dedicated volunteers.

The Land O'Lakes Curling Club is a not-for-profit organization governed by a volunteer Board of Directors. In addition to curling, the club offers pickle ball and shuffle board, along with other events in the summer months.

In the Hamlets, there are also three community halls that host various community events and are also available for rent. Key events in the Hamlets include M.A.C.K. (kayaking) Fest, chainsaw competition, theatre productions, community dinners and historic commemorative days.

More information about Facility Rentals and Halls can be found on the municipal website at <http://twp.tweed.on.ca/business-directory-c451.php?command=&clD=11&cat=Facility-Rentals-and-Halls#Directory>

In addition to the facilities referenced above, there are also seven conservation areas or parks located in the Municipality which are open to the public.



Protective Services

Fire Protection and Prevention

The Fire Department Administration is a shared service with the Township of Stirling-Rawdon and consists of two paid employees, the Fire Chief and the Fire Prevention Officer and a group of dedicated volunteer firefighters. Each volunteer fire department are independent. There is one fire hall located in the Municipality.

Ambulance Service

The County of Hastings provides ambulance services. There is a satellite base, which operates during daytime hours, located in the firehall.

Policing

Policing is provided by the Central Hastings Ontario Provincial Police.

By-law Enforcement

By-law enforcement is carried out by a contract employee.

VISION STATEMENT AND FOCUS AREAS

VISION

The Municipality of Tweed is a vibrant, prosperous place where we live, work and play. The Municipality strives to respond to the needs of our citizens; cherish and celebrate our culture and heritage; support the local economy; and protect the environment that sustains us.

ADMINISTRATION

To provide effective and efficient administration

INFRASTRUCTURE/ TANGIBLE CAPITAL ASSETS

To effectively respond to the challenges of addressing the municipality's infrastructure/tangible capital asset needs

PUBLIC WORKS

To ensure that the Public Works Department continues to operate efficiently, effectively and economically

COMMUNITY DEVELOPMENT

To promote and manage economic development & healthy lifestyles and meet the broad range of community needs

FIRE DEPARTMENT

To ensure the continued efficiency & effectiveness of the municipality's Fire Department

The following tables list the strategic actions within the focus areas.

Administration

To provide effective and efficient administration

1. Evaluate current Water/Sewer billing system and update
2. IT Plan
3. Ensure 5 Year Capital Plan is reported on quarterly and follows the Asset Management Plan
4. Develop a Succession Planning Policy to include and build on existing practices
5. Investigate more shared services and implement where possible
6. Develop an Education & Staff Training Strategy for all Departments
7. Update HR Policies
8. Update Asset Management Plan

Community Development

To promote and manage economic development & healthy lifestyles and meet the broad range of community needs

1. Complete Stoco Lake Stewardship Plan
2. Complete of BR+E Action Plan
3. Develop an Age Friendly Action Plan
4. Develop Youth Retention Strategy
5. Complete a 5 Year Parks & Rec Plan
6. Update ICSP
7. Lobby for 24 hour ambulance coverage
8. Develop a Community Improvement Plan (CIP)
9. Continue enhancement of relationship with Hamlets and Hamlet uniqueness (ensure inclusion in community development plan)
10. Work with the County on social services and the need for social housing. Lobby the County for social housing expansion in Tweed.

Fire Department

To ensure the continued efficiency & effectiveness of the Municipality's Fire Department

1. Increase the level of fire protection services through public education by attending schools, plowing match, public events
2. Develop a plan for dry hydrants/water source locates including Hamlets
3. Maintain tanker accreditation
4. Increase inspections to bring community up to fire code
5. Maintain fire response times or increase by means of technology and training

Infrastructure/Tangible Capital Assets

To effectively respond to the challenges of addressing the Municipality's infrastructure/tangible capital asset needs

1. Upgrade Lagoon Wastewater System (Contingent on funding) / Monitor infiltration / Develop a plan B for development options if no funding is available
2. Construct/Install Outdoor fitness equipment
3. Carry out Pavillion Repairs
4. Carry out Arena Energy Retrofit
5. Complete Boat Launch
6. Complete changes Andy Brown Dome
7. Construct/Install Skate Park
8. Upgrade Fire Hall for 24 Hour Service and Gas Service
9. Apply for application for connecting link funding/construction of connecting link

Public Works

To ensure that the Public Works Department continues to operate efficiently, effectively and economically

1. Complete Pit Licensing for Esker Road
2. Drill Test Wells at Landfill Sites as required to monitor leachate
3. Plan for Climate Change Effects
4. Develop an Invasive Species Policy
5. Monitor what Quinte Waste is doing in regard to producer pay
6. Complete plans to identify all underground infrastructure locates

Implementing and Monitoring the Strategic Plan

In order to implement and monitor the Strategic Plan, evaluation criteria and monitoring mechanisms have been established as an integral part of the plan itself and are outlined in Appendix 1. They are directly related to each strategic action and will assist Council and staff in assessing the success of implementing the Plan.

Appendix 1 – *Evaluation Criteria and Monitoring Mechanisms to Achieve Specific Goals and Implement the Strategic Plan* – is a table that basically describes who is responsible for doing what, how is it going to be done, and when will it be done. Reference to and following Appendix 1 is pivotal to the monitoring and implementation of the Strategic Plan.

Annual budget reports as well as quarterly capital reports to Council will ensure that Council is informed on an ongoing basis that implementation of the Plan is either on track or that amendments are needed.

Contact Information: CAO/Clerk, Municipality of Tweed