



## 2019 Strategic Plan

### #MyHighlandsEast

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## Highlands East – Yours to Explore

Highlands East is situated on the Eastern side of Haliburton County. The Municipality covers 758 square kilometres; approximately half of this is Crown land. Highlands East was formed in 2001 with the amalgamation of the Townships of Bicroft, Cardiff, Glamorgan and Monmouth. The year round population in private households is 3,343. There are roughly 4,485 households and a seasonal population of approximately 13,000.

If you are a visitor touring the Highlands for the first time, you will be struck by the singular beauty of its landscapes and the authenticity of its people and surroundings. Home of the [Geocaching Capital of Canada](#), The National Heritage Site of the [First Red Cross Outpost in Ontario](#), [Silent Lake Provincial Park](#) and so much more, you will no doubt come to understand why our slogan is “Yours to Explore”.

Life in Highlands East is about having it all. Council is focused on creating economic opportunities for our residents and businesses; our natural environment provides the rest: fishing, hunting, swimming, boating, four wheel drive recreation, ATVing , horseback riding, motorcycling, walking, cycling, geocaching, and rare mineral tours to name a few. Highlands East is the Geocaching Capital of Canada, with Canada’s most popular GeoTour. Highlands East is the only Municipality in Ontario that has taken steps to protect Mineral Collection sites within the Municipality for the public to enjoy. The community comes together to create a rich cultural landscape of activities and events including curling, hockey, figure skating, cross country skiing, arts tours, country fairs, heritage sites, live theatre productions, craft sales, churches, volunteer events, farmer’s markets, museums and much more.

Highlands East has become a very popular cottage and retirement destination. The natural beauty of our lakes and environment are an attraction to the young and the young at heart. Several [camps](#) in the area offer a wealth of programs for leadership training, family oriented programs and children's activities. Through this plan, we demonstrate our commitment to protecting and preserving our natural environment for generations to come.



Day trips can include but are not limited to [Heritage Sites](#), [Ghost Towns](#), [Old School Houses](#), [Sculptures](#) or a [Studio Arts Tour](#). You can step back in time and visit two old [General Stores](#), or feast your eyes and indulge in a sensational [day trip](#) throughout the area.

There is no place like Highlands East for the fall colours. Plan a mini holiday or attend one of our [events](#). Check out our [lodgings](#), [campgrounds](#), [cottage rentals](#) and [restaurants](#). You will not be disappointed.

## Overview

### **Why a strategic plan is important to the Municipality of Highlands East:**

The Municipality of Highlands East embarked on developing a Strategic Plan in 2010. Council decided that the Municipality needed a vision to follow. Citizens of Highlands East are leaving our community to work in other areas. The Municipality is facing unemployment, restructuring and a changing economic base. Historical industries like mining and forestry are disappearing. Council decided that a Strategic Plan could be used as a direction to develop policies. The goal of developing a Strategic Plan was to establish a collective vision of where the Municipality should focus its energies. The plan will aid in planning for the future, maximize resources and assist in communicating priorities.



### **Vision statement:**

Highlands East is a premier outdoor tourism destination that provides economic stability and opportunities for its residents, now and in the future, through environmental sustainability and social equality.

### **Mission statement:**

We will lead by being innovative in developing, promoting and protecting our community, environment and heritage for future generations.

### **Strategic plan implementation:**

Municipal decision-making will be informed by the Strategic Plan. Staff work plans will reflect the priorities set out in this plan. Accountability will be achieved by senior staff having quarterly

meetings with the CAO to report progress on goals and objectives contained in this plan. Staff reports will be structured to reflect the goals and objectives laid out in the Strategic Plan. Council will review staff progress towards the goals of the Strategic Plan through bi-annual reports from staff. Strategic Plan reviews will take once per term of Council, including council, staff, and community stakeholders, or as requested by Council.

## Goals

The ultimate goals of the strategic plan are to create business and cultural opportunities, enhance our natural environment and foster economic development. Council stressed the need to identify business opportunities and develop a strategy to assist entrepreneurs to start businesses in Highlands East.

The Municipality determined through the development of this Strategic Plan that tourism in Highlands East is a high priority item and many of the goals developed relate directly to tourism. The tagline “Yours to Explore” ties into every aspect of the Strategic Plan.

Considerations that council took into account when developing the strategic plan include protecting the cottage culture of the Municipality, encouraging business and cultural activity, and addressing the needs of our higher than average elderly population.



1. Through marketing, promotion and public relations, support tourism and economic development.
2. Attract visitors to the area by providing a positive outdoor experience.
3. Support adequate social services including food and housing for all residents.
4. Maintain and enhance the Recreational & Cultural activities in our Municipality for residents and visitors.
5. Support and protect our natural environment.
6. Create a strong corporate environment that supports retention & succession planning for municipal staff.
7. Ensure financial sustainability and fiscal responsibility for the organization.
8. To serve, protect & foster public interest.

## Committees

In 2011 Council passed bylaw 2011-28 to establish committees to address areas of concern and opportunity. By-law 2011-28 was rescinded in 2013 with the passing of by-law 2013-13 that also established the committees. Five committees were set up, each chaired by a member of council.

Members of the committees are stakeholders, experts and/or have an interest or a general concern in each of the committees. Each committee has been asked to champion a goal.

The **Economic Development and Business Committee** promotes and facilitates ongoing communication and cooperation among community partners with respect to economic development matters including business retention and expansion, marketing and tourism as well as other specific projects identified by Council. The committee has championed the goal **“through marketing, promotion and public relations, support tourism and economic development.”**

The **Trails and Outdoor Tourism Committee** addresses outdoor experiences including trail promotion, development and marketing. The Trails and Outdoor Tourism Committee has championed the goal **“attract visitors to the area by providing a positive outdoor experience.”**

The mandate of the **Housing and Grants Committee** is to seek opportunities for housing development for the Municipality and promote these opportunities. This committee is the champion of the goal **“support adequate social services including food and housing for all residents.”**

The **Recreation and Culture Committee** has the mandate of promoting recreation and cultural facilities and services, with the goal of enhancing the quality of life for all of its residents. This committee champions the goal **“maintain and enhance the Recreational & Cultural activities in our Municipality for residents and visitors.”**

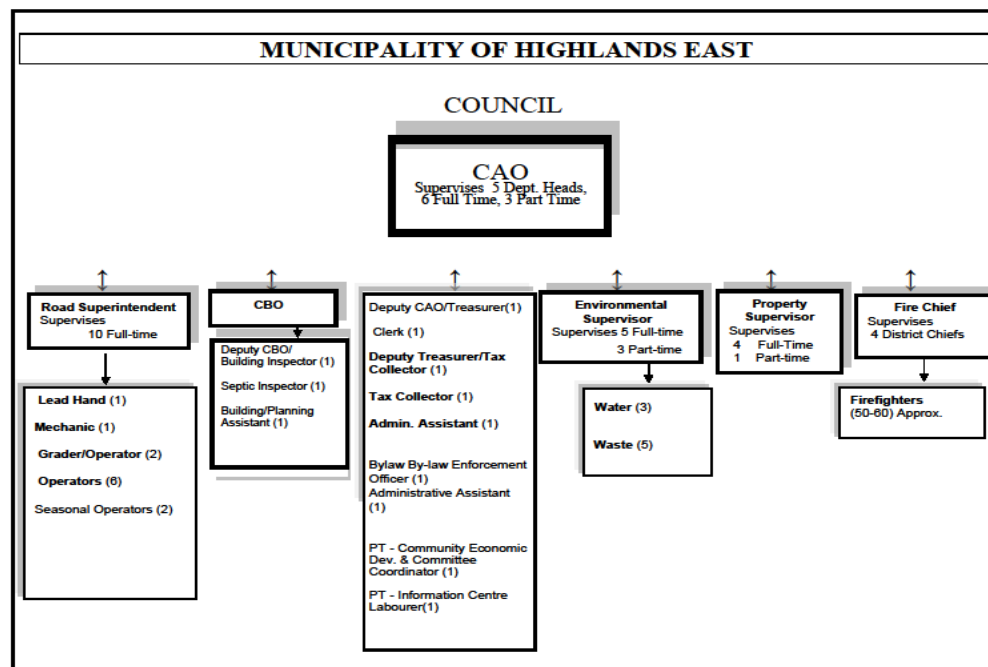
The **Environment Committee** is to seek and promote opportunities in the field of alternative energy for residential, commercial and municipal buildings, and include landfill best practices and opportunities. They will prepare user-friendly educational material that will provide information and product sources for the public. Naturally, the Environment Committee is the champion of the goal **“support and protect our natural environment.”**



## Municipal Departments

Staff of the Municipality of Highlands East will champion the goal to create a strong corporate environment that supports retention & succession planning for municipal staff and the goal to ensure financial sustainability and fiscal responsibility for the organization through the CAO/Treasurer.

The organization is comprised of six departments that have their own designated function and responsibilities. Below is a copy of the organizational chart for Highlands East:



The **Administration Department** is responsible for the day-to-day operations of the Municipality. This is accomplished by the CAO/Treasurer through Senior Management, ensuring effective functioning of all municipal operations within approved legislation, regulations, by-laws and approved funding limits.

The **Parks & Recreation Department** is responsible for maintaining all municipal property and arena operations. This includes maintaining cemeteries, parks, beaches, docks, boat launches, trails & all other corresponding buildings and properties.

The **Roads Department** is responsible for overseeing and carrying out roads maintenance and operations throughout the municipality by developing, implementing and administering the objectives and programs as established by Council.

The **Fire Department** is responsible for the operations of the fire service throughout the municipality including fire suppression, fire prevention and public education, emergency medical responses, training, community emergency planning and ensuring compliance with fire service codes.

The **Building & By-Law Department** is responsible for overseeing and administering permits for the construction of buildings and structures within the municipality. The department must also ensure compliance with the Ontario Building Code and municipal zoning requirements.

The **Environmental Department** is responsible for overseeing the municipal water, wastewater and landfill operations throughout the municipality.

## Goal #1 – Economic Development & Business Committee

Through marketing, promotion, and public relations support tourism and economic development.

Objectives (Key steps to accomplish the goal)	Activities	Outcomes	Performance Measure
Complete Business Retention and Expansion Report for Highlands East	Currently being completed	Identify Training Opportunities through Partnerships  Businesses Retained and Expanded  Develop an improved signage program.	Net gain in businesses  # of business succession planning seminars  Results from surveys  # of customer service seminars  Increase in Employment
Complete Economic Profile	n/a	Information that is readily available for promotional materials  Improved website and other communication tools	Increase in Business inquiries  Increase in commercial tax base  Net gain in businesses  Increase in Employment  Action issues identified in surveys

		<p>New businesses attracted to the area</p> <p>Net gain in business</p> <p>Increase in employment</p>	
<p>Marketing communications plan that includes business attraction and retention and tourism</p>	<p>Plan developed and implemented (money and resources budgeted</p> <p>Annually Review and Update</p> <p>Create a social media platform for the Business Community</p>	<p>Information that is readily available for promotional materials</p> <p>Improved website and other communication tools</p> <p>New businesses attracted to the area</p> <p>Net gain in business</p> <p>Increase in employment</p>	<p>Increase in Business inquiries</p> <p>Increase in commercial tax base</p> <p>Net gain in businesses</p> <p>Increase in Employment</p> <p>Action issues identified in surveys</p> <p>Increase in accommodations, traffic, gas, meals, website hits, social media, promotional materials</p> <p>Increase in tourism traffic</p>
<p>Promote and continually enhance the</p>	<p>Promote Highlands East Information Centre</p>	<p>Increased knowledge of services and</p>	<p># of Visitors to Information Centre</p> <p>Customer Feedback</p>

<p>Highlands East Information Centre.</p>	<p>Improve Information Site signage identifying Information Centre</p> <p>Provide knowledge of services and activities available in Highlands East to residents and visitors</p>	<p>activities in Highlands East</p> <p>Increased Tourism</p> <p>Increased Residents</p>	<p>Increased traffic to Businesses</p>
<p>Develop signage standard and implement to promote our assets (i.e.trails)</p>	<p>Develop inventory of signage and assess life span</p> <p>As signs need to be replaced, standard format will be used</p> <p>Have all signage replaced and a plan for continued replacement</p> <p>Develop signage standard &amp; implementation plan with input from all Committees</p> <p>Implement signage plan</p>	<p>Uniformity throughout Municipality</p> <p>Increase awareness of the community</p> <p>Return visitors</p> <p>Increased Visitors</p>	<p>Increased tourism</p> <p>Increase in number of businesses</p> <p># of website hits</p> <p>Amount of social media attention</p> <p>Development of tourism businesses</p>

	<p>Monitor program &amp; modify as needed</p> <p>Look at implementing direction signage (ex. Town of Bancroft signage)</p>		
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## Goal #2 – Trails and Outdoor Tourism Committee

Attract visitors to the area by providing a positive outdoor experience.

Objectives (Key steps to accomplish the goal)	Activities	Outcomes	Performance Measure
<p>Have a sustainable trail system that will be a destination to create economic development and increase tourism</p>	<p>Investigate more trails on Crown Land, Reach agreement with MNRF &amp; Expand Trails system</p> <p>Increase in Kms of trail developed, by:</p> <p>1) identifying existing trails on public land for incorporation into municipally administered trail system, maintenance (e.g. Dillman Hill Trail) upgrading signage, facilities such as. parking , brushing and maintenance</p>	<p>Increase in businesses and job creation</p> <p>Increased tourism</p> <p>Increase in trail users</p> <p>Increase in trail traffic between hamlets</p> <p>Increase in businesses and Job creation</p> <p>Retain trail user for more than one day</p> <p>Increase in funds</p>	<p>Trail counters</p> <p>User feedback</p> <p>Increase in kilometres of municipal trail system</p> <p>Increase in total km of trails inventory in H. E. through partnerships with private stakeholders</p> <p>Increase in statistical reporting of visits by trail users by Tourism Center</p> <p>Increases in attendance year over year at trail based special events eg. The Corduroy in Gooderham and the the HATVA Wilberforce ATV Run</p> <p>Distribution numbers for the Municipally created All Trails Map.</p>

	<p>2) Creation of new municipal trails – e.g. Possible Herlihey Park walking trail</p> <p>3) Partnering with other stakeholders to jointly improve or expand trails not under the control of the municipality e.g. Trail #9 project</p> <p>4) Promote all existing trail resources in Highlands East municipal and non-municipal e.g. Municipal Map of all Trails indicating ownership and permits required.</p> <p>Develop funding plan for trails</p> <p>Seek partners and sources</p>	<p>Improvement of trails and product</p>	
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	<p>Have agreements in place</p> <p>Leverage funding</p>		
<p>Develop water trails to attract residents and visitors</p>	<p>Identify costs needed</p> <p>Develop signage plan</p> <p>Identify portages &amp; 66 ft right of ways</p> <p>Agreements in place</p> <p>Initial routes open</p> <p>Increase # of routes</p>	<p>Diversified trail system</p> <p>Increased tourism</p> <p>Increase in businesses &amp; jobs</p>	<p>Kms/# of routes of water trail signed and promoted</p> <p>Trail usage</p>
<p>Attract visitors to Highlands East to explore mineral assets</p>	<p>Add someone with basic knowledge of the mineral program to the Committee</p> <p>Promote/develop promotions &amp; signage (Gemboree, Social Media, Web)</p>	<p>Increase # of sites</p> <p>Increase in awareness of sites</p> <p>Increased Visitors</p> <p>Increase in businesses &amp; jobs</p>	<p>Increase in number of waivers issued</p> <p>Increase in tourism business</p> <p># of web and social media hits</p>

	<p>Protect Assets by meeting requirements to maintain ownership</p> <p>Develop partnerships (OHTO, local businesses, neighbouring jurisdictions, post-secondary institutions)</p> <p>Increase promotion to new markets</p> <p>Review requirements and ensure compliance</p> <p>Reach agreements</p> <p>Review partnerships &amp; explore new ones</p>	<p>Maintenance of ownership of sites</p> <p>Increase in funding</p> <p>Increase in number of visitors</p> <p>Increase in business &amp; jobs</p> <p>Be known as Mineral Collection Capital of Canada</p>	
<p>Promote the Geocaching Capital of Canada</p>	<p>Create marketing plan for the GeoTour</p>	<p>Increased tourism to area</p> <p>Maintain status as Geocaching Capital of Canada</p>	<p>Present a marketing plan for the Committee and Council to review</p> <p># of Geocachers by logs for all caches</p>

	<p>Assist with funding the project</p> <p>Ensure GeoTour continues</p> <p>Maintain and improve GeoTour</p>		<p># of favourite points awarded online for GeoTour &amp; all caches</p>
<p>Promote Highlands East as a fishing destination</p>	<p>Develop promotional map</p> <p>Influence MNRF fish stocking in Highlands East</p> <p>Add someone with the necessary knowledge and skills to the Committee</p>	<p>Increased tourism</p> <p>Increased fish stocking</p> <p>Become renowned as a fishing destination</p>	<p>Increased tourism</p> <p>Increase in tourism business (restaurants/accommodations)</p>

### Goal #3 – Housing and Grants Committee

Support adequate social services including food and housing for all residents.

Objectives (Key steps to accomplish the goal)	Activities	Outcomes	Performance Measure
Modify zoning bylaw to allow secondary attached or detached dwellings	Modify bylaw to allow detached dwellings in 4.1, 4.6, 4.7, 4.8, 4.9  Review zoning bylaw amendment, assess success	Increased population  Increased income for homeowners  Decrease housing deficit  Increased number of building permits	Increase in building permits  Decrease in housing deficit
Support more social housing with seniors and geared to income suites	Partner with organizations (Places for People)	Decrease in housing deficit  Increase in population	Increase in number of geared to income and seniors suites
Continue support of the Central Food Network	Implement Education programs Modify programming as needed	Decrease in food shortage	Decrease in demand for food at food bank  Development of food security  Share agriculture programs

		<p>Reduction of demand on food bank</p> <p>Switch from food bank, to education and social centre</p>	<p>Participation in education programs</p>
<p>Continue to develop Community Gardens</p>	<p>Promote the establishment of new community gardens</p> <p>Support existing gardens if feasible</p>	<p>Residents have access to fresh produce</p> <p>Improved sense of community and cooperation</p>	<p>Increased participation in community gardens</p>
<p>Maintain &amp; keep current a grant library to provide resources for potential funding programs to assist and/or enhance social services in Highlands East.</p>	<p>H &amp; G Committee members will continue to gather information on available grants and add to library</p> <p>This information will be sent to groups/organizations in HE who may be interested in applying</p>	<p>Enhanced social services in Highlands East</p>	<p>Community groups accessing library and applying for grants</p> <p>More grant money received in community</p>

## Goal #4 – Recreation & Culture Committee

Maintain & enhance the Recreational & Cultural activities in our Municipality for residents and visitors.

Objectives (Key steps to accomplish the goal)	Activities	Outcomes	Performance Measure
Continue & keep current welcome package program for new owners of properties in Highlands East	Review program and update information as required	Increased awareness of Municipality and programs  New Owners feel welcome to Municipality  Increased participation in Municipality and programs  Increase and retention of residents/businesses	All new property owners receive packages
Continue with Volunteer Appreciation	Volunteer Breakfast	Increased Volunteers	Number of participants

<p>Create &amp; promote Recreational &amp; Cultural Events</p>	<p>Promote arena availability</p> <p>Promote pool usage and season pass sales</p> <p>Enhance Swim Program</p> <p>Canada Day Celebrations</p> <p>Family Day Promotion</p>	<p>Increased usage for Arena</p> <p>Increased usage for Pool</p> <p>Participation in community celebrations</p>	<p>Number of arena rentals</p> <p>Number of participants:</p> <ul style="list-style-type: none"> <li>- Pool Use</li> <li>- Swim Program</li> <li>- Canada Day</li> <li>- Family Day</li> </ul>
<p>Implement a Beautification Program for Highlands East</p>	<p>Partner with groups for seasonal beautification</p> <p>Investigate possible Murals throughout the Municipality</p>	<p>Positive impression of communities to visitors</p> <p>Resident's pride in community</p>	<p>Number of projects completed</p> <p>Monitor positive feedback</p>

## Goal # 5 – Environment Committee

Support and protect our natural environment.

Objectives (Key steps to accomplish the goal)	Activities	Outcomes	Performance Measure
Maintain a septic reinspection program	Continue with Septic Maintenance Program  Reinspect 20% of the septics  Reinspect 100% of the septics in 5 year period (Starting 2017)  Provide info to the public regarding reinspection program	Improved septic health Improved water quality	100% inspected in 5 years
Improve the shorelines of our lakes for improved lake quality	Develop the plan for naturalization  Glamour Lake shoreline naturalization	Provide example for others to follow  Improved water quality and lake health	2 show sites



	Look at all water access locations in Municipality	Residents improve their sites also	
Promote & Educate on Environmental Risks	<p>Develop program</p> <p>Look for appropriate videos and content that would be applicable to Highlands East</p> <p>Develop information for website and social media to get to Lake Associations</p> <p>Develop information for Uranium in Drinking Water</p>	<p>Increased awareness</p> <p>Property owners better prepared for threats</p> <p>Reduced impact on our forests</p> <p>More educated and safer residents</p>	<p>Survey responses from attendees</p> <p>MNRF impact studies</p> <p>Social Media views</p> <p># of pamphlets handed out</p>
Increase recycling	<p>Develop program</p> <p>Implement marketing campaign, expand and update</p> <p>Develop compost/digesting</p>	<p>Continued reduction of waste and increase in recycling</p>	<p>5% increase in recycling annually</p> <p>Measured through studies of landfills</p> <p>Composting/digesting containers proved at a reduced rate to the public</p> <p>Information package on composting/digesting provided to the public</p>

	<p>information and program</p> <p>Review and report</p>		
<p>Reduce Green House Gas Emissions &amp; Energy Rates</p>	<p>Continue to investigate more fuel efficient vehicles (could smaller trucks or alternative vehicles be used in place of large pick-up trucks?)Review heating systems</p>		<p>Quantity of fuel used</p>

## Goal # 6 – Municipal Staff

Create a strong corporate environment that supports retention and succession planning for municipal staff.

Objectives (Key steps to accomplish the goal)	Activities	Outcomes	Performance Measure
Corporate succession planning strategy that includes a compensation review (pay equity & job description update), municipal best practices study and an operational assessment for all staff levels establishing Highlands East as an “Employer of Choice”.	Council Visioning Sessions  Job Classification Review  Create a current list of Municipal Best Practices  Develop a Succession Plan	Implement Succession Plan  Motivation  Implement efficiencies  Recognize & utilize staff strengths  Implement process to strengthen weaknesses  Attract & Retain talent to support municipal operations	Staff goals and objectives being met.  Limited staff turnover  Increased Performance
Conduct an organizational assessment that	Develop and review Organization Chart	Awareness	Overall understanding of the organization  Growth

<p>shows current state, future needs and capacity requirements for human resources across the entire municipality.</p>		<p>Improved Resources</p> <p>Identify Training Requirements</p>	<p>Staff training kept current</p> <p>Increased performance</p>
<p>Enhanced development and training systems in place to support building capacity and corporate memory.</p>	<p>Develop Plan</p>	<p>Increased qualifications</p> <p>Increase efficiencies</p>	<p>Corporate objectives being met</p>
<p>Create mechanisms for ongoing performance measurement across the organization.</p>	<p>Develop Plan</p> <p>Implement Plan</p>	<p>Staff and management can address areas of concern</p> <p>Staff and management can annually review personal goals and objectives</p>	<p>Increased awareness</p> <p>Corrective measures implemented and positive results</p> <p>Sense of Value</p> <p>Recognition</p>
<p>Implement a By-Law/Policy Review and Update Strategy</p>	<p>Create a searchable database for all Departments</p>	<p>Consistent formatting and language with policies and by-laws</p> <p>Policies and by-laws kept current</p>	<p>Informed Staff</p> <p>Increased Efficiencies</p>

## Goal #7 – Municipal Staff

Ensure financial sustainability and fiscal responsibility for the organization.

Objectives (Key steps to accomplish the goal)	Activities	Outcomes	Performance Measure
Review our ability for in-house financing options.	Review financial assets through budget process	Awareness Financial Stability	Decreased borrowing Decreased financing costs
Initiate and implement a Reserve Fund Strategy and review annually during the budget process.	Update Asset Management Plan to include Reserve Fund Strategy	Capital Asset Financing Financial Stability Provide Annual Budget Requirements	Decreased borrowing Follow Plan Increased awareness of corporate objectives Minimal Tax Increase
Long term financial planning, 5 year capital forecasting and infrastructure updates to be completed annually.	Annual review and update	Awareness of Current & future capital requirements	Staff objectives coincide with Corporate Annual Budget
Review/implement a policy or process regarding municipal	Develop Plan Implement Plan	Public Awareness	Improved Communication Budget

donations to community organizations.			
Create Financial Policies	Implement individual policies for taxation, accounts payable and accounts receivable  Update Fees Policy	Public Awareness  Increased Transparency  Increased user fees to cover costs	Increased efficiencies  Decreased inquiries  Increased Revenue
Implement a financial sustainability review regarding levels of services and the ability to maintain these services.	Investigate a service delivery review  Investigate joint or shared services amongst the County	Awareness of service delivery options	Decrease duplication  Increased efficiencies
Investigate grant opportunities and advocate senior levels of government for additional funding opportunities to help alleviate tax increases to residents	Apply to all applicable grants opportunities made available  Provide financial resources for grant opportunities	Address asset management infrastructure deficits  Reduce Capital Tax increases to resident	Improved Infrastructure  Increased # of Grants  Tax Reduction on Capital Requirements

## Goal #8 – Municipal Staff

To serve, protect and foster public interest.

Objectives (Key steps to accomplish the goal)	Activities	Outcomes	Performance Measure
Encourage public involvement	Develop program for public engagement sessions	Increased interaction with the public.  Increased public awareness	Less Complaints
Enhance Customer Service	Annually Review & Update Customer Service Policy	Staff ability to communicate with public effectively	Less Complaints
Create Communication tools to improve Public Engagement	Develop a communications policy  Explore and implement new communication technology through the Municipal Website  Investigate Communication Kiosks	Council/Staff/Public aware of all communication tools  Increased Public Engagement Increased Municipal Awareness	Engaged Community  Increased website visits  Less Complaints

	Create an online presence for Cemetery Content	Searchable Cemetery Maps Available	
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## 2018 Year Accomplishments

### Goal # 1 - Through marketing, promotion and public relations, support tourism and economic development.

- Completed BR&E report completed, including prioritizing identifying action items
- Initiated and supported the county wide “Buy Close By” campaign

### Goal #2 - Attract visitors to the area by providing a positive outdoor experience.

- GeoTour expanded to the maximum of 150 caches and is most favoured GeoTour in Canada, third in the world.
- Tupper T. Turtle is the most favoured geocacher in Canada
- Attended geocaching event in Ohio with over 9,000 attendees to promote the Geocaching Capital of Canada
- Supported grant application by HATVA for the improvement of trail T3.7/9 from Gooderham to Haliburton
- Supported trail extension project by the Paudash Trail Blazers snowmobile club to link Anderson Rd to the rail trail, making a safer to travel route
- Participated in Hike Haliburton with guided hikes in Highlands East
- Parking area created for the Sucker Lake Trail

### Goal #3 - Support adequate social services including food and housing for all residents.

- Supported improvements in community gardens in Wilberforce and Gooderham
- Created a grant library document for use of committees and organizations in the municipality
- Supported Places for People to obtain a house in Cardiff

### Goal #4 - Maintain and enhance the Recreational & Cultural activities in our Municipality for residents and visitors.

- Flowers purchased for gardens in hamlets
- Created a Community Group database with contact information

Goal #5 - Support and protect our natural environment.

- completed Radon gas awareness & Uranium in Drinking Water
- Organized Earth Day cleanup activities
- Paudash Lake shoreline renaturalization project completed
- LED street light conversion completed
- “Is it Still Useful” signs placed at landfill sites (2017)

Goal #6 - Create a strong corporate environment that supports retention & succession planning for municipal staff.

- Completed Council Visioning Session
- Monthly Department Head Meetings
- Implemented Action List for Staff
- Increased Training Opportunities
- Activated Online Training Portal

Goal #7 - Ensure financial sustainability and fiscal responsibility for the organization.

- Decreased Taxes Outstanding
- Increased Reserves
- Installed Tangible Capital Assets List into Capital Forecasting
- Budget supports financial sustainability
- Increased Social Media Presences and Information Made Available
- No debt
- Did not need to borrow

Goal #8 - To Serve, protect & foster public interest.

- Increased Social Media Presences and Information Made Available
- Online Agendas & Minutes for Council Meetings
- Online Agendas & Minutes for Advisory Committees
- Electronic Council Meeting Follow Up with Department Heads
- Continued Enhanced Customer Service
- Stone Orchard Cemetery Software
- Updated Boardroom
- Increased Office Space
- Completed Successful Election with little issues.

## Past Accomplishments

- Haliburton County Business Retention and Expansion Report May 2011
- 50 km of signed, mapped, promoted, monitored trails (20km trail, 30km road links)
- 2 routes mapped, promoted, monitored with 1000 users during the summer months
- Established relationships with OF4WD, OFSC, HATVA, EOTA
- Completed link between Highlands East and EOTA
- Recreational Master Plan completed for Greens Mountain
- Geocaching Capital of Canada GeoTour launched May 9, 2015, most popular GeoTour in Canada, became a committee of council
- Two mineral collection sites have been claimed and promoted
- Highlands East Food Hub constructed and operational
- Community gardens have been created in several hamlets
- Draft Modifications to the zoning by-law to allow detached dwellings in sections 4.1,4.6,4.7,4.8
- Have summer and winter banners for each of the 5 hamlets
- Developed standardized hamlet signage
- Have one ornamental garden in each hamlet that will be maintained, and existing gardens at Municipal buildings will be maintained.
- Participated in the First Impressions Community Exchange program
- Developed and implemented a welcome package for new owners of properties in Highlands East
- Earth Week Cleanup in April
- Provided residents information on forest pests and invasive species through a seminar
- Provided residents information on lake health through a lake health summit seminar
- Council passed the Municipal declaration, the right to a healthy environment

Performance Measures

Performance Measures					
Statistic	2015	2016	2017	2018	2019
Commercial/Industrial Applied Taxes (Municipal portion)	\$84,709	\$85,302	\$81,056.	81,927	86287
Commercial/Industrial Assessment	\$13,061,444	\$12,714,801	\$11,817,985	11,666,806	11,860,063
Residential Waste Diversion (recycling)	43.6%	25.2%			
#of Mineral Collection permits signed	183	224	360	439	
# of building permits issued	187	247	213	199	
# of septic permits issued		64	62	80	
# of secondary unit permits issued					
Construction value of permits issued	\$7,561,822	\$10337420	\$11034753	\$14,817,000	
# of septic maintenance program properties visited	0	0	903	537	
# of kms of trails maintained by Municipality	24.6	24.9	25.5	25.5	
# of geocacher's logs per year on all caches	11,580	10,247	10,534	15,137	
# of favourite points for GeoTour, cumulative	3,340	4,643	6,084	8,333	
# of favourite points for all caches, cumulative	3,350	5,687	7,702	10,365	

# of households visiting foodbank				159	
# of individuals using foodbank				352	
Total # of foodbank visits				1054	
# of website sessions	41,797	57,977	61559	79,697	
# of website pageviews	101,196	133,298	136559	170,973	
# of website users	23,852	32,112	34287	45,967	
Website % of new sessions	54.67%		54.45%	56.4%	
Avg. website session duration (min:sec)	3:08	2:45	2:32	1:58	
# of people reached by Facebook page		144,822	255,052	191372	
#of Facebook likes	300	504	665	795	
# of followers on Twitter	408	554	614	716	
Instagram Followers			108	231	
# visitors to Information Centre	n/a	1071	1165	1419	
# of Summer Students	10	12	15	15	
# of Municipal Full Time Equivalent Staff (FT=1820hrs)	37	37	37	35	
# of Pool Swimming Lessons Registrations		81	43	80	
# of Lake Swimming Lessons Registrations		59	78	90	
# of Pool Badges Sold		73	46	52	
# of hours arena rented	306	356	323	281	
# of Volunteer Appreciation Attendees			120	110	
# of Grants Awarded				4	

## Appendices

Tax Rates (Municipal Portion)	2015	2016	2017	2018	2019
Residential	0.004237	0.004402	0.004508	0.004618	0.004782
Multi-Res	0.005903	0.006134	0.006281	0.006434	0.006664
Farm Land	0.001059	0.001101	0.001127	0.001154	0.001196
Managed Forest	0.001059	0.001101	0.001127	0.001154	0.001196
Comm.Occupied	0.006282	0.006527	0.006684	0.006847	0.007091
Commercial	0.004397	0.004569	0.004679	0.004793	0.004963
Industrial Occupied	0.007279	0.007563	0.007745	0.007934	0.008216
Industrial Vacant Land	0.005095	0.005294	0.005422	0.005554	0.005751

Applied Taxes	2015	2016	2017	2018	2019
Residential	\$4,545,355	\$4,860,908	\$5,118,759	5,434,425	5,862,157
Multi-Res	\$9,014	\$9,673	\$11,324	13,052	15,021
Farm Land	\$835	\$805	\$1,009	1,142	1,465
Managed Forest EP	\$5,936	\$6450	\$7,427	8096	9,520
Comm.Occupied	\$58,983	\$62,989	\$60,849	62,288	66,175
Cmm.Excess Land CU	\$611	\$639	\$449	474	498
Comm. Vac. Land CX	\$348	\$496	\$521	287	307
Commercial CJ	\$109				
Industrial Occupied	\$23,195	\$20,902	\$18,825	18305	19014
Industrial Excess Land IU	\$170	\$178	\$246	170	177
Industrial Vacant Land IX	\$92	\$98	\$166	401	117