



2023-2050

# Strategic Plan

City of Peterborough



Foundation of Our Future

Peterborough Farmers' Market



**PETERBOROUGH 2050**  
**Build a future-ready**  
**city with a forward-**  
**looking contemporary**  
**community thriving**  
**in creativity and a**  
**modern economy.**



# City of Peterborough



**Little Lake**  
*Aerial view of Little Lake, fountain, and East City.*

Located on nature's doorstep, Peterborough is the gateway to cottage country and the lakes and beauty that it offers. We are close enough to major centres such as Toronto or Ottawa, yet far enough to be an independent city with our own soul. Located right on the Trent-Severn Waterway and surrounded by beautiful farmland and woodland, Peterborough boasts extensively developed walking and riding trails. For those who enjoy outdoor living it's both an urban and rural paradise.

Peterborough offers a balanced lifestyle that includes a growing community of entrepreneurs, a vibrant downtown, and a community calendar filled with great events. Rich in arts, culture, and heritage, the community is renowned for producing musicians and artists, and also for attracting world-renowned artists to our many venues and festivals.

Peterborough also offers an inviting restaurant scene with a multitude of theatres, shops, restaurants, pubs, and bars to choose from. No matter the atmosphere, you can find it here in Peterborough.

Peterborough boasts a new regional hospital and health centre, a vibrant network of neighbourhood schools, excellent recreational centres and sport facilities, and an exceptionally strong sense of community. Peterborough is home to the Peterborough Petes (Ontario Hockey League), the Peterborough Lakers (Major Series Lacrosse League), the Canadian Canoe Museum, and the Peterborough Liftlock, a national historic attraction.

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**Peterborough is the gateway to cottage country and the lakes and beauty that it offers.”**

# Introduction

The City of Peterborough's Mayor and Members of Council are very excited and proud to present the 2023-2050 City of Peterborough Strategic Plan. This plan represents what we all heard on the campaign trail and continue to hear and includes the priorities and passion from all of us elected to serve for the next four years.

The development of this Strategic Plan was a collaborative process whereby we discussed the issues and opportunities facing Peterborough and collectively agreed to the Plan and priorities. This Plan sets the administrative direction necessary for City services delivery to become more resilient and responsive against a backdrop of limited resources, an ongoing global pandemic, growing socio-economic inequality, and the growing need to become more sustainable in response to climate change.

This document identifies the vision, mission, values, and strategic priority pillars of the City of Peterborough, which in turn will lay the foundation for the development of business and work plans for City departments. The Strategic Plan will be reviewed regularly during current and future Council term(s) to assess progress and adjust as necessary. As strategic priorities move to an operational level and are accomplished, Council will review and renew the priorities on a regular basis.

This living document provides a clear roadmap that focuses resources and energies on priority projects and initiatives that benefit the people who live, work, play, visit and invest in our City. It is a framework for critical decision making and sets the direction for our future and outlines where we need to change today to realize our vision for Peterborough, a City where everyone will have the ability to grow and succeed.

If you have any comments or questions, please email [COP\\_Councillors@peterborough.ca](mailto:COP_Councillors@peterborough.ca).



**Peterborough City Council**  
 (Left to right): Councillor Lesley Parnell, Councillor Andrew Beamer, Councillor Dave Haacke, Councillor Joy Lachica, Mayor Jeff Leal, Councillor Matt Crowley, Councillor Keith Riel, Councillor Don Vassiliadis, Councillor Alex Bierk, Councillor Kevin Duguay, Councillor Gary Baldwin

# Values

## Trust & Integrity

We will deliver exceptional public service by doing the right things with personal accountability, transparency, consistency, and respect. We will work together and lead by example by taking on important community issues and instilling confidence in our governance.

## Engagement & Openness

We will proactively collaborate to engage the community on a regular basis, welcoming new ideas and perspectives, embracing creativity, diversity, equity, and inclusion.

## Compassion & Teamwork

We value and care about the needs of our Community and Organization (residents, businesses, and employees). We will inspire authentic leadership with a sense of belonging at all levels, empowered to push forward the contributions that will transform our community. We collaborate across departments to achieve our goals. We work in partnership with our community.



**We are one  
community together,  
one team with a  
common purpose.**

## Hockey Day in Peterborough

*A fun-filled day of hockey at the Peterborough Lift Lock.*



# Strategic Plan

## Vision

**PETERBOROUGH 2050** Build a future-ready city with a forward-looking, contemporary community, thriving in creativity and a modern economy. The Peterborough of tomorrow will be bold, innovative, progressive, caring, vibrant, inclusive, prosperous, and sustainable, a place that respects its past, heritage, culture, and readily embraces its future with excitement and renewed vigor. Leading Today for Tomorrow will ensure our City's fair share of respect and economic growth, locally as well as globally.

## Mission

The Corporation of the City of Peterborough is committed to deliver proactive, effective, and efficient service delivery through a collaborative, engaged, and value-driven organizational culture to Peterborough's growing and diverse community.

## Strategic Pillars

The Strategic Plan encompasses four (4) strategic priority pillars, which will act as guiding beacons to achieve our **PETERBOROUGH 2050** vision.

These four pillars (not in any particular order) are:

- Growth and economic development
- Community and well-being
- Governance and fiscal sustainability
- Infrastructure



**Four strategic priority pillars will act as guides to achieve our vision.**

### STRATEGIC PILLARS



Growth & Economic Development



Community & Well-being



Governance & Fiscal Sustainability



Infrastructure



## Growth and Economic Development

Leadership in effective and sustainable growth that supports Peterborough's current and future economic, physical, and social needs. Proactively supporting and encouraging business development to boost the local economy, provide new work opportunities, and improve the quality of life for the entire community. Facilitate diversified economic growth through innovative and sustainable policies, practices, and partnerships.

Strategic priorities under this pillar are:

- Create a balanced property tax base by:
  - Proactively exploring all the available options for securing and enhancing competitive employment lands.
  - Economic development focus that supports existing businesses and facilitates the retention, expansion, and attraction of new business.
- Implement Plan & Build Peterborough initiative; an effective, efficient, and dedicated service delivery process, whereby staff proactively work with development proponents for timely approval of development applications.
- Plan for mid-density and high-density mixed-use neighbourhoods to make the most efficient use of land and municipal services and provide affordable options for residents.
- Establish area-specific plans for the redevelopment of key sites in the City to promote strong, compatible, and connected neighbourhoods that enhance quality of life and encourage greater infill.
- Review and renew how we manage the economic development of our City.
- Position the City as a destination of choice for claiming its fair share of innovative business and people in Ontario.
- Engage community and businesses to review and update the Central Area Master Plan to encourage more activity in the downtown.
- Secure and consolidate more learning institutions in Peterborough and increased education and youth opportunities.
- Develop the marketing plan to position Peterborough Airport as a vibrant aviation hub for the region.
- Ensure the Peterborough Airport becomes a regional airport within the City boundary.





## Community and Well-being

Foster community resiliency, neighbourhood identity, civic pride, sense of belonging, and inter-cultural harmony. Enhance and protect the health, safety, and well-being of all in our City. Provide robust, affordable and accessible sport, recreation, wellness, arts and social programs for people of all ages and abilities.

Strategic priorities under this pillar are:

- Work proactively with provincial and federal governments to explore all options and seize opportunities to provide housing support for people experiencing homelessness, and to respond to mental health challenges, addictions, and the need for family physicians.
- Encourage our neighbourhoods to be safe, diverse, accessible, and affordable across all ages, incomes, and abilities.
- Work proactively with local community partners to find an amicable workable solution towards reducing homelessness, and mental health and addiction issues within our community.
- Support opportunities for multi-modal transportation including walking, cycling and transit services.
- Ensure the City's Transit system / network supports effective movement of people, and which is cost effective, efficient, and works for all.
- Promote and enforce traffic safety on city roads.
- Plan and implement Service Peterborough, a centralized one-stop shop customer service delivery for the residents.
- Enhance the natural, recreational, sports, the arts, and cultural aspects of our community.
- Demonstrate strong leadership in environmental stewardship by proactively addressing issues and challenges of climate change and the environment.



## Governance and Fiscal Sustainability

Accountable, transparent, ethical, and responsible corporate governance and financial management that supports the needs of the community into the future. Proactively advocating for Peterborough's interests by working with other levels of government and optimizing strategic opportunities as they arise for the benefit of our City.

Strategic priorities under this pillar are:

- Pursue service excellence in governance to support long-term fiscal sustainability of the City while respecting the impact of decisions on taxpayers.
- Support review/update of City's by-laws to make them effective and efficient, meeting the needs of our growing City.
- Support a culture of continuous improvement, safety, and innovation to enhance cost-effective delivery of City programs and services.
- Continue the work to strengthen our relationships with the provincial and federal governments, and our regional partners to make these relations more productive, collaborative, and complementary.
- Develop and implement a robust and effective community engagement and communication plan to ensure our community is well-informed and proactively engage in conversations and decisions that shape our community's future.
- Continue to leverage user fees that are competitive and market-balanced to reduce service subsidies through the tax base.
- Explore increased sponsorships and partnerships utilizing municipal assets and existing service provisions to provide alternative non-property tax revenue opportunities.





**Peterborough offers an inviting entertainment atmosphere with an array of theatres, shops, restaurants, pubs, and bars to choose from.**

**Downtown Peterborough  
Hunter Street Café District**



## Infrastructure

Invest in building, improving, and maintaining quality infrastructure (horizontal, vertical and underground) to meet the current and future growth needs of the City. Ensure that the City's built infrastructure always stays in a state of good repair to attract quality people and businesses.

Strategic priorities under this pillar are:

- Develop and implement robust long-term capital planning forecasts and budget planning to ensure municipal infrastructure (horizontal, vertical, and underground assets) remain in a state of good repair.
- Invest in infrastructure to ensure that it meets the future needs of our growing City.
- Continue to invest in lower carbon footprint initiatives which support the City's unique biodiversity to ensure the sustainability of our future.



**Downtown Peterborough  
Hunter Street bridge and East City Bowl baseball diamonds.**

# Foundation of Our Future

Community engagement, employee engagement, benchmarking, data management, key performance indicators, then realign strategic plan.

The Strategic Plan was approved by City Council on April 24, 2023.



**Leading Today for Tomorrow will ensure our City's fair share of respect and economic growth, locally as well as globally.**



**Peterborough Airport  
Canadian Forces Snowbirds perform at the 2019  
Peterborough Airshow.**



**City of Peterborough**

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