



Township of Douro-Dummer Agenda for Committee of the Whole

Tuesday, February 14, 2023, 9:30 a.m.

Township Douro-Dummer YouTube Channel

https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R_A

Please note, that the Committee may, by general consensus, change the order of the agenda, without prior notification, in order to expedite the efficiency of conducting business

Electronic Meetings

Regular and Special meetings of the Committee are being held in person and electronically. Regular Meetings are recorded and live-streamed on the Township YouTube channel. Special Meetings will be recorded and live-streamed where feasible.

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https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R_A

Please contact the Acting Clerk if you require an alternative method to virtually attend the meeting.
martinac@dourodummer.on.ca or 705-652-8392 x210

	Pages
1. Call to Order	
2. Election of Chair and Vice Chair	
3. Land Acknowledgement	
4. Disclosure of Pecuniary Interest:	
5. Adoption of Agenda: February 14, 2023	
6. Delegations, Petitions or Presentations:	
6.1 Weity Hamersma - Peterborough County Trails ATV Club	1
7. Reports - Managers' Updates	
7.1 Committee of the Whole - Grandfathering of Surface Treated Roads, Public Works-2023-01	11

7.2	Committee of the Whole - Department Update - November 2022 - January 2023, Public Library-2023-01	21
7.3	Committee of the Whole - Department Update - November 2022 - January 2023, Recreational Facilities-2023-01	23
7.4	Committee of the Whole - Department Update - November 2022 - January 2023 - Public Works-2023-02	26
7.5	Committee of the Whole - Department Update - November 2022 - January 2023 - Building Department-2023-01	28
7.6	Committee of the Whole - Department Update - November 2022 - January 2023 - Fire Services-2023-01	30
7.7	Committee of the Whole - Department Update - November 2022 - January 2023, Planning-2023-08	34
7.8	Committee of the Whole - Department Update - November 2022 - January 2023 - Finance/Treasurer-2023-05	38
7.9	Committee of the Whole - Department Update - November 2022 - January 2023, Clerk's Office-2023-03	41
7.10	Committee of the Whole - Department Update - November 2022 - January 2023, C.A.O.-2023-06	59
7.11	Committee of the Whole - Council Portfolio - February 2023 - Mayor Watson	61
7.12	Committee of the Whole - Council Portfolio - February 2023 - Deputy Mayor Nelson	62
7.13	Committee of the Whole - Council Portfolio - February 2023 - Councillor Watt	63
7.14	Discussion - Review of 2015-2018 Township Strategic Plan	64
8.	New Business to be requested for next Meeting	
9.	Closed Session: None	
10.	Rise from Closed Session with or without a Report	
11.	Matters Arising from Closed Session	
12.	Next Meeting: Committee of the Whole - April 11, 2023	

13. Adjournment

Douro Dummer Council- Feb 14/2023

Re: 4 wheelers on Ptbo. Cty. Roads in
Douro/Dummer township

Good morning Mayor Watson and members of council. My name is Weity Hamersma. I am a member and past President of Ptbo. Cty. Trails ATV Club.

My delegation consists of our President Fred Bagshaw and our Vice President Trevor Pewtner. We thank council for the opportunity to voice what county roads we would like in the future. Our club has been established and active for approximately 12 years.

We have club rides to raise money for the Cancer Society and Cystic Fibrosis Society

Monies raised, approx.. \$20,000-30,000. We are part of an organization called the EOTA meaning the Eastern Ontario Trails Alliance.

The reason we are here today is to update council on what the county is doing concerning ORVs on county roads.

We have been given permission to drive on some of the county roads in Peterborough county.

I want to stress that does NOT mean ALL county roads in Peterborough County, only those permitted by the townships and on the new maps issued by Ptb. Cty.

Our objective is to go from Trail A to Trail B, for example from Cty Rd 50 parking lot just east of Havelock on as many trails as possible going north to the south boundry of North Kawartha township.

From there, on the shoulders of Cty Rd 6 to the park near Nephton.

Travelling north on the snowmobile trail to Apsley via Jacks Lake for food and fuel is called tourism. To get to North Kawartha township boundry we need 3.3 km of county roads from the northern edge of HBM township to the northern edge of Douro Dummer(DD) which includes parts of Cty.Rd 44 and Cty. Rd. 6.

We would like to draw councils attention to the liability factor. First of all, on the sides of all 4wheel tires it say 'for offroad use only'. Why, might you ask. Because it takes the onus off tire manufacturers.

Speeding is a factor on all roads whether it be 4-wheelers, motorcycles, cars etc. How do you educate uneducated people?

The members of our club all have their own insurance as well as club insurance. We ride safely with helmets on and on the shoulder where possible.

Another point I would like to make is Ptbo. Cty. Council would not have approved these roads and sent that approval to the lawyers if they were worried about liability on the roads.

The lawyers obviously would have said 'no, don't pass it'. Ptbo. County Council did not even say 'You guys and gals have a year trial period'... Why? Because they have done their homework asking other counties if there were problems there.

Everyone in this room knows it is old news that a lot of people are riding 4-wheelers on DD township and county roads.

They have since the days of the 3-wheelers. I have to mention that uneducated people do this, mostly without helmets.

Our club has a zero-tolerance policy when it comes to drinking and riding. We ask you please to not put all guys and gals in the same boat. Think of how few incidents the media has reported over the years compared to the thousands of people who ride 4-wheelers.

We as a club and others enjoy the outdoors, Mother Nature, scenery and the comradery that goes with it. Plus, we bring business to other places along the way..

We have asked for a number of these county roads for a number of years. To our surprise we received considerable kilometers more than what was asked for.

As a bit of history I remember the doom and gloom that was predicted when the snowmobilers asked for the same roads, township and county. Not long ago we filled the upstairs room in the Douro Dummer arena concerning the Sunday gun hunt. Again, doom and gloom was predicted by a few people. Nothing bad happened to speak of and we thank past councils for making both legal.

We're asking council to amend the existing bylaw to make it legal to ride Cty. Rd. 44 & 6 to the north 3.3 km. towards Nephton Park.

We respect the hours that we are allowed to ride, 8am-9pm and ORVs are not allowed on groomed trails for snowmobiles Dec. 1st to March 31st.

We're asking council to come into the 21st century and give us a one-year trial period on this section of road to prove ourselves.










Hopefully in a years time we can re-visit this bylaw and move forward with other roads.

This positive direction will be remembered and appreciated by the present and future generations.

Thank-you for listening



Legend

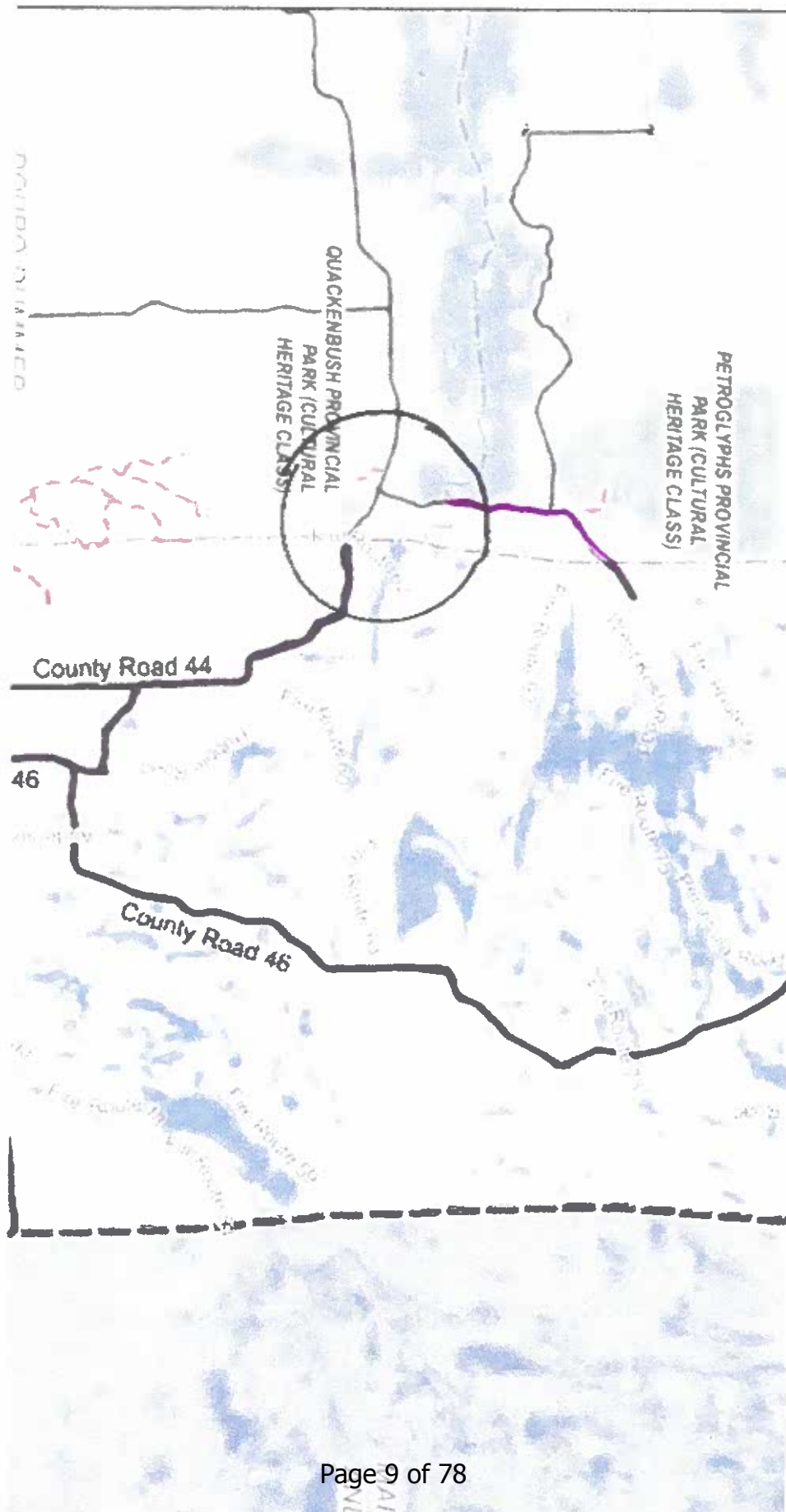
-  Preferred County Road ORV Route
 Existing ORV Route
 Provincial Highway
 County Road
 Local Road
 County of Peterborough Boundary
 Municipal Boundary
 First Nation Reserve
 Provincial Park

Notes

1. Coordinate System: NAD 1983 CSRS UTM Zone 17N
2. Base features produced under license with the Ontario Ministry of Natural Resources. Queen's Printer for Ontario, 2019.

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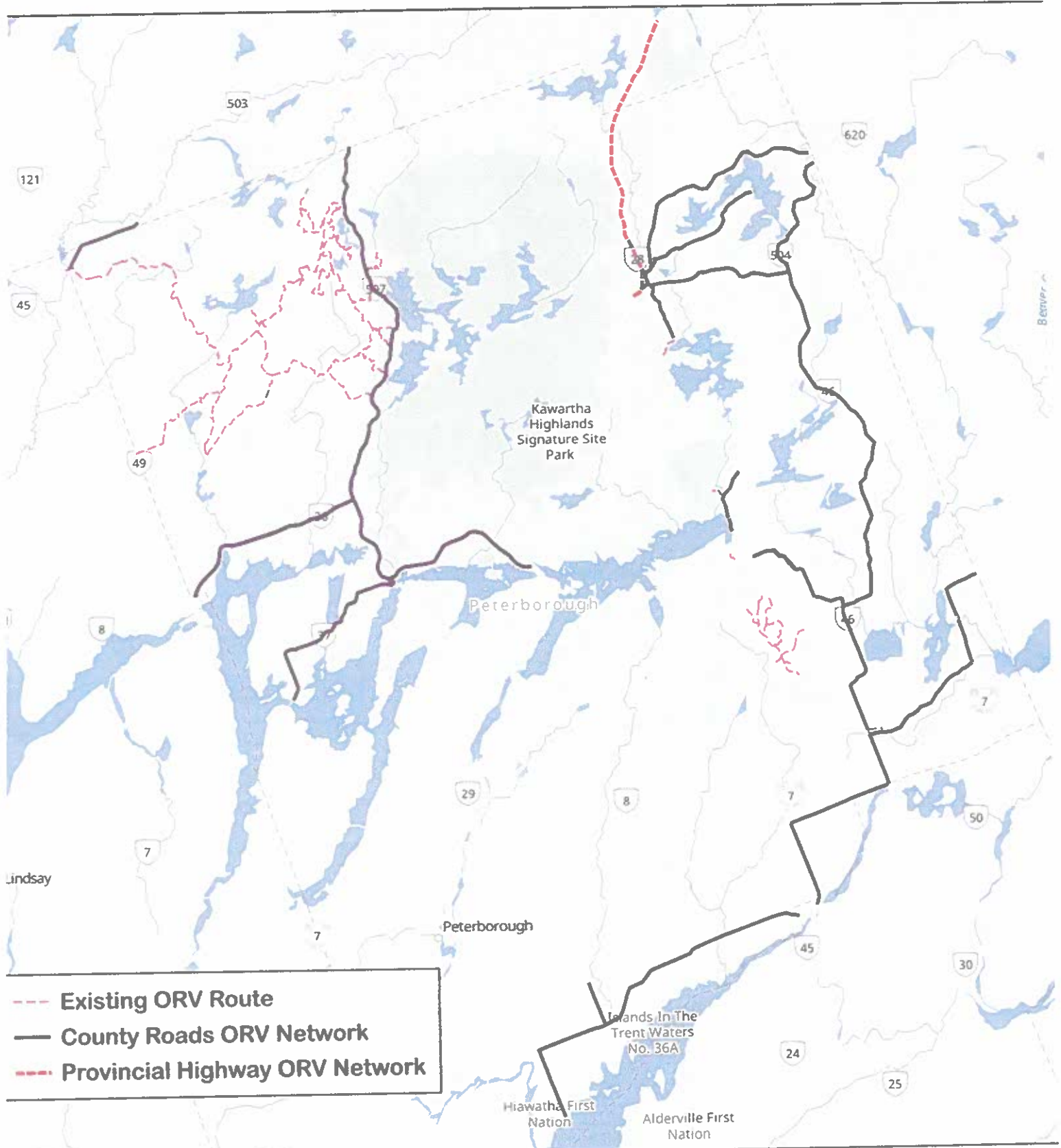
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County Roads with Permitted Use of Off-Road Vehicles

Refer to By-law No. 2022-61

D-D TOWNSHIP COPY



This map is illustrative only. Do not rely on this map for legal administrative purposes. Do not rely on it as being precise indicator of routes, locations of features, or as a guide to navigation. This map may contain cartographic error or omission

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Recommendation:

That the Public Works-2023-01 report, dated February 14, 2023, regarding the Grandfathering of Surface Treated Roads be received for information and that Council approve the changes made to Policy T27 – Criteria for Surface Treatment.

Overview:

There was a previous decision to turn selected surface treated roads back to gravel that did not meet the criteria in Policy T27. Staff and Council received several delegations against this approach after residents had their road surfaces turned to gravel. Council made a resolution to grandfather existing surface treated roads and incorporate them into future plans. These road sections have been added to the 10-year surface treatment plan as per Council's resolution 329-2019 on September 3, 2019.

Resolution Number 329-2019

Moved by: Deputy Mayor Moher

Seconded by: Councillor Landsmann

That Council receive the Memo regarding notes from the Special Council meeting on road issues keep on August 8, 2019, that Council approves of reducing one of the construction projects for 2019 to provide additional resources to accommodate all of the recommendations in the plan; The project that is to be reduced in magnitude is Douglas Road; Staff will notify the residents of the change and that it is not removed but just spread over a couple of years;

That staff be requested to revise the long term construction schedule to accommodate the need for additional maintenance resources; staff will provide a draft of this for Council consideration; that the gravel resurfacing long term plan will be revised to reflect the change from 6 inches of gravel every 10 years to 3 inches of gravel every 5-7 years;

And that the Surface treatment long term plan will be revised to incorporate a grandfathering of existing hard surface roads into future plans to leave these surface treated roads; Staff will provide a revised plan to incorporate these roads; And finally, that it be included in the 2020 budget to hire an additional staff person (labourer) for the Public Works Department to assist in meeting the requirement for maintenance activities.

Carried

Conclusion:

The end result is to leave all surface treated roads as they were/are and incorporate them into the surface treatment plan.

The following roads are outstanding and are scheduled, pending budget approval to be returned to surface treatment in the year indicated below, taken from the 10-year road plan that was revised following Council's Resolution in September 2019:

2023 - Fourth Line Road South Dummer, Section 58, Centre Dummer to Clifford Rd

2023 - Center Dummer Road, approx. 1.3km East of Fourth Line Road South Dummer

2025 - Mill Line, Section 26, from County Road 40 to Bridge

Financial Impact: Budgeted during annual capital budget process

Strategic Plan Applicability: To ensure that the public works department operates efficiently and effectively.

Sustainability Plan Applicability: N/A

Report Approval Details

Document Title:	Grandfathering of Surface Treated Roads.docx
Attachments:	- T27 - Criteria for Surface Treatment - Updated February, 2023.docx
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

Criteria for Surface Treatment

Approved By: Council
Approval Date: February 14, 2013
Effective Date: February 14, 2013
Revision Date: February 14, 2023

Policy Statement

To guide the Township of Douro-Dummer in establishing which roads to convert to surface treatment, ~~or return to gravel.~~

Purpose: To guide the Township of Douro-Dummer Council and staff in determining whether a road section is eligible to be converted to surface treatment, ~~or return to gravel.~~

Application: Township of Douro-Dummer Council and staff.

Definitions:

Rural Roadside Environment: (areas with sparse development)

An area where there are 8 or less developed properties with a principal use within 500 metres. If both sides of the road are developed the standard is 4 or less developed properties on each side of the road with a principal use within 300 metres.

Semi-Urban Roadside Environment:

An area that has 8 or more developed properties with a principal use within 500 metres on one side, no curbs and gutters, and with or without storm sewers. If both sides of the road are developed the standard is 4 or more developed properties on each side of the road with a principal use within 300 metres.

Urban Roadside Environment:

An area that has 8 or more developed properties with a principal use in a span of less than 500 metres on one side. The majority of the lot frontages are less than 50 metres with curb and gutter on both sides, with/ or served by storm/combination sewers or curb and gutter on one side, with/ or served by storm/combination sewers or reversed paved shoulders with/ or served by storm/combination sewers for subdivisions.

Exclusions: None.

References & Related Policies:

Township of Douro-Dummer Road Needs Study.
Inventory Manual by the MTO.

Consequences of Non-Compliance:

Failure of Council or staff to follow this policy may result in implementation of the provisions of the disciplinary policy.

Review Cycle: This policy shall be reviewed by the Manager of Public Works on an annual basis.

Procedures

Regardless of the above definitions and in accordance with Council Resolution Number 329-2019, (August 8 September 3, 2019) all pre-existing surface treated roads will remain as such.

Resolution Number 329-2019

Moved by: Deputy Mayor Moher _____ Seconded by: Councillor Landsmann
That Council receive the Memo regarding notes from the Special Council meeting on road issues keep on August 8, 2019.....

And that the Surface treatment long term plan will be revised to incorporate a grandfathering of existing hard surface roads into future plans to leave these surface treated roads; Staff will provide a revised plan to incorporate these roads; Carried

the following roads are deemed to be Semi-Urban Roadside Environment and should remain as surface treatment roads:

Section-5	Golf Course Road
Section-8	Gilchrist Bay Road
Section-12	Dummer Lake Road West
Section-39	Clifford Road
Section-40	Banks Avenue
Section-43	Ford Street
Section-44	English Line
Section-45	Water Street
Section-46	Mill Street
Section-48	Church Street
Section-49	West Street
Section-52	Payne Line Road
Section-79	Daleview Road
Section-81	Plati Avenue
Section-82	Clinton Avenue
Section-83	Gifford Drive
Section-84	Kingsdale Drive
Section-85	Roxton Road
Section-86	Coral Drive

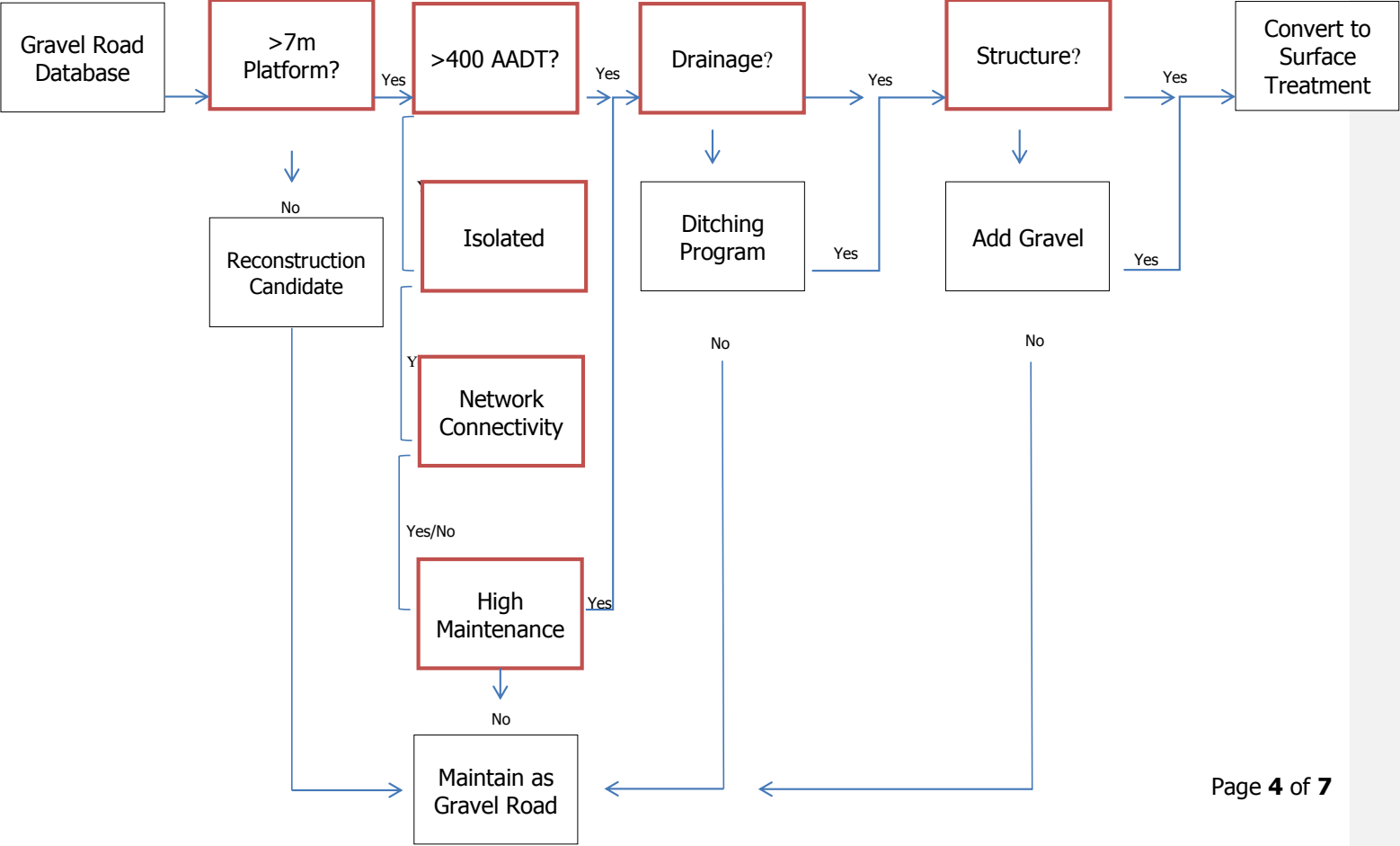
Section-87	Highland Avenue
Section-88	Valleyview Avenue
Section-89	Donwood Drive
Section-90	Hillview Avenue
Section-91	Orchard Crescent
Section-92	Maryvale Road
Section-93	Edgewood Avenue
Section-94	McNab Avenue
Section-105	Hilliard Way
Section-108	Thelgar Road
Section-109	South Beach Road
Section-110	Douro Third Line Road
Section-144	Ayotte Crescent
Section-166	Lonsberry Lane
Section-167	Canal Road
Section-170	Old Highway 28
Section-206	Iron Woods Drive
Section-211	Television Road

All other road sections in the Township will be classified as Rural Roadside Environment.

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Gravel Road Conversion Decision Matrix



Road Scoring System

Road Name:

Road Section:

Location:

MTO

Classification:

Traffic Count:

Date of Scoring: _____

0%

Criteria		Score
> 7m Platform (Minimum of 6m of road and 0.5m of shoulder)	10	
> 400 AADT (Annual Average Daily Traffic Count)	40	0
Isolated (Location of road) (Travel time for grader)	5	
Network Connectivity	5	
High Maintenance (Cost to maintain as a gravel road)	20	
Drainage (Ditching)	10	
Structure (Base Layer)	10	
Total Score out of 100		0

Notes:

Scoring Explanation

>7m Platform:

10 - The platform width would have to be 6 metres of travel of surface and 0.5 metres of shoulder on both sides of road. It is the best practice to try and achieve a 7 metre platform. The road score will decrease by the percentage of sections where it does not reach 7 metres.

>400 AADT (Annual Average Daily Traffic Count):

When calculating the score, rounding rules will apply.

Example:

Traffic count of 176 ($176 \div 400 = 44\%$)	Traffic count of 173 ($173 \div 400 = 43\%$)
44% of 40 = 17.6	43% of 40 = 17.2
Therefore the score would be 18	Therefore the score would be 17

40 – Traffic count would be greater than or equal to 400

20 – Traffic count would be equal to 200

0 – Traffic count of 0

Isolated:

0 – Not isolated, the time to get to the road section would be less than 20 minutes of travel time for the grader.

5 – Is considered to be an isolated road, the travel time for the grader would be approximately 20 minutes or greater with no other road to be graded on route.

Network Connectivity:

The Township section of road helps to link traffic routes with other Township roads that have higher traffic counts.

5 - The section of road helps to link various significant travel routes.

0 – Dead end road.

High Maintenance as gravel:

~~Not only is the matrix a scoring system for a road to become surface treated, it is also a scoring system to determine if a road could be returned to a gravel road.~~ The maintenance cost is based on an average from grading, sand and snowplowing operations and the location of a road section (i.e. East and West sections of road are generally fairly shaded and require more maintenance, whereas North and South sections of road are generally sun covered [and](#) do not require as much maintenance.) Surface treatment of a road could decrease the maintenance cost. ~~(If the road section is surface treated, the score is based on if it would become a gravel road. Summer and winter maintenance is the basis.)~~

0 – Average cost to maintain road.

20 – Higher cost to maintain road section as gravel.

Drainage:

10 – Road section has been properly ditched to allow drainage away from road

5 – 50% of road section requires ditching
0 – 90 % of road section requires ditching

Structure (base layer):

10 – No issues with base heaving and soft spots. The base is withstanding the traffic volume.
5 – Base is in moderate condition. Apply gravel and possibly cloth.
0 – Road section requires attention with base heaving, undesirable material is present for base (i.e. top soil)

Overall Total Score:

At a score of 45 we would need to review the road for surface treatment

- a more accurate traffic count will be taken
- would go through matrix again

~~If a road section does not meet the requirements in scoring for surface treatment, budget for pulverizing and re-gravelling need to be considered.~~

At a score of 51, it would trigger further review through budgeting before surface treatment.

A high score does not necessarily mean the road will receive surface treatment. It will help to determine the order of road sections that will be considered in the budget.

Note: Decisions to move forward with surface treatment would be the ultimate decision of Township Council and budgetary constraints.

Administrative

- Created and communicated library staff work plans and schedule
- Managed Invoices, timesheets
- Responded to various inquiries and requests from public and other library stakeholders
- Applied to Summer Experience Program Grant through MTCS
- Planned and developed community programming (ongoing):
 - o March Break Heffernan First Aid Home Alone Course
 - o Adult/ Senior Chair Yoga (spring start)
 - o March Break children's programming, including Friends of the Library programming
 - o Weekly children's crochet class (spring start) with community volunteer
 - o Ordered TD Summer Reading Club resources
- Developing partnership with Peterborough Social Services for Peterborough Hubs program, Douro location
- Planned and participated in inaugural Public Library Board Meeting
- Planned, scheduled Board orientation on governance roles and responsibilities with OLS
- Attended monthly meeting with other public library CEOs facilitated by OLS to discuss challenges and best practices
- Developing 2023 policy review schedule for Board (ongoing)
- Created and distributed monthly library newsletter
- Updated library website to reflect new resources, program calendar, service changes (ongoing)
- Developed marketing materials for all social media

Operational

- Ongoing: maintenance and development of library collection, including cataloguing of new materials, resources, and management of circulation
- Delivered community programming:
 - o Xmas school holiday programming (LEGO, children's craft)
 - o Weekly adult craft group
 - o Weekly language class
 - o Weekly computer class in partnership with Peterborough Native Learning Program
 - o Weekly children's story time
 - o Weekly youth group
 - o 3 X weekly elementary class visits
 - o New Seasonal Affective Disorder Lamp/ Light Therapy Station for patron in-library use
- Delivered readers' advisory, research and reference, circulation services (ongoing)
- Replacing 15 missing fluorescent light lenses

Monthly Stats at a Glance:

- 174 community program participants
- 231 walk-in library visitors
- 1,161 resources circulated and accessed by our community members, including books, e books, computers, periodicals, and more.
- 13 new library members

Report Approval Details

Document Title:	Public Library Report January 2023.docx
Attachments:	
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

Nov/Dec/Jan 2023

ADMINISTRATIVE

- HR, facility staff work plans, staff schedules
- Weekly management team meetings
- Networking/Meetings with Arena Managers, Douro Minor Hockey
- Invoices, payroll, inquiries, correspondence
- South Park Revitalization Project
- Bookings – inquires and set-ups
- PSD – Asset Management Plan
- 2023 Capital and Operational Budget
- Council orientation and bus tour
- Advertisement Program
- Health Unit inspections (smoking enforcement, kitchens, air quality, water systems)
- Nexicom highspeed internet site meetings at Douro CC
- Year end A/R
- Ad-hoc Committee meetings
- Service delivery review
- All Staff meetings and training
- Meetings for potential 2023 flea market at Douro CC
- New food truck lease agreement
- McLeod's Eco Water to service Municipal Office and Warsaw Fire Hall water systems

OPERATIONAL

- Regular cleaning/sanitizing of truck, equipment, facilities
- General equipment maintenance – ongoing
- Set-up of facility rentals
- Purchased new hockey nets for both Community Centres
- New benches installed in girls change rooms at Douro CC
- Repair Rec Centre roof
- Service and repair of Olympia laser levels
- Replaced broken ice surface glass and ordered spares at Douro CC
- Ordered and replaced two hot water tanks that failed at Warsaw CC
- Installed heat trace cord on outside oil tanks at Warsaw CC
- Replaced broken dressing room heater/washroom motion sensor at Douro CC
- Changed ventilation timers at Warsaw CC to help with air quality
- Looking into fresh air make-up options to improve air quality

CAPITAL PROJECTS

- Harvest Rm Flooring – Completed
- Douro CC tables and chairs – Delivered
- South Park Revitalization Project – nearing completion

Report Approval Details

Document Title:	Committee of the Whole Nov - Jan 2023.docx
Attachments:	
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

Departmental Update (December, January):

1. Public Works:

a. Administrative:

- Participate in weekly management meetings
- Responding to concerns and inquires from the public
- Reviewing department assets for AMP
- Preparing budget and various reports

b. Operational:

- Winter maintenance activities have commenced as required, now completing winter maintenance at all municipal facilities
- Received new pickup truck to complete additional snowplowing and sanding to municipal properties
- Staff completed winter maintenance activities, 4 events in November, 10 events in December and 12 events in January for a total of 26 events
- Snow removal in the village of Douro (1) and Warsaw (2)
- Completed repairs to Champion grader – diff lock replacement and drive axle overhauls
- Warsaw Public Works shop and yard clean up, cut wood for wood boiler
- Patching continues on various roads as required, as weather permits
- Staff completed ditching, culvert project on McNaughton Drive
- Completed culvert and entrance installations at Douro Fourth Line, Rock Road, Sawmill Road
- Various site meetings regarding entrance permits and general concerns
- Staff clean, complete maintenance and repairs on equipment as time permits
- Hand brushing at various locations – fallen trees, sightlines, sign visibility
- Staff repaired, installed various regulatory signs, street and 911 signs as required
- Staff completing winter patrols and regulatory patrols as required

c. Health & Safety:

- Ensuring that all necessary health & safety precautions are in place and are being consistently adhered to.

2. Waste Management Division:

- Halls Glen Transfer Station continues to operate with all necessary health & safety precautions in place for staff and residents and is functioning well.

Report Approval Details

Document Title:	Public Works.docx
Attachments:	
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

The following provides an update on recent work completed by the Building Department:

Department Overview

- Completed the move downstairs and fully utilizing the space.
- The Building Department is taking on the field portion of the Ontario Wildlife Damage Compensation Program and will work towards transitioning to managing the administration portion.

Recruitment

- Recruitment concluded for the contract Building Official position. Bill Winn started on January 16, 2023. He comes to us with 16 years of experience as a building official with the City of Kawartha Lakes. Bill has been familiarizing himself with our Township specific processes and is working independently completing inspections in the field.

Planning

- Reviewed and responded to planning matters in conjunction with Planning department and County staff.
- Prepared reports to assist in approval process for planning applications.
- Attended and provided comments on Planning Pre-Consultations.
- Participated in preliminary meetings for the future implementation of the planning module in Cloudpermit.

Permitting

- The Building Department has had:
 - 22 submitted applications in
 - 20 issued permits in
 - Approximately 50% of issued permits are septic permits
 - 43 Permits in review
 - Various Land Use inquiries and Work Order requests
 - Current collected revenue for 2023 is approximately 51,769.40

Bylaw

- Finalizing By-law to regulate signs within the Township.
- Responded to various bylaw enforcement issues (animals, property standards, etc.).

Report Approval Details

Document Title:	Report to Council - Building Department Update.docx
Attachments:	
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

This report includes third and fourth quarter of 2022 call data statistics, as well as activity update from Douro-Dummer Fire Services up to January 31, 2023.

Overview:

- Training included First Responder, Basic Life Support, Fire Pumper Operations, Vehicle Extrication, including new lifting bags and stabilization struts, Firefighter Obstacle Course skills, Driver training, Surface Water Rescue, Tour new facility at Lakefield College School, Rapid Intervention Team skills, Fire Hose testing, Mental Health training. Propane tower refresher training for operators at EOETA
- Fire Prevention at schools, including fire apparatus visits
- Support LCS Polar Plunge
- Fire inspections/hoarding and burn permit inspections
- New electronic sign installed at Station 1
- New septic system and potable water tank installed at Station 2
- Applied for and received Enbridge grant for training resources

Fire Department Vehicle information:

- Station 1 and 2 safeties and services
- Pump 5 recalls

Fire Administration specific:

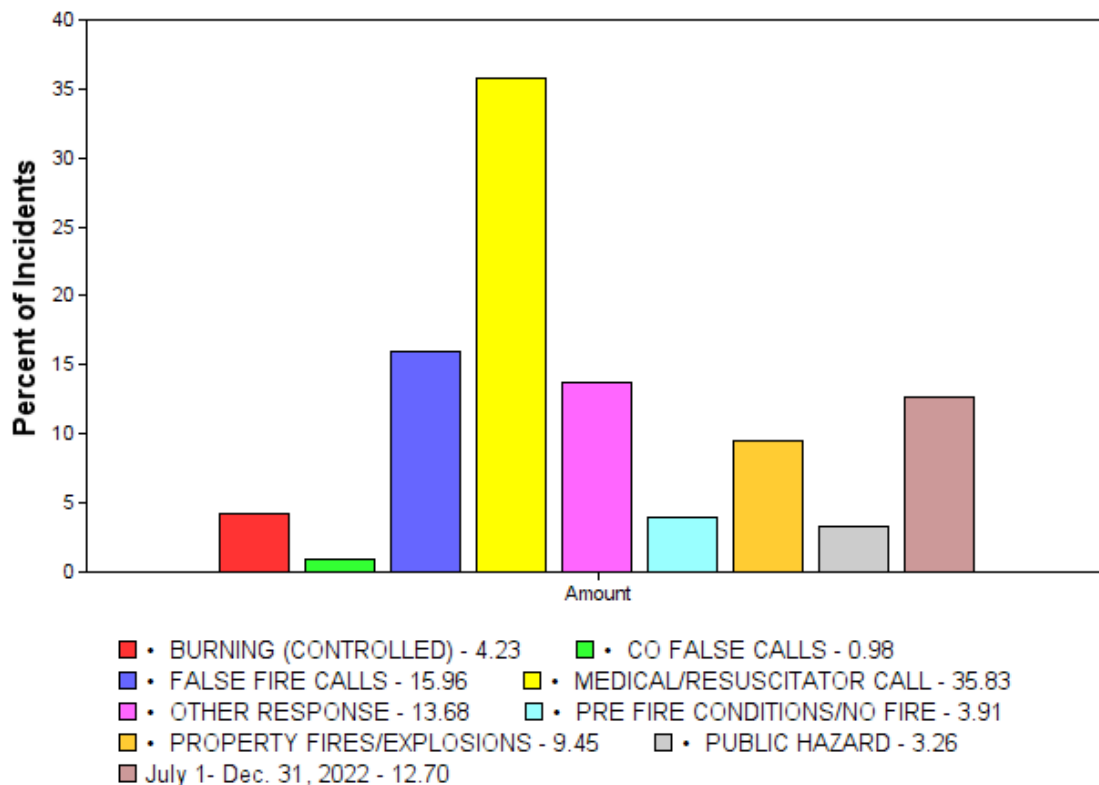
- Ontario Association of Fire Chiefs (O AFC) Rural Suburban meetings
- Paging solutions meetings
- Attended Toronto O AFC AGM & Training sessions
- Participate in managers meetings, County Chiefs, O AFC zone Meetings, EOETA Board meetings, fire prevention meetings
- Officers meeting
- Submit annual Emergency Management Compliance Forms
- Submit annual MNR F reports

- Third and fourth quarter fire calls resulted in 210 calls for help, 307 station responses and 511 apparatus responses. Medical type of responses accounted for 36% of calls

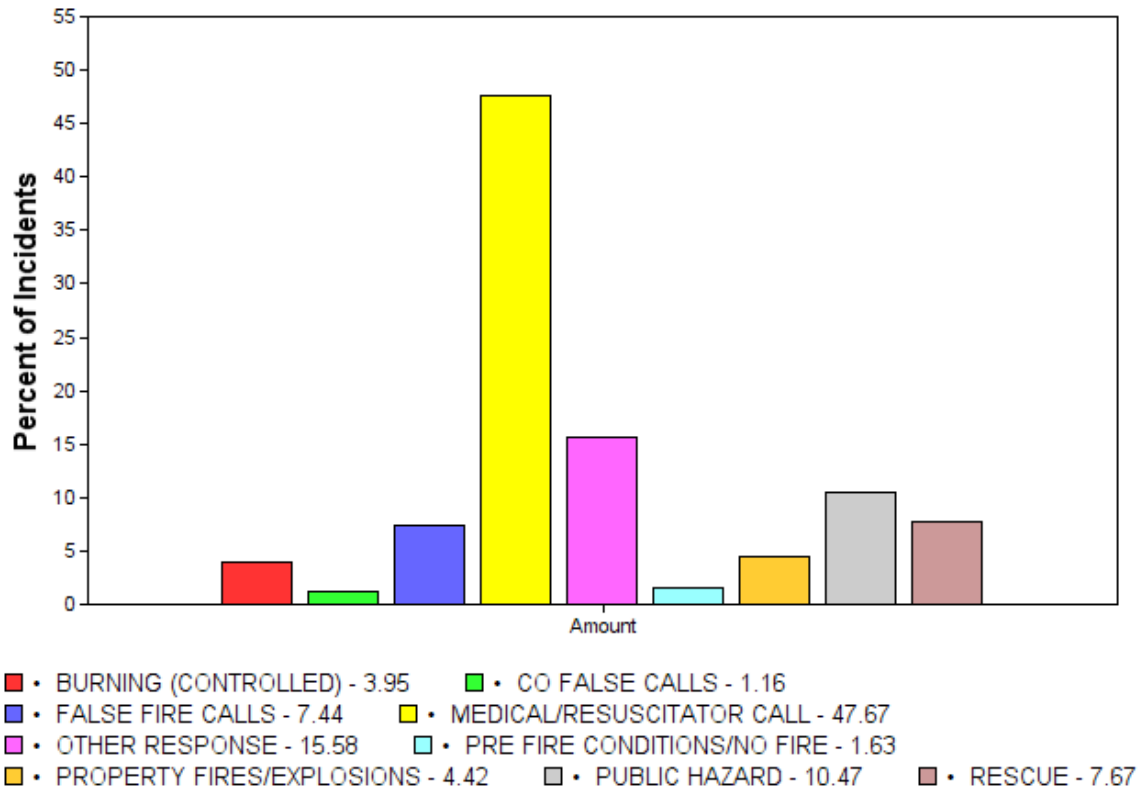
- Total calls for help at the end of 2022 was 429, compared to 448 in 2021.

Two graphs below are shown as percentage of calls. First graph is for 3rd and 4th quarter and the second graph are all of 2022.

Totals by Type (grouped)
From Jul 1 22 to Dec 31 22



Totals by Type (grouped)
From Jan 1 22 to Dec 31 22



Report Approval Details

Document Title:	February 2023 COW Fire Services Update.docx
Attachments:	
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

The following provides an update on recent work completed by the Planning Department:

- Projects
 - Cloudpermit Planning Module
 - Planning and Building Staff kicked off this project with an overview of the software by Anthony Steele from Cloudpermit on January 16, 2023.
 - Proof of payment and invoice provided to the County on February 2nd in order to be considered under the County's Municipal Modernization Fund (MMF) Intake 3 – Implementation project.
 - Information provided to Cloudpermit to begin designing Planning Application templates, pre-consultation form and fees.
 - Participated in Cloudpermit Webinar regarding Bill 23, More Homes Built Faster Act on January 17, 2023.
 - Cloudpermit User Group
 - Staff continue to participate in the monthly User Group with County and lower-tier municipalities and Cloudpermit Staff.
 - Comprehensive Zoning By-law No. 10-1996, as amended Office Consolidation updated to By-law No. 2022-59.
 - On-going participation in and provision of information for the Rural Housing Information System (RHIS).
- Pre-Consultations, PSR's and Inquiries
 - Pre-Consultations
 - November 29, 2022: Completed 3 pre-consultation sessions.
 - January 19, 2023: Completed 3 pre-consultation sessions.
 - February 16, 2023: 3 pre-consultation sessions scheduled.
 - Preliminary Severance Reviews (PSR's)
 - ~38 PSR's completed by County Planning Department and reviewed by Township Staff for 2022.
 - 8 PSR's completed to date by County Planning Department and reviewed by Township Staff for 2023.
 - Inquiries
 - Responded to various inquiries, correspondence and applications under the Planning Act including reviewing proposals in light of the existing and new Official Plan.
 - 100+ property inquiries since July 2022.

- Applications
 - Severances (County Approval)
 - A total of 35 applications were received in 2022 (31 new lots and 4 lot additions).
 - Planning Committee Meeting held on January 13th.
 - Delegated Authority given to Planner on January 17th for commenting on severance applications. 4 Municipal Appraisal Forms (MAF's) completed and provided to County to date under this process.
 - Minor Variances
 - 2 minor variance applications received in 2022.
 - Committee of Adjustment meeting January 13, 2023. Appeal period for A-02-22 expired February 2, 2023 – no appeals.
 - 1 minor variance application received to date. To be scheduled for Committee of Adjustment March 24, 2023.
 - Zoning By-law Amendments
 - 5 zoning By-law amendment applications received in 2022. Public Meeting for R-05-22 (Bolton) held February 7, 2023. No other outstanding 2022 applications.
 - Finalized R-17-21 (Paterson & Carrington) from 2021. Appeal period expired January 11, 2023.
 - Official Plan Amendments (County Approval)
 - Public Meeting for 15OP-22010 (Bill 109 Amendments) held October 19, 2022. Adopted November 2, 2022, Approved November 25, 2022.
 - Public Meeting for 15OP-220006 (1110 County Road 4) held December 20, 2022.
 - Site Plans
 - 4034 Centre Road/County Road 32 (Paterson & Carrington) Registered December 19, 2022.
 - 2785 Television Road (Ontario Turtle Conservation Centre) anticipated to be executed this month.
 - Completed housekeeping amendment to Site Plan Control By-law.
 - Subdivisions
 - 15T-21006 (Clancy) peer review of 3rd submission in process.
 - 15T-90011 (Hall's Glen) peer review on-going. Development of a pre-servicing agreement on-going.

- Other
 - On-going participation in Budget preparation.
 - Participation in User Fees By-law update.
 - Participated in Otonabee Conservation & Bill 23 joint meeting with Municipal CAO's and Planning Staff, January 23, 2023.

Report Approval Details

Document Title:	Committee of the Whole - Department Update - November 2022 - January 2023, Planning.docx
Attachments:	
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

The following provides an update on recent work completed by the Finance Department:

- Grants
 - Canada Summer Jobs
 - Submitted an application for five students; three Parks Labourers, one Building Department student and one Clerks/Office student.
 - The Clerks/Office student will only be hired if the grant application is successful.
 - Canada Community Revitalization Fund
 - The project for the South Park Revitalization that includes an accessibility ramp, a tennis/pickleball court, and a new canteen is nearing completion and all reporting up to and until the end of December has been submitted.
- Projects
 - Finance Process Review – Phase 1 – Review of Payroll, Chart of Accounts and Project Costing Module
 - Staff are in the final stages of this project.
 - The payroll module was completely reviewed and overhauled to better utilize the financial system capabilities which will reduce the amount of manual processes (ie. Manually calculating stat pay, manually changing wages and benefit amounts in the system). These changes were also integral to being able to implement electronic time sheets for staff.
 - HRIS MyWay implementation
 - This system will allow for staff to submit their timesheets electronically. This will provide significant efficiencies for managers and payroll staff who will no longer need to complete manual entry into the system, the data will upload from MyWay to the financial system.
 - The project kicked off at the end of January and is expected to go live mid March.
 - Electronic Tax Bills
 - Residents are now able to sign-up for Electronic Tax Bills through our website and the first set of bills were distributed electronically for initial 2023 bills.
 - We plan to have an advertising campaign in order to get more people registered prior to final billing. It was decided that it was preferred to keep the first trial to a smaller number in case of error.

- Bids and Tenders
 - Staff kicked off implementation the project with the vendor in January. It is expected that the system will be live in June.
- Asset Management Plan
 - Staff are in final stages of the Asset Management Plan and expect to present to Council in the spring.
- Year-end/Audit
 - All information has been provided to the auditors for the 2020 Audit and the auditors are working with staff to reconcile 2020 tangible capital assets. Support from the financial system provider has been needed to correct items that were processed incorrectly. The audit is in the final stages and is hopeful to be completed within the month.
 - For 2021, interim audit was completed in the fall of 2022 and final audit is scheduled for the week of April 24th.
 - It is estimated that 2022 audit will be scheduled in the summer at which time we will be back on track with all audit and FIR submissions to the Province.
- 2023 Budget
 - The 2023 Budget, like every other year, has been a large time commitment. It is hopeful that budget will be passed at the February 21st meeting which will enable staff to begin procuring capital items to ensure completion within the year.

Report Approval Details

Document Title:	Finance Department - February 2023.docx
Attachments:	
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Elana Arthurs

Clerk's Department:

Legislative Services:

- 2022 was a busy year for legislative services, there were:
 - o 17 Council Meetings
 - o 9 Special Council Meetings
 - o 4 Committee of the Whole Meetings
 - o 3 HR Committee Meetings
 - o 9 Planning Committee/ Committee of Adjustment Meetings
 - o 365 Council Resolution
 - o 61 By-laws passed
- In 2022, we received 3 formal complaints which have all been resolved; one was regarding services received from staff, one was regarding a perceived lack of information regarding a development and the final was regarding snow removal operations.
- In 2022, we received 5 FOI (Freedom of Information) requests, 4 have been processed and completed and the last one is in progress as it was received just prior to the holiday break.
- Annual Reporting regarding FOIs has been submitted to the IPC (Information and Privacy Commissioner)
- So far in 2023, there have been 2 Council Meetings, 1 Special Meeting and 1 Planning Committee/Committee of Adjustment Meeting.
- In January 2023, the department received 1 new FOI request, and 3 complaints all regarding waste collection which have all be addressed as per the Township's Complaint Policy.
- Moved from Virtual Meetings to Hybrid Meetings which continues to allow the public to watch the meetings either in real-time or via recordings on the Township's YouTube channel. This model has also allowed for flexibility to continue meetings when significant weather events have taken place.

2022 Municipal Election:

- The 2022 municipal election was completed without appeals, complaints or investigations and was under budget.
- New Council has completed a thorough Council Orientation program that was organized by staff and in conjunction with neighbouring municipalities for cost savings and to allow for networking with colleagues across the County.
- All election reporting and post election tasks have been completed based on the timelines and requirements set out in the *Education Act*, *Municipal Elections Act*, and the *Municipal Act*.
-

- A report from Simply Voting, (the digital election provider) is attached for information.
- Processing of Financial Statements from Candidates and authorizing refunds on Nomination fees. The deadline to submit Financial Statements is March 31st, 2023.

General Department Actions:

- The Department has been successful in recruiting a public policy field placement student from Trent University's Department of Political Studies. This student is working one day a week from the office from January 2023 until April 2023 and is focused on assisting with the overhaul of the Township's Policy Manual as recommended in the Service Delivery Review.
- Responded to a number of inquiries and requests from the public and various stakeholders.
- Prepared various reports to Council and Committees and all associated By-laws.
- Working with staff to record and/or cleanse batches of files as per the Township Retention By-law. This is an ongoing task and an amendment to the Township's Retention By-law will be coming in front of Council in 2023.
- Staff are sitting on a new County-wide Diversity, Equity and Inclusion Committee headed by the County of Peterborough.
- Assisted with the transfer of the Ontario Wildlife Damage Compensation Program to the Building/By-law Department, which will result in a higher level of service for less cost as contract fees and mileage costs will be reduced.
- Support the Planning Department with the execution of various agreements and legal requirements for Planning Act Applications on an as needed basis.
- Review and updates on the website are completed on an as needed basis with administrative staff from each department completing their own updates with final sign-off from senior staff.
- Working with the Finance Department on the implementation of Bids and Tenders which will streamline the procurement process and reduce the amount of time spent on administering RFPs, RFQs, and tenders.
- Township Office and Library have joined the Peterborough County Hubs program for 2023 (<https://www.peterborough.ca/en/city-services/peterborough-county-hubs.aspx>). This program provides free office and meeting space to various social service and support agencies across the County so that they can meet with clients in their home community instead of the client travelling to the City of Peterborough to access service.

Report Approval Details

Document Title:	Clerk's Department Report - November 2022 - January 2023.docx
Attachments:	
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

No Signature - Task assigned to Elana Arthurs was completed by workflow administrator Martina Chait-Hartwig

Elana Arthurs

Report Approval Details

Document Title:	Clerk's Department Report - November 2022 - January 2023.docx
Attachments:	
Final Approval Date:	Feb 7, 2023

This report and all of its attachments were approved and signed as outlined below:

Elana Arthurs



2022 Municipal and School Board Elections

FINAL REPORT

Table of Contents

Section 1: Election Results

Section 2: Voter Information Letter (VIL) Control Statistics

Section 3: Turnout Statistics

Turnout by Segment

Turnout by Channel and Device

Turnout by Country

Turnout by Age

Turnout Charts

Number of Votes by Date / Time

Number of Votes by Channel by Ward

Section 4: Voting Session Statistics

Section 5: Anomalous Voting

General Notes

The following notes are presented in a summarized fashion:

- ✓ All times presented are in **Eastern Time (Toronto)**.
- ✓ No votes were reset in this election.

Township of Douro-Dummer
894 South Street P.O. Box 92 Warsaw, ON K0L 3A0 Canada

To Whom It May Concern:

The following election results are certified by Simply Voting to have been securely processed and accurately tabulated by our independently managed service.

Respectfully yours,



Brian Lack
President
Simply Voting Inc.

Results - 2022 Municipal and School Board Elections

Start: 2022-10-11 10:00:00 America/Toronto

End: 2022-10-24 20:00:00 America/Toronto

Turnout: 2669 (36.9%) of 7230 electors voted in this ballot.

Mayor

Option	Votes
Heather WATSON	1501 (57.2%)
Jim COYLE	1124 (42.8%)
VOTER SUMMARY	
Total	2669
Abstain	44 (1.6%)

Deputy Mayor

Option	Votes
Harold NELSON	1499 (59.7%)
Marc TRUDEAU	1010 (40.3%)
VOTER SUMMARY	
Total	2669
Abstain	160 (6.0%)

Councillor, Ward 1 (Douro Ward)

Option	Votes
Ray JOHNSTON	530 (41.8%)
Marie HOWRAN	383 (30.2%)
Mark PORTER	356 (28.1%)
VOTER SUMMARY	
Total	1341
Abstain	72 (5.4%)

Councillor, Ward 2 (Dummer Ward)

Option	Votes
Adam VERVOORT	703 (55.6%)
Shelagh LANDSMANN	561 (44.4%)
VOTER SUMMARY	
Total	1328
Abstain	64 (4.8%)

Trustee, English Separate School Board

Option	Votes
Jennifer LEAHY	257 (60.6%)
Frank DOYLE	167 (39.4%)
VOTER SUMMARY	
Total	463
Abstain	39 (8.4%)

Trustee, French Public School Board

Option	Votes
Kristine DANDAVINO	1 (100.0%)
Serge PAUL	0 (0.0%)
VOTER SUMMARY	
Total	1
Abstain	0 (0.0%)

Voter Information Letter (VIL) Control Statistics

Generated VILs

Statistic Description	Total	Unique Electors	Electors Who Voted
Mailed VILs <i>VILs printed and mailed by Taylor Demers</i>	7205	7205	2603
Generated VILs <i>VILs printed from VoterView</i>	339	319	165
Emailed VILs <i>VILs emailed from VoterView</i>	112 <i>(3 bounced)</i>	101 <i>(3 bounced)</i>	96 <i>(3 bounced)</i>

Outstanding VILs

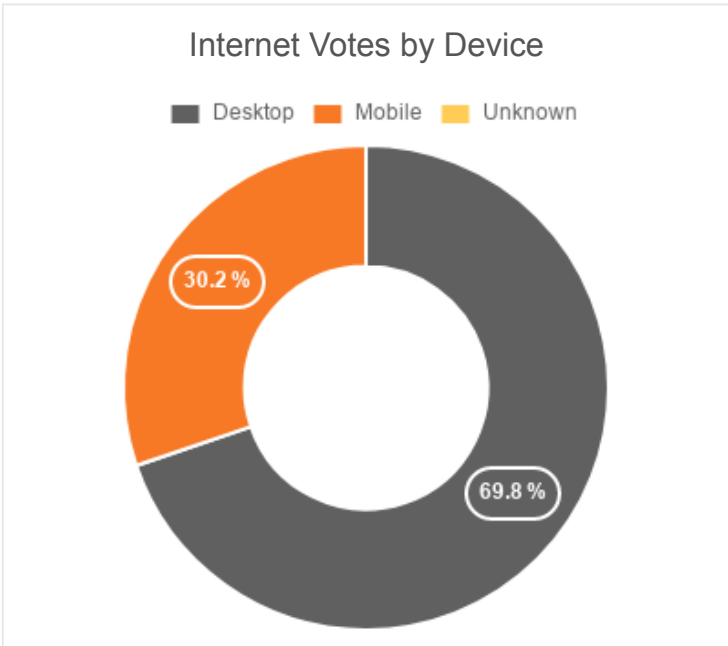
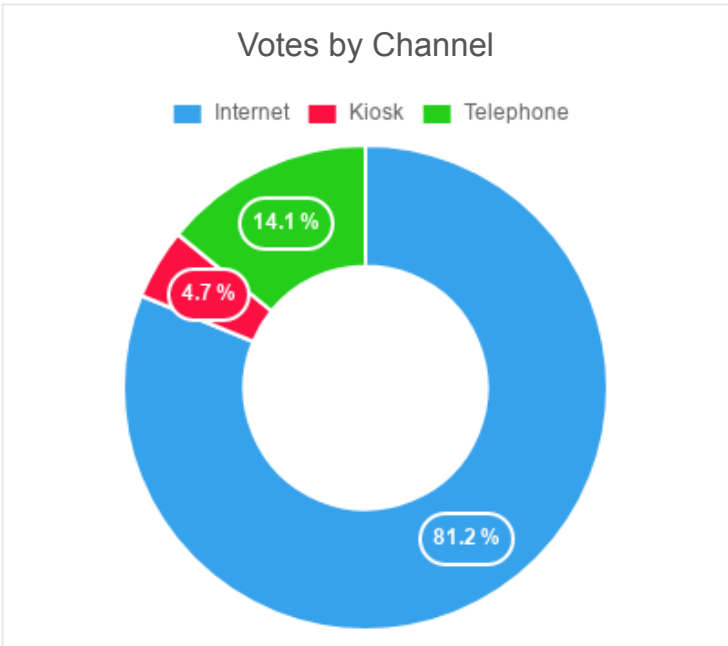
Statistic Description	Unique Electors
Mailed VILs <i>Electors whose most recent VIL was printed and mailed by Taylor Demers</i>	6819
Generated VILs <i>Electors whose most recent VIL was printed from VoterView</i>	310
Emailed VILs <i>Electors whose most recent VIL was emailed from VoterView</i>	101
No VIL <i>Electors who did not get a VIL</i>	0

Turnout by Segment Statistics


Ward	School Board	Electors	Voted	% Voted
01	English Public	2453	969	39.5
01	English Separate	703	360	51.2
01	French Public	5	1	20.0
01	French Separate	8	4	50.0
01	None	26	7	26.9
TOTAL		3195	1341	42.0
02	English Public	3686	1205	32.7
02	English Separate	299	103	34.4
02	French Public	1	0	0.0
02	French Separate	1	0	0.0
02	None	48	20	41.7
TOTAL		4035	1328	32.9
TOTAL	English Public	6139	2174	35.4
TOTAL	English Separate	1002	463	46.2
TOTAL	French Public	6	1	16.7
TOTAL	French Separate	9	4	44.4
TOTAL	None	74	27	36.5
TOTAL		7230	2669	36.9

Turnout by Channel and Device Statistics

Statistics	Quantity	%
Number of eligible electors	7230	
Voter participation	2669	36.9
Total voters who voted by Internet	2167	81.2
Total voters who voted by Kiosk	125	4.7
Total voters who voted by Telephone	377	14.1
Internet / Kiosk vote by device type: desktop	1599	69.8
Internet / Kiosk vote by device type: mobile	693	30.2
Internet / Kiosk vote by device type: unknown	0	0.0



Turnout by Country Statistics

 Note: "Not captured" represents telephone votes.

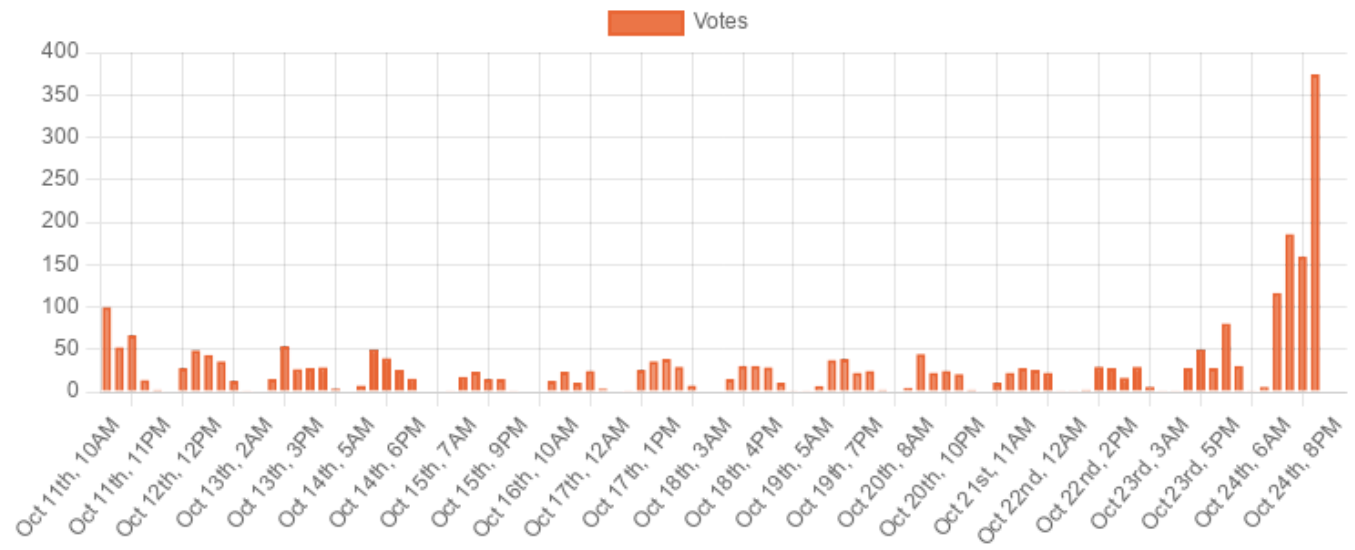
Country	Voted	% Voted
Canada	2269	85.0
Not captured	377	14.1
United States	16	0.6
Italy	3	0.1
United Kingdom	1	0.0
Spain	1	0.0
Argentina	1	0.0
Germany	1	0.0

Turnout by Age

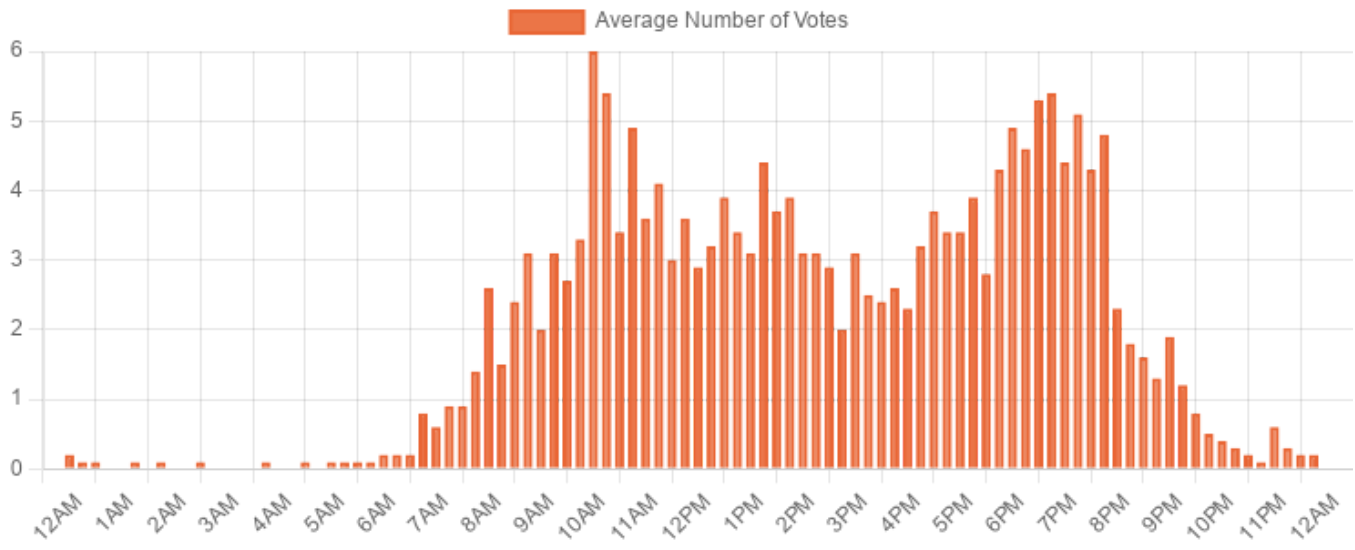
Age Range	Electors	Voted	% Voted
18-24	268	84	31.3
25-34	843	155	18.4
35-44	1038	280	27.0
45-54	1020	329	32.3
55-64	1597	628	39.3
65-74	1374	691	50.3
75-84	743	415	55.9
85+	229	87	38.0
Unknown	118	0	0.0

Turnout Charts

Cumulative Turnout



Average Turnout



Number of Votes by Date / Time Statistics

Hour	11-Oct	12-Oct	13-Oct	14-Oct	15-Oct	16-Oct	17-Oct	18-Oct	19-Oct	20-Oct	21-Oct	22-Oct	23-Oct	24-Oct
0	0	0	0	0	0	0	0	0	0	0	1	1	1	2
1	0	0	0	0	0	0	0	0	1	0	0	1	0	0
2	0	0	0	0	0	0	0	0	0	0	0	0	2	0
3	0	0	0	0	0	0	0	0	2	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	1
5	0	0	0	1	0	0	1	0	0	0	0	0	1	2
6	0	2	4	0	0	0	1	0	0	1	1	0	1	10
7	0	7	0	4	2	3	1	1	2	1	7	3	0	20
8	0	14	12	9	3	2	8	7	4	5	6	9	12	43
9	0	12	11	11	7	6	11	9	7	12	10	5	9	45
10	47	19	14	21	7	6	15	8	15	19	9	16	11	68
11	21	16	25	13	7	5	9	11	15	12	3	6	15	42
12	23	9	11	13	6	10	14	10	5	7	5	7	8	60
13	23	15	9	19	6	5	11	7	12	9	11	12	24	49
14	18	10	5	5	9	4	8	12	14	5	11	5	9	41
15	11	14	7	8	4	3	10	8	10	8	7	6	5	48
16	15	8	10	8	5	2	14	8	8	12	9	7	12	59
17	29	5	5	7	3	5	5	4	7	5	8	6	13	99
18	19	17	11	8	6	8	17	16	8	7	8	7	25	127
19	14	13	9	9	3	9	6	5	9	4	10	10	29	129
20	8	4	7	2	6	5	8	7	10	7	5	9	19	0
21	6	3	12	2	0	4	1	1	4	4	1	2	21	0
22	0	2	1	0	1	0	0	2	3	3	0	1	2	0
23	3	1	4	0	0	0	1	1	2	0	0	2	4	0
TOTAL	237	171	157	140	75	77	141	117	138	121	112	115	223	845

Number of Votes by Channel by Ward Statistics

Ward	Channel	Quantity
01	Internet	1083
01	Kiosk	55
01	Telephone	203
TOTAL		1341
02	Internet	1084
02	Kiosk	70
02	Telephone	174
TOTAL		1328

Voting Session Statistics


Voting Session Length

Channel	Minimum	Maximum	Average
Internet	9.0 seconds (~0.2 minutes)	3,918.0 seconds (~65.3 minutes)	79.4 seconds (~1.3 minutes)
Kiosk	14.0 seconds (~0.2 minutes)	356.0 seconds (~5.9 minutes)	52.3 seconds (~0.9 minutes)
Telephone	41.0 seconds (~0.7 minutes)	197.0 seconds (~3.3 minutes)	68.9 seconds (~1.1 minutes)

Ballot Completion Statistics

Channel	Ballot Opened	Ballot Filled	Voted	Abandoned
Internet and Kiosk	2297	2295	2292	5 (~0.2%)
Telephone	375	375	374	1 (~0.3%)

Cross-Channel Statistics

-  These statistics show either:
- a voter first logged in to internet / kiosk voting but subsequently completed their vote by telephone
 - a voter first logged in to telephone voting but subsequently completed their vote by internet / kiosk

Type	Quantity
Internet and Kiosk → Telephone	0
Telephone → Internet and Kiosk	0

- Met with all members of Council following the swearing in
- Participated in various Council training sessions
- Participated in calls with CAOs from across the County to discuss common issues and share best practices (Waste initiatives, By-law needs, AMP Program, Mandatory Vaccination Policies)
- Continue to oversee the operations of the municipality, making modifications where is it appropriate to facilitate the best service we can provide to the public
- Reviewed Insurance information and ensured updated information for the renewal was submitted
- Facilitate weekly management meetings including all staff once per month
- Recruited for Building Department staff, which is on board now and IT Coordinator which is still ongoing
- Met with current IT provider to work through various issues
- Overseeing and assisting with the changes in the Building Department and working through some outstanding issues with the Temporary CBO
- Met with Library CEO to work on the Agreement between the library and the Township
- Various meetings with Township staff to address concerns and challenges with work load
- Finalized performance management documents and reviewed process in preparation for this year
- Various meetings on the 2023 Budget with the Treasurer and Managers
- Assisted the County and Consultant in the facilities review, had multiple meetings with the consultant and other Township CAO's
- Attended a meeting regarding NextGen911 initiative with the County
- Complaints resolution with residents, some involving extensive time and research as well as meeting with staff and a lawyer.
- Attended various webinars on the OPP Annual Billing, performance management, mental health, LAS programs. Legal updates, managing the workforce while attracting and retaining employees
- Met with representatives from the Peterborough Humane Society on our contract and updates that could be made
- Responded to various enquiries from the public and businesses
- Worked with staff and consultant on potential updates to the joint facility
- Met with legal representatives on HR Matters, property matters and building matters
- Worked through conditions in the agreement to purchase the aggregate pit
- Continue to serve as President of AMCTO which requires various virtual meetings and presentations

Report Approval Details

Document Title:	CAO Monthly Report - February 2023.docx
Attachments:	
Final Approval Date:	Feb 8, 2023

This report and all of its attachments were approved and signed as outlined below:

No Signature - Task assigned to Elana Arthurs was completed by workflow administrator Martina Chait-Hartwig

Elana Arthurs

Portfolio – Infrastructure & Emergency Management:

In December there was a cheque presentation made to Douro Dummer Fire Services as the Service was selected to participate in the [Safe Community Project Assist Program from Enbridge](#). DDFS received \$5,000 to purchase training materials.

[Online Article via PTBO Canada](#)

The collective agreement between the County and CUPE 4911 (Paramedics) expired December 31, 2022 and is being negotiated.

There is an Emergency Management Workshop hosted by Trent Lakes on March 28, Council is encouraged to attend.

Portfolio – Business, Growth & Development:

There may be a future opportunity to showcase local businesses in Douro Dummer and throughout the Region at Queens Park.

Ongoing meetings with area Mayors and MPP to discuss opportunities for growth and collaboration.

The Peterborough Aerospace Summit is happening later this month. Additionally, OMAFRA is holding a Workshop for Councillors in the County on Community Economic Development.

Committee – Police Services Board:

An information video will be distributed to Council outlining the work and mandate of the O.P.P.

There will be a request coming from the Board to consider creating a special events/permits applications for events that require road closures.

Ongoing dialogue to amalgamate the Boards and transition into one larger Board that serves Curve Lake First Nation, Hiawatha First Nation and the County Townships.

Committee – Arena Facilities Future Ad-Hoc Committee:

The committee met twice to consult on their proposed budget request. While the committee remains committed to conducting community engagement to determine what, if any, improvements at the community centres they await feedback from Council regarding their budget request.

For the COW meeting I have the following short update.

- First meeting of Committee of Adjustment and Planning Committee took place on January 13, 2023
- Council passed an amendment to the delegated authority By-law to allow staff to process and comment on consent applications and the Planning Committee has been disbanded
- The Short-Term Rental Committee will be meeting on February 22, 2023
- Next meeting of the Committee of Adjustment will be March 24, 2023

For the COW meeting I have the following short update.

We held our first meeting on January 10th with all members present. We have three new members including myself.

Georgia Gail-Kidd (Chair)
Darla Milne
Sharon McKeiver
Diane Bonner (New)
Gary Rose (New and Vice Chair)
Maggie Pearson
Tom Watt (New)

On February 6th we had a 2-hour Library orientation online with Peggy Malcom. Many good pieces of knowledge were offered and discussed.



Township of Douro-Dummer Strategic Plan 2015 - 2018

Vision:

Dedicated to building our future, while respecting our past.

Mission Statement:

The Township of Douro Dummer is committed to providing a high level of effective and efficient service throughout our municipality. We promise open responsible leadership, enhancing the quality of life, and building for the future while respecting our heritage.

Process:

The Strategic Plan process originally began in 2007 with a number of sessions led by representatives from the Ministry of Agriculture, Food and Rural Affairs and under the overall direction of Council with assistance and input from the senior management team. Our vision and mission statement were developed and adopted at that time, but the process was put on hold because of other more pressing needs until the spring of 2011.

The whole process of the strategic planning exercise was to establish a living blueprint for the future of our community that would be used to guide decisions and actions.

In the spring of 2011, with the assistance of representatives from the Ministry of Municipal Affairs and Housing, council and the senior management team met for a one day strategic planning exercise. This exercise focused on the strengths, weaknesses, opportunities and threats as well as to identify key strategic issues facing our community.

In March of 2015 council and the senior management team met, with the assistance of Penny Sharman acting as the facilitator, to review the progress of the Strategic Actions and to put in place a plan for the upcoming term of council.

Goals:

The goals reflect the values that drive our priorities and culture. They identify the 6 key areas on which the municipality wants to focus its strategic directions and actions. These 6 key areas are:

- Infrastructure
- Recreation and Culture
- Effective Administration
- Public Works
- Economic Development and Community Promotion
- Environmental

Infrastructure Goal:

To effectively respond to the challenges of addressing the Township's municipal infrastructure needs as well as effectively managing the assets of the corporation.

Recreation and Culture Goal:

To develop and/or assist with the development and delivery of social and recreational programs as well as effectively maintaining and updating recreational facilities to promote healthy lifestyles and meet the broad range of community needs.

Effective Administration Goal:

To ensure and enable an effective and efficient municipal administration.

Public Works Goal:

To ensure that the public works department operates efficiently and effectively.

Economic Development and Community Promotion Goal:

To set out a direction of focus for economic development while utilizing resources to facilitate the promotion of the community.

Environmental Goal

To preserve and enhance the natural heritage features and resources of the Township.

Strategic Actions:

Strategic Actions are high priority activities that prescribe the actions being performed and that are required to achieve the identified goals and implement the strategic plan. It is recognized that Strategic Actions are both one-time and ongoing initiatives that represent the highest priority issues of the current Council. They will take place over time and will be monitored to measure the extent to which each goal is achieved. They will be reviewed periodically by council to reflect changing priorities.

1. Infrastructure

To effectively respond to the challenges of addressing the Township's municipal infrastructure needs as well as effectively managing the assets of the corporation;

Strategic Actions:

- Pursue solar energy for municipal building and properties (2015-2018)
- Analyze and develop a business case for the future of existing municipal buildings and their usage (2015 thru 2018)
- Review municipal owned property as to potential use. (2015 thru 2018)

2. Recreation and Culture

To develop and/or assist with the development and delivery of social and recreational programs as well as effectively maintaining and updating recreational facilities to promote healthy lifestyles and meet the broad range of community needs.

Strategic Actions:

- Promote the use of the Robert Johnston EcoForest Trails (by 2018)
- Pursue accessibility to all municipal facilities for persons with disabilities (ongoing)
- Actively promote better utilization of our buildings and parks – beginning in 2015
- Promote energy efficiency for all municipal facilities (ongoing)
- Complete a Recreation Master Plan
- Develop and implement restoration plan for 5 abandoned cemeteries - 2015
- Pursue acquisition and development of lime kiln property (ongoing)
- Investigate the need for the replacement of canteen and washroom facility at Douro Park (2015 thru 2018)

3. Administration

To ensure and enable an efficient and effective municipal administration.

Strategic Actions:

- Administrative plan to help manage risks/priorities (service delivery review) (ongoing).
- Continue to update municipal policy manual (ongoing)
- Develop and implement record retention by-law and record management system (ongoing)
- Pursue more electronic transactions in all municipal operations- (ongoing- 2015- 2018)
- Update developers guide and other internal planning documents (ongoing)
- Pursue outreach to schools (re: local government careers) (ongoing)
- Pursue the use of the asset management system with the budget process to better plan use of assets (ongoing- 2015-2018)
- Develop a clear succession plan for all municipal operations (2015 thru 2018)
- Develop a risk management plan for all municipal operations (2015 thru 2018)

3(a) Municipal Wide

Strategic Action:

- Implement an electronic system of tracking inventories/supplies/training in all areas of our operations (ongoing)

4. Public Works

To ensure that the Public Works Department operates efficiently and effectively.

Strategic Actions:

- Pursue the acquisition of property for the purposes of establishing a municipal aggregate resource (beginning 2011)
- Consider implementing the recommendations of public works needs analysis (ongoing)
- Implement improved technology in public works vehicles- GPS (2015 thru 2018)

5. Economic Development and Community Promotion

To set out a direction of focus for economic development while utilizing resources to facilitate the promotion of the community.

Strategic Actions:

- Actively pursue marketing of facilities and municipality to achieve better use of facilities and a higher profile for municipality (consider branding exercise) (ongoing)
- Promote and pursue more residential and commercial development in keeping with the goals and objectives of the Official Plan (ongoing)
- Work closely with the GPAEDC to pursue new development as well as retention and expansion of existing development.
- Revenue generation ideas- pursue development of commercial/industrial lands adjacent to the Douro Community Centre. (ongoing)
- Have a trained staff person (as part of other duties) to act as a contact for economic development enquiries and know how to respond.

6. Environmental

To preserve and enhance the natural heritage features and resources of the Township.

Strategic Actions:

- Municipality continues to reduce, recycle and reuse wherever possible in all our operations.
- Promote responsible stewardship of natural environment by continuing to provide protection in our planning documents for agricultural and natural heritage resources.
- Identify and protect natural spaces that are important to the Township.

Implementation and Monitoring the Strategic Actions

Methods and processes are in place to assess the success of the implementing of the Strategic Actions and Goals.

1. Infrastructure

To effectively respond to the challenges of addressing the Township's municipal infrastructure needs as well as effectively managing the assets of the corporation;

Strategic Actions:

- Pursue solar energy for municipal buildings and properties
 - Work with suppliers to evaluate buildings and properties for potential for solar energy generation.

Target-Fall 2018
Status- ongoing
Responsibility- CAO
 - Analyze and develop a business case for the future of existing municipal buildings and their usage.

Fire Department and Public Works Facilities
Target- Spring 2016
Status- ongoing
Responsibility- Manager of Public Works and Manager of
Emergency Services- Fire Chief

Recreation Facilities
Target- Fall 2017
Status- Research to begin- Spring 2016
Responsibility- Manager of Recreation Facilities
 - Review Municipal owned property as to potential use.

Target- Fall 2016
Status- research to begin early 2016
Responsibility- Management Team

2. Recreation and Culture

To develop and/or assist with the development and delivery of social and recreational programs as well as effectively maintaining and updating recreational facilities to promote healthy lifestyles and meet the broad range of community needs.

Strategic Actions:

- Promote the use of the Robert Johnston EcoForest Trails
 - Continue to promote the trails through circulation of brochures at events and the municipal office. Maintain the trails to a high standard to promote repeat use.

Target- 2018
Status- ongoing
Responsibility- Manager of Recreation Facilities
- Pursue accessibility to all municipal facilities for persons with disabilities (ongoing)
 - Develop a plan to make the necessary infrastructure changes to all municipal facilities to accomplish fully accessible facilities. Access any funding opportunities to assist with the cost of this work.

Target- 2016/17
Status- ongoing
Responsibility- Management Team
- Actively promote better utilization of our buildings and parks
 - Develop a marketing strategy for increasing the usage of buildings and parks. Develop and implement new programs and events to fill in times at our facilities that are not utilized.

Target- 2015/16
Status- ongoing
Responsibility- Manager of Recreation Facilities
- Pursue energy efficiency for all municipal facilities (ongoing)
 - Continue with the commitment through our energy management plan to implement the recommendations from the energy audits for our 2 community centres and to review the energy management plan and revise as necessary.

Target- 2015/2016
Status- ongoing
Responsibility- Manager of Recreation Facilities

- Recreation Master Plan

- Engage the services of a consultant to prepare a Recreation Master Plan which will include a community consultation component- this document should include, but not be limited to, the needs assessment for the community centres, evaluate the potential for replacement of the canteen and washrooms for south portion of Douro Park, evaluate the playground equipment in all our parks and recommend improvements and funding sources, evaluate water access locations and potential for adjacent parking, and evaluate the potential for a trailer park/campground for Douro Park.

Target- 2016/2017

Status- research to begin in Fall 2016

Responsibility- Manager of Recreation Facilities

- Develop and implement restoration plan for 5 abandoned cemeteries.

- A plan has already been developed for the 5 abandoned cemeteries and work has been completed on 4 of the cemeteries. Working is underway on the last cemetery

Target- 2016

Status- ongoing

Responsibility- Historical Committee and Management Team

- Pursue acquisition and development of lime kiln property.

- The lime kiln property has been acquired and has been fenced in 2014. Historical Committee has developed a plan to improve the site for public viewing.

Target- 2017

Status- ongoing

Responsibility- Historical Committee and Management Team

3. Administration

To ensure and enable an efficient and effective municipal administration.

Strategic Actions:

- Administrative plan to help to manage risks/priorities (service delivery review)
 - Engage the services of a consultant to do a service delivery review which would include a component to evaluate the financial and staff resources needed to meet increasing demands.

Target- 2017
Status- research to begin in fall 2016
Responsibility- CAO
- Continue to update municipal policy manual.
 - The municipal policy manual is a living document that is constantly changing and is necessary to guide our operations and staff. Policies need to be reviewed regularly and new policies put in place to assist in maintaining a high level of customer service.

Target- annual review
Status- ongoing
Responsibility- Management Team and Council
- Develop and implement record retention by-law and record management system.
 - Implement and continually monitor the TOMRMS record management system and record retention schedule.

Target- annual review
Status- ongoing
Responsibility- Clerk/Planning Coordinator
- Pursue more electronic transactions in all municipal operations.
 - Evaluate our operations to identify areas that could benefit from changing to an electronic procedure.

Target- annual review
Status- ongoing
Responsibility- Treasurer

- Update developers guide and other internal planning documents.
 - Review the developers guide, planning applications and processes, and planning documents on an annual basis to ensure that the content is still relevant- update where necessary. Official Plan and Zoning By-law shall be continually updated with amendments and reviewed every 5 years.

Target- annually for all guides, applications and documents- 5 year interval for Official Plan and Zoning By-Law
Status- ongoing
Responsibility- Clerk/Planning Coordinator

- Pursue outreach to schools (re: local government careers).
 - Work with the local schools and other educational institutions (Trent and Sir Sanford Fleming College) to do presentations specifically during local government week and at other times work diligently to promote local government as a career opportunity.

Target- Annually
Status- ongoing
Responsibility- Clerk/Planning Coordinator

- Pursue the use of the asset management system with the budget process to better plan use and replacement of assets.
 - Complete a detailed review of all our assets- taking into consideration life expectancy, amortized value, and future capital costs to manage each- and use this review and analysis to support capital budgets and financial planning in the future.

Target- 2015
Status- ongoing
Responsibility- Management Team and Council
 - Through the annual budget process, incorporate adequate funding for the replacement and maintenance of all township assets.

Target- 2016
Status- ongoing
Responsibility- Treasurer
 - Acquire a comprehensive asset condition rating for all municipal buildings and continue to keep these condition ratings up to date for all township assets.

Target- 2016
Status- ongoing
Responsibility- Treasurer

- Develop a clear succession plan for all municipal operations.

Target- Fall 2016

Status- ongoing

Responsibility- Management Team

- Continue to compile the risk management activities that presently exist with the municipal organization and develop a plan to address the deficiencies.

Target- Spring 2016

Status- ongoing

Responsibility- Management Team

3(a) **Municipal Wide**

Strategic Action:

- Implement an electronic system of tracking inventories/supplies/training in all areas of our operations. This would include all gravel, sand, culverts, community centre canteen and bar supplies, and any other supplies that are significant and there is carryover from year to year- and need to be allocated properly. A staff training record is to ensure workers are properly trained to do the work we ask of them. Adequate funds need to be allocated to ensure training opportunities are funded.

Target- 2016- reviewed annually

Status- ongoing

Responsibility- Management Team and Council.

4. **Public Works**

To ensure that the Public Works Department operates efficiently and effectively.

Strategic Actions:

- Pursue the acquisition of property for the purposes of establishing a municipal aggregate resource.
- Have staff continue the search for an appropriate parcel of land that the township can acquire (either outright purchase or through a lease arrangement) for an aggregate resource for the long term supply for the township.

Target- 2016

Status- ongoing

Responsibility- Manager of Public Works

- Consider implementing recommendations of public works facilities needs analysis.
 - Develop a financial and operational plan that would lead to the implementation of the recommendations of the public works facilities need analysis.

Target- 2017

Status- ongoing

Responsibility- Manager of Public Works

- Develop a financial and operational plan that would lead to the installation of GPS technology in all public works equipment.

Target- Spring 2017

Status- research to start in Summer of 2016

Responsibility- Manager of Public Works

5. Economic Development and Community Promotion

To set out a direction of focus for economic development while utilizing resources to facilitate the promotion of the community.

Strategic Actions:

- Actively pursue marketing of facilities and the municipality to achieve better use of facilities and a higher profile for municipality (consider branding exercise).
 - Engage the services and assistance of OMAFRA to facilitate the branding exercise for the municipality.

Target- 2016

Status- ongoing

Responsibility- CAO

- Develop and implement marketing strategies for the promotion of all our facilities- in particular our recreation facilities.

Target- 2016

Status- ongoing

Responsibility- Manager of Recreation Facilities

- Promote and pursue more residential and commercial development in keeping with the goals and objectives of the Official Plan.
 - Continue with the development of the commercial property adjacent to the Douro CC.

Target- 2015

Status- ongoing

Responsibility- CAO

- Continue to evaluate severance proposals in appropriate areas of the township that would not lead to additional servicing costs to promote more residential growth- assist residential developers in getting approvals of existing residential subdivisions.

Target- ongoing
Status- ongoing
Responsibility- Management Team and Council

- Revenue generation ideas- pursue development of commercial/industrial lands adjacent to Douro Community Centre.
- In conjunction with the development of the access road to this property, work cooperatively with the GPAEDC on trying to find suitable commercial tenants for this property.

Target- ongoing
Status- ongoing
Responsibility- CAO

- Work closely with the GPAEDC to pursue new development as well as retention and expansion of existing development.

Target- ongoing
Status- ongoing
Responsibility- CAO

- Continue to have a trained person (as part of other duties) to act as a contact for economic development enquiries and know how to respond.
- Provide training to staff with economic development responsibilities within their job description and initiate some ongoing economic development activities to promote local businesses and to attempt to attract new businesses.

Target- 2017
Status- research to begin in 2016
Responsibility- CAO

6. Environmental

To preserve and enhance the natural heritage features and resources of the Township

- Municipality continues to reduce, recycle and reuse wherever possible in all our operations.
 - Promote and institute additional opportunities to reduce, reuse and recycle in all municipal operations such as composting, additional recycling of materials, and reducing the packaging that is purchased with supplies and materials.

Target- ongoing

Status- ongoing

Responsibility- all staff and council members

- Promote responsible stewardship of natural environment by continuing to provide protection in our planning documents for agricultural and natural heritage resources.
 - Ensure that the upcoming Official Plan and zoning by-law reviews continues to provide adequate protection for agricultural and natural heritage resources.

Target- 2015 thru 2018

Status- ongoing

Responsibility- Clerk/Planning Coordinator

- Identify and protect natural spaces that are important to the Township.
 - Ensure that there is adequate provisions within the Official Plan and zoning by-law to identify and protect the natural spaces within the Township and that Natural Resources mapping be used as a basis for this identification.

Target- 2015 thru 2018

Status- ongoing

Responsibility- Clerk/Planning Coordinator