



Township of Douro-Dummer Agenda for a Special Meeting of Council

Thursday, March 23, 2023, 9:30 a.m.

**Town Hall
894 South Street
Warsaw, ON K0L 3A0**

Electronic Meetings

Regular and Special meetings of Council 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.

To watch the meeting live or access a recording please visit the Township's YouTube Channel
https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R_A

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

Pages

1. Reason(s) for Special Meeting:

Working Session with Council and Staff regarding the development of a new Township Strategic Plan.

2. Land Acknowledgement

3. Disclosure of Pecuniary Interest:

4. Adoption of Agenda:

5. Introduction and Ice Breaker

All Council members and staff present will introduce themselves and participate in an ice-breaker activity.

6. Presentation:

**6.1 Christina Coulter, Planner and Iain Mudd, County of Peterborough
Planner - Planning Related Plans, Policies and Legislation**

7.	Strategic Planning Workshop	
7.1	Review of Current Township Mission and Vision Statements	22
7.2	SWOT Analysis	
7.3	Review of Existing Strategic Plan	37
8.	Reports	
8.1	Report to Council - Township Committees, Clerk's Office-2023-07	49
9.	Confirming By-law	53
10.	Adjournment	



Planning

Christina Coulter, Planner, Township of Douro-Dummer

Iain Mudd, Director of Planning, Peterborough County



PLANNING

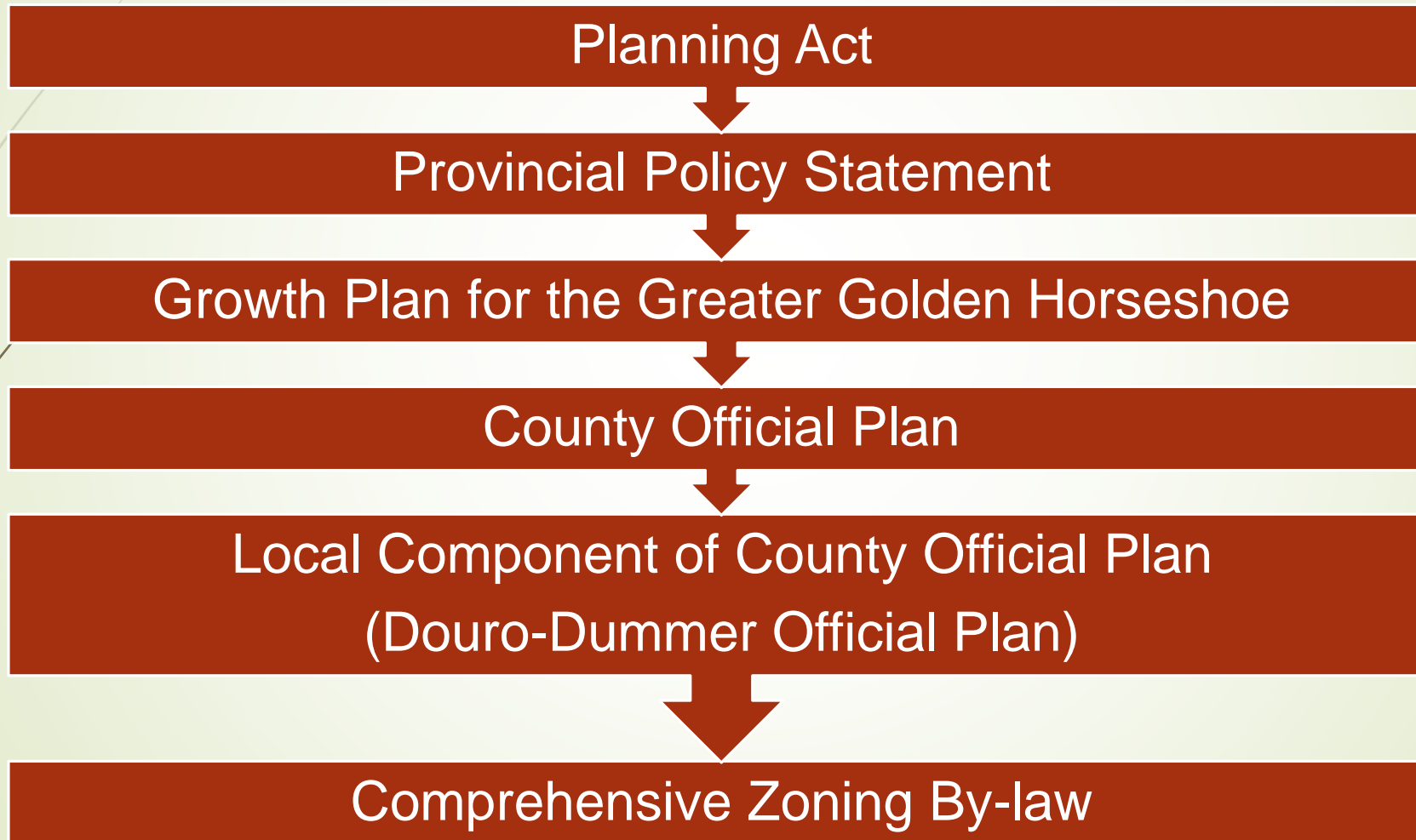
Still a good thing to do first.

VERY DEMOTIVATIONAL .com

Agenda

- New Official Plan
 - Key Legislation
 - Key Changes
 - New Land Use Schedules
 - Growth Analysis – Lands Needs
 - Current OP status
- Planning for Employment Growth

Legislative Overview



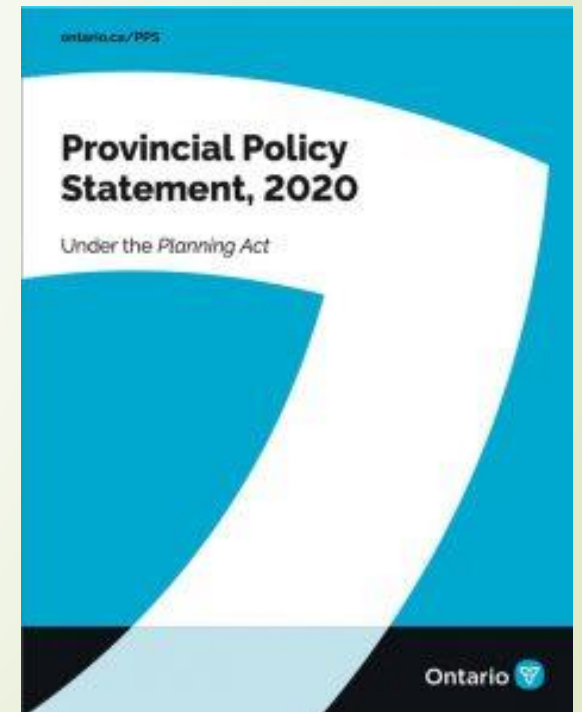
Planning Act



- **Policy statements and provincial plans**
- (5) A decision of the council of a municipality, a local board, a planning board, a minister of the Crown and a ministry, board, commission or agency of the government, including the Tribunal, in respect of the exercise of any authority that affects a planning matter,
 - (a) shall be consistent with the policy statements issued under subsection (1) that are in effect on the date of the decision; and
 - (b) shall conform with the provincial plans that are in effect on that date, or shall not conflict with them, as the case may be. 2006, c. 23, s. 5; 2017, c. 23, Sched. 5, s. 80.

Provincial Policy Statement

- The Provincial Policy Statement (PPS), 2020 is the provincial governments policies on land use planning and is applied province-wide.
- Contains policy direction on matters of provincial interest:
 - Building Strong Healthy Communities
 - Wise Use and Management of Resources
 - Protecting Public Health and Safety
- All decisions on land use planning matters must “be consistent with” the PPS



Growth Plan for the Greater Golden Horseshoe

- Growth Plan 2019 applies to lands in the Greater Golden Horseshoe from Niagara Region to Northumberland County.
- The County of Peterborough is considered to be in the “outer-ring” of the Growth Plan
- Key growth management goals include:
 - Managing growth by encouraging the development of communities in cities and towns that provide affordable housing options and easy access to business and public services that residents of all ages use every day
 - Improve and increase transportation options while reducing congestion
 - Focus investments in regional public service facilities in downtown areas
 - Increase and promote economic growth



New Official Plan (OP) “Fun Facts”



- 3 year process
- 38 TAC meetings
- 10 themed technical reports to County Council
- 4 surveys for public (1200 responses)
- Over 100 written submissions
- 8 open houses
- 1 formal public meeting before County Council
- Adopted by County Council on June 28, 2022

Key Changes

Existing OP	New OP
<ul style="list-style-type: none"> Includes County + Townships of AN, DD, NK and SEL 	<ul style="list-style-type: none"> Includes County + Townships of AN, DD, HBM, NK, OSM, SEL and TL
<ul style="list-style-type: none"> Growth targets reflect 2006 Growth Plan 	<ul style="list-style-type: none"> Growth targets will reflect 2019 Growth Plan and provincial methodology, includes excess lands
<ul style="list-style-type: none"> Provides protection to natural heritage features in accordance with 2014 PPS 	<ul style="list-style-type: none"> Provides protection to all wetlands and other key natural heritage & hydrologic features in accordance with 2020 PPS and 2019 Growth Plan**
<ul style="list-style-type: none"> Protection for agricultural areas through Agriculture designation 	<ul style="list-style-type: none"> Expanded protection for agricultural areas through Agriculture designation, based on Provincial Agricultural Systems mapping
<ul style="list-style-type: none"> No Natural Heritage System 	<ul style="list-style-type: none"> Will include a Natural Heritage System based primarily on Provincially mapped system
<ul style="list-style-type: none"> Aggregate Resource Overlay shown on schedules 	<ul style="list-style-type: none"> Updated Aggregate Resource Overlay shown on schedules based on more recent mapping from Province

** policies of 2020 Provincial Policy Statement and 2019 Growth Plan are already being implemented since they take precedence over local OP's

Introduction of an Agricultural System



- Provincial policies required the implementation of an “Agricultural System” and new agricultural mapping in OP
- Many properties in Douro-Dummer were included in this new mapping so a number of properties now have an “Agriculture” designation
- The “Agriculture” designation – while highly supportive/protective of agricultural uses – is very restrictive to any form of lot creation (residential severances)
- It is recognized that agriculture is the largest economic driver in the County so protecting that sector for long term growth and success is the Provincial strategy (local food security)
- On Farm Diversified Uses (OFDU's) were introduced which permits a limited amount of uses that are “secondary” to the principal agricultural use and are not to exceed 2% (to a max of 1ha) of the farm parcel

Introduction of a Natural Heritage System



- This is new across the County and the Greater Golden Horseshoe
- The Provincial goal is to create a connected Natural Heritage System (NHS) and afford an elevated level of protection for natural heritage features and their linkages on the landscape
- Development proposals occurring within the NHS are subject to increased study requirements to ensure development will not negatively impact the connectivity of the NHS or the features within
- The mapping of the NHS was generated by the Province and refinements to the mapping may be considered during the development of the new OP
- County requested utilizing the Kawartha Naturally Connected mapping as the refinement however the Province would not support it
- Only refinements supported were those removing existing identified settlement areas from the system

Additional Residential Units



- Detailed policy is included in the new OP regarding Additional Residential Units (ARUs)
- Maximum of 2 ARUs are permitted in a single detached, semi-detached or row/townhouse dwelling
- Maximum of 1 ARU permitted in an accessory building (accessory to residential use above)
- Not permitted on private roads or water access properties or within a floodplain
- Key factor is that adequate sanitary sewage and potable water must be available for the ARUs

Growth Management and Land Needs Analysis

- This is a Provincial requirement under the Growth Plan for the Greater Golden Horseshoe (GPGGH)
- The study must follow the Provincial methodology
- Hemson Consulting was hired to undertake the study on the County's behalf
- In a nutshell the study looks at prior year's growth trends at a County level and a Township level and projects trends to the year 2051
- The County growth forecast is outlined in Schedule 3 of the GPGGH

	Population	Employment
2021	63,800	16,000
2051	82,000	26,000
Growth 2021-2051	18,200 (29%)	10,000 (63%)

Source: Growth Plan, Schedule 3

Allocation of Growth



- The County is responsible for the allocation of growth as per the GPGGH
- The GPGGH also directs that growth should be directed through a hierarchy approach with fully serviced settlement areas being the at the top of the hierarchy followed by unserviced settlement areas
- Rural development is to be limited
- Douro-Dummer has been allocated 3.4% of the County's residential growth which equates to a population increase of about 610 people
- Douro-Dummer has been allocated 6.6% of the County's employment growth which equates to an increase of about 690 jobs
- Recognizing that growth is not static it is planned that the growth study would be updated ~5 years to reflect on projected vs real growth

Land Needed for Growth



- Once the growth projections were completed and allocations made to the Townships, Hemson then analysed how much existing designated vacant land existed in each municipality for residential and employment growth
- For residential growth it was determined that on a County-wide basis more than enough land was designated to accommodate growth projections out to 2051
- For employment growth it was determined that on a County-wide basis the County was deficient by 78.8 ha
- It was determined that additional land for employment growth would be allocated to DD, HBM and CM
- Douro-Dummer was allocated 29.3 ha of employment land and these were identified on the new land use schedules

Status of New OP



- Forwarded to MMAH in July 2022
- County staff meet tri-weekly with MMAH staff for status updates
- Has not yet been posted on the ERO for public comment/input
- No timeline for approval at this point
- When approved – there can be no appeals to the Ministers approval

Employment Lands Considerations

- Do you want to create jobs or assessment?
- Some types of employment development is “land heavy” but “jobs light” (ex. warehousing or manufacturing can use up large acreages with minimal employees)
- Douro-Dummer is an unserviced municipality so it can really only attract “dry uses” which are not dependent on water for any processing (ex. food processing type uses)
- What are employment land developers looking for? Transportation networks, high speed broadband, electrical (3 phase), natural gas, workforce

Map DD-2

Township of Douro-Dummer
Land Use Schedule

Permitted Employment Uses (OP)



- Permitted uses within the Employment designation shall include dry industries based on private water supply and sewage disposal services such as agriculturally related industrial uses, processing and storage of agricultural commodities, light manufacturing, processing of semi-manufactured goods, assembly of manufactured goods, warehousing, self-storage, wholesale distribution centres, transportation terminals, research and development facilities, indoor agriculture and vertical farming, and indoor cannabis cultivation and processing facilities.
- Accessory offices, commercial uses, research facilities and/or a residence for the owner, caretaker or security officials may be permitted subject to the provisions of the local Municipal Zoning By-Law.
- Commercial uses that are intended primarily to serve Employment areas and must be located in proximity to those uses such as small scale restaurants or cafeterias, factory retail sales outlets, auto repair and rental operations and business service and supply operations shall also be permitted. These uses shall be limited to uses that generate less than 10,000 litres of sewage effluent per day.
- Existing commercial uses in this designation will be recognized and limited expansions to these uses shall be permitted.



Discussion/Questions



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 (onging)
- 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

Strategic Action
Pursue solar energy for municipal building and properties (2015-2018)

Notes from Report
Work with suppliers to evaluate buildings and properties for potential for solar energy generation.

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.

Promote the use of the Robert Johnston EcoForest Trails (by 2018)

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

Pursue accessibility to all municipal facilities for persons with disabilities (ongoing)

Actively promote better utilization of our buildings and parks – beginning in 2015

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.

Promote 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.

Complete a Recreation Master Plan	Engage the services of a qualified person 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.
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
Pursue acquisition and development of lime kiln property (ongoing)	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
Investigate the need for the replacement of canteen and washroom facility at Douro Park (2015 thru 2018)	
Administrative plan to help manage risks/priorities (service delivery review) (ongoing).	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.

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.
Develop and implement record retention by-law and record management system (ongoing)	Implement and continually monitor the TOMRMS record management system and record retention schedule.
Pursue more electronic transactions in all municipal operations	Evaluate our operations to identify areas that could benefit from changing to an electronic procedure.
Update developers guide and other internal planning documents (ongoing)	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.
Pursue outreach to schools (re: local government careers) (ongoing)	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.

Pursue the use of the asset management system with the budget process to better plan use of assets (ongoing- 2015-2018)

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. Through the annual budget process, incorporate adequate funding for the replacement and maintenance of all township assets. Acquire a comprehensive asset condition rating for all municipal buildings and continue to keep these condition ratings up to date for all township assets.

Develop a clear succession plan for all municipal operations (2015 thru 2018)

Develop a risk management plan for all municipal operations (2015 thru 2018)

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

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

Pursue the acquisition of property for the purposes of establishing a municipal aggregate resource (beginning 2011)	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.
Consider implementing the recommendations of public works needs analysis (ongoing)	Develop a financial and operational plan that would lead to the implementation of the recommendations of the public works facilities need analysis.
Implement improved technology in public works vehicles- GPS (2015 thru 2018)	Develop a financial and operational plan that would lead to the installation of GPS technology in all public works equipment.
Actively pursue marketing of facilities and municipality to achieve better use of facilities and a higher profile for municipality (consider branding exercise) (ongoing)	Engage the services and assistance of OMAFRA to facilitate the branding exercise for the municipality. Develop and implement marketing strategies for the promotion of all our facilities- in particular our recreation facilities.
Promote and pursue more residential and commercial development in keeping with the goals and objectives of the Official Plan (ongoing)	Continue with the development of the commercial property adjacent to the Douro CC. 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.
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.

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.

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.

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.

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.

Status	Comments	Next Step
Complete	Neither the Douro or Warsaw Community Centres can host roof top solar.	Review locations as municipal facilities are built or renovated.
In progress	Township has a report from Greenview Environmental regarding various municipal facilities and possible uses.	Create a plan for all facilities.
In progress	Township has a report from Greenview Environmental regarding various municipal facilities and possible uses.	Create a plan for all facilities.
Complete	Township did produce a trail guide and has the trail featured on the website	Investigate opportunities for public to get involved with the trail.
In progress	As facilities are renovated or constructed they are being built to accessibility standards were possible.	Continue to focus on accessibility
In progress	New policies have been put in place for Ice Allocations, all facilities are seeing improved usage rates	Create advertising program and support local sports and activity groups
In progress	As facilities are renovated or constructed they are being built with energy efficiency in mind, Energy Management Plan in Place.	Continue to look for opportunities for energy efficiency.

Complete	Plan was completed in 2019 using a student from the University of Waterloo.	
Complete	All cemeteries received new signage in 2017, Historical Committee assisted with restoration of stones	Update signage.
In progress	Lime Kiln has been acquired by Township	Complete work to make it safe for the park to be open to the public.
Complete	New Canteen and Washrooms with pickle ball courts will be open to the public in 2023	
Complete	Service Delivery Review completed in 2020	

In progress	With capacity increased in Clerk's Department Policies are being reviewed at a faster pace. HR manual is complete. New Complaint and Customer Services Policies in place	Work with Intern to create a new Policy Manual.
In progress	With capacity increased in Clerk's Department records are becoming more of a focus. With help of summer student all files were removed and catalogued that were previously unshelved.	Continue to focus on cataloguing of paper records and look at retention tools for digital documents. Continue to use TOMRSM system and bring forward new Retention By-law
	Electronic Payment Options are available for a wide variety of transactions. Online Credit Card payments have been implemented for tax bills.	Continue to look at digital payment options as per Service Delivery Review
In progress	Website contains information regarding planning and building matters. Official Plan project is complete, waiting on Provincial approval before the review of the Zoning By-law.	With new Planner and in light of Provincial changes review all guides, forms and planning applications.
In progress	Connections have been made with Trent University and Fleming College	Continue to build on intern programs, summer students, investigate co-op opportunities and reach out to local primary schools.

In progress	<p>Finance Department is currently working on a asset management plan to be in compliance with regulations. Township is waiting on results from Greenview Environmental on a building condition study.</p>	<p>Present plan to Council and use plan for budgeting and forecasting.</p>
On Hold	<p>Organizational Review Completed along with new job descriptions and salary grid</p>	<p>Pay Equity Study on hold.</p>
On Hold	<p>Moved to new Emergency Management Svstem.</p>	<p>Conduct research on best practices.</p>
Complete	<p>All inventories are tracked either in software programs or Excel Spreadsheets. MESH has been implemented for Public Works and new Fuel Keys are active. Digital HR system tracks training and budget included funds for training as per Service Delivery Review.</p>	<p>Continue to refine and improve inventory systems.</p>

In progress	Work regarding this action is ongoing.	
Complete	The Service Delivery Review made recommendations that are being implemented.	Review next steps as highlighted in the Service Delivery Review
Complete	All Public Works Vehicles are outfitted with GPS and have access to tablets with MESH work order software	
In progress	Parts of this action are being undertaken as part of other strategic actions. OMAFRA no longer offers these services.	
In progress	Ongoing. Three local businesses are operating on the commercial properties adjacent to the DCC. The Township continues to receive a high number of consent applications. Staff have found ways to improve planning processes to cut red tape.	Waiting on new Official Plan which will increase the amount of industrial and commercial lands in the Township.
In progress	Ongoing work.	

In progress	See comments above.	
Complete	Members of staff are trained to respond to economic development inquiries.	Continue to support local business.
Complete	Township has implemented clear bags, various composting programs at municipal facilities and put new waste management policies in place.	Waiting on changes to Blue Box Program and the move to a producer supported model.
Complete	New Official Plan have policies in place for both natural heritage and agricultural areas. Prime agricultural system is being re-introduced to the Township.	Waiting on Province to approve new Official Plan so that the Zoning By-law can be updated.
Complete	New Official Plan have policies in place for both natural heritage and agricultural areas. Prime agricultural system is being re-introduced to the Township.	Waiting on Province to approve new Official Plan so that the Zoning By-law can be updated.

Recommendation:

That the Clerk's Office-2023-07 report, dated March 23, 2023 regarding a framework for Township Committees be received,

- That Council direct staff to begin a recruitment for members of the Events Committee with a term to run concurrent with Council and create a Terms of Reference to outline the roles and responsibilities of the Committee; and
- That Staff be directed to bring forward a standard Terms of Reference document that will act as the foundation for all future Committees that Council may create.

Overview:

At the September 20, 2022, Council meeting the following Resolution was passed by Council:

Resolution Number 285-2022

Moved by: Councillor Watt

Seconded by: Councillor Watson

That the report, dated September 20, 2022 regarding Township Boards and Committees End of Term Review be received; and

That recruitment for all Committees be place on hold until the new Council has provided direction on its strategic goals; and

That the recruitment for the 2022-2026 Library Board and Committee of Adjustment/Planning Committee take place with appointments to be made in December 2022; and finally

That the term of the Santa Claus Parade Committee citizen appointments be extended until December 1, 2022.

Carried

Since the passing of the above Resolution, the recruitment for the Committee of Adjustment/Planning Committee and the Library Board was completed. The Future Arena Facilities Ad-Hoc Committee and the Short-Term Rental Committee are continuing to meet as per their respective Term of References approved by Council. The Police Services Board is not a committee of Council but a Board under the Police Services Act

In the past the Township has had the following Committees of Council:

Canada Day Parade Committee

Historical Committee

Parks and Recreation Master Plan Implantation Committee

Santa Claus Parade Committee

There was also the Mayor's Committee on Road Issues and the Remembrance Day Parade Committee which used Township staff and resources but were not Township Committees.

In the past, most Committees did not have a term of reference to provide direction and a framework for the Committees to operate within. Council members were appointed to the Committees but did not always act as the Chair. Many Committees did not have a staff person assigned to them to act as a resource person taking minutes, creating agendas and bringing information to Council.

Conclusion:

As Council begins the work to create a new Strategic Plan and to put new goals and objectives in place, now would be an opportune time to take stock of the work completed by past Committees and develop a framework for all future Committees to work within. This new framework would consist of a standard Terms of Reference that could be the foundation for all Committees moving forward while allowing Council the flexibility to assign different tasks and responsibilities to the Committee based on the context and needs of Council and the Community. The framework would also ensure that each new Committee formed had the resources required such as a staff person or Council appointee to assist with agendas, minutes and an annual report to ensure that Council has oversight of the work of Committees and to ensure transparency for the community.

The development of the framework for future committees will take time as best practices and research is completed. In the meantime, Council may want to strike an Events Committee which would consolidate the Canada Day Parade, Remembrance Day and the Santa Clause Parade into one Committee. In the past it has been hard to find volunteers for all three events and assign sufficient staff resources. By combining all three events into one Committee, Council can ensure that volunteers are not overburdened with responsibilities and can ensure that the required resources are provided.

Financial Impact:

None at this time but future Committees created by Council may require resources to be assigned to them to complete their mandate.

Strategic Plan Applicability: To ensure and enable an effective and efficient municipal administration.

Report Approval Details

Document Title:	Framework for Township Committees.docx
Attachments:	
Final Approval Date:	Mar 20, 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

The Corporation of the Township of Douro-Dummer

By-law Number 2023-16

Being a By-law of The Corporation of the Township of
Douro-Dummer to confirm the proceedings of the Special Meeting of Council
held on the 23rd day of March, 2023

The Municipal Council of The Corporation of the Township of Douro-Dummer Enacts as follows:

1. **That** the action of the Council at its special meeting held on March 23rd, 2023 in respect to each motion, resolution, and other action passed and taken by the Council at its said meeting is, except where prior approval of the Local Planning Appeal Tribunal is required, hereby approved, ratified, and confirmed.
2. **That** the Mayor and the proper officers of the Township are hereby authorized to do all things necessary to obtain approvals where required, and to execute all documents as may be necessary in that behalf and the Acting Clerk is hereby authorized and directed to affix the Corporate Seal to all such documents.

Passed in Open Council this 23rd day of March, 2023.

Mayor, Heather Watson

Acting Clerk, Martina Chait-Hartwig