



## Township of Douro-Dummer Agenda for Committee of the Whole

Tuesday, April 9, 2024, 10:00 a.m.  
Council Chambers in the Municipal Building

**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

### Hybrid Meetings

Committee of the Whole meetings are being held in person and electronically. Meetings held in Council Chambers 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](https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R_A)

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

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	Pages
1. Call to Order	
2. Land Acknowledgement	
3. Disclosure of Pecuniary Interest:	
4. Adoption of Agenda: April 9, 2024	
5. Delegations, Petitions or Presentations:	
5.1 Laura Thompson and Rhonda Keenan - Peterborough & the Kawarthas Economic Development (PKED) - 2023 Business Count Survey Report	1
6. Reports - Managers' Updates	
6.1 Recreation Facilities Report - February to March 2024 Update, Recreation Facilities-2024-02	53
6.2 Public Works Department Report - February to March 2024 Update, Public Works-2024-06	56

6.3	Planning Department Report - February to March 2024 Update, Planning-2024-10	59
6.4	Building Department Report - Monthly Update, Building Department-2024-04	64
6.5	Fire Department Report - February to March 2024 Update, Fire Chief-2024-03	66
6.6	Finance Department Report - Monthly Update, Treasurer-2024-05	69
6.7	Clerk's Department Report - February to April 2024 Update, Clerk's Office-2024-06	72
6.8	CAO Report - February to March 2024 Update, C.A.O.-2024-12	75
6.9	Draft Strategic Plan for the Township of Douro-Dummer, C.A.O.-2024-15	78
7.	New Business to be requested for next Meeting	
8.	Closed Session	
	Reason for Closed Session:	
	Section 239 (2) of the Municipal Act, 2001, S.O. 2001, c. 25	
	(c) a proposed or pending acquisition or disposition of land by the municipality or local board;	
	(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26.	
8.1	Report to Committee - Acting CAO 2024-013, C.A.O.-2024-13	
8.2	Report to Committee - Acting CAO 2024-014, C.A.O.-2024-14	
9.	Rise from Closed Session with or without a Report	
10.	Matters Arising from Closed Session	
11.	Adjournment	

# Business Count Survey

## 2023 Results and 2024 Plans

Presentation to Township of Douro-Dummer Council

April 9<sup>th</sup>, 2024

# Agenda

- 1. What is the Business Count Survey**
- 2. Why Conduct the Survey**
- 3. Survey Results**
- 4. Identified Themes**
- 5. How We Work With You**
- 6. What is Your Community Saying**
- 7. 2024 Surveys**



# What is the Business Count Survey

- Brief and voluntary survey
- We ask simple questions
- Runs from May – September
- Contact businesses over the phone, through email, and in-person
- Businesses can choose to do the survey online



# Survey Questions

- Address/Contact information
- Year business established
- Legal Status/Ownership
- Number/type of employees (full/part-time)
- If planning on hiring in the next 12 months
- Skill shortages
- If planning on expanding
- If employees work onsite/live in Peterborough County
- Challenges/opportunities

# Why Conduct the Survey?

## Our goals

1. Speak to every business in the City and County of Peterborough
2. Obtain the most current and accurate data we can
3. Ultimately, provide each business with a good experience with our organization





# Why Conduct the Survey?

To provide townships with the data to be able to prepare for/respond to the needs of businesses, such as:

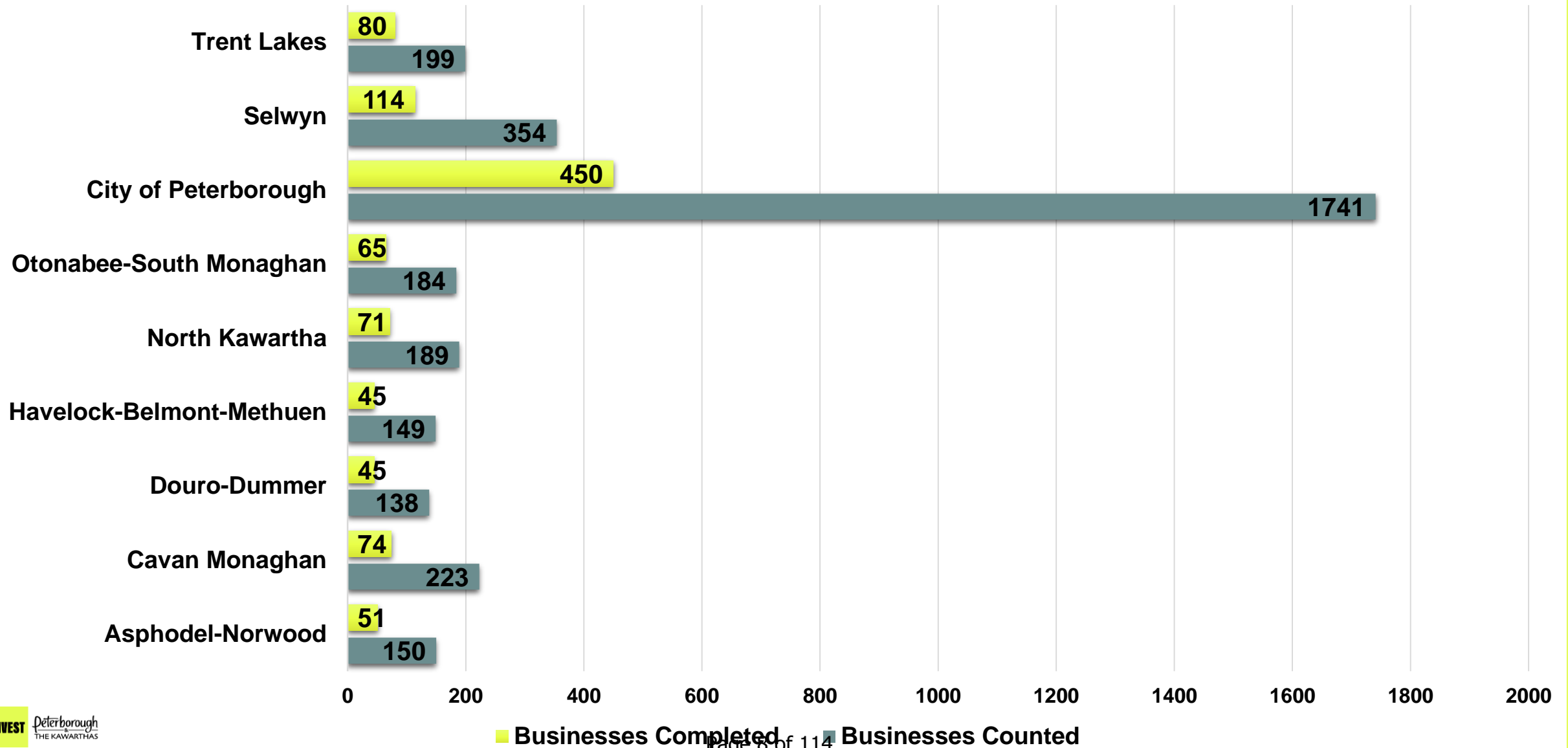
1. Monitoring local economic trends (employment by sector, high turnover areas)
2. Analyze and promote local business sectors for either tourism or business generation
3. Creating business attraction and retention strategies
4. Seeing demand for programs based on labor market needs
5. Aid in policy development (employment density targets)
6. Forecast infrastructure and hard service requirements (estimating road wear & tear or water supply and wastewater servicing needs)
7. Transit service planning (to assign and/or revise transit routes)

# County of Peterborough & City of Peterborough Results



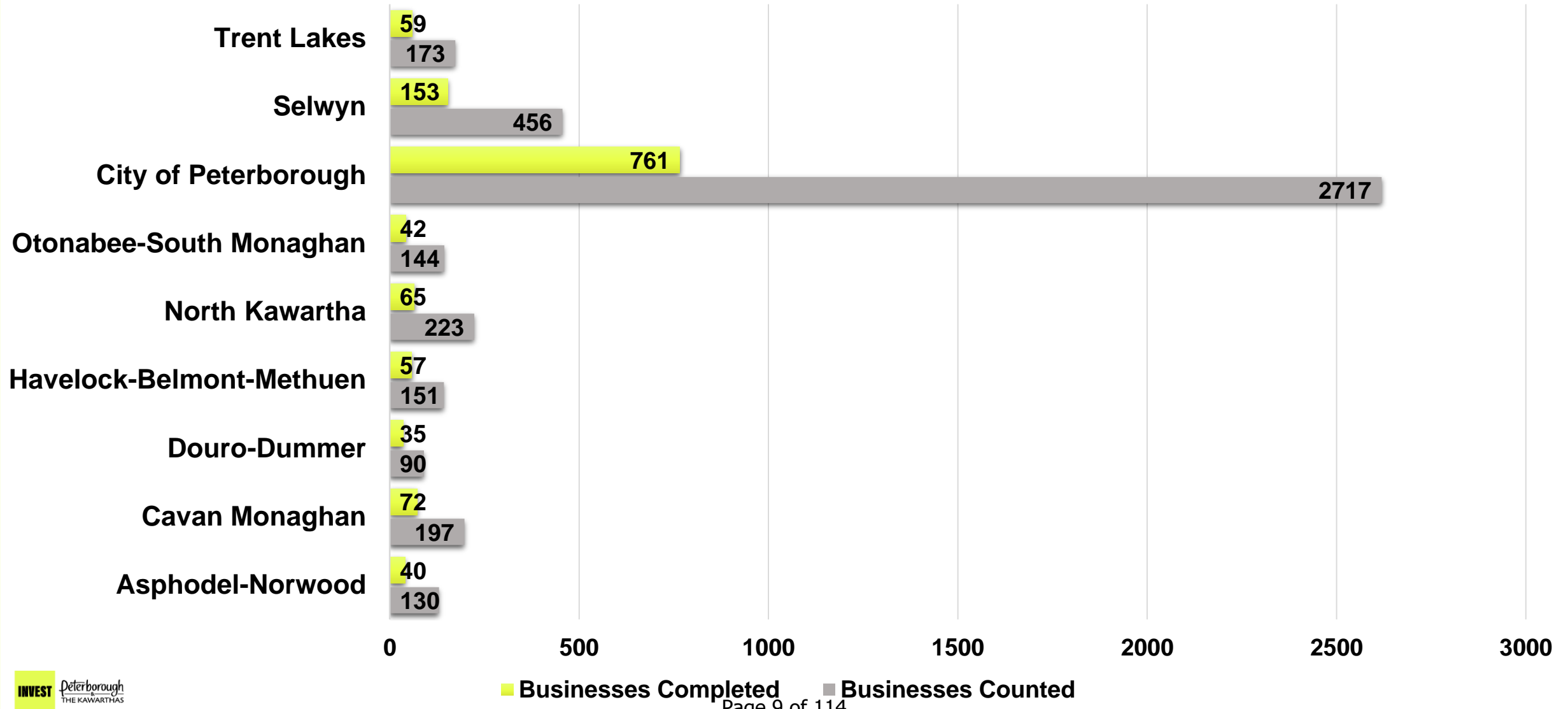
# 2022 Business Count Survey Results

Identified 3,327 businesses and surveyed 995 businesses



# Results of 2023 Survey

Identified 4,175 businesses, surveyed 1,294



# 2023 Business Count Survey Results

**Of the 1284 surveys completed we found**

- **The number of businesses in each industry for each municipality (869 retail businesses, 466 accommodation & food businesses for the City and County of Peterborough)**
- **There were over 9,000 full time jobs and over 4,000 part time jobs counted**
- **258 business owners requested assistance from the PKED team**
- **59 businesses indicated they planned on expanding their floorspace in the next 12 months**
- **87% of businesses stated that the majority of their employees lived in the City/County of Peterborough**

# Identified Themes

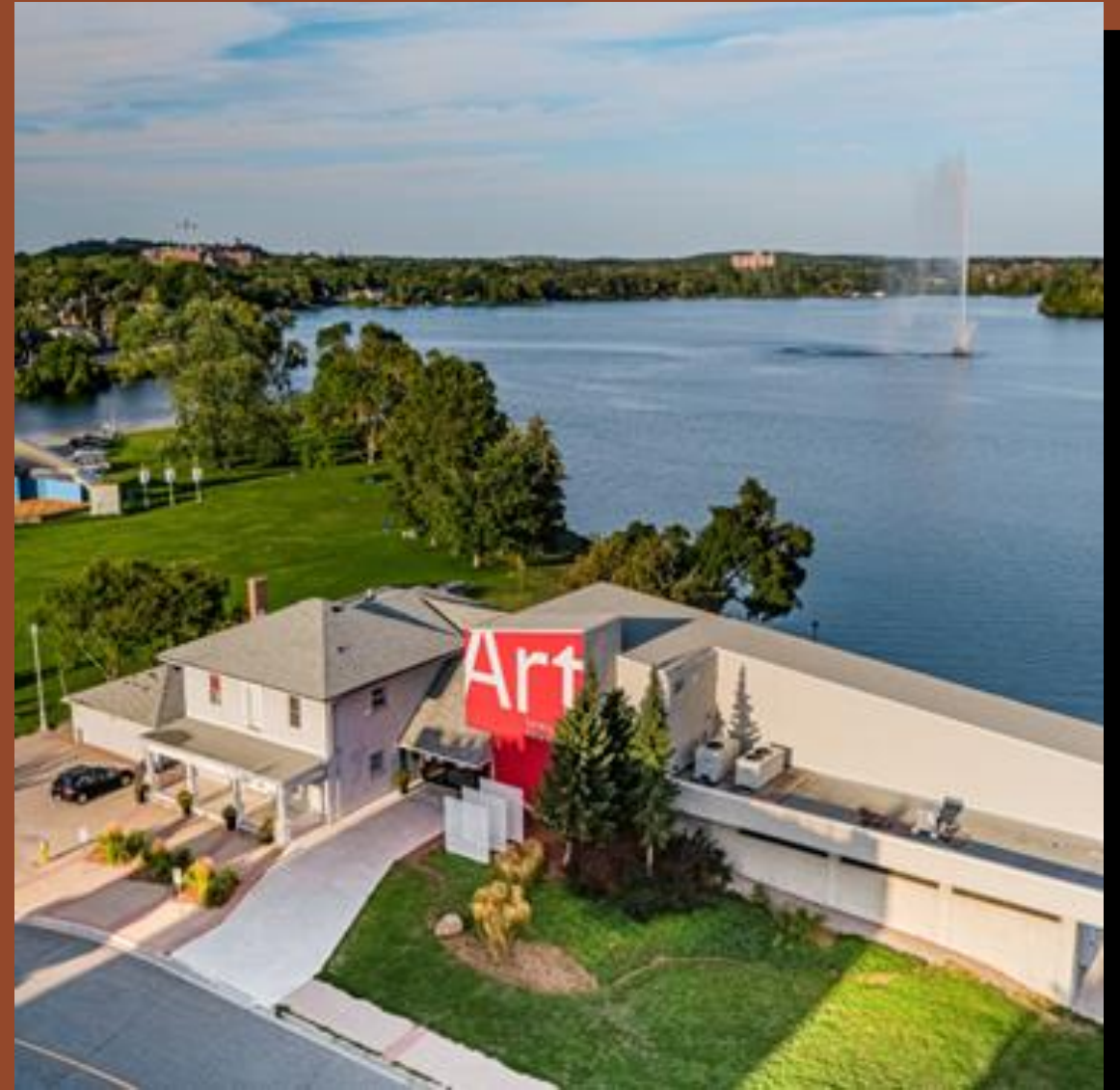
- Talent Gaps
- Inflation
- Space to Grow
- Diverse Economic Base
- Local Workforce





# Themes for Small Business + Tourism

- 126 businesses in the tourism industries identified a skills shortage when looking to hire staff
  - Hospitality and tourism & sales and service workers
- Requested support with marketing and promotion





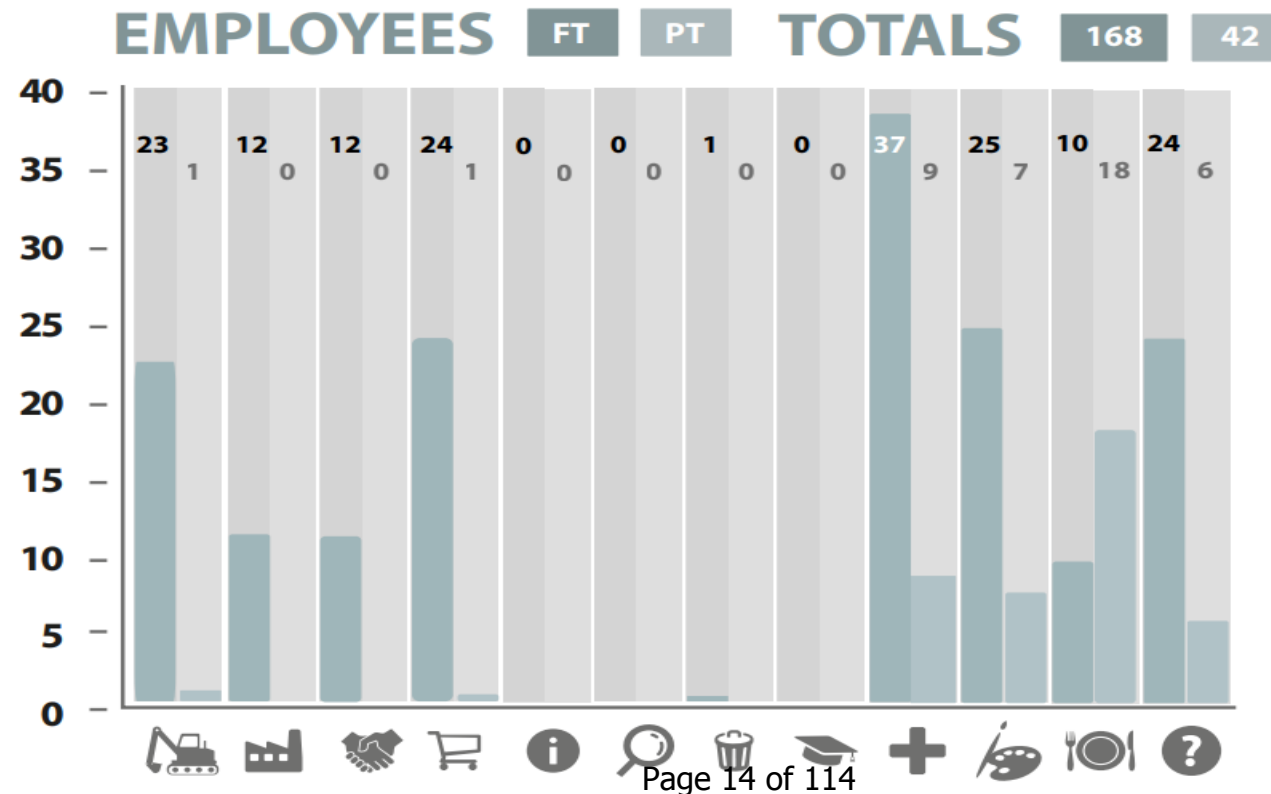
# Douro-Dummer Results



# 2023 Survey Results

## In Douro-Dummer

- 90 businesses counted, 35 of which completed the survey
- 1 business indicated they planned to expand in the next 12 months
- 17 businesses requested to speak with an Economic Development Officer for assistance



# How We Work with You

1. Township shares schedule and promotion of Business Count Survey with businesses
2. Business shares a challenge or opportunity through the survey
3. We determine whether it is a sector based or local concern
4. Pass the business contact info to one of our EDO's or to local community representative



# What is Your Community Saying?

17 businesses in Douro-Dummer requested to speak to an EDO. The most common trends/comments from businesses were:

- Labor/Hiring Issues – Trades/General Labourer
- Supply/Materials Cost
- Issues with Regulations (Red Tape)



# 2024 Business Count Plans



# Agricultural Business Count Survey

Surveying businesses in the agriculture, forestry, fishing and hunting sectors

Running February – April through phone and email

Complete online through our website here:

<https://investptbo.ca/data-resources/business-count/>



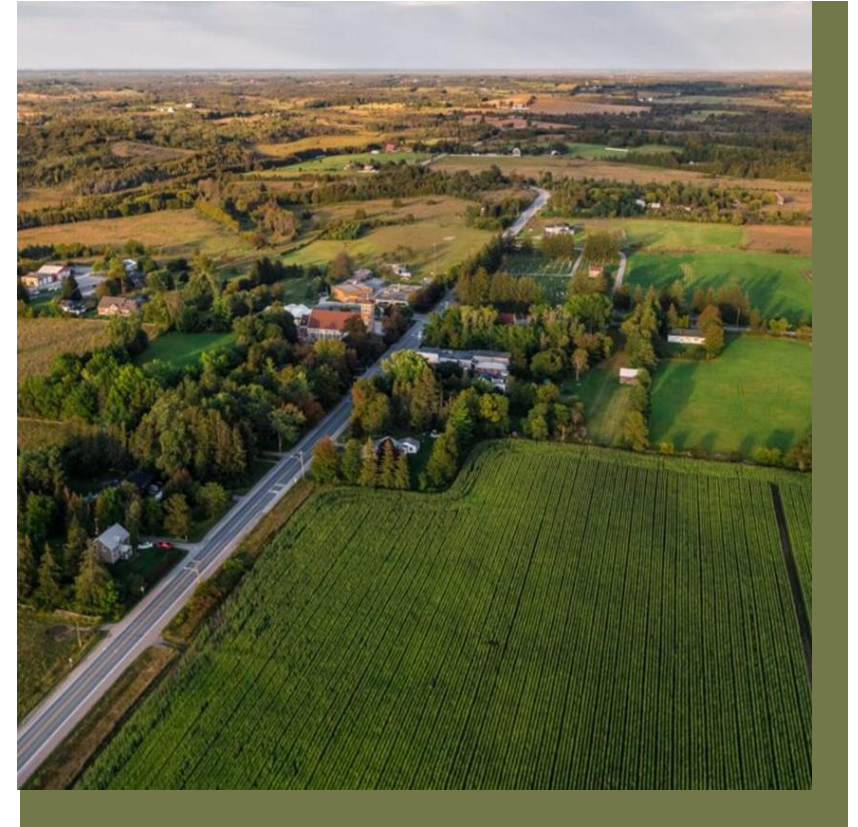
# 2024 Business Count in Douro-Dummer

Emailing past participants in early May

Calling businesses in late May and  
revisiting in July/August

The 2023 Business Count Report is  
available on PKED's website here:

[https://investptbo.ca/data-  
resources/business-count/](https://investptbo.ca/data-resources/business-count/)



# THANK YOU

Peterborough  
&  
THE KAWARTHAS

ECONOMIC DEVELOPMENT

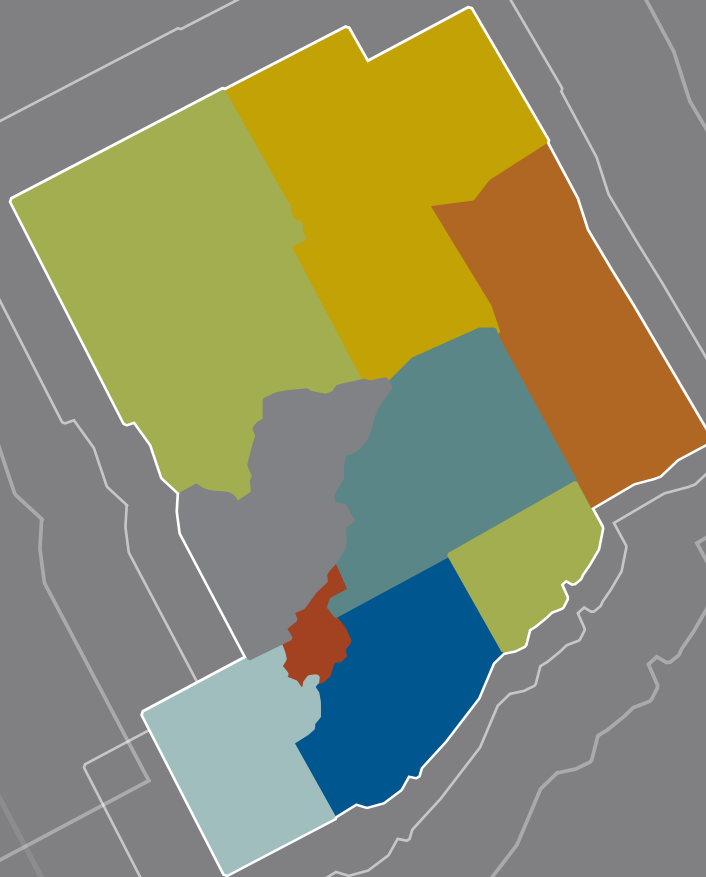
For more information, visit  
us at <https://investptbo.ca/>



Peterborough & the Kawarthas

# 2023

## BUSINESS COUNT REPORT



*Peterborough*  
— & —  
THE KAWARTHAS

ECONOMIC DEVELOPMENT

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# Introduction and Acknowledgements

Throughout the summer of 2023, the team at Peterborough & the Kawarthas Economic Development (PKED) conducted the region's fourth annual Business Count survey.

A team of four students started the process by first emailing past participants of the Business Count Survey. The team spent at least a week in each municipality or township conducting the surveys. The surveys were completed by staff through in-person business visits, telephone interviews and follow-up emails. Businesses could also complete the Business Count survey themselves at [ptbobusinesscount.ca](http://ptbobusinesscount.ca)

The total number of businesses that completed the survey in 2023 was 1284.

The purpose of the project is to record a comprehensive inventory of businesses in the City of Peterborough and Peterborough County and to identify their associated industry and employment figures. According to Official Plan documents, the County and the City are expecting significant growth over the next planning horizon with job projections estimated to reach 89,000 jobs by 2051. 63,000 jobs are allocated to the City of Peterborough and 26,000 jobs allocated to Peterborough County. The region welcomes growth under the Places to Grow Act, and the team at PKED knows how important it is to track and maintain data related to businesses and employment to manage that growth in a sustainable way. The Business Count Project assists in the collection of this vital data.

The Peterborough & the Kawarthas region strives to be a destination of choice for business. The annual business count survey helps to identify opportunities for growth, but also identifies challenges being faced by local businesses.

The team at PKED would like to thank every business that took the time to complete the survey and encourage the participation of many more business owners for the years to come.

PKED would also like to thank our municipal economic development partners throughout the region who assisted us with the project and requests for assistance from local businesses. A sincere thank you to the G.I.S. departments at the City of Peterborough and Peterborough County who provided valuable information to ensure the project's success.

Special thanks are extended to the 2023 survey team, without whom this project would not have been successful. Their tireless efforts throughout the summer saw a record number of businesses complete the survey: Thank you to Sam Begin, Jack Carlow, Jack Stephenson, and Laura Thompson.



# Summary of Findings

The 2023 Business Count Survey presents a snapshot of the opportunities and challenges faced by businesses within the Peterborough and the Kawarthas region. The survey provides valuable data to help inform programming and policy decisions, as well as a chance to listen to business owners. It is a moment to celebrate the resilience and entrepreneurship of the region's small and medium-sized businesses.

In summer 2023, businesses were still dealing with many of the consequences of the COVID-19 pandemic, but the region is stepping into a post-COVID, "next normal". The following recurring themes have been identified.

- Talent Gaps:** Finding, hiring and retaining staff, especially skilled labour remains a struggle for many local businesses. The sectors experiencing the most significant hiring challenges were Manufacturing, Construction, Retail, Healthcare, Accommodation and Food Service.
- Inflation:** Supply chains have mostly stabilized, but rapid, rising costs of materials and labour have stressed working capital and profitability.
- Space to Grow:** Many local businesses are looking to expand their facilities but have limited, local options. There is a supply shortage of commercial and industrial buildings and limited employment lands under development in the City of Peterborough and Peterborough County.
- Optimism:** 59 businesses reported concrete plans to expand in the next 12 months.
- Diverse:** The region's economic base is built upon multiple sectors and industries, providing both stability and resilience.
- Local Workforce:** 87% of businesses surveyed stated that most of their employees lived in the City of Peterborough or Peterborough County. This statistic can be viewed positively, showing local employment opportunities. However, this number also spotlights potential vulnerability. For example, if a mid-sized manufacturer is forced to relocate to expand, the impact on the local economy and employees would be significant (layoff, commuting or moving).

Similar to previous years, responding to these challenges will be a priority for PKED throughout 2024 and will help inform the next PKED Strategic Plan. The Business Count is an invaluable tool to connect with business owners. 258 out of the 1284 businesses that completed the survey requested assistance and to speak with an Economic Development Officer at either the Township or PKED. Looking forward to 2024, PKED is looking at adding additional topics to the survey, such as commuting data (into to the region).

The Business Count Survey Team did not attempt to reach out to businesses in the agriculture, forestry, fishing & hunting sector during the 2023 survey. Those businesses are not included in the Business Count Report. This decision was made based on the understanding that the summer is usually the busiest time of year for those sectors. Conducting the survey during this time would not be the most efficient or effective way to collect the information and data. In the future, PKED will determine an alternative timeline to collect the Business Count data from the agriculture, forestry, fishing & hunting sectors.

# Glossary

## Legal Status:

The legally recognized framework for conducting commercial activities including sole-proprietor, partnership, corporation, cooperative/non-profit and government.

## N.A.I.C.S. Codes:

The North American Industry Classification System (NAICS) is an industry classification system developed by the statistical agencies of Canada, Mexico and the United States.

## Ownership Form:

The legally recognized framework for conducting commercial activities including sole-proprietor, partnership, corporation, cooperative/non-profit and government.

## Home-based business:

A business where the main operations are conducted out of a person's home. Commercial square footage is not calculated or reported on in the Business Count Survey.

## Census Metropolitan Area (CMA):

is formed by one or more adjacent municipalities centred on a population centre (known as the core). A CMA must have a population of at least 100,000 of which 50,000 or more must live in the core.




















## Peterborough CMA:

includes the City of Peterborough and the Townships of Selwyn, Cavan Monaghan, Otonabee-South Monaghan, Douro-Dummer, as well as Curve Lake First Nation and Hiawatha First Nation.

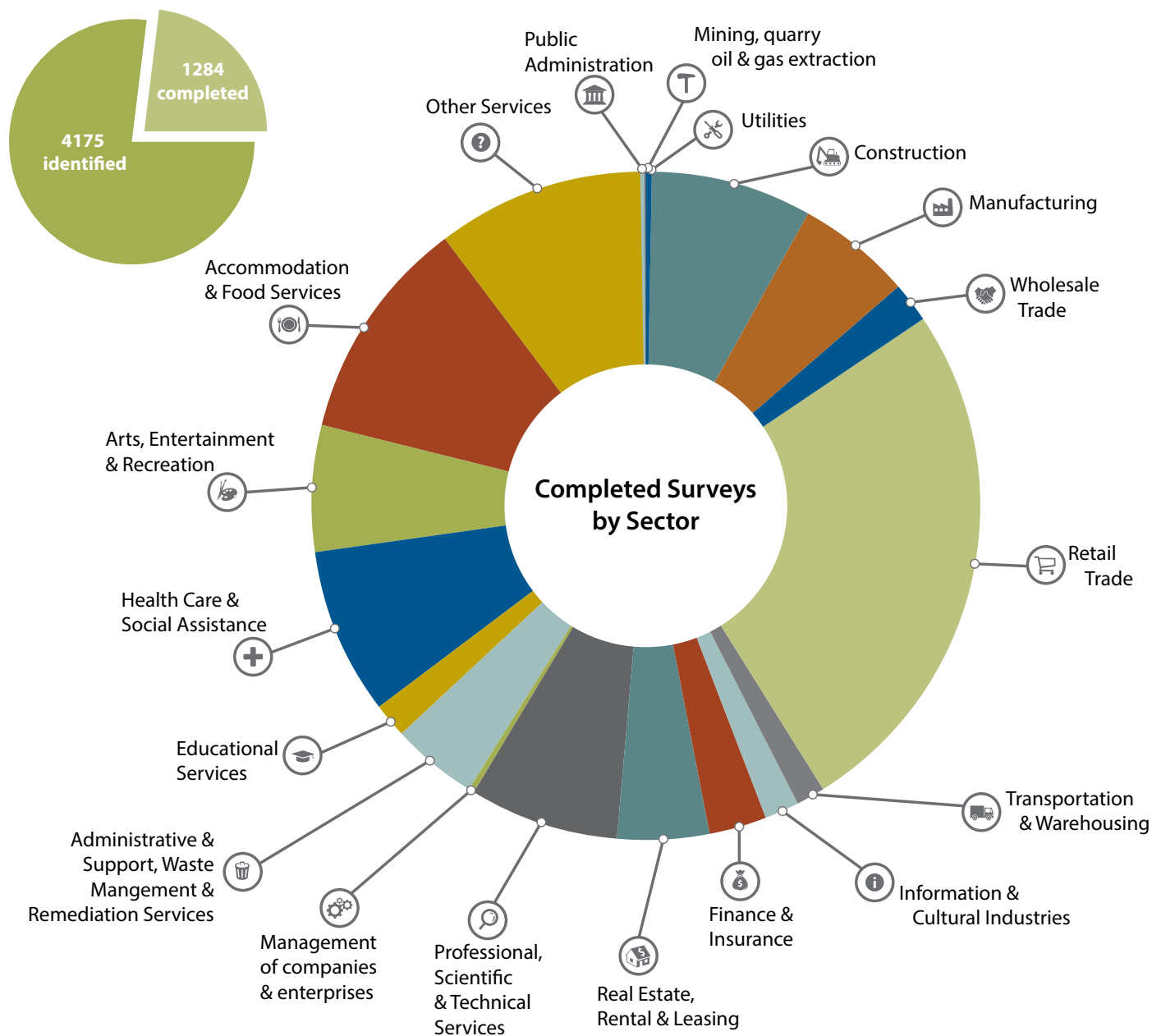
## Did You Know?

In response to findings from the 2021-2022 Business Count Surveys, the Pathways to Prosperity Program (P2P) was developed to match job seekers with local in-demand jobs, the P2P program focused on those who are unemployed or underemployed, either because of employment-limiting barriers or pandemic-related job loss or uncertainty. The program offered job seekers four weeks of free Fleming College-provided skills training for various certifications, followed by a paid five-week local job placement targeting food service line cooks and general labourers in construction, manufacturing and agriculture, in addition to supporting local employers to train and retain existing talent. In total, 52 businesses were engaged in the program, and 308 job seekers/existing employees received training.

# N.A.I.C.S. Codes and Icons

N.A.I.C.S.Code	Icon	Sector
21 .....		Mining, quarrying, and oil and gas extraction
22 .....		Utilities
23 .....		Construction
31-33 .....		Manufacturing
41 .....		Wholesale trade
44-45 .....		Retail trade
48-49 .....		Transportation and warehousing
51 .....		Information and cultural industries
52 .....		Finance and insurance
53 .....		Real estate and rental and leasing
54 .....		Professional, scientific, and technical services
55 .....		Management of companies and enterprises
56 .....		Administrative and support, waste management and remediation services
61 .....		Educational services
62 .....		Health care and social assistance
71 .....		Arts, entertainment, and recreation
72 .....		Accommodation and food services
81 .....		Other services (except public administration)
91 .....		Public administration

# Peterborough & the Kawarthas Regional Results

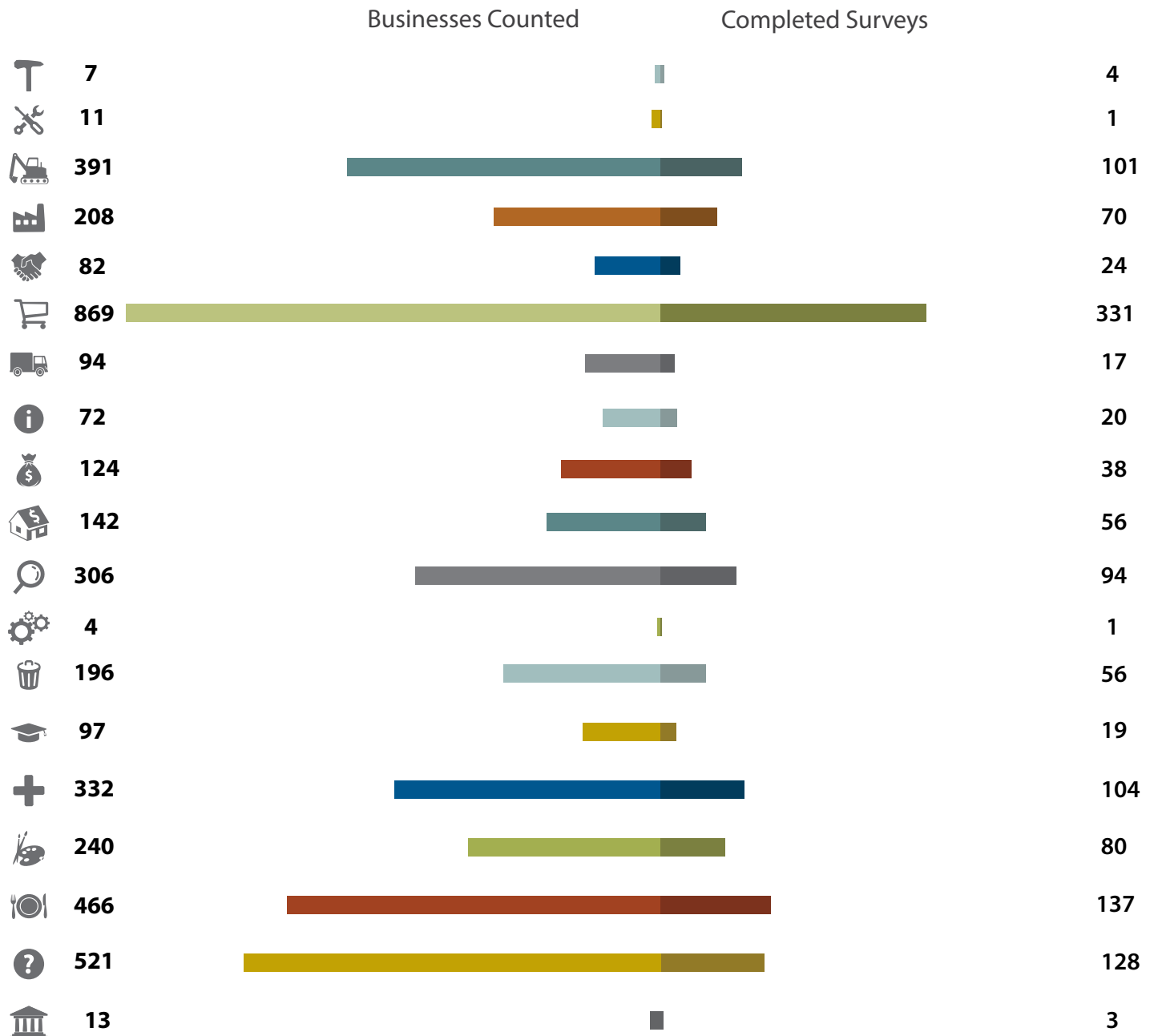


For the businesses identified within the City and County of Peterborough a total of **4175 businesses were counted**. The top three sectors were: retail, accommodation & food services, and other services (not including public administration).

Of the total businesses counted, **1284 businesses were successfully surveyed**, an increase of 29% from last year. More than 9,000 full-time and more than 4,000 part-time jobs were counted.

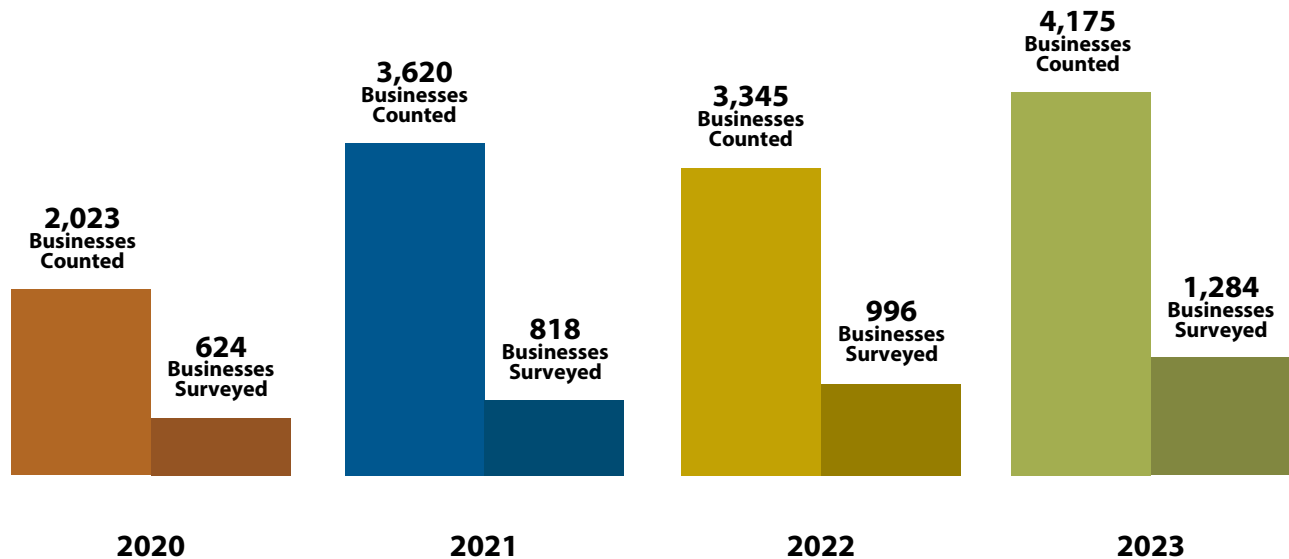


# Peterborough & the Kawarthas Regional Results

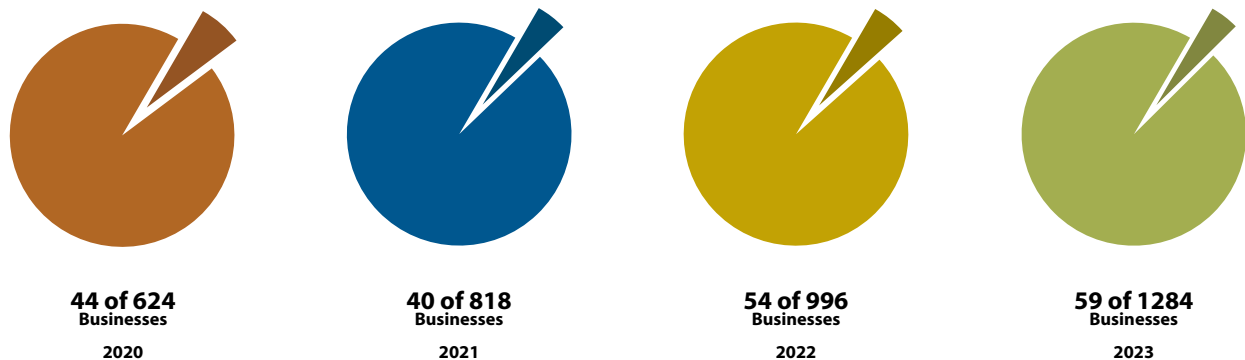


Note: these statistics are derived only from the 1284 businesses that completed the survey. It does not consider statistics from businesses that did not complete the survey.

# Year-over-Year Comparisons



## Expansions Reported



87% of businesses surveyed stated that most of their employees lived in the City and County of Peterborough.

Can you indicate what percent of your workforce lives in the City or County of Peterborough?

**1120\***  
owners stated all or majority (60% or more) of their employees live in the City or County of Peterborough.

**64**  
business owners did not answer or did not know how many of their employees lived in the City and County of Peterborough

\* Out of the 1,284 business owners who answered this question.

# Employment Overview

Latest data from Statistics Canada on the Peterborough CMA reveals a labour force of 61,995 people, with the health care and social assistance industry employing the largest number of people with 9,525 employees. Wholesale and Retail Trade is the second largest industry with 8,340 employees, followed by education services with 5,035 employees.

The Business Count gathers employment data from all businesses that complete the survey, with data showing 14,076 full-time and part-time employees. Having successfully surveyed one third (1284) of all the businesses identified (4175), the employment data collected (14,076) is consistent as a sampling size with the census data for employment counts (68,200) through Statistics Canada.

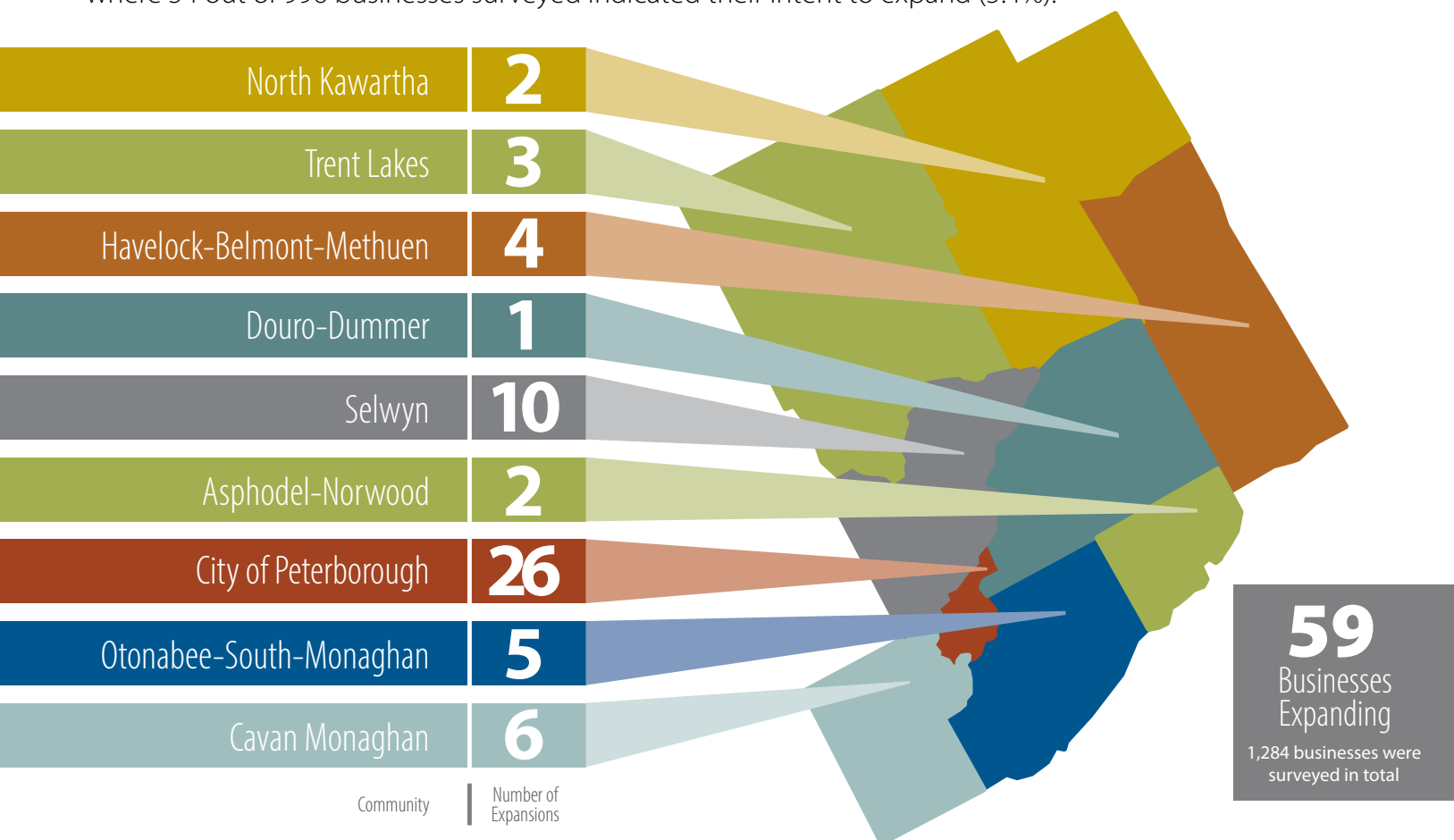


Note: This data does not include seasonal employees or volunteers.

\* Refer to the NAICS code legend on page 6 for descriptions of industry icons.

# Expansion Overview

When the businesses surveyed were asked if they planned to expand their operations in the next 12 months, 59 businesses out of 1,284 indicated they were (4.6%). This percentage is a decrease from last year, where 54 out of 996 businesses surveyed indicated their intent to expand (5.4%).



# Assistance Overview

Businesses were asked if they would like to be put in touch with an Economic Development Officer and 258 out of the 1284 businesses requested assistance (20%). In comparison, last year's survey found that 28 out of 996 businesses surveyed requested assistance (2.8%).

The most common requests/issues mentioned were for the following areas:

**1. Workforce development and retention assistance**

**2. Marketing and networking opportunities**

**3. Rising costs of supplies/materials**

**4. Concerns with regulations restricting business development within their region**

Building on the 2022 data, and learning about the challenges identified this year, PKED responded by providing active business referrals to Community Futures Peterborough for access to financing. In addition, PKED completed two significant workforce development projects in partnership with

Trent University, Fleming College, the Workforce Development Board, Muskoka-Kawartha Employment Services, and The City of Kawartha Lakes Economic Development. These projects were undertaken to help job seekers prepare to enter or re-enter the job market and find employment in the local community.



PKED also takes great pride in highlighting local success stories from the business community, as well as hosting relevant workshops and training sessions to assist and support businesses.

Given the shortage of available land and buildings throughout the region, there has been limited activity in connecting local businesses with suitable space for expansions.





# Skills Shortage Overview

Of the 1284 surveys completed, 467 businesses noted they were facing workforce shortages. The leading skills shortage that was listed (94 in total) was trades, transport and equipment operators, general labourer, followed by a shortage in customer service and sales (86 in total) and hospitality and tourism (30 in total).

## Top 5 Industries Facing Skills Shortages



Construction



Manufacturing



Retail Trade



Health Care &  
Social Assistance

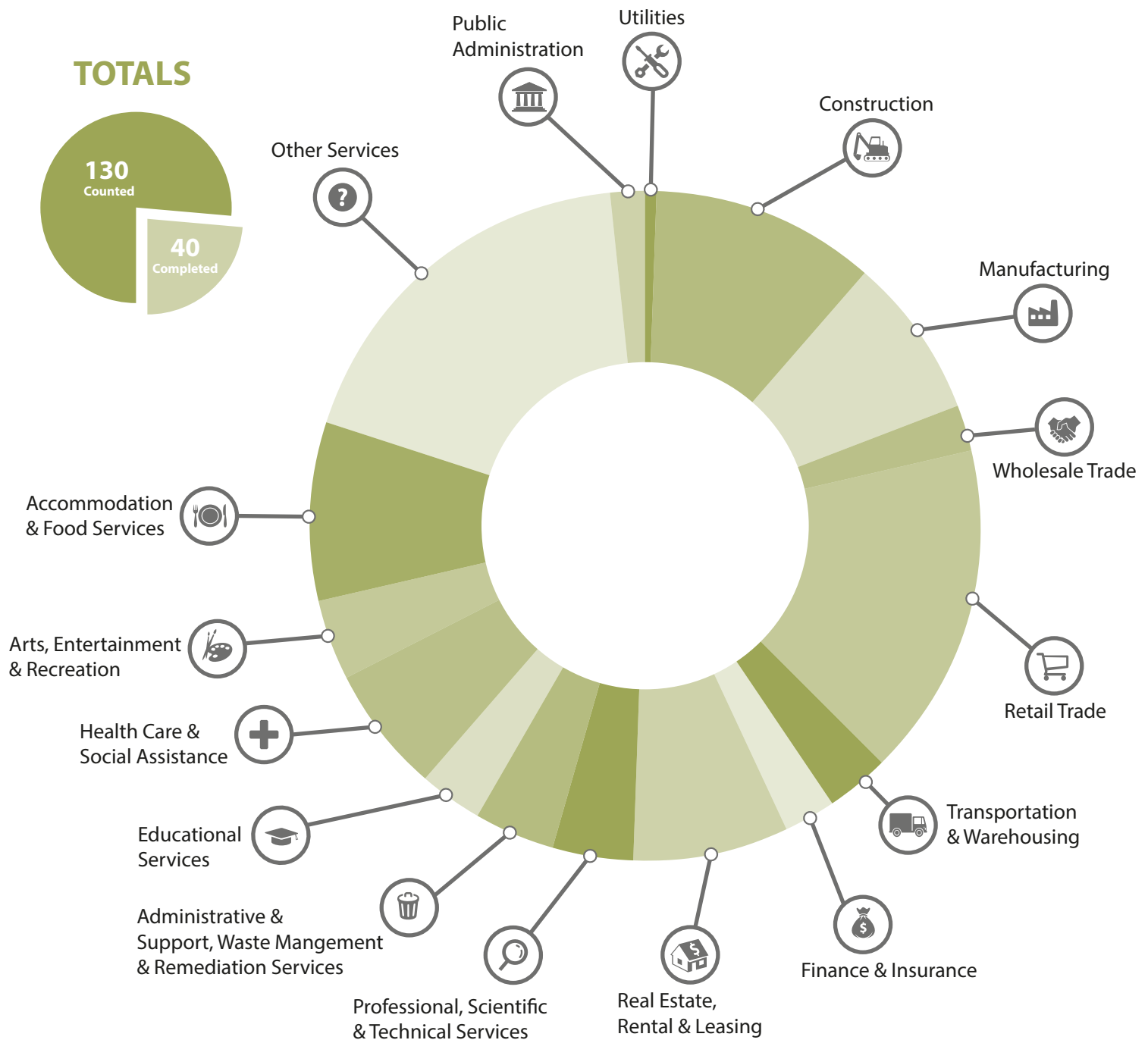


Accommodation  
& Food Service

## Top In-Demand Skills (Skills Shortages) by Sector

Industry	Top Skills Shortages Reported
Construction	Trades, transport and equipment operators, general labourer
Manufacturing	Trades, transport and equipment operators, general labourer
Retail Trade	Sales and service, transport and equipment operators, and general labourer
Health Care & Social Assistance	Health care, education, law and social, community and government service staff (e.g. nurses, PSWs, ECE, clerical)
Accommodation & Food Service	Sales, service and hospitality staff (e.g. cooks, waitstaff, cashiers, customer service, cleaner)

# Township of Asphodel-Norwood Results



There were **130 businesses** counted in Asphodel-Norwood, **40 of which completed our survey.**

Of the 40 businesses that completed the survey, **226 full-time** and **139 part-time** employees were accounted for.

In Asphodel-Norwood, **9 businesses** asked to speak with an **economic development officer (EDO) for assistance.**

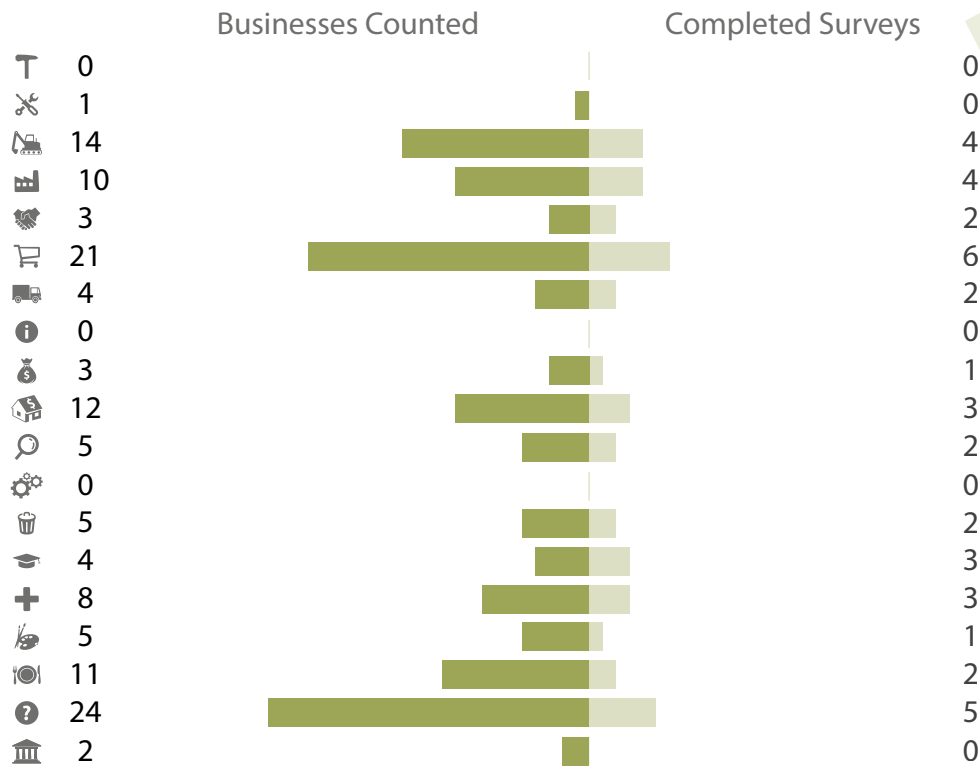
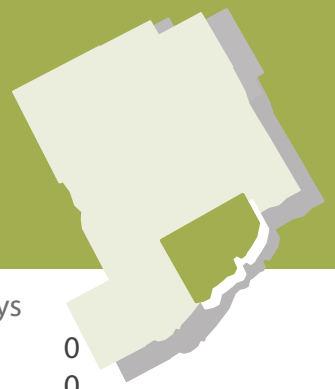
No businesses were counted/surveyed in:

-  Mining, Quarry Oil & Gas Extraction
-  Information & Cultural Industries
-  Management of Companies & Enterprises



## Looking to expand: 2 businesses

Construction (1), Health care and social assistance (1)



## EMPLOYEES

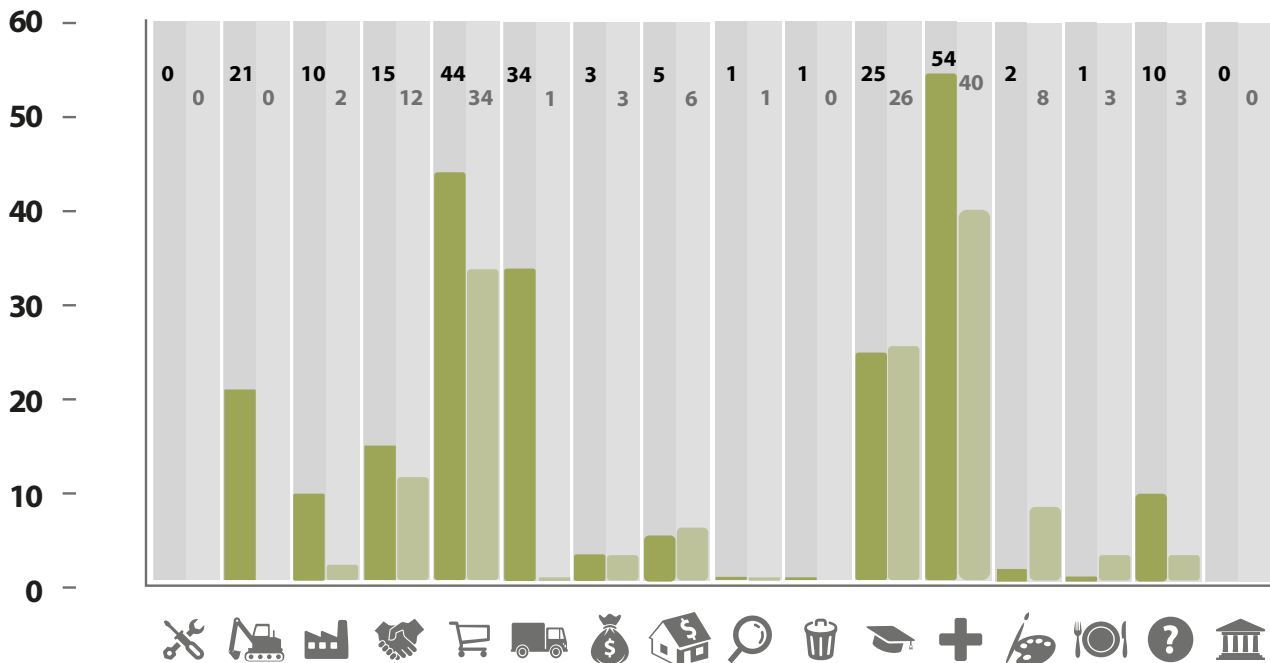
FT

PT

## TOTALS

226

139



14

skills shortages noted  
Most common include:

3

Health Care

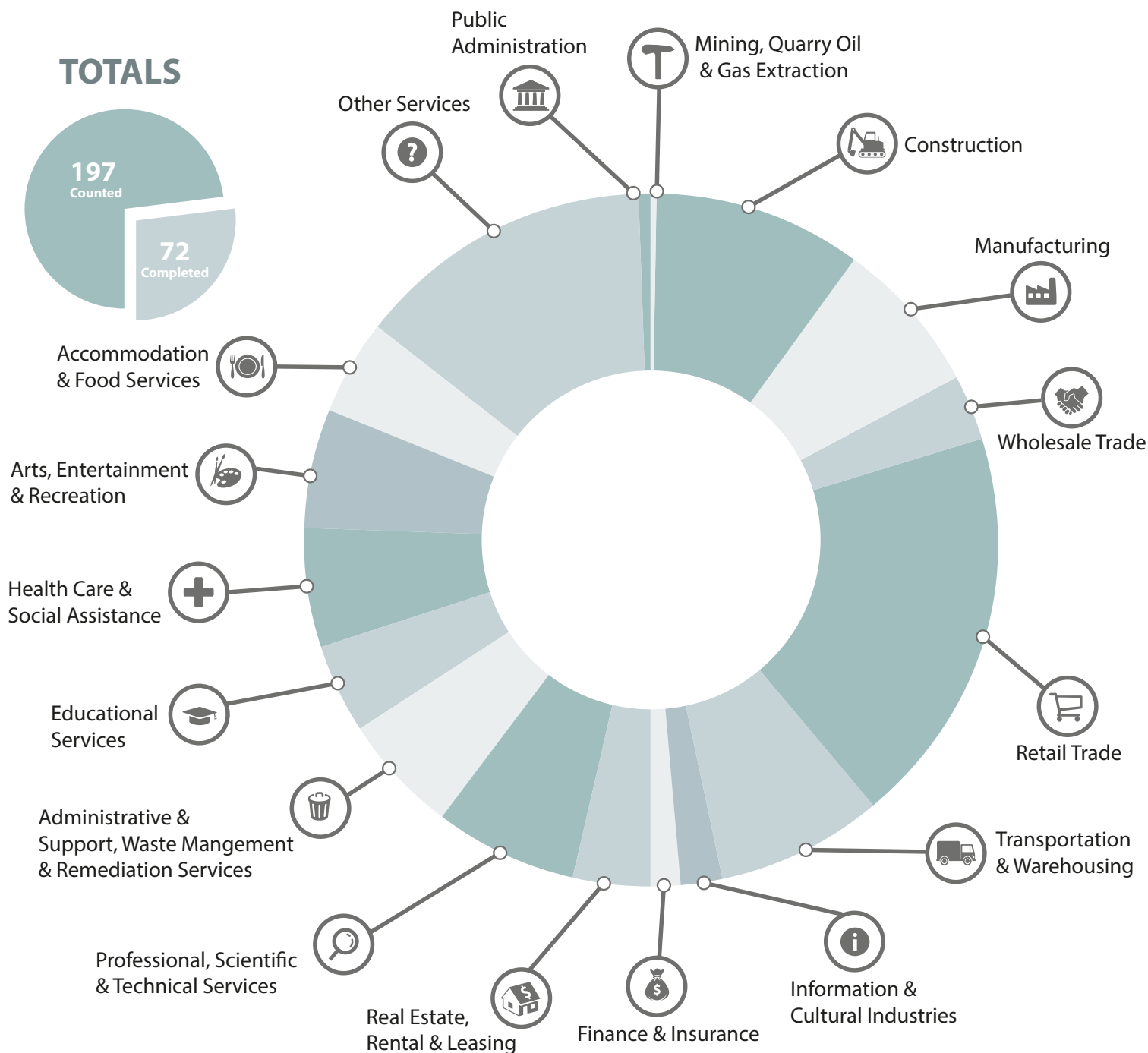
2

Business, finance and  
administration

2

General Labour

# Township of Cavan Monaghan Results



There were **197 businesses** counted in Cavan Monaghan, **72 of which completed our survey.**

Of the 72 businesses that completed a survey, **662 full-time** and **157 part-time** employees were accounted for.

In Cavan Monaghan, **14 businesses** asked to speak with an **economic development officer (EDO) for assistance.**

No businesses were counted/surveyed in:



Utilities

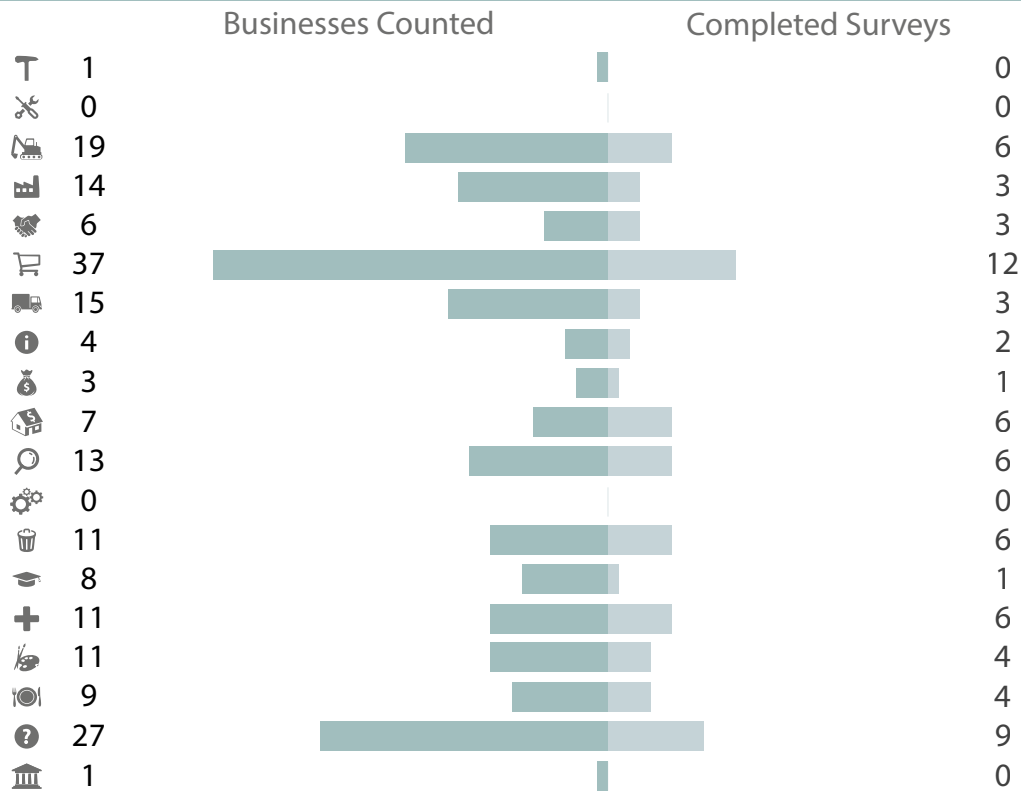
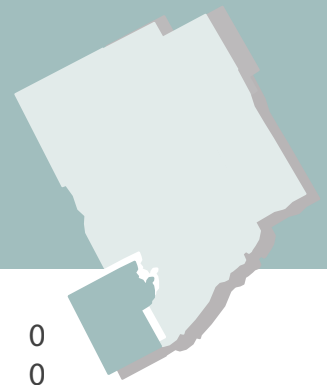


Management of Companies & Enterprises

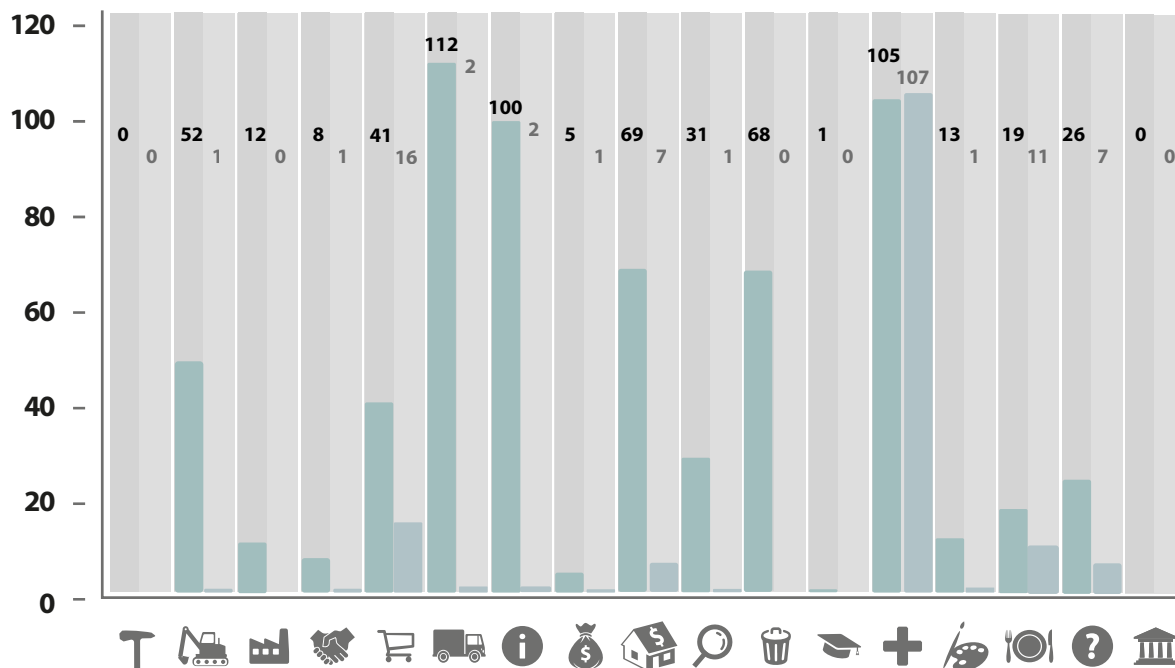


## Looking to expand: 6 businesses

Retail Trade (1), Real estate, rental & leasing (1), Professional, scientific & technical Services (1), Administrative and support, waste management & remediation services (1), Other services (except Public Administration) (2).



## EMPLOYEES **FT** **PT** **TOTALS** **662** **157**



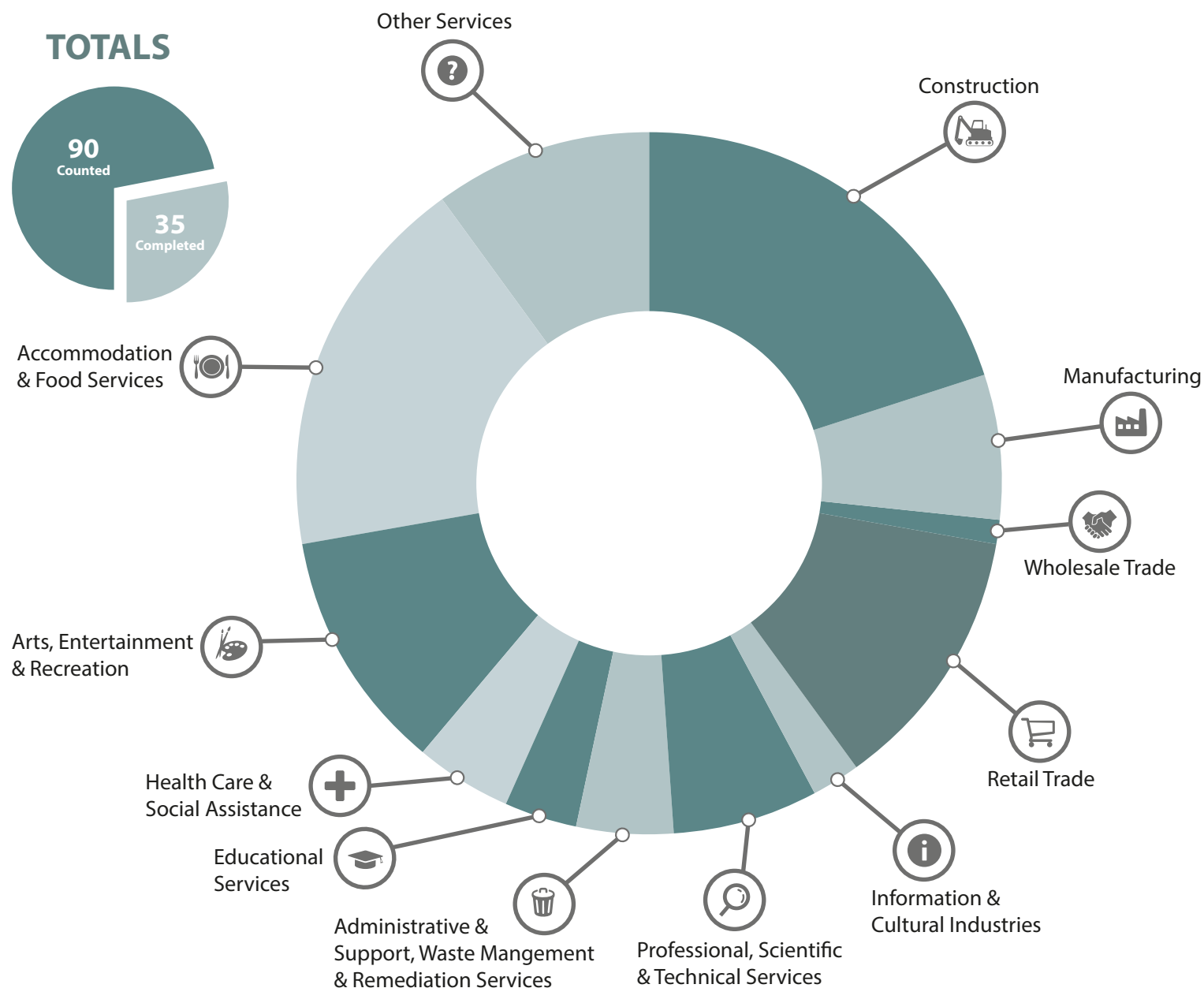
**32**  
skills shortages noted  
Most common include:

**10** Sales and Service  
**5** General Labour

**3** Business, finance & administration



# Township of Douro-Dummer Results



There were **90 businesses** counted in Douro-Dummer, **35 of which completed our survey.**

Of the 35 businesses that completed our survey, **168 full-time** and **42 part-time** employees were accounted for.

In Douro-Dummer, **17 businesses** asked to speak with an **economic development officer (EDO) for assistance.**

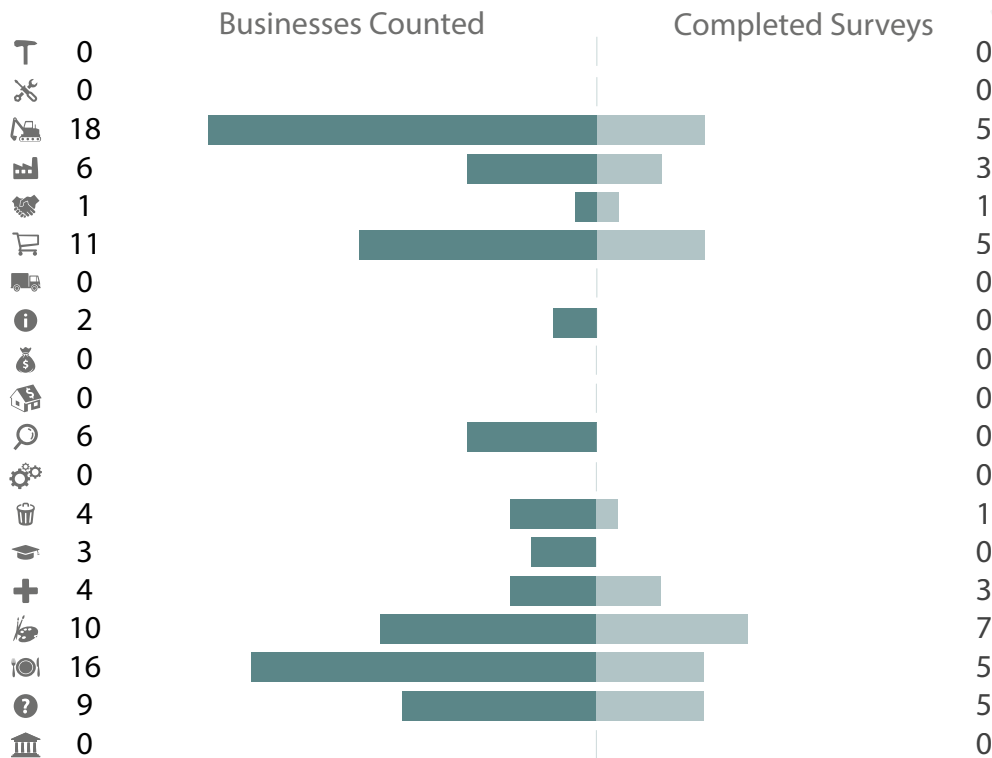
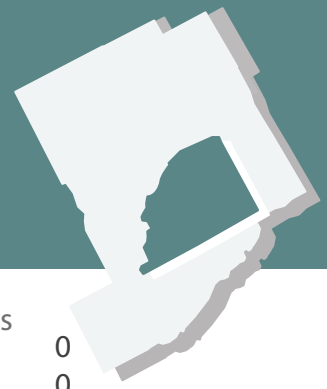
No businesses were counted/surveyed in:

- Mining, Quarry Oil & Gas Extraction
- Real Estate, Rental & Leasing
- Transportation & Warehousing
- Utilities
- Finance & Insurance
- Public Administration
- Management of Companies & Enterprises

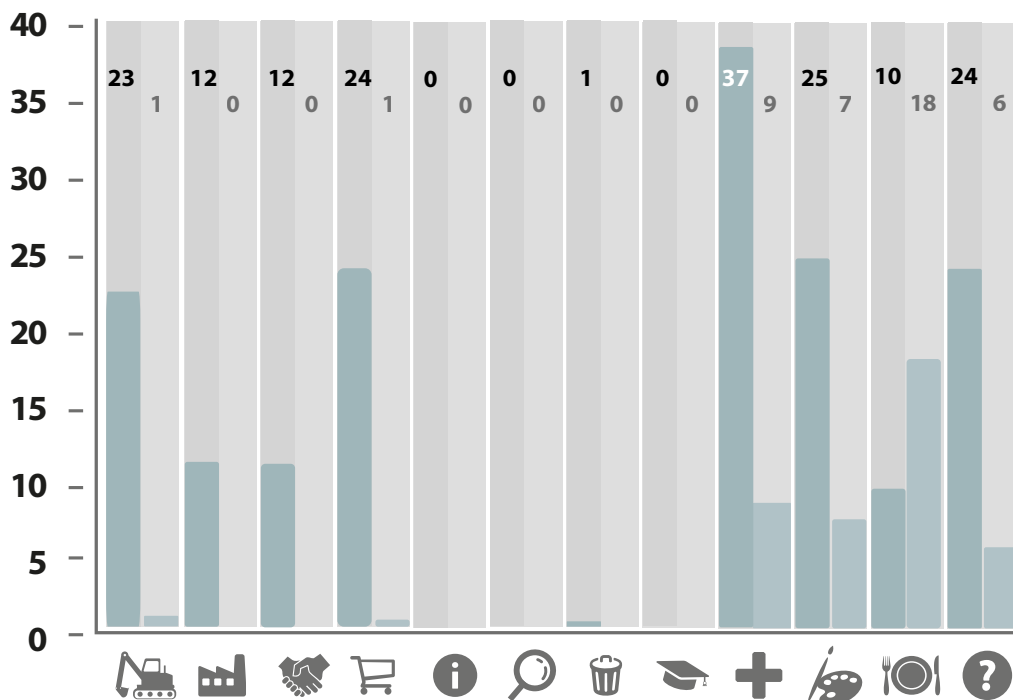


# Looking to expand: 1 business

Retail Sector



## EMPLOYEES FT PT TOTALS 168 42

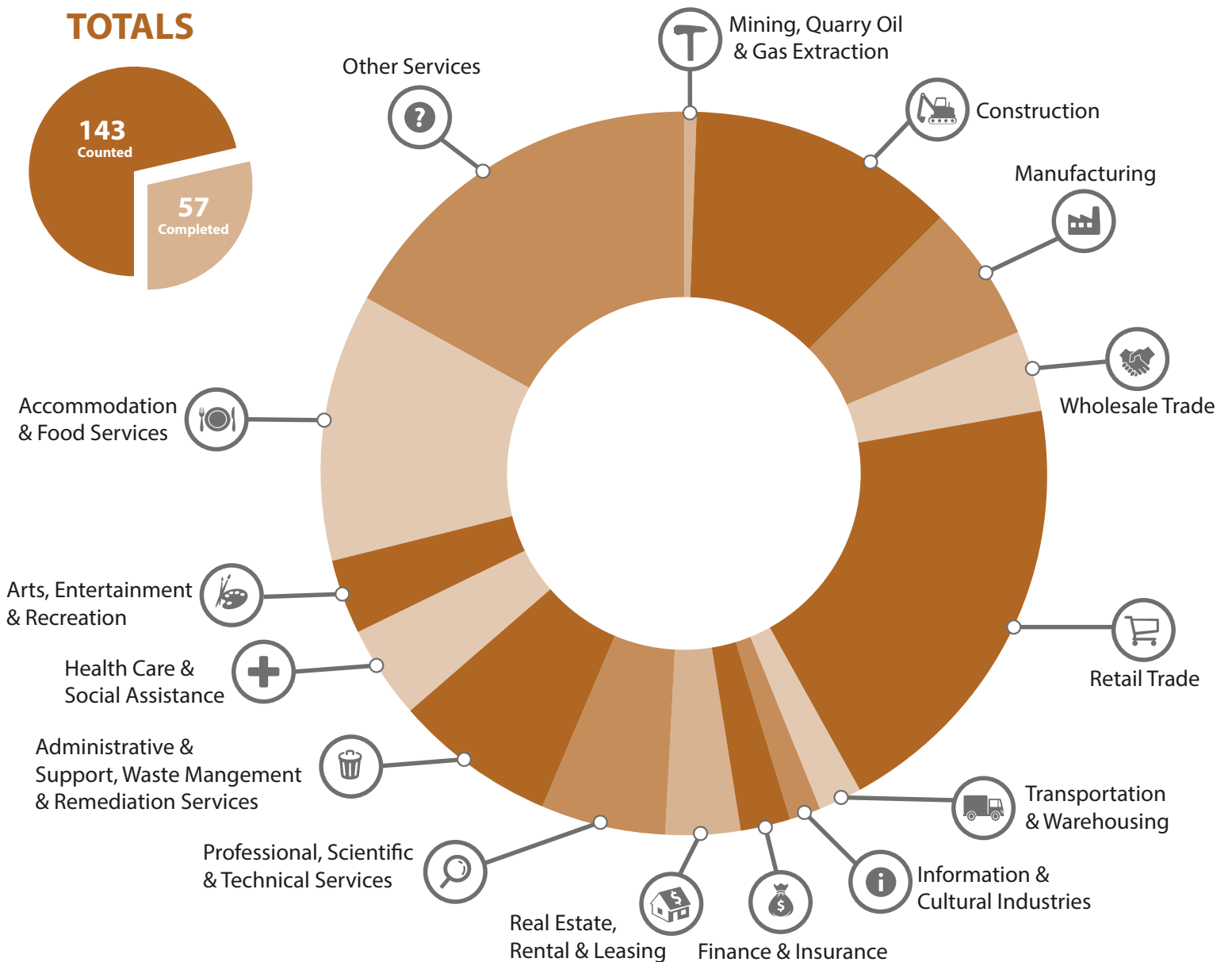


12

skills shortages noted  
Most common include:

Trades, transport and equipment operators, general labour

# Township of Havelock-Belmont-Methuen Results



There were **143 businesses** counted in Havelock-Belmont-Methuen, **57 of which completed our survey.**

Of the 57 businesses that completed our survey, **409 full-time** and **102 part-time** employees were accounted for.

In Havelock-Belmont-Methuen, **17 businesses** asked to speak with an **economic development officer (EDO) for assistance.**

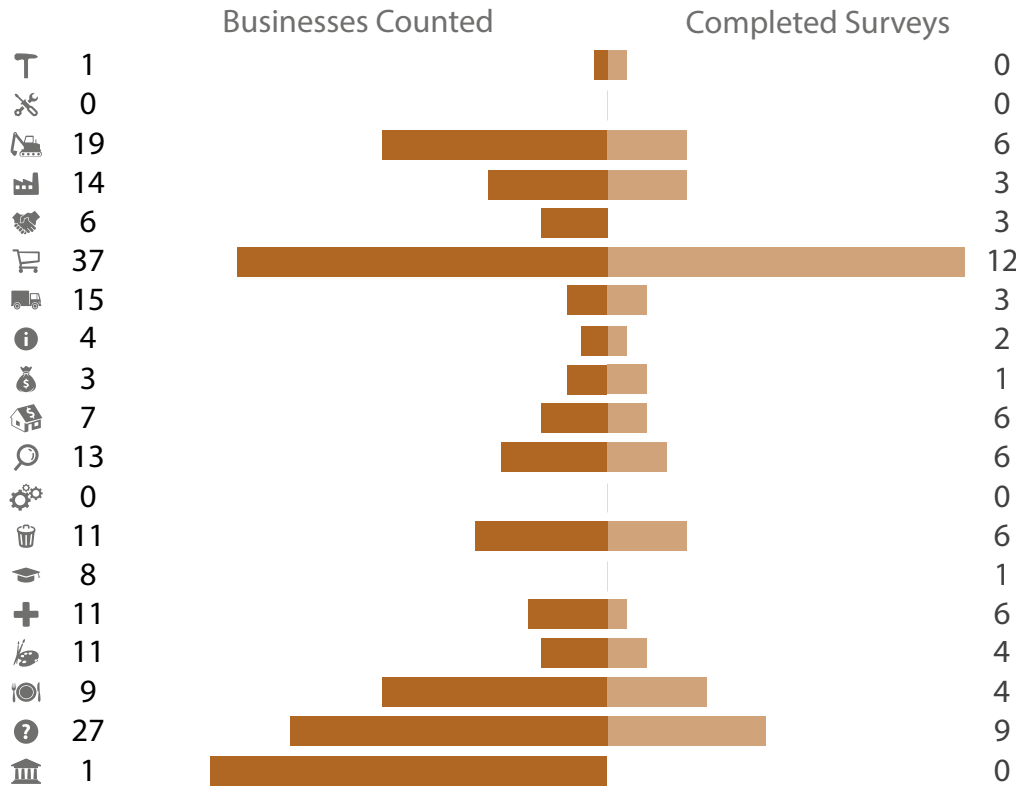
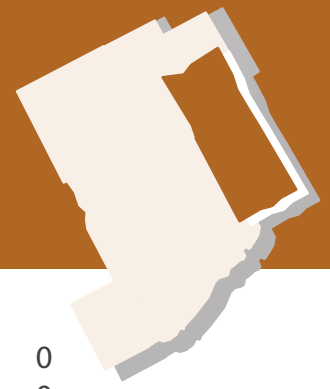
No businesses were counted/surveyed in:

-  Utilities
-  Management of Companies & Enterprises
-  Educational Services
-  Public Administration

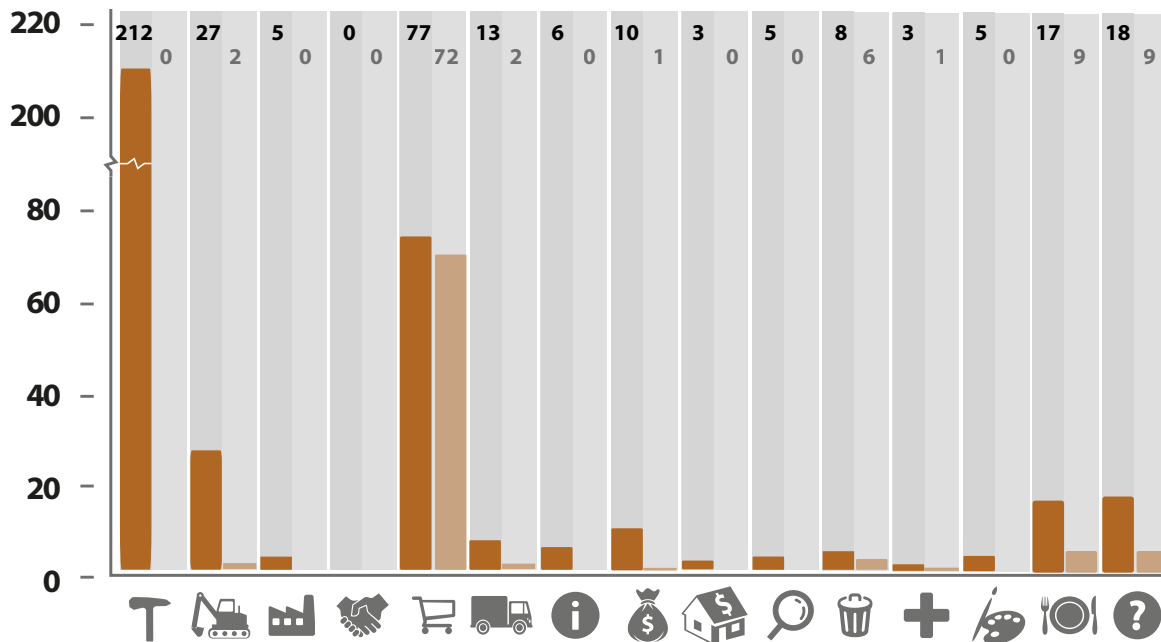


Looking to expand:  
**4 businesses**

Mining, quarry oil & gas extraction (1), Retail Trade (2),  
Finance & insurance (1).



## EMPLOYEES    FT    PT    TOTALS    409    102



**20**

skills shortages noted  
Most common include:

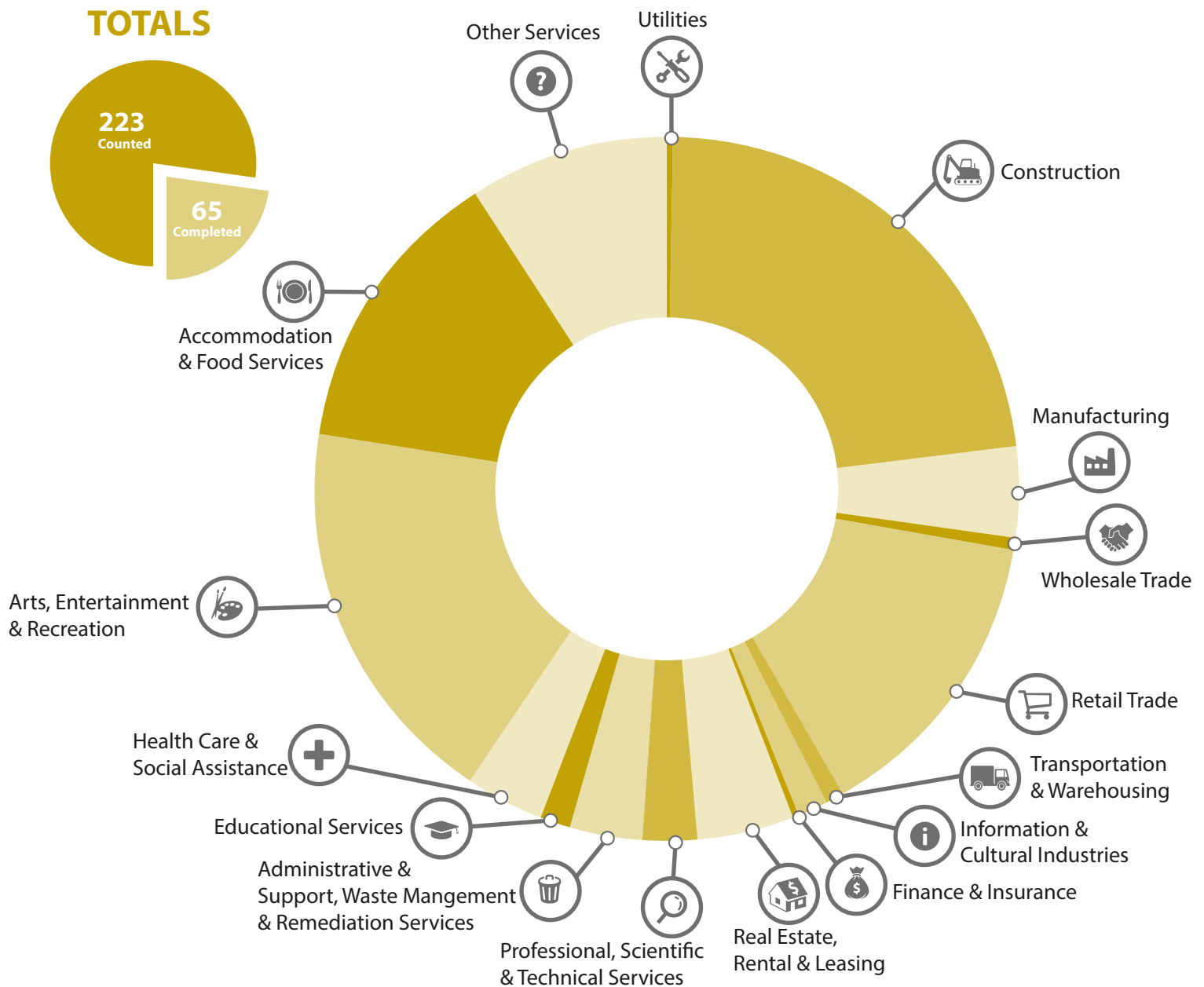
**12**

General Labour  
Page 41 of 114

**5**

Sales and Service

# North Kawartha Township Results



There were **223 businesses** counted in North Kawartha, **65 of which completed our survey.**

Of the 65 businesses that completed our survey, **245 full-time** and **85 part-time** employees were accounted for.

In North Kawartha, **26 businesses** asked to speak with an **economic development officer (EDO) for assistance.**

No businesses were counted/surveyed in:

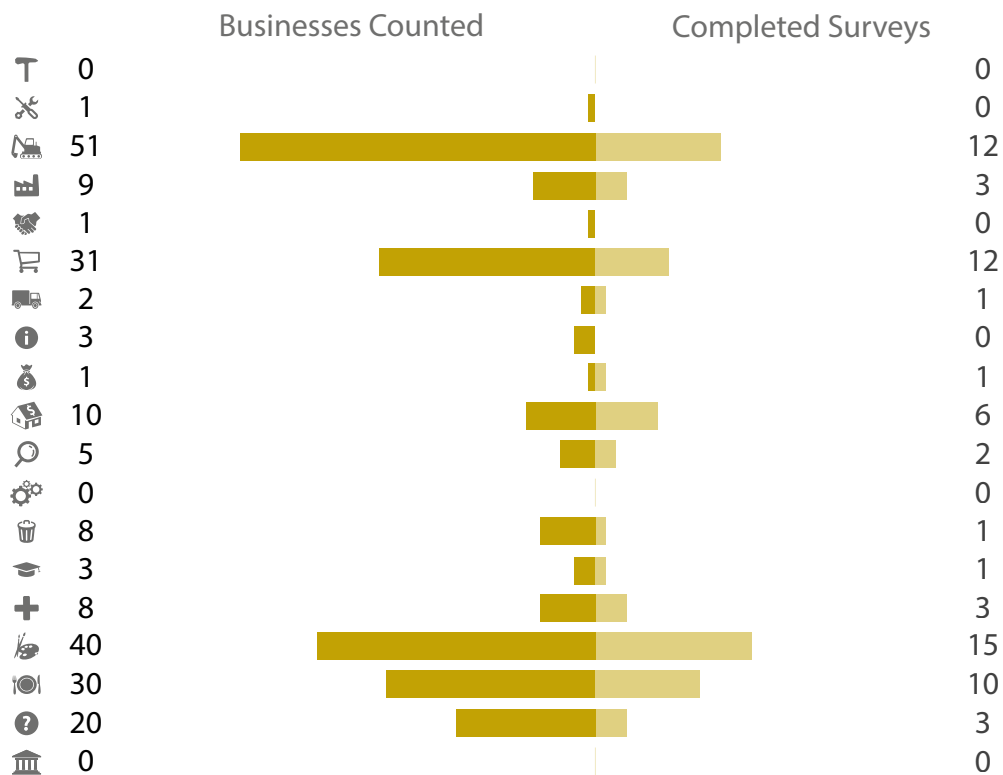
-  Mining, Quarry Oil & Gas Extraction
-  Management of Companies & Enterprises
-  Public Administration





Looking to expand:  
**2 businesses**

Arts, entertainment, and recreation (1),  
Accommodation and food services (1).



## EMPLOYEES

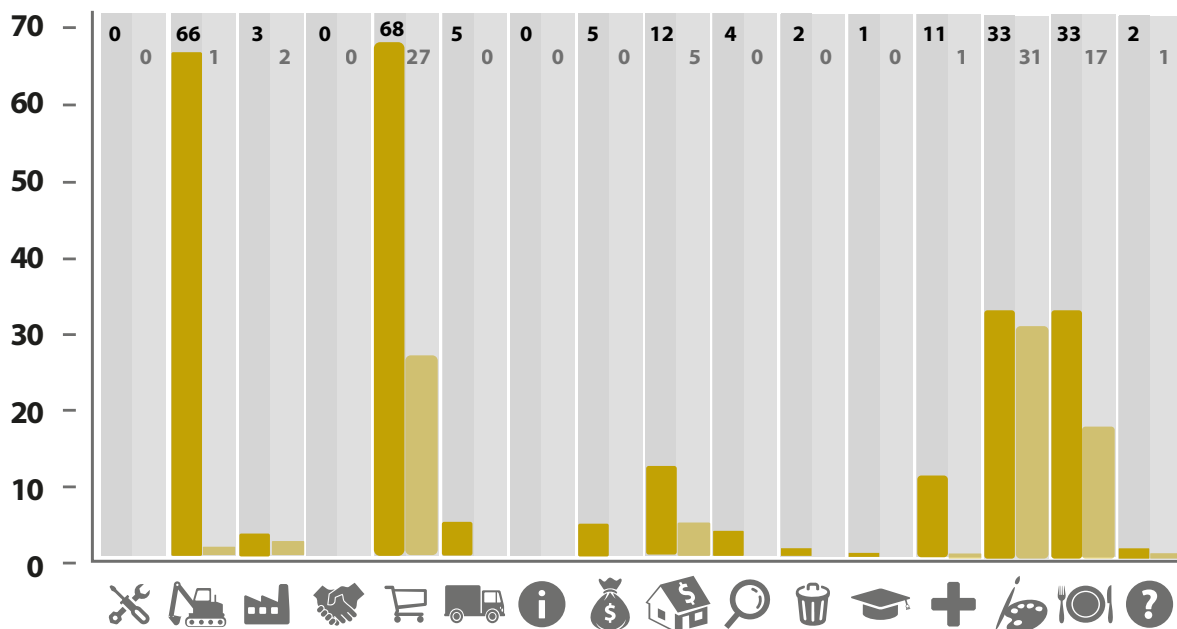
FT

PT

## TOTALS

245

85



**23**

skills shortages noted  
Most common include:

**9**

General Labour

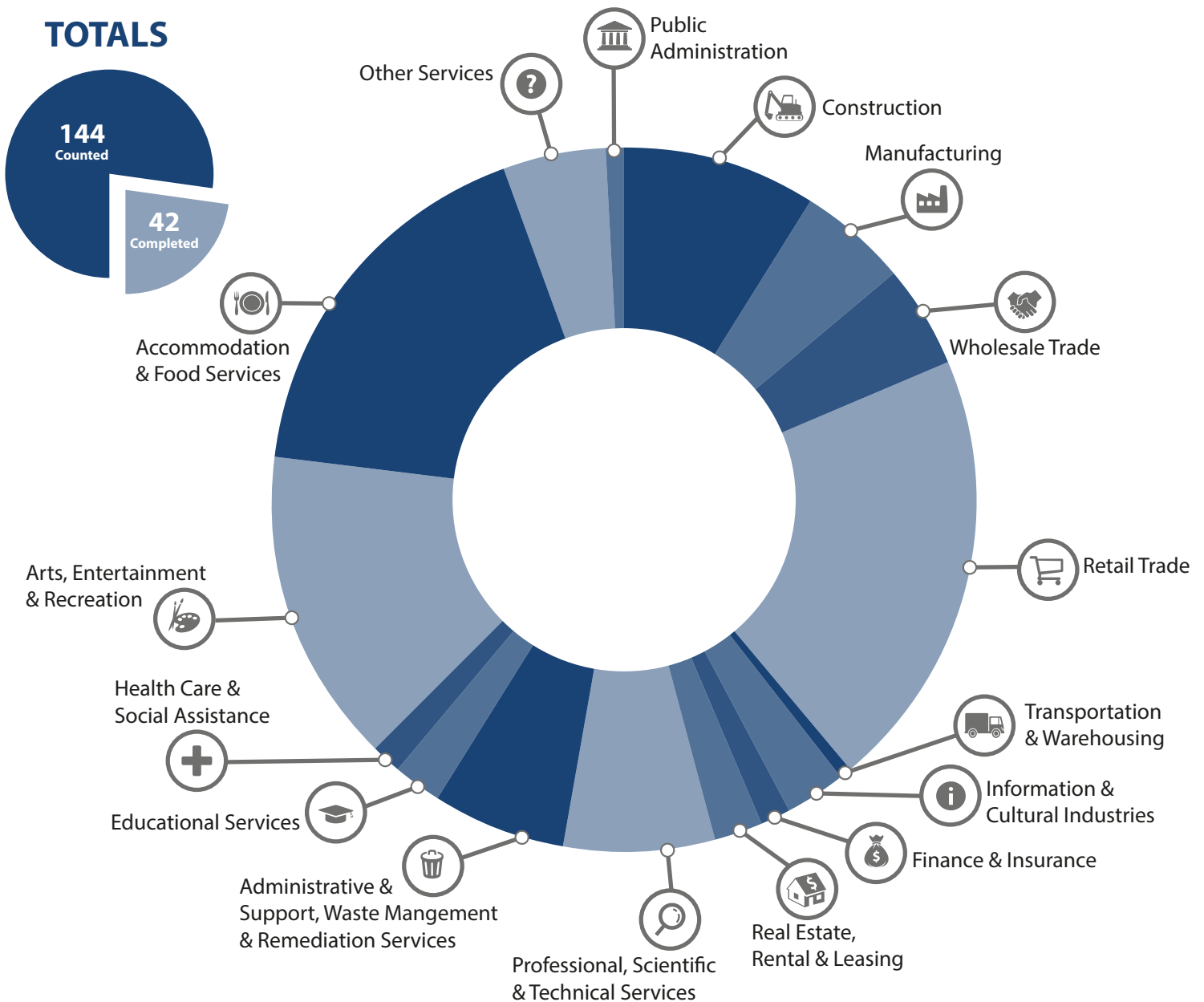
**4**

Hospitality and  
Tourism

**3**

Service and Sales

# Township of Otonabee-South Monaghan Results



There were **144 businesses** counted in Otonabee-South-Monaghan, **42 of which completed our survey.**

Of the 42 businesses that completed our survey, **201 full-time** and **45 part-time** employees were accounted for.

In Otonabee-South-Monaghan, **6 businesses** asked to speak with an **economic development officer (EDO) for assistance.**

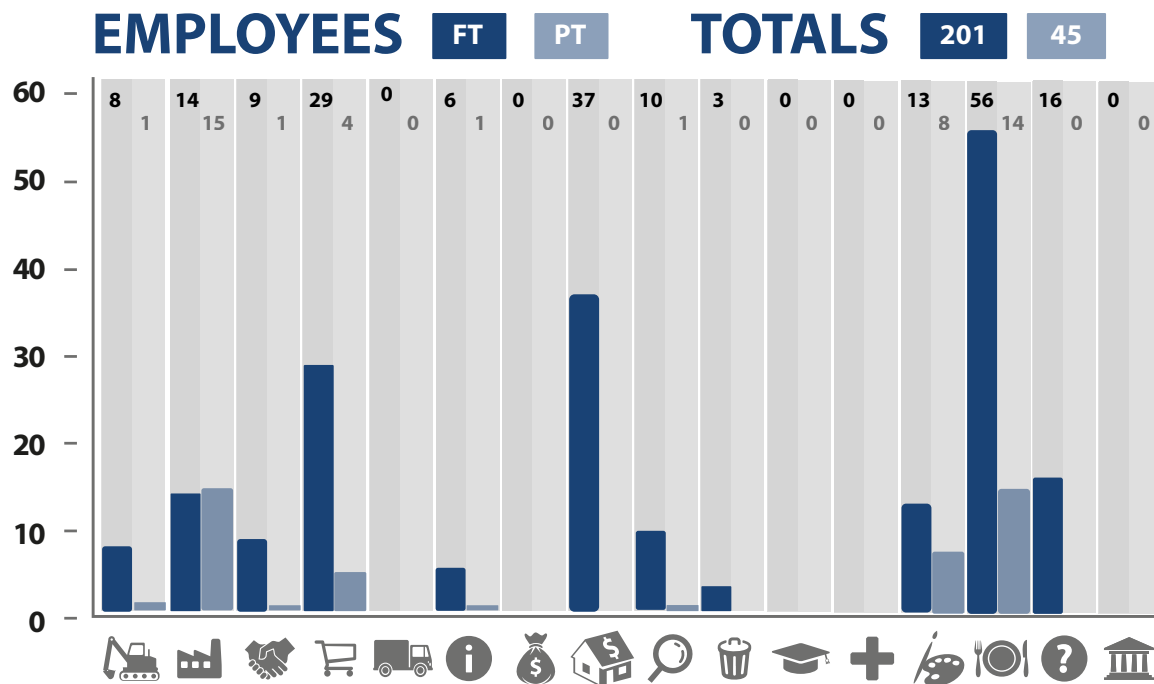
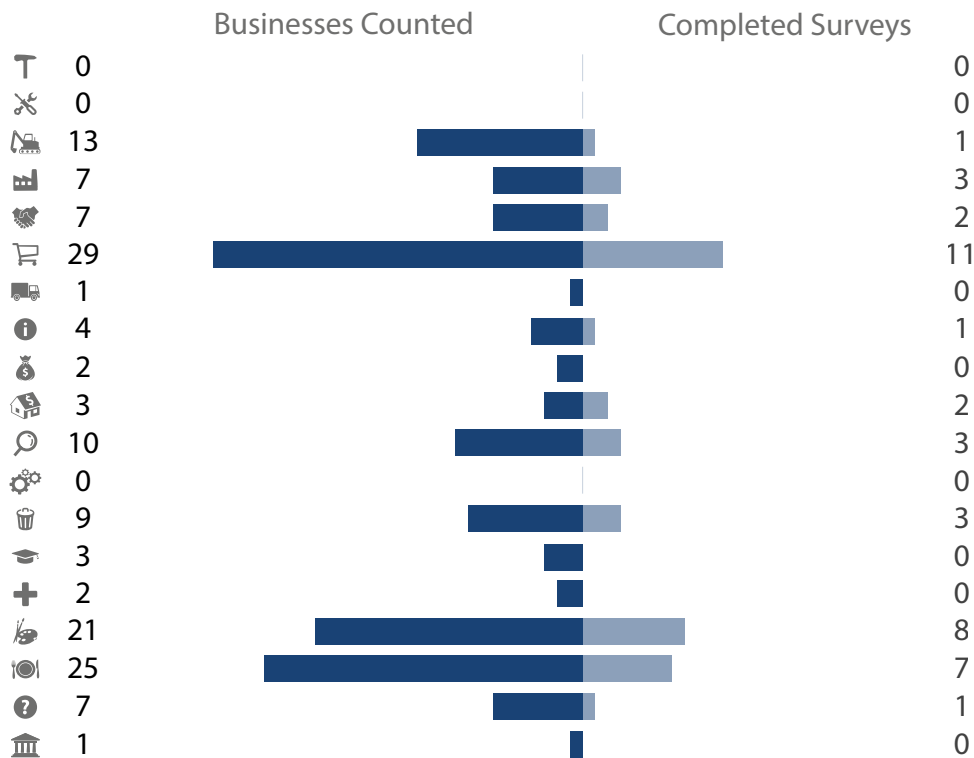
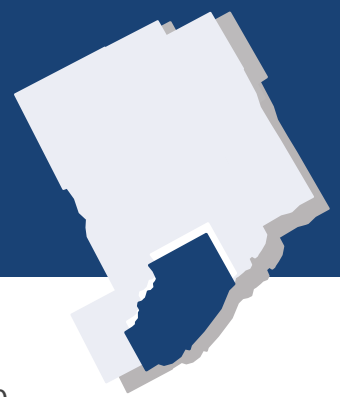
No businesses were counted/surveyed in:

-  Mining, Quarry Oil & Gas Extraction
-  Management of Companies & Enterprises
-  Utilities



## Looking to expand: 5 businesses

Manufacturing (1), Retail trade (1), Arts, entertainment & recreation (1), and Accommodation & food services (2).



19

skills shortages noted  
Most common include:

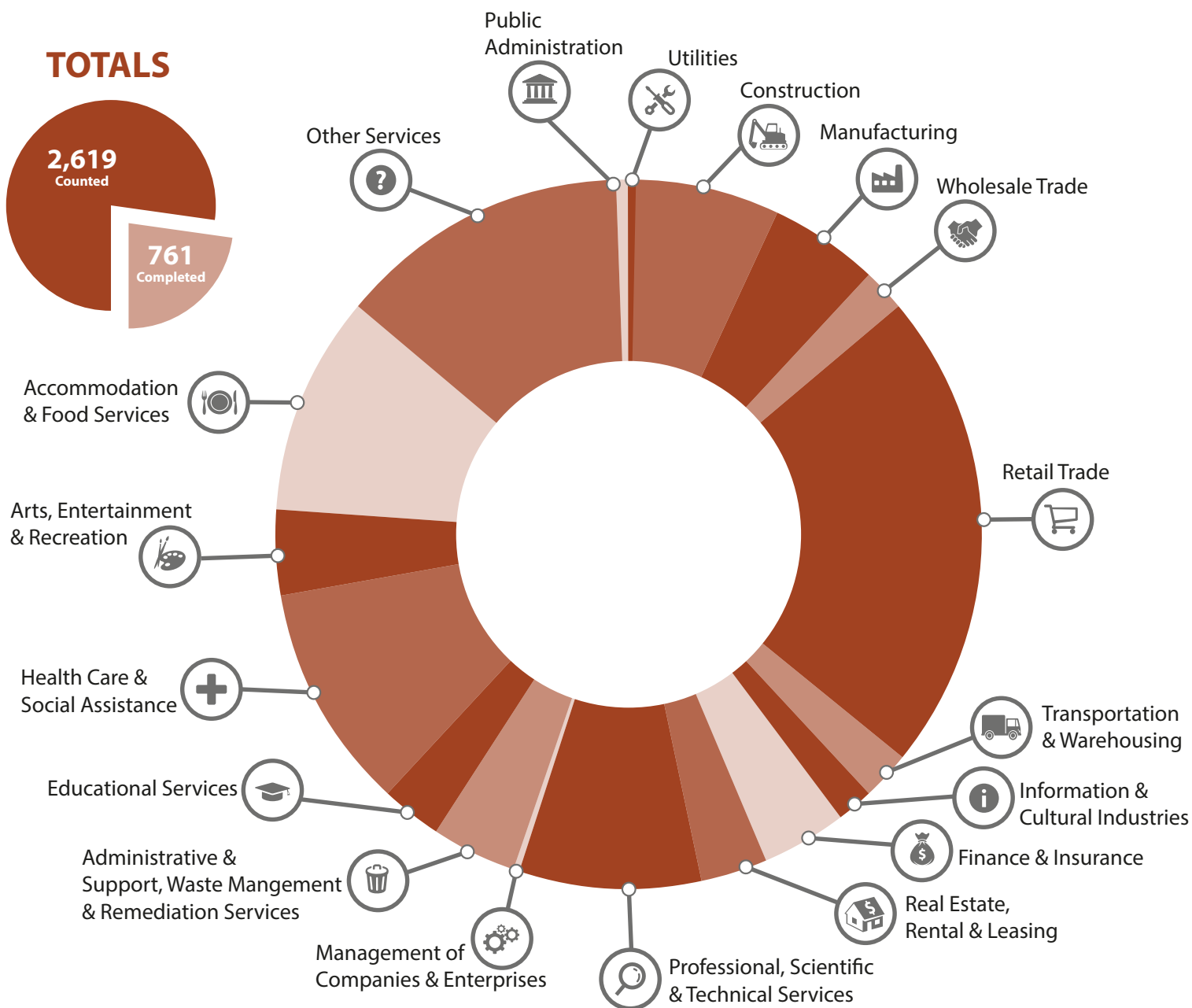
4

General Labour

2

Hospitality and Tourism

# City of Peterborough Results



There were **2619 businesses** counted in the City of Peterborough, **761 of which completed our survey.**

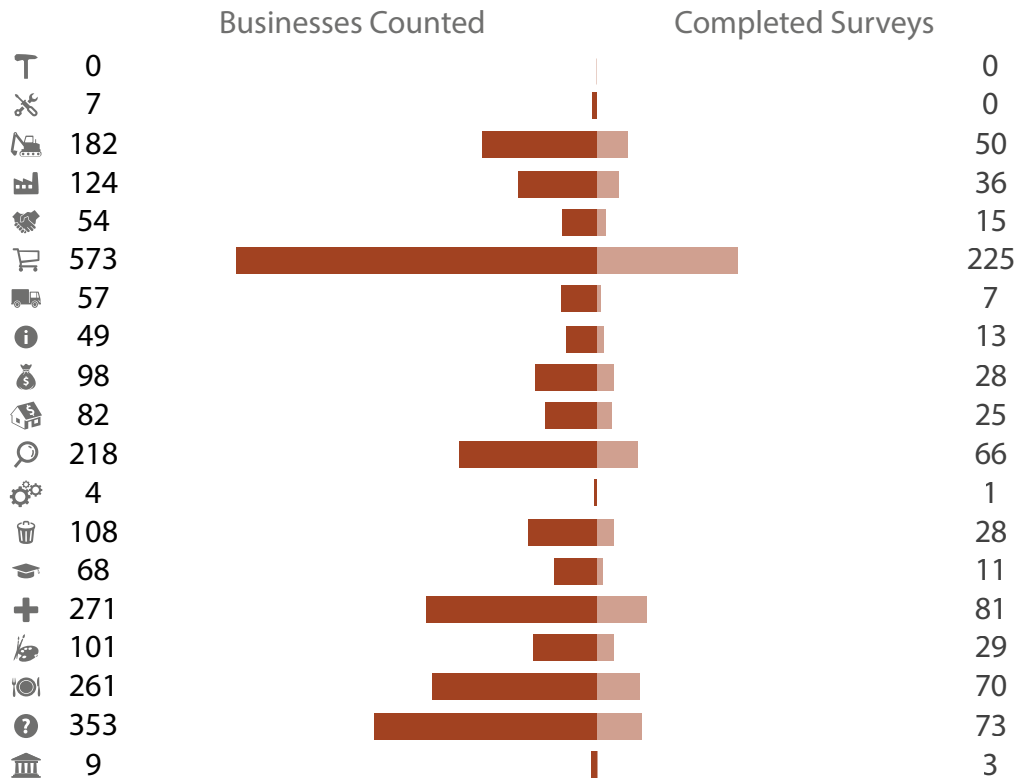
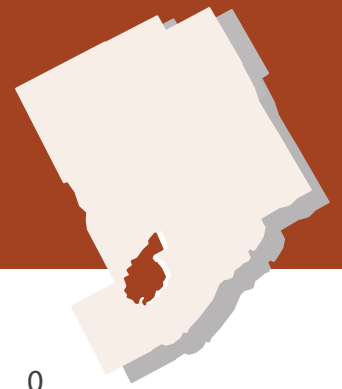
Of the 761 businesses that completed our survey, **6503 full-time** and **3570 part-time** employees were accounted for.

In the City of Peterborough, **119 businesses** asked to speak with an **economic development officer (EDO) for assistance.**



## Looking to expand: 26 businesses

Manufacturing (2), Wholesale trade (1), Retail trade (7), Professional, scientific & technical Services (5), Administrative and support, waste management and remediation services (2), Health care and social assistance (3), Arts, entertainment, and recreation (2), Accommodation and food services (2), Other services (except public administration) (1), Public administration (1).



## EMPLOYEES

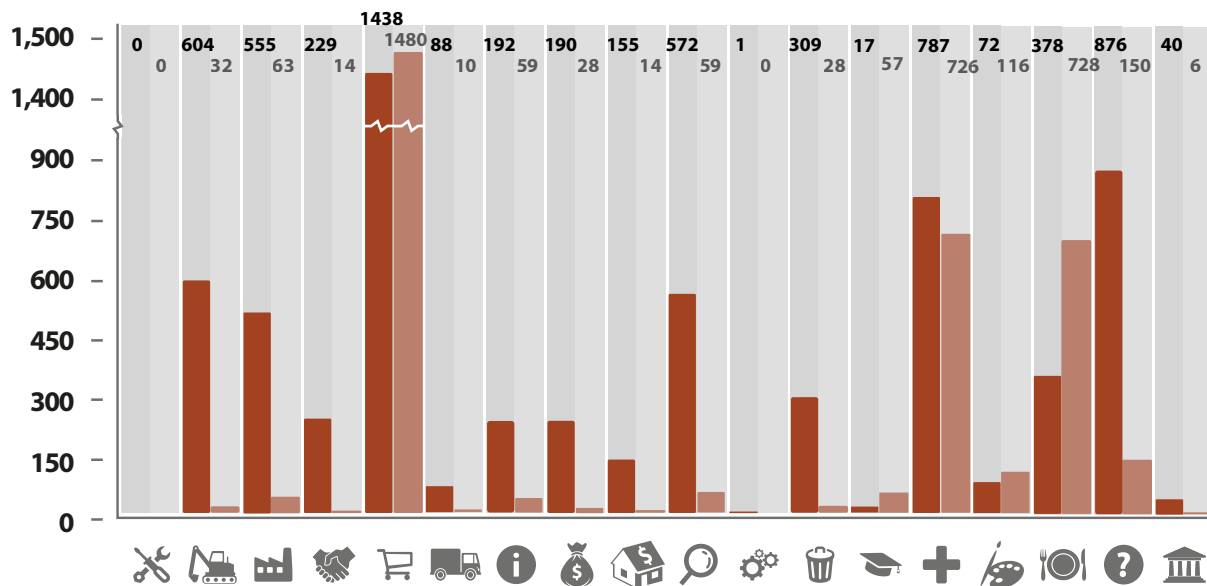
FT

PT

## TOTALS

6503

3507



280

skills shortages noted  
Most common include:

46

Sales and Service

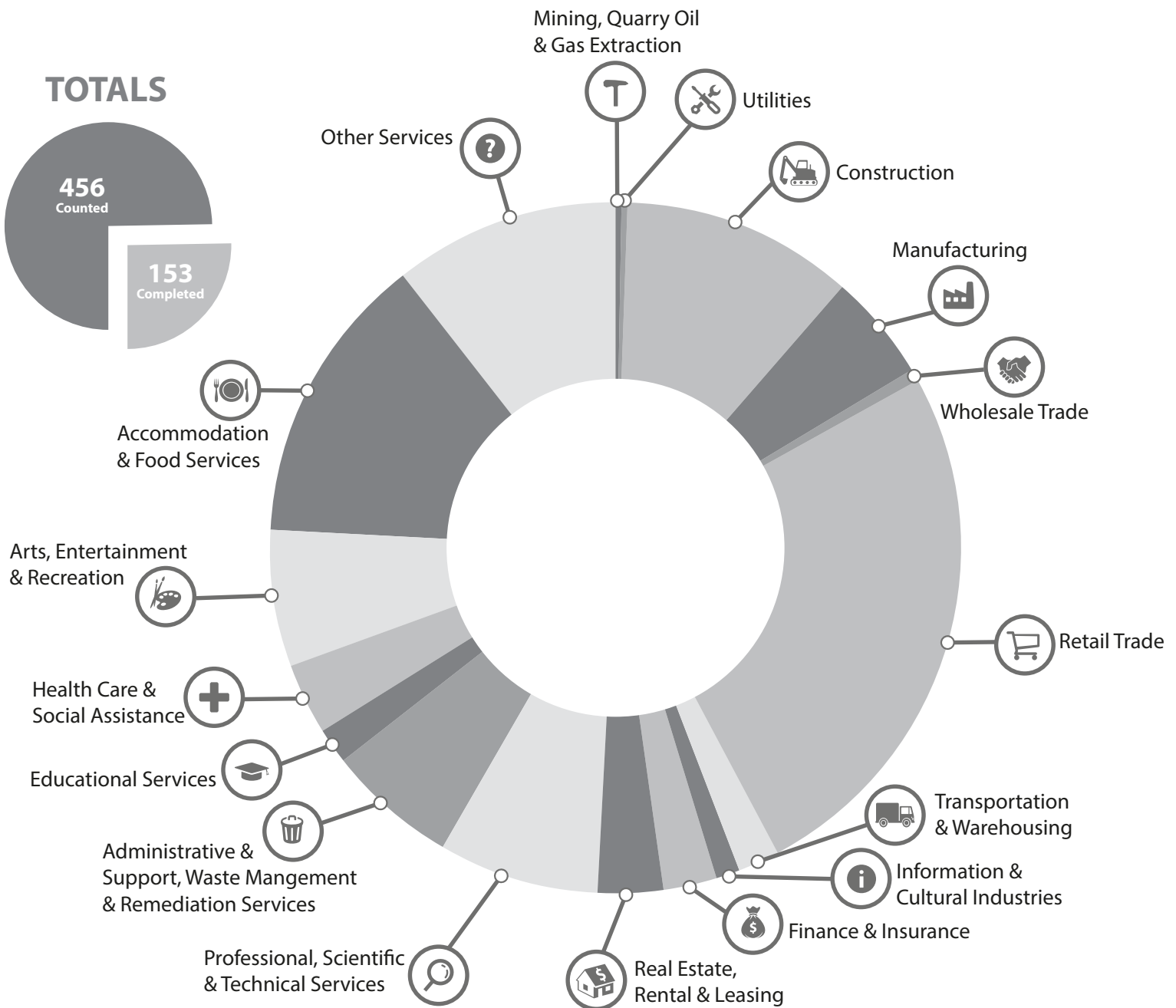
42

General Labour

26

Education, Law and Social  
Community and Government Services

# Township of Selwyn Results



There were **456 businesses** counted in Selwyn, **153 of which completed our survey.**

Of the 153 businesses that completed our survey, **851 full-time** and **415 part-time** employees were accounted for.

In Selwyn, **25 businesses** asked to speak with an **economic development officer (EDO) for assistance.**

No businesses were counted/surveyed in:

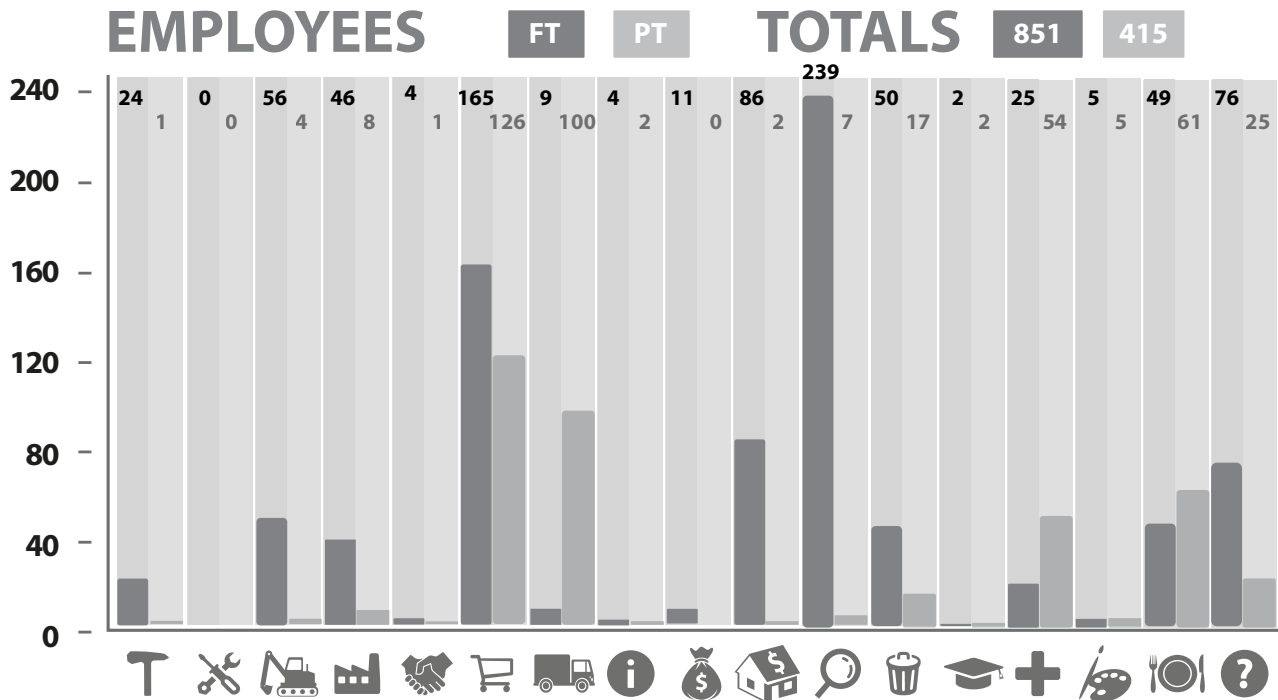
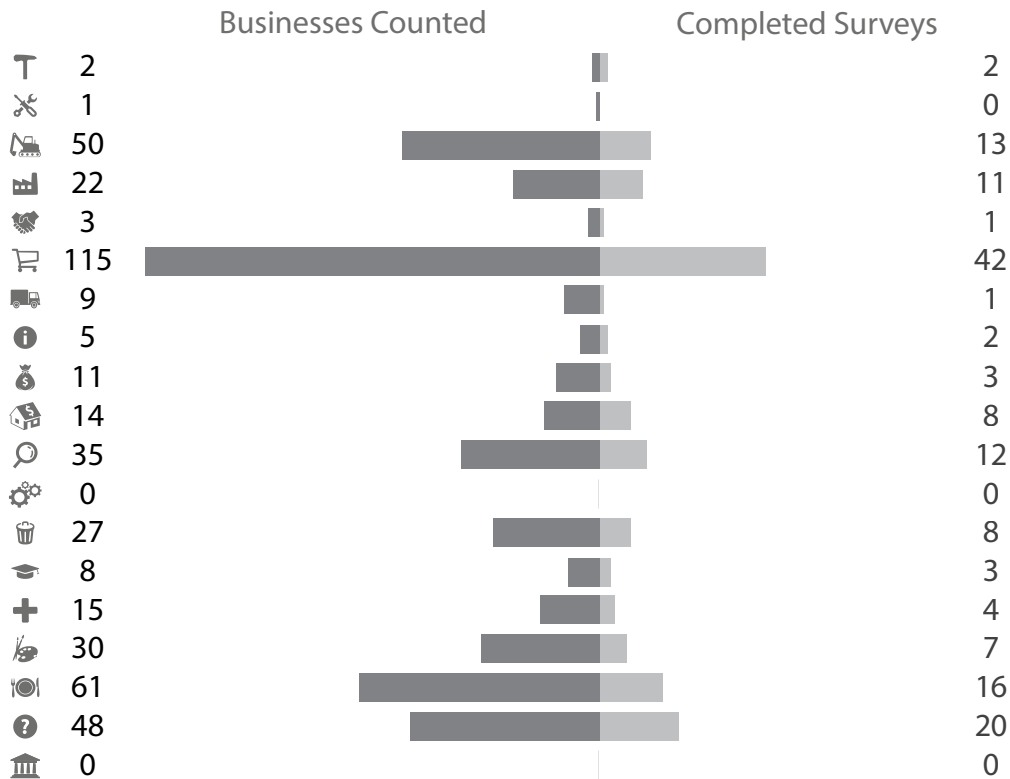
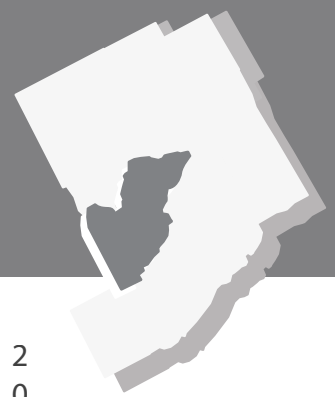
- Management of Companies & Enterprises
- Public Administration





## Looking to expand: 10 businesses

Construction (2), Manufacturing (1), Retail Trade (2), Real estate and rental and leasing (1), Professional, scientific, and technical services (2), Accommodation & food services (1), and Other services (except public administration) (1).



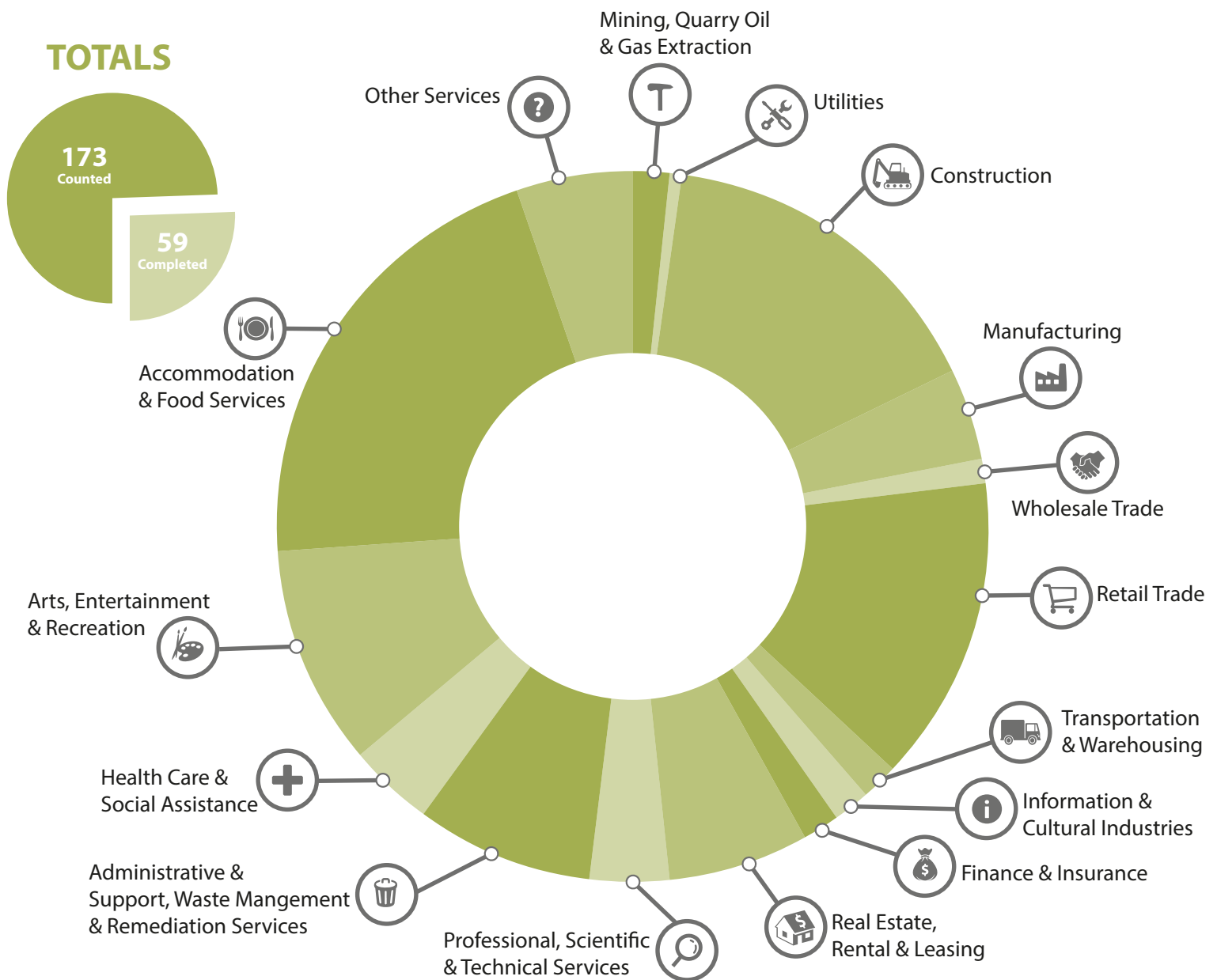
**56**  
skills shortages noted  
Most common include:

**15**  
Sales and Service

**11**  
General Labour

**5**  
Hospitality  
and Tourism

# Municipality of Trent Lakes Results



There were **173 businesses** counted in Trent Lakes, **59 of which completed our survey.**

Of the 59 businesses that completed our survey, **160 full-time** and **96 part-time** employees were accounted for.

In Trent Lakes, **25 businesses** asked to speak with an **economic development officer (EDO) for assistance.**

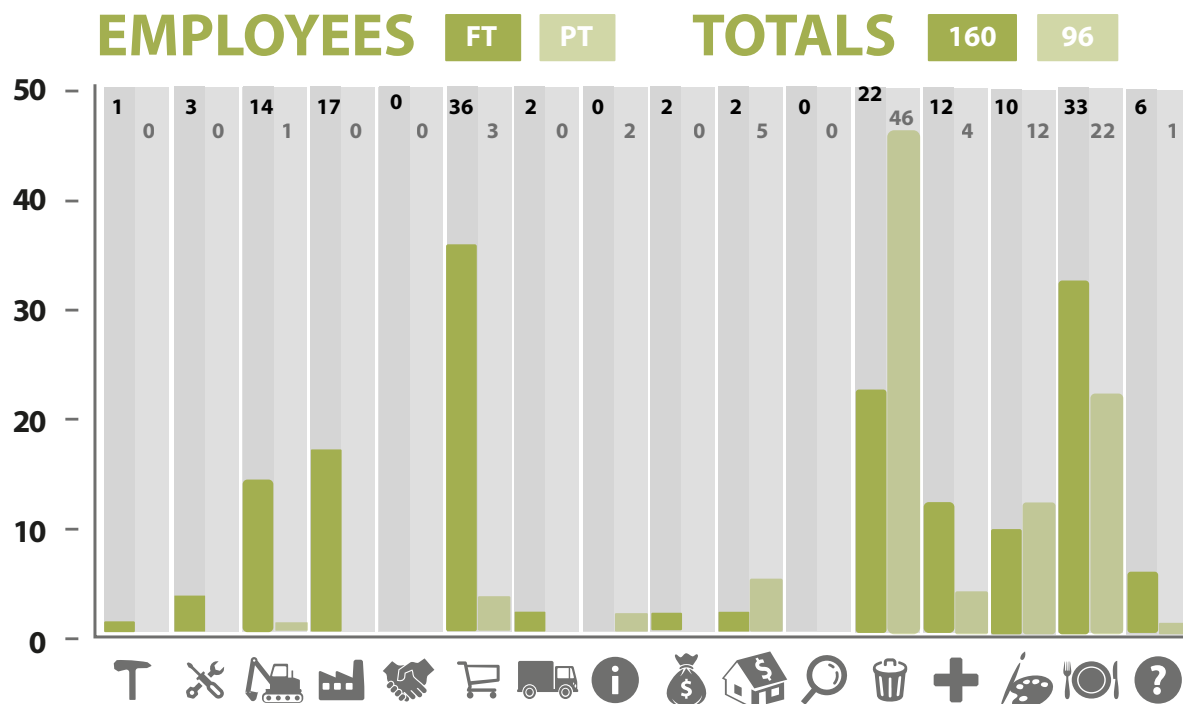
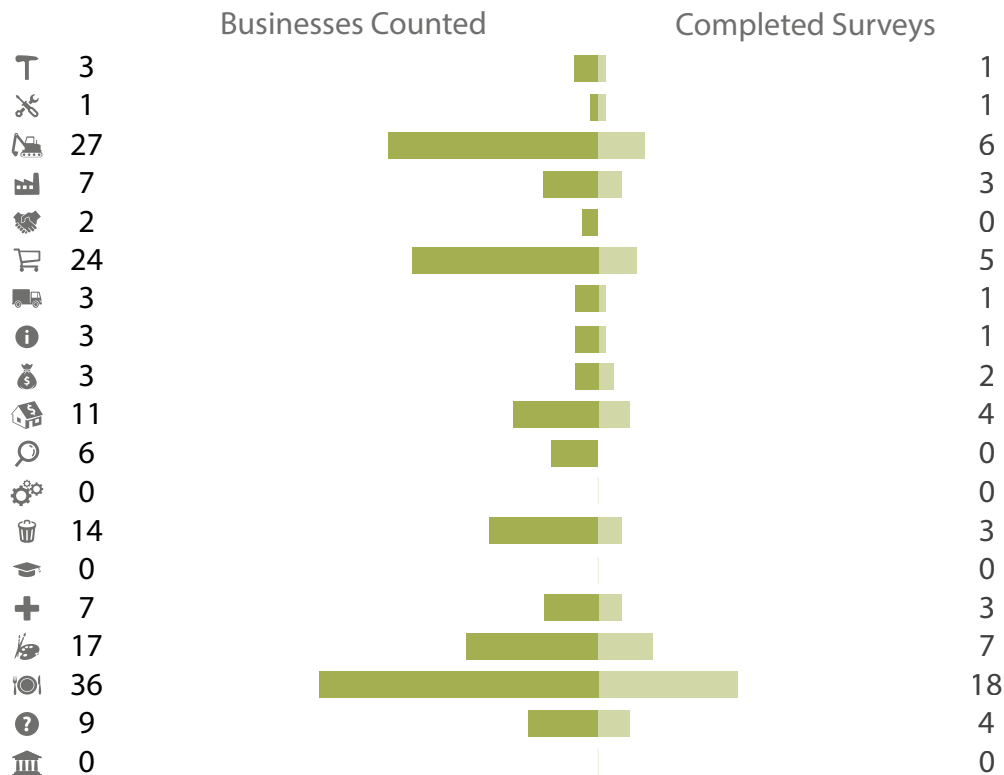
No businesses were counted/surveyed in:

-  Management of Companies & Enterprises
-  Educational Services
-  Public Administration



Looking to expand:  
**3 businesses**

Manufacturing (1), Information & cultural industries (1),  
Accommodation and food services (1).



**11**  
skills shortages noted  
Most common include:

**7**  
Sales and Service

**5**  
Hospitality and Tourism

# Final Note

Please note that all surveys were completed voluntarily and were conducted over the phone, online, and in person between May 3rd and August 25th, 2023. The more survey data collected, the better PKED can serve the regional business community. PKED practiced great care and diligence in obtaining and reporting this information.

For any questions related to the project, or to participate in the next survey please visit

[www.ptbobusinesscount.ca](http://www.ptbobusinesscount.ca) to learn more.

## We look forward to speaking with you next year!

### Definition Sources

1. Legal Status (<https://www.canada.ca/en/revenue-agency/services/tax/businesses/small-businesses-self-employed-income/setting-your-business.html>)
2. NAICS Codes (<https://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=1369825>)
3. Ownership Form (<https://www.canada.ca/en/revenue-agency/services/tax/businesses/small-businesses-self-employed-income.html>)
4. Census Metropolitan Areas (<https://www150.statcan.gc.ca/n1/pub/92-195-x/2021001/geo/cma-rmr/cma-rmr-eng.htm>)
5. Peterborough CMA (<https://www12.statcan.gc.ca/census-recensement/2021/geo/maps-cartes/static-statique/pdf/S0503/2021S0503529.pdf>)

For further clarification on terms and definitions related to the business count please visit our website:

[www.ptbobusinesscount.ca](http://www.ptbobusinesscount.ca)

**Peterborough**  
&  
**THE KAWARTHAS**

ECONOMIC DEVELOPMENT

270 George St. N., Suite 102  
Peterborough, ON K9J 3H1  
Canada

tel: **705-743-0777**

Monday to Friday  
**8:30am – 4:30pm**

**[investptbo.ca](http://investptbo.ca)**

**February – March, 2024**

**ADMINISTRATIVE**

- HR, facility staff work plans, staff schedules
- Weekly management team meetings
- Networking/Meetings with Arena Managers, Douro Minor Hockey
- Invoices, payroll, inquiries, correspondence
- Bookings – inquiries and set-ups
- Advertisement Policy/Program
- ORFA Training/Staff Training
- Feasibility studies for the Douro and Warsaw Community Centres
- New Christmas Decoration with Norwood High School picked up
- Window replacements in Harvest Rm at DCC
- Hydro One Grant
- Canada Post Grant
- Douro CC internet issues
- Blankets for People initiative with the PTBO County
- Stats Canada Survey
- ESA inspections
- Elevator service contract – Delta Elevators
- Staff performance reviews
- Redevelopment of Labourer and Operator job descriptions
- Summer job ads

**OPERATIONAL**

- Regular cleaning/sanitizing of truck, equipment, facilities
- General equipment maintenance – ongoing
- Set-up of facility rentals
- Family Day Skate with Knights and Lions
- Dead trees and brush removed at Legion Ball Diamond
- March Break Skates
- Ice out at Warsaw CC
- Clean up of ice surface and facility at Warsaw CC
- Purchase of Easter Egg Hunt supplies
- Installation of hand rails in stands at Douro CC – Donated by Martin Leahy
- Peterborough Lakers Lacrosse try-outs at Warsaw CC
- Preparation to remove Douro CC Ice Apr 2nd

## **CAPITAL PROJECTS**

- Hockey Nets at Douro and Warsaw CC – Ordered
- Baseball Players Benches – Obtaining pricing
- Legion Ball Diamond Regrading – Applied for ORCA permit
- GHG Reduction Pathway Feasibility Study for Douro and Warsaw CC – Ongoing
- Harvest Room Window Replacement – Installation date March 21<sup>st</sup> & 22<sup>nd</sup>
- Warsaw CC Roof Repair – Problem areas completed. Monitoring those areas.
- Warsaw CC 30hp Compressor – to start process end of Feb-Mar
- South Park Water Storage/UV Treatment – to start process Mar-Apr
- Douro CC Compressor Overhauls – June - August

**Report Approval Details**

Document Title:	Committee of the Whole Feb - Mar, 2024.docx
Attachments:	
Final Approval Date:	Mar 21, 2024

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

Martina Chait-Hartwig

Elana Arthurs



**Departmental Update, February - March, 2024:**

**Administrative:**

- Participate in weekly management meetings
- Attend local public works association meeting
- Prepare brushing unit tender specs
- Attend annual utilities meeting
- ESA Inspections
- Respond to concerns and inquires from the public
- Staff performance reviews
- Seasonal job ads

**Operational:**

- Removed snow wing from grader
- Grading ongoing as weather permits
- Warsaw and Douro Public Works shop and yard clean up
- Patching ongoing
- Move Zamboni snow @ Warsaw arena
- Clean and complete maintenance and repairs on equipment
- Install ½ load signage
- Hand brushing at various locations – fallen trees, sightlines, sign visibility
- Completed brushing for parks department @ Warsaw ball park river front
- Completed regulatory and winter patrols as required
- Excavator brushing - South Bay Rd, 11<sup>th</sup>, 6<sup>th</sup>, 5<sup>th</sup>, 4<sup>th</sup> and 3<sup>rd</sup> Line Dummer
- Arborist completing manual brushing
- Cut firewood at Warsaw garage
- Staff updated, installed and repaired regulatory signs, street and 911 signs
- Cleaned out re-use shed at transfer station
- Staff attended propane training
- Install sweeper on Case tractor
- Sweeping underway
- Removed snow blower and cab from Kubota tractor
- Prepare and install water tank in truck for sweeping and grading
- Responded to 3 winter events in February and 2 winter events in March

**Health & Safety:**

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

**Waste Management Division:**

- Hall's Glen Transfer Station continues to operate with all necessary health & safety precautions in place for staff and residents and is functioning well
- 2024 Hall's Glen HHW Days are scheduled for May 25<sup>th</sup> and August 17<sup>th</sup>
- Green waste bin is now in place at Warsaw Public Works yard



**Report Approval Details**

Document Title:	Committee of the Whole - Feb - March, 2024.docx
Attachments:	
Final Approval Date:	Apr 2, 2024

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

Martina Chait-Hartwig

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

- Projects
  - Cloudpermit Planning Module
    - Resumption of training began with sessions on February 7, 23 and March 22, 2024.
    - The pre-consultation module is now live but not public facing. Staff are using this feature internally to ensure the pre-consultation process will work efficiently for the public prior to adding it to the Township website.
    - The training session on March 22 included the Interim Treasurer and Building and Planning Administrator and examined on-line payment functionality.
    - There is an issue with the software not allowing a Workspace to be created for a property that does not have a civic address. The workspace can only be created if both the roll number and civic address are available in the GIS. Cloudpermit has noted that there are plans for a periodic inspection feature that allows for inspections without a permit, but this feature has not made it on the roadmap yet.
    - Staff continue to receive severance applications from the County during their “soft launch phase”. Previous error reports when submitting Municipal Appraisal Forms seem to have been corrected.
    - Registered for Training Workshop: Search/Filter/Sort Functionality and Configuring Email Notifications on April 25, 2024.
  - County-wide Cloudpermit User Group
    - An in-person meeting occurred February 8 at the County office with representatives from Cloudpermit, County and Township Planning Staff to:
      1. Review and demonstrate the previous year’s released features.
      2. Discuss some of the challenges the Peterborough community has had with Cloudpermit.
    - A regular meeting took place on February 15, 2024. The approach to moving forward with the Planning module as a group was discussed with the hope of having standardized applications forms between all lower tiers.
  - County of Peterborough Official Plan
    - The Technical Advisory Committee (TAC) for the County Official Plan (OP) met on February 15, 2024 and March 21, 2024.

- Meeting minutes were/will be included on February 20 and the March 5 Township Council Meeting Agendas.
- The County's new Official Plan remains in queue with the Minister.
- TAC continued review of adopted OP recommending changes based on draft Provincial Planning Statement (PPS) policy.
- The next meeting is scheduled for April 18, 2024.
  
- Source Protection Municipal Working Group
  - The next meeting is at the call of the Co-Chairs.
  
- Otonabee Region Water Response Team Meeting
  - The next meeting is anticipated for early 2024.
  
- Pre-Consultations, PSR's and Inquiries
  - Pre-Consultations
    - 4 Pre-consultations have been completed to date. All have been initiated through the County as County Planning Approval would be required for each proposal (i.e. OPA, Plan of Subdivision, Severance etc).
  
  - Preliminary Severance Reviews (PSR's)
    - 6 PSRs have been completed to date.
  
  - Inquiries
    - Responded to various inquires, correspondence and applications under the Planning Act including reviewing proposals in light of the existing and new Official Plan and proposed PPS.
    - ~ 34 property inquires completed to date.
  
- Applications
  - Severances (County Approval)
    - 6 applications received to date.
  
  - Minor Variances
    - 1 application deferred December 8, 2023 and January 19, 2024 to allow the Applicant time to provide additional information. Next anticipated Committee of Adjustment meeting is April 12, 2024.
    - No new applications received to date.
  
  - Zoning By-law Amendments (ZBA)
    - 8 ZBA applications received to date.

- Public Meeting held February 20, 2024 for R-01-24 (Leahy), R-02-24 (Kelly). No appeals received.
- Public Meeting held March 19, 2024 for R-03-24 (Smith) and R-04-24 (Murphy). Notice of Passing to be provided within 15 days (April 3, 2024).
- Public Meeting scheduled for April 2, 2024 for R-06-24 (Girard).
- Public Meeting for R-05-24 (LCS), R-07-24 (Irwin Inn) and R-08-24 (McMahon) to be scheduled for April 16, 2024.
  
- Official Plan Amendments (County Approval)
  - No new applications to report.
  
- Site Plans
  - No new applications to report.
  
- Subdivisions (County Approval)
  - 15T-21006 (Clancy) draft plan approved November 24, 2023. Planning Staff and the Township's Engineering firm have been working with the Developer and their Consultant towards satisfying draft plan conditions (cash-in-lieu of parkland, street lighting plan, and road naming policy). Discussions occurred regarding preliminary earthworks/site grading (possible pre-servicing agreement). Draft Plan Approval lapses November 3, 2026.
  - 15T-90011 (Hall's Glen) peer review completed of 2<sup>nd</sup> Detailed Engineering Submission on December 5, 2023, some outstanding items still to be addressed. Notice was received from the developer that some tree clearing would be occurring. No permits required from ORCA. Township staff conveyed flexibility and consideration to accommodate revision of Draft Plan Condition 10 to assume ownership of Blocks 53, 54, and 55. The development team is getting ready to provide the third engineering submission. However, given the required peer review and potential comments to address, the team will be seeking another extension to draft plan as an assurance that they will be able to satisfy conditions. Draft Plan Approval lapses September 14, 2024.
  - 15T-23001 (Riel) Notice of complete application provided April 13, 2023. No public meeting required. Peer review on-going. Staff continue to respond to comments from the public. Management Team comments have been sent to the County. Anticipate meeting as Management Team once second submission package is received from the Developer in order to review and provide comment.

- Other
  - On-going review of proposed changes to planning legislation i.e. Bill 150 Legislation to Reverse Certain Provincial Planning Decisions (Royal Assent December 6, 2023); Bill 97, Helping Homebuyers, Protecting Tenants Act, 2023 (Royal Assent June 8, 2023), Ontario Regulation 254/23: Prescribed Areas – Section 41 of the Planning Act (Site Plan Control Area) (Filed and in effect August 9, 2023), Proposed Provincial Planning Statement (comment period closed August 4, 2023).
  - Began providing information requested for the Development Charges Study (March 21, 2024).
  - Participated in the MTO - Highway Corridor Management System: Land Development Review Module on February 13, 2024. The Ministry of Transportation (MTO) is modernizing the way that it reviews and comments on land development applications by moving to an on-line process using a new Land Development Review (LDR) module in the Highway Corridor Management System (HCMS).
  - Participated in 2023 Year-End Budget to Actuals Review with Interim Treasurer (March 21, 2024).



**Report Approval Details**

Document Title:	Committee of the Whole - Planning Department Update - February - March 2024.docx
Attachments:	
Final Approval Date:	Mar 21, 2024

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 being completed by the Building Department:

#### General

- Emergency Addressing
  - Accessory dwelling units
    - undertake wayfinding and numbering policy and procedural adjustments
    - identify current units not yet assigned distinctive addressing
  - Attend N.G. 911 County wide working group meeting
- Permit renewal
  - 370 files actioned
- Septic Reinspection Program
  - Created dedicated webpage for reinspection program, consisting of:
    - program information
    - searchable database for specific property zones
    - online fillable questionnaire for properties being inspected in the 2024 year.
    - questionnaire is automatically submitted to the department once completed
- PPH Septic Program
  - Attended PPH led septic program transfer workshops
    - attended by all municipalities within the County. Promotes consistency in interpretation and enforcement.

#### Planning

- Completed site visits and prepared reports to assist in approval process for planning applications.
- Attended and provided comments on Planning Pre-Consultations (Township and County initiated).

#### Permitting

- Approximately 40% reduction in submitted applications compared to 2023
- Attended site visits and meetings to assist applicants prior to their permit submission

#### Enforcement

- Responded to multiple new and ongoing enforcement issues (animals, property standards, construction without permit, etc.).

#### Livestock

- Completed valuations for 3 killed/injured livestock

**Report Approval Details**

Document Title:	CoW - April 2024.docx
Attachments:	
Final Approval Date:	Apr 3, 2024

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

Martina Chait-Hartwig

This report includes February and March 2024 call data, as well as department updates from Douro-Dummer Fire Services for the same time period.

**Overview:**

- Training included:
  - Rapid Intervention Team Roles & Responsibilities
  - Ropes & Knots
  - Ice Water Rescue Practical Skills
  - Wildland Fire, theory and practical skills
  - First Responder & Basic Life Support Recertification
  - Lithium battery fires and thermal imaging
  - Vehicle, equipment and station maintenance
- Fire Public Education
  - Swim to Survive program delivered to grade 3's at St. Joseph's school
  - Story time and fire safety flash cards for grade 2's at St. Joseph's school – preparing for grade 3 Swim to Survive program

**Fire Department Vehicle Information:**

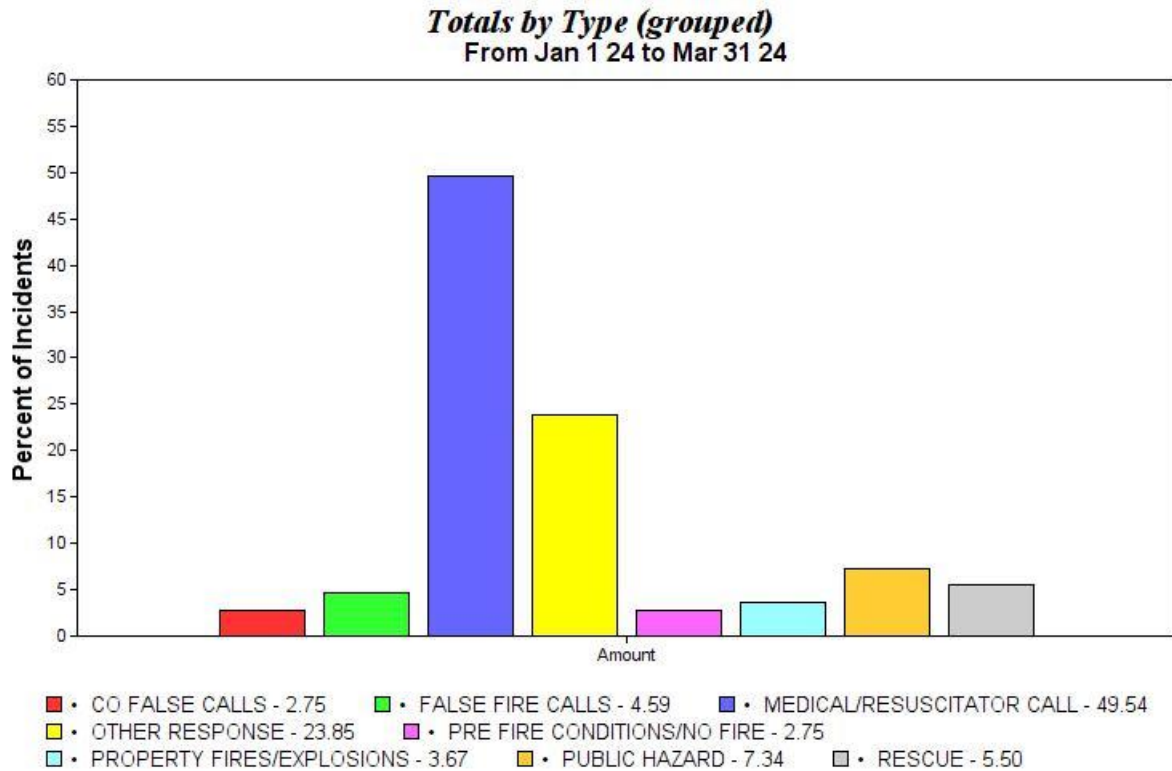
- Pump 2 warranty repair – EGR pressure sensor
- Pump 22 pressure governor replaced

**Fire Administration Specific:**

- Participate with Strategic Plan meetings
- Participate with Fire Marshal Public Education/Prevention session
- Participate in managers meetings, Council, C.O.W, County Chiefs, County paging meetings, Rural/Suburban committee meetings, Pre-Consultation meetings, Ptbo. City/County Emergency Management Meeting, Ontario Association of Fire Chiefs (O AFC) Rural Suburban Committee Meetings, O AFC Town Hall Meeting,
- Coordinate and participate in meetings and interviews for Master Fire Plan and Community Risk Assessment process
- Consultation meetings with MNRF
- Applied and received grant from Wawanesa Insurance for Fire Smart Initiatives
- Eastern Ontario Emergency Training Academy (EOETA) Board and AGM meetings
- Participate in interviews for new Executive Director for EOETA
- Attended Mutual Aid County Coordinators Symposium

**Fire Response Specific:**

- Attended Dispatch meeting and worked through transition of new system at Ptbo. Fire in preparedness for NG911
- Final review of new paging project – agreement to come to Council shortly
- Calls for help in February totalled 42, and March totalled 25, for a total 1<sup>st</sup> quarter of 110 calls, 152 station deployments, and 233 apparatus responses. Medical calls accounted for 50% of our calls.



“Other Response” call types included in this graph are automatic aid, mutual aid, assisting other agency, and other public service

**Report Approval Details**

Document Title:	1st Quarter Fire Services Update 2024.docx
Attachments:	
Final Approval Date:	Apr 2, 2024

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

Martina Chait-Hartwig

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

- HR Updates
  - Our current Payroll and Finance Clerk provided us with three weeks notice and we have been recruiting the replacement. The job ad was posted on March 18<sup>th</sup> and closes April 3<sup>rd</sup>. It is likely that the new employee will begin in May but we do have Payroll and Accounts Payable being covered by other Finance staff.
- Year-end/beginning
  - Issued T4's which was earlier than previous years.
  - Have been reviewing 2023 year-end with the managers and making adjusting entries as required. A report will be brought forward to Council once 2022 audit is completed.
- Tax sales/registrations
  - Four properties are in position to be registered for tax sale. Once registered the owner will have 1 year to settle the account by paying the cancellation price. The cancellation price includes all tax arrears owing at a point in time along with all current taxes owing, interest and penalties and all reasonable costs incurred by the municipality related to the registration process. If payment is not received during the year the property will move to tax sale.
- Year-end/Audit
  - 2021 – the audit has been completed.
  - 2022 – the auditors will be on site the week of April 22<sup>nd</sup> and will be presenting statements prior to summer.
  - 2023 – It is anticipated that we will begin this audit in August/September at present statements in October/November.
- Current Projects
  - Online Payment Portal – We have been working with our website provider to create an online payment portal. We are in the final stages of creating the portal and will hopefully be rolling it out shortly.
    - As part of this process, we have been working with our other software providers (Cloud Permit, Book King, etc) and reviewing their online payment options. We will be working with Book King and Cloud Permit to implement online payment options through their websites.
    - The Book King portal will also allow for residents to review available rental times available and submit a request for a rental which can then be approved virtually and remove the requirement for someone to call in to the Township and hopefully reduce the time spent on inquiries.





**Report Approval Details**

Document Title:	Finance Department - April 2024.docx
Attachments:	
Final Approval Date:	Apr 2, 2024

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

Martina Chait-Hartwig

## Clerk's Department Report – January to February 2024

### Legislative Services:

For the year to date, there were:

- 5 Regular Council Meetings
- 1 Committee of Adjustment Meeting
- 3 Special Council Meetings
- 1 Police Services Board Meeting
- 2 Committee of the Whole Meetings

For the year of 2024 so far:

- Public Inquiries and Requests: The department has been actively responding to various inquiries and requests from the public and stakeholders.
- Prepared agendas and minutes for a variety of Council and Committee meetings.
- Lottery Licenses: The department is in the process of issuing a lottery licence under the new Lottery Licence By-law. Notice of the Licence will be provided once issued as per the By-law.
- Records Management: The new Records Retention By-law was recently approved. Work is underway for the creation of new policies and procedures to implement the new By-law and Schedule. Staff are currently investigating records management software and options to digitize paper records.
- Planning Department Support: Support to the Planning Department with the execution of various agreements and legal requirements for Planning Act Applications on an as-needed basis.
- Annual reporting to the Information and Privacy Commissioner has been completed. There have been seven FOI submitted this year, six have been closed and one is in progress.
- There have been four complaints received via the Township's Complaint Policy, three have been closed and one is being addressed as a property standards complaint.

- Police Services Board: Mayor Watson remains the Council appointee for the Board. The Board has joined the Ontario Association of Police Services Boards (OAPSB) Zone 3. I attended the recent Zone 3 meeting held in Newmarket Ontario.

General Department Projects and Training:

- Completed the transition of CAO files from Elana to myself along with updates on current issues.
- The recruitment process for the CAO position has begun. Advertisements for the position have been posted by Patrick Rowan of Feldman Daxon Partners Inc. All correspondence with potential candidates is conducted via his office.
- Placement Student Program: Eva Baldi was our Winter 2023-2024 Student Intern from Trent University. Her time was mainly focused on assisting the Clerk's Department with an update to the Township's Line Fences Act By-law and processes. She has completed her time with us and has presented a new Line Fences Program to Council including a report, new By-laws, a new Policy and Procedure and a public education document.
- The Clerk's Department has submitted the nominations gathered from Council, staff and residents for the Peterborough County Awards. The awards will be hosted in May at the Douro Community Centre and the staff are actively working with the County on the organization of the event.
- The Township's Draft Strategic Plan was presented to Council. Council requested that the draft Plan be brought back to the Committee of the Whole for discussion and that the public survey remain active until April 3, 2024. The Clerk's Department is providing support and logistics for the project and has participated in various meetings.
- Participated with Elana in a meeting regarding the Fire Master Plan.
- Completed performance reviews for staff in the department.
- Prepared various reports to Council and Committees and associated Policies and By-laws.
- Support By-law Enforcement with the processing of By-law Enforcement requests and Request for Service notices that are received.

- 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.
- AMCTO's Municipal Elections Act Working Group, which I am the Chair has completed its review of the Act and formally submitted its recommendations to the Province. I continue to hold the positions of Vice Chair of AMCTO's Legislative and Policy Advisory Committee and the Chair of the Peterborough County Municipal Managers, Clerks and Treasurers Association.

- Participate in calls with CAOs from across the County to discuss common issues and share best practices (OPP Detachment Board, Economic Development, Waste Collection)
- Continue to meet with staff, consultants and legal representatives on the construction of the joint fire & public works building
- Facilitate weekly management meetings including all staff as required
- Participated in a number of meetings regarding the development of the Strategic Plan for the Township
- Participated in various webinars, Housing Enabling Waster Systems Fund, Labour Trends, DEI training
- Complaints resolution with residents, some involving in person meetings
- Manage the HR issues including contracts, staff performance/discipline
- Completed performance evaluations for all senior staff
- Met with Auditors regarding the status of municipal audits
- Researched options for Short Term Rentals including speaking with other municipalities and firms that assist with governing.
- Facilitated a meeting with the County of Peterborough, the City of Peterborough and Otonabee South Monaghan to discuss the safety concerns at County Rd. 4 and Television Road
- Participated in Fire Master Plan kick off meeting
- Participated in a meeting with Enbridge Gas on potential expansion
- Worked with the Ministry and legal representatives to finalize agreement on Stony Lake Transfer station site
- Participated in discussions about development potential in the Township.

**\*\*\*Television Road and County Road 4 Intersection Meeting Follow-up.**

On January 31<sup>st</sup> staff met with representatives from the County of Peterborough, the City of Peterborough and the Township of Otonabee South Monaghan to discuss the safety concerns at the intersection of Television Road and County Road 4.

Following the meeting, Blair Nelson from the City of Peterborough offered the following comments via email.

*In follow-up to the virtual meeting held last week please note the following information:*

*Two legs and the centre of the subject intersection currently falls within City of Peterborough boundaries with Peterborough County being the road authority of the east leg and the Township of Douro-Dummer being the road authority of the north leg just outside of the intersection.*

*The City of Peterborough Transportation Master Plan (TMP) has this intersection recommended for operational improvements (signals or roundabout) in the medium term (10-20 years). It is also recommended from the TMP that this area will be part of special study area "C" and subject to further study and coordination with the County and Townships.*

*The City resurfaced this intersection earlier this year as part of the Parkhill Road and Television Road pavement preservation works. As part of the resurfacing there was some temporary pavement marking tape that was installed to temporarily illustrate stop bars and lane separation lines. This temporary tape typically wears off in the short term but in this circumstance some of the tape still remains. I understand from your comments that you have received some enquiries about the these line markings. The City is working with the contractor that installed the new asphalt and line markings to have the temporary tape removed. We will advise when it is complete.*

Township staff sent a follow up email on March 12<sup>th</sup> requesting confirmation that the tape had been removed and that discussion regarding a flashing light on the stop signs wasn't permitted as there was a flashing light overhead. The following response was received.

*City forces attended the location and removed some of the remaining temporary traffic tape. Unfortunately, they were not able to remove all of the remaining tape at that time and have not had available resources to be able to return to complete.*

*This still remains an action item and I will inform once the remaining temporary traffic paint is removed.*

*With regards to flashing lights on the stop signs please note that there is currently an overhead, all-way, red, flashing beacon at this location. Please contact me if you have any further questions or require additional information. Thank you.*

County Staff offered the following comments and suggested reviewing the County of Peterborough Traffic Master Plan for any additional information related to that intersection.

*With respect to the info shown on page 114 that references CR 4 and Television Road, we do have a bit more info in an expanded table. It identifies an EA occurring sometime after the next scheduled TMP Update (i.e. 4 years). I checked with staff and no other initiatives have been discussed lately.*

*Hope this helps as background information.*

Although it was agreed that all parties would be willing to work together toward a solution it did not appear that there was a temporary solution at this time and it is something that will have to be thoroughly investigated when appropriate.



**Recommendation:**

That the C.A.O.-2024-15 report, dated April 9, 2024, regarding the Draft Township of Douro-Dummer Strategic Plan be received and that the Committee of the Whole provide direction to staff on the Draft Plan specifically regarding whether they wish to see one core purpose or a mission and a vision statement and whether there are any changes that need to be made prior to it going back to Council for approval.

**Overview:**

At the Council meeting held on March 19, 2024, Council received a presentation from Lynn van der Linde of Quarry Consulting regarding the Draft 2023-2027 Strategic Plan. Council also heard from a delegation and 5 public commenters regarding the Draft Plan. In response, Council passed the following Resolution:

**Resolution Number 076-2024**

Moved by: Councillor Johnston

Seconded by: Councillor Vervoort

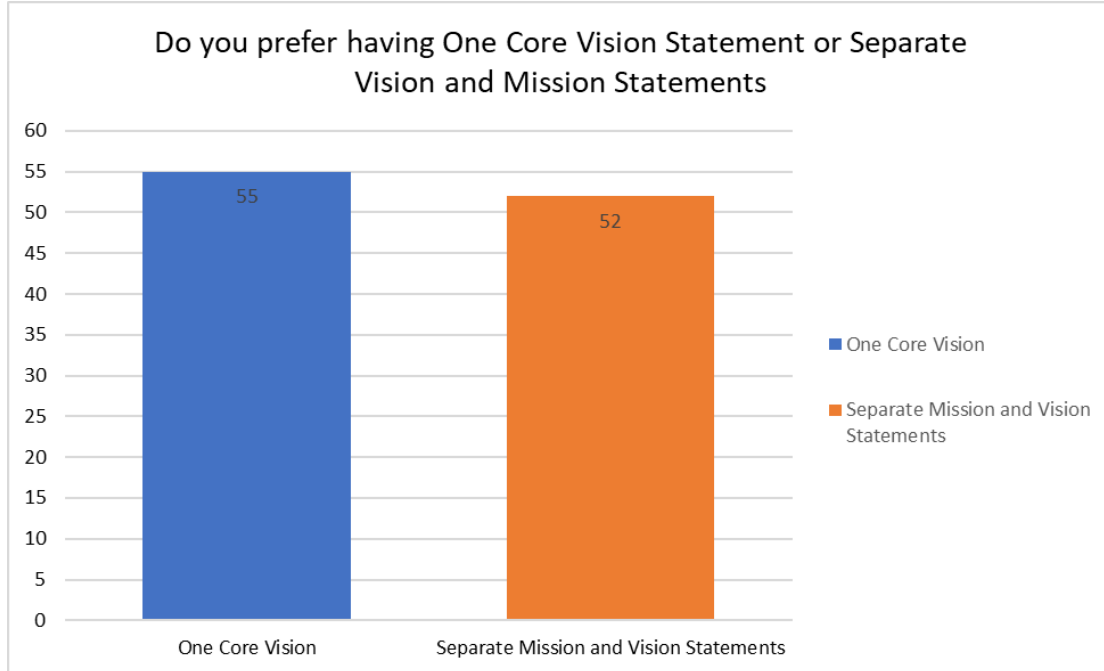
That the public comments made regarding Item 8.2 Draft 2023-2027 Strategic Plan be reviewed and the discussion of the Draft 2023-2027 Strategic Plan be deferred to the April 9, 2024 Committee of the Whole Meeting and;

That the Draft Strategic Plan survey be reopened to the public until April 3, 2024.

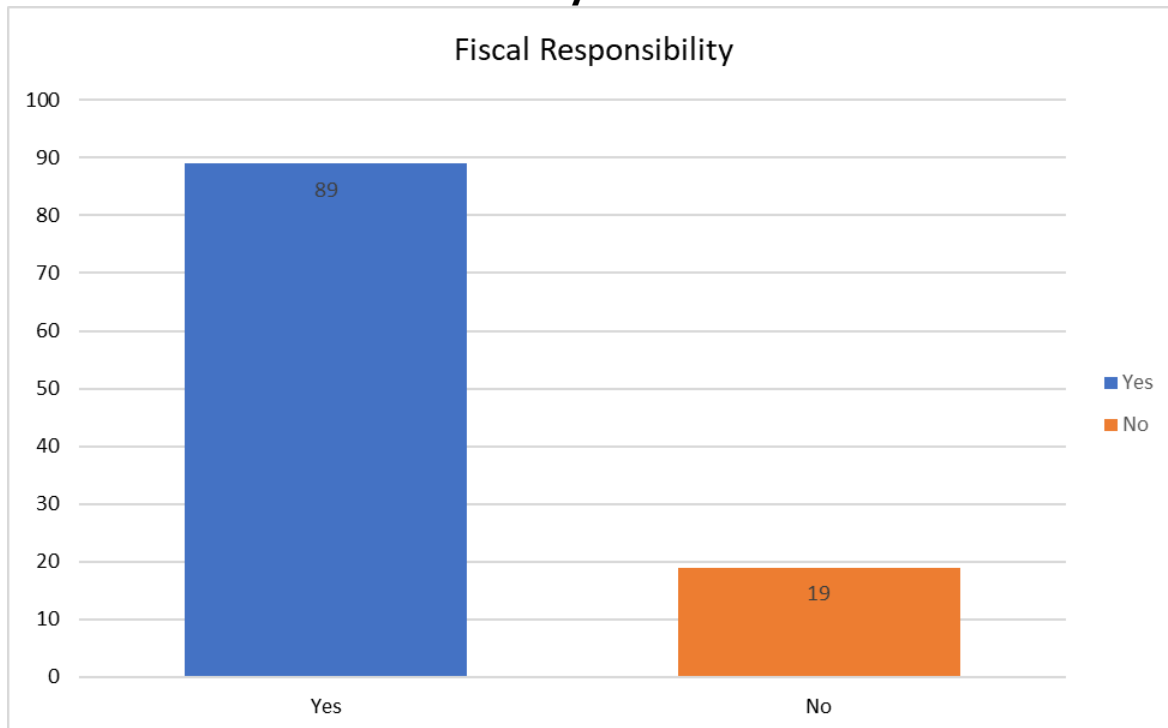
Carried

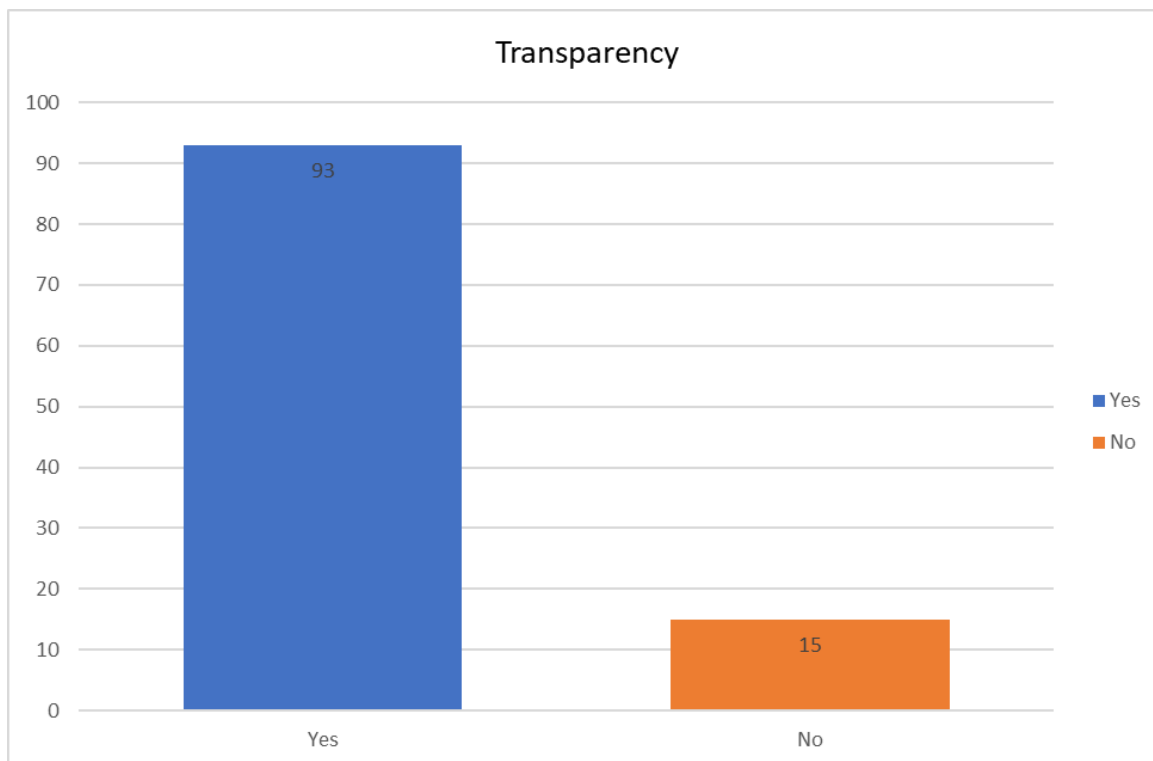
In response to Council's direction, the survey was reopened and notice was placed in a pop-up and a news article about the reopening of the survey until the morning of April 3, 2024. The message was also posted on the Township social media channels. Further to the option to complete the survey, information was also provided on how to provide comments that were too long for the survey to the Clerk regarding the Plan.

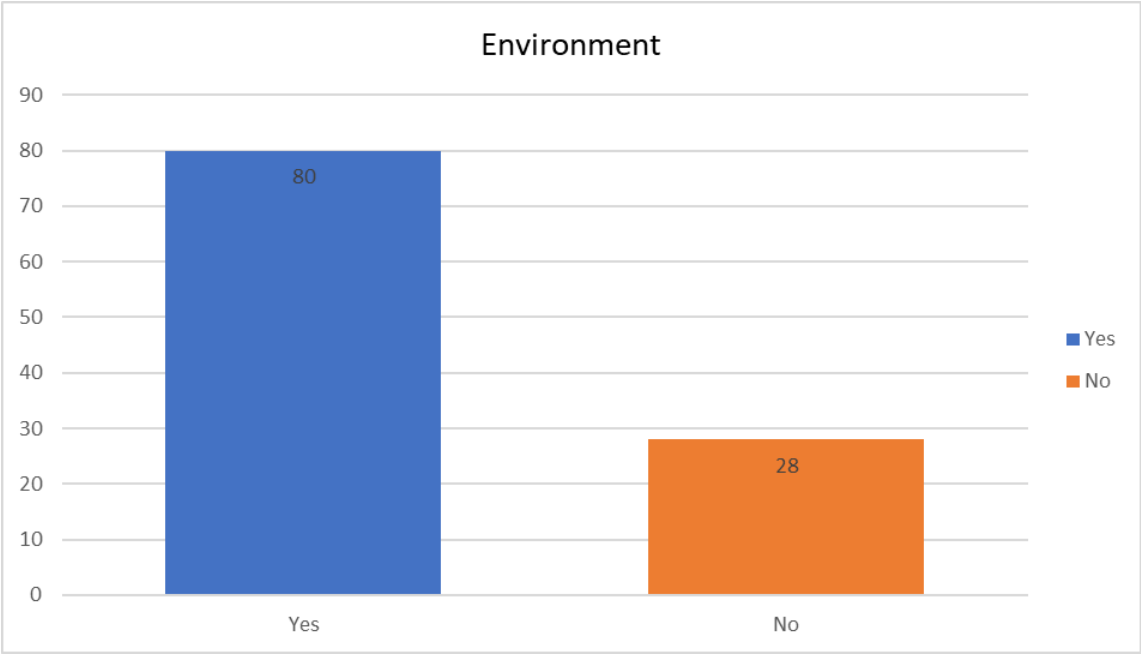
In response to reopening the survey, the survey was accessed 351 times including the 48 times from the first round. Of those 351 times the survey was accessed, 108 responses were received. Please see the charts below regarding the responses to each of the questions on the survey.



**Do you agree with the Core Values outlined in the Draft Strategic Plan to guide the Municipality on achieving its strategic priorities? Please review each Core Values below and chose yes or no.**







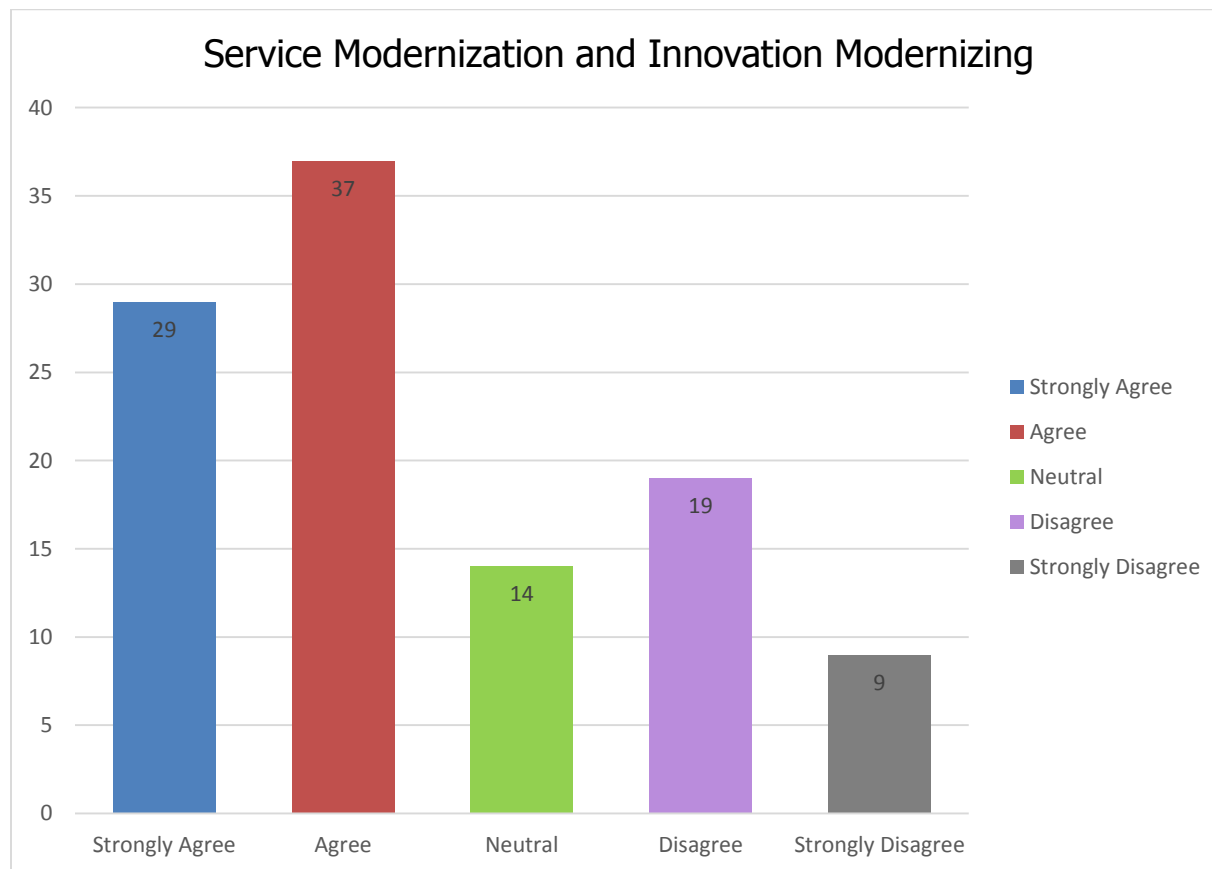
**Please rate the three Strategic Pillars identified as priorities for the Municipality to address in both the short-term (1-2 years) and longer-term (3-5 years)?**

### **Service Modernization and Innovation**

Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.

Objectives:

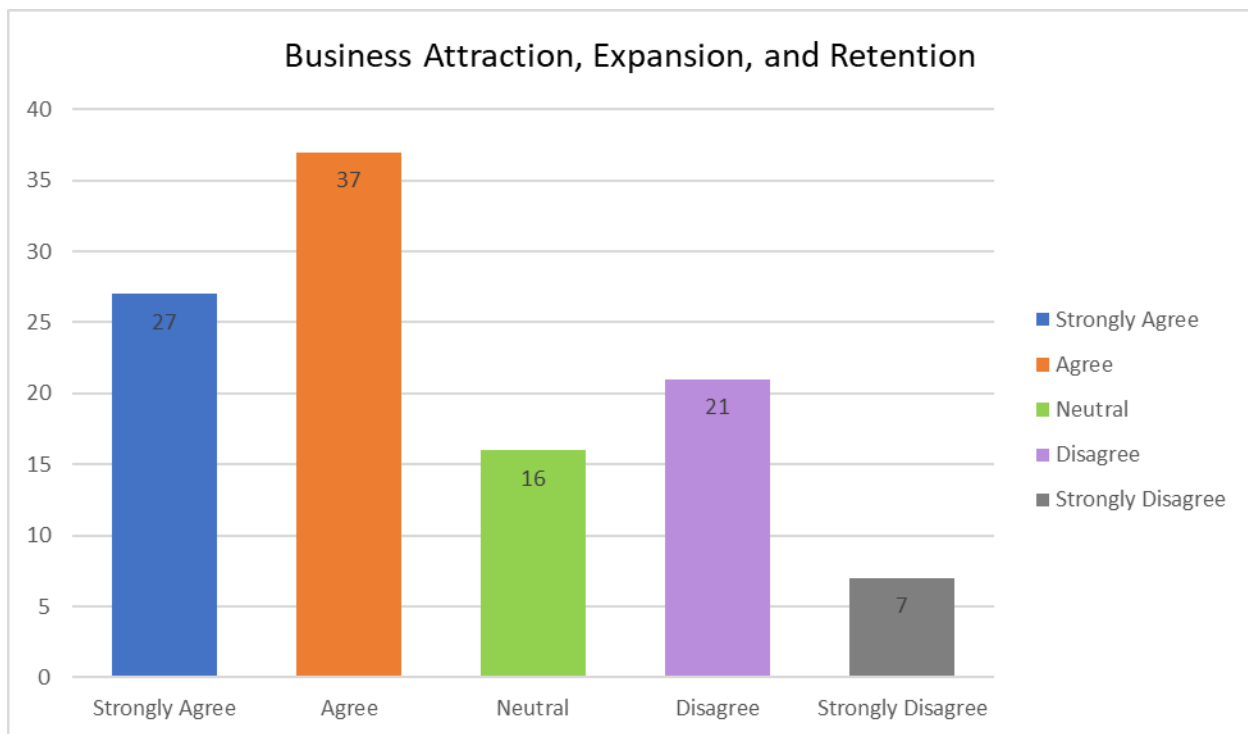
1. Continue to modernize and improve services, processes, and outcomes for our community.
2. Update our website with a cleaner interface and easier access to information.
3. Maintain a document management and retention system with a focus on public accessibility.
4. Provide online community engagement where residents can sign up to receive information.



### Business Attraction, Expansion, and Retention

Business attraction, expansion, and retention is vital for the economic health and sustainability of the Township. It contributes to many aspects of development including job creation, tax revenue, while strengthening our economy, investing in innovation, maintaining our quality of life, and supporting community stability.

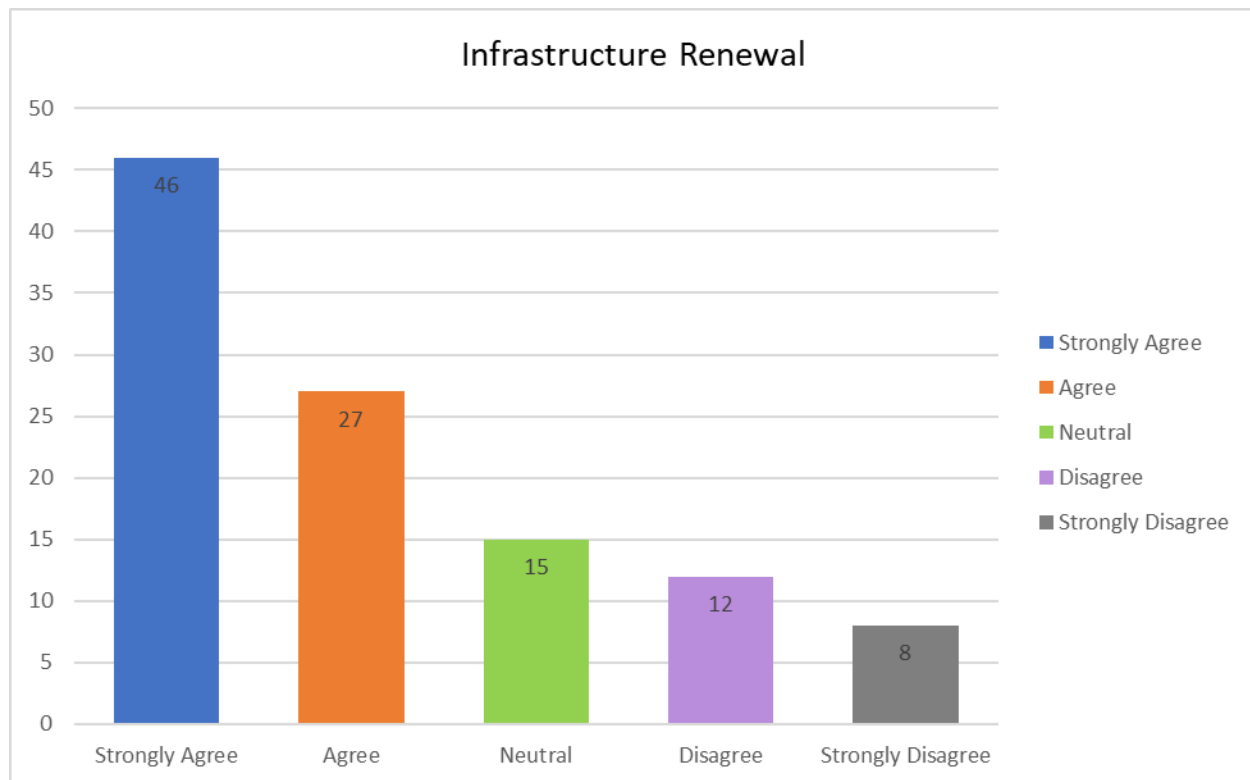
1. Promote our Township through story-telling about who we are, what we do, and our brand identity.
2. Improve our community signage throughout the Township, making it easier for residents and visitors to navigate our spaces.
3. Expedite the completion of our Comprehensive Zoning By-law, to ensure that land is properly zoned and designated for commercial and industrial development.
4. Provide incentives to new and growing businesses while ensuring existing businesses have opportunities to flourish.



### Infrastructure Renewal

Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

1. Prioritize roads where surface treatments are obtainable, and upgrade roads based on regular needs assessments.
2. Put an actionable and measurable plan in place to replace or repair aging infrastructure of all Municipal facilities.
3. Make asset management a core focus of the budget process to ensure funds are being dedicated to improvement and maintenance of infrastructure.



Of the responses received, 17 respondents used the comment section. The comments were wide ranging and many of them contained various items. An overview of the themes and the number of comments received regarding each theme are as follows:

- Comments in opposition to the Draft Plan or the creation of a Township Strategic Plan: 12
- Comment in support of the Draft Plan: 3
- Comments regarding individual Council and Staff members: 7
- Comments regarding the survey: 12
- Comments regarding Zoning By-law and Housing: 1
- Consultation and Reconciliation with Indigenous community: 2

- Concerns regarding reliance/use of digital technology: 4
- Questions regarding last Strategic Plan: 2
- Request for Accessibility Improvements/Supports: 1
- Request for change in wording: 6
- Request for financial information/impact of the plan: 7
- Request for increase of environmental protections: 7
- Request for increase of green space/playgrounds/facilities: 5
- Request for increase in the use of non-digital communications/town hall style meetings: 8
- Request for increase support of agriculture: 3
- Request for increased support for local businesses: 7
- Request for road work: 5
- Support of Plan and/or Current Services: 3

Further to the results from the survey, we also received a written submission regarding the Land Acknowledgement and edits that could be made so that it better reflects the history of land and the relationship with First Nation residents and neighbours. A copy of that submission is attached to this report.

It should be noted that in a Strategic Planning exercise, once a Plan has been approved, there is the creation of an Action Plan which lays out the tasks and projects needed to bring the Plan into fruition along with the metrics that will be used to track the success of the plan and a timeline for those actions. Each of the items on the Action Plan will need to be evaluated by Council and reviewed during budget deliberations to weigh their financial impact. The Action Plan will need to be reviewed and approved by Council, the public has the ability to make deputations or to sign up to be a public commenter. Further to that, the annual Budget process typically takes place over a number of months and offers many opportunities for public comment and suggestions whether it is through formal budget requests, speaking or submitting material at the formal Public Meeting for the Budget or via deputations to Council and the Public Comment Period.

### **Conclusion:**

Council had requested that the Draft Strategic Plan be held so that the Committee of the Whole could have additional time to review the Plan and to provide members of the public the opportunity to complete the survey and/or send in comments.

The Committee has the opportunity to make recommendations regarding the Draft Plan to Council including direction on the having one Core Vision Statement or separate Vision and Mission Statements and edits to the Core Values and/or the Strategic Pillars. The Committee can also make recommendations regarding the Land Acknowledgement and any changes they wish to see.

**Financial Impact:** None at this time.





**Report Approval Details**

Document Title:	Draft Township of Douro-Dummer Strategic Plan .docx
Attachments:	<ul style="list-style-type: none"> <li>- Douro-Dummer Draft Strategic Plan - 19 March 2024.pdf</li> <li>- Douro-Dummer Final Draft Strategic Plan Review_19 March 2024.pdf</li> <li>- Douro-Dummer Strategic Plan 2023-27 Executive Summary.pdf</li> <li>- Letter for Committee - Draft Strategic Plan - Douro-Dummer_Redacted.pdf</li> </ul>
Final Approval Date:	Apr 4, 2024

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

Martina Chait-Hartwig





# **Township of Douro-Dummer** Strategic Plan

**2023-2027**







# A Message From Heather Watson, Mayor of Douro-Dummer

Dear Residents and Community Members,

I am pleased to present Douro-Dummer's new strategic plan, a roadmap that charts the course for a vibrant and sustainable future. This strategic plan is the result of collaboration among residents, staff, and council members, each contributing their insights and aspirations for our community.

Our commitment to making this Township a great place to raise a family, live, work, and play is at the heart of our strategic vision. We understand the importance of fostering a community where everyone feels a sense of belonging, and we are dedicated to preserving and enhancing the qualities that make our Township unique. In developing this plan, we listened to your voices, recognizing the significance of engaging with the public and acting upon your valuable feedback. Together, we aim to work seamlessly with our dedicated staff and council to implement initiatives that enhance the quality of life for all residents.

Our priorities are clear: making this community a better place, serving the needs of current and future residents, and remaining vigilant to changes in our dynamic community. As we look to the future, we are committed to preserving the traditions that define us, ensuring that growth occurs in a sustainable manner that respects our heritage.

Safety is paramount, and we are steadfast in our commitment to protecting the community and creating a safer environment for everyone. We recognize our financial obligations and are dedicated to ensuring the long-term viability of our Township. Delivering services efficiently remains a cornerstone of our mission, meeting the diverse needs of our residents.

We know that building strong relationships with other levels of government is essential to securing the support needed for the prosperity of our community. Transparency is a guiding principle, ensuring that our operations and practices are open and accessible to all.

Preserving and protecting our natural features is a shared responsibility. We are committed to the efficient use of lands and resources, fostering growth in a sustainable way that safeguards our environment for future generations.

Together, let us embark on this journey to shape the future of our Township. Your engagement, ideas, and support are crucial to the success of our shared vision. I invite each of you to actively participate in the realization of our strategic goals, as we work hand in hand to create a Township that we are all proud to call home.

Sincerely,

[Mayor's Signature]

Heather Watson  
Mayor, Douro-Dummer

# Land Acknowledgement and Introduction

## Land Acknowledgement

We acknowledge that this strategic plan was developed for the Township of Douro-Dummer, which is located on Treaty 20 territory on lands traditionally used and occupied by Indigenous nations including the Wendake-Nionwentsii, the Mississauga, the Haudenosaunee, and the Anishinabewaki peoples. With this in mind, we wish to acknowledge this land and to recognize the long history of First Nations and Métis Peoples in Ontario and show them our respect and appreciation for the opportunity to work on this land.

Miigwetch, Marsee, Nia-wen, and Thank You.

## Introduction

Douro-Dummer is a close-knit community of close to 7000 primary and secondary residents located in Peterborough County along the Trent-Severn Waterway. It is characterized by a blend of residential and agricultural properties, with small villages and hamlets scattered throughout the Township. The Township is known for its outdoor activities such as hiking, fishing, and boating, due to its abundance of lakes and green spaces within its 674 square kilometers. It is also home to various cultural and community events that bring residents together.

Douro-Dummer provides a tranquil and idyllic setting for individuals and families seeking a rural lifestyle while still having access to the amenities of nearby urban centers, including Peterborough, as well as the Greater Toronto Area just a couple of hours away.

Township leaders seek to build economic prosperity while balancing strong community spirit and rich natural experiences.

**~ 7000**  
primary & secondary community residents  
**674 sq kms**  
of natural abundance





# Our Vision

## Core Purpose

Douro-Dummer is a thriving community that celebrates the beauty of nature through regenerative and sustainable environmental practices, promotes opportunities for growth by attracting and retaining small businesses to the area, and fosters a sense of pride and belonging in the community through active communication and collaboration between the Township and its residents.

## Vision

Where the beauty of nature, opportunities for growth, and sense of belonging create a proud community where the residents and visitors of Douro-Dummer can live and thrive.

## Mission

A prosperous, engaged, caring community where residents feel a sense of pride and belonging - celebrating our roots and growing sustainably.





# Our Core Values

While developing our new Strategic Plan and in discussion with residents, we heard a recurrence of some core values that are important to the residents of Douro-Dummer. These themes emerged from engagement with the Township's senior management and residents, and will guide the Township as we work towards achieving our strategic priorities.

## Fiscal Responsibility

Ensure we meet our financial obligations and long-term viability of our aging facilities, new capital assets, with a focus on affordable housing, opportunities for youth, accommodating aging populations, supporting our small businesses, and providing reliable internet.

## Transparency

Enhance two-way communication for collaborative growth, and continue to strengthen the bond between the municipality and its residents through active, reciprocal communication and collaboration. We look to continuously improve response times on building processes such as permits, inspections, approvals, and zoning; while operating in an open-for-business approach to make land available for employment and business development.

## Service Excellence

By investing in our workforce through promoting a healthy, supportive, and productive work environment we will foster a dedicated workforce for quality service. Residents can rely on regular, timely, and personalized responses and access to our council and Township staff with assurances of excellent municipal services.

## Environment

Encourage a regenerative and sustainable approach to smart growth and facilities design and construction. Land use planning efforts will consider all viewpoints to balance development with the need to protect our agricultural farmland, healthy green spaces, and recreational opportunities.





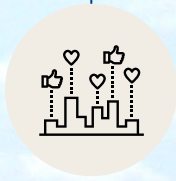
# Our Strategic Pillars



**Service Modernization and Innovation**



**Business Attraction, Expansion, and Retention**



**Infrastructure Renewal**



# Strategic Pillars



## Service Modernization and Innovation

Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.

1

**Continue to modernize and improve services, processes, and outcomes for our community.**

2

**Update our website with a cleaner interface and easier access to information.**

3

**Maintain a document management and retention system with a focus on public accessibility.**

4

**Provide online community engagement where residents can sign up to receive information.**



# Strategic Pillars



## Business Attraction, Expansion, and Retention

Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.

1

**Promote our Township through story-telling about who we are, what we do, and our brand identity.**

2

**Improve our community signage throughout the Township, making it easier for residents and visitors to navigate our spaces.**

3

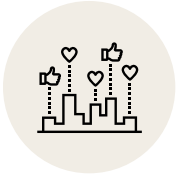
**Prepare for the completion of our comprehensive Zoning By-law, to ensure that land is properly zoned for commercial and industrial development.**

4

**Provide incentives to new and growing businesses while ensuring existing businesses have opportunities to flourish.**



# Strategic Pillars



## Infrastructure Renewal

Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

# 1

**Prioritize roads where surface treatments are obtainable, and upgrade roads based on regular needs assessments.**

# 2

**Put an actionable and measurable plan in place to replace or repair aging infrastructure of all Municipal facilities.**

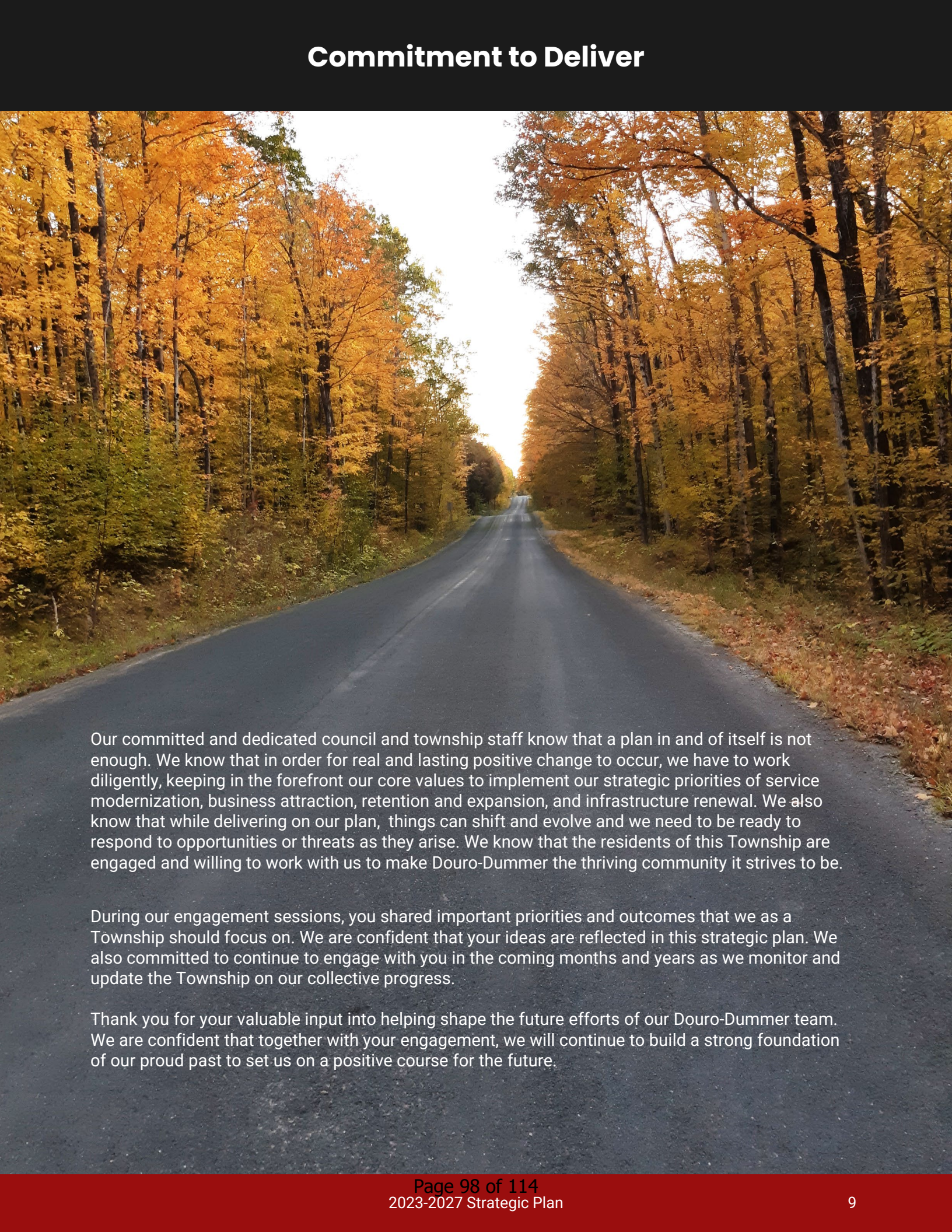
# 3

**Make asset management a core focus of the budget process to ensure funds are being dedicated to improvement and maintenance of infrastructure.**





# Commitment to Deliver



Our committed and dedicated council and township staff know that a plan in and of itself is not enough. We know that in order for real and lasting positive change to occur, we have to work diligently, keeping in the forefront our core values to implement our strategic priorities of service modernization, business attraction, retention and expansion, and infrastructure renewal. We also know that while delivering on our plan, things can shift and evolve and we need to be ready to respond to opportunities or threats as they arise. We know that the residents of this Township are engaged and willing to work with us to make Douro-Dummer the thriving community it strives to be.

During our engagement sessions, you shared important priorities and outcomes that we as a Township should focus on. We are confident that your ideas are reflected in this strategic plan. We also committed to continue to engage with you in the coming months and years as we monitor and update the Township on our collective progress.

Thank you for your valuable input into helping shape the future efforts of our Douro-Dummer team. We are confident that together with your engagement, we will continue to build a strong foundation of our proud past to set us on a positive course for the future.



# Township of Douro-Dummer Strategic Plan

## Review Draft Plan

19 March 2024



# Strategic Planning Work Completed

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September



Initial meetings  
with Council &  
Management

October



Summarize Key  
Issues &  
Opportunities

November



Host Public &  
Management  
Engagement  
Sessions

January  
February



Draft Strategic  
Plan and  
Executive  
Summary

Post Draft Plan  
and Community  
Survey

March



Refinements  
  
Council  
Endorsement &  
Approval

# Corporate Strategic Plan 2023 - 2027

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- ☐ Message from Mayor Watson
- ☐ Land Acknowledgement & Introduction
- ☐ Purpose, Vision, Mission
- ☐ Core Values
- ☐ Strategic Pillars & Objectives
- ☐ Commitment to Deliver



# Land Acknowledgement & Introduction

## Land Acknowledgement

We acknowledge that this strategic plan was developed for the Township of Douro-Dummer, which is located on Treaty 20 territory on lands traditionally used and occupied by Indigenous nations including the Wendake-Nionwentsii, the Mississauga, the Haudenosaunee, and the Anishinabewaki peoples. With this in mind, we wish to acknowledge this land and to recognize the long history of First Nations and Métis Peoples in Ontario and show them our respect and appreciation for the opportunity to work on this land.

## Introduction

Douro-Dummer is a close-knit community of **close to 7000 primary and secondary residents** located in Peterborough County along the Trent-Severn Waterway. It is characterized by a blend of residential and agricultural properties, with small villages and hamlets scattered throughout the Township. The Township is known for its outdoor activities such as hiking, fishing, and boating, due to its abundance of lakes and green spaces within its **674 square kilometers**. It is also home to various cultural and community events that bring residents together.

Douro-Dummer provides a tranquil and idyllic setting for individuals and families seeking a rural lifestyle while still having access to the amenities of nearby urban centers, including Peterborough, as well as the Greater Toronto Area just a couple of hours away.

Township leaders seek to build economic prosperity while balancing strong community spirit and rich natural experiences.

# Our Vision

## Option 1

### **Core Purpose**

Douro-Dummer is a thriving community that celebrates the beauty of nature through regenerative and sustainable environmental practices, promotes opportunities for growth by attracting and retaining small businesses to the area, and fosters a sense of pride and belonging in the community through active communication and collaboration between the Township and its residents.

## Option 2

### **Vision**

Where the beauty of nature, opportunities for growth, and sense of belonging create a proud community where the residents and visitors of Douro-Dummer can live and thrive.

### **Mission**

A prosperous, engaged, caring community where residents feel a sense of pride and belonging - celebrating our roots and growing sustainably.

# Our Core Values

While developing our new Strategic Plan and in discussion with residents, we heard a recurrence of some core values that are important to the residents of Douro-Dummer. These themes emerged from engagement with the Township's senior management and residents, and will guide the Township as we work towards achieving our strategic priorities.

✓ **Fiscal  
Responsibility**

✓ **Service  
Excellence**

✓ **Transparency**

✓ **Environment**

# Our Strategic Pillars

1

**Service  
Modernization  
and Innovation**

3

**Infrastructure  
Renewal**

2

**Business Attraction,  
Expansion, and Retention**

# Strategic Pillar 1



## **Service Modernization and Innovation**

Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.

1

**Continue to modernize and improve services, processes, and outcomes for our community.**

2

**Update our website with a cleaner interface and easier access to information.**

3

**Maintain a document management and retention system with a focus on public accessibility.**

4

**Provide online community engagement where residents can sign up to receive information.**

# Strategic Pillar 2



## **Business Attraction, Expansion, and Retention**

Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.

1

**Promote our Township through story-telling about who we are, what we do, and our brand identity.**

2

**Improve our community signage throughout the Township, making it easier for residents and visitors to navigate our spaces.**

3

**Prepare for the completion of our comprehensive Zoning By-law, to ensure that land is properly zoned for commercial and industrial development.**

4

**Provide incentives to new and growing businesses while ensuring existing businesses have opportunities to flourish.**

# Strategic Pillar 3



## Infrastructure Renewal

Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

1

**Prioritize roads where surface treatments are obtainable, and upgrade roads based on regular needs assessments.**

2

**Put an actionable and measurable plan in place to replace or repair aging infrastructure of all Municipal facilities.**

3

**Make asset management a core focus of the budget process to ensure funds are being dedicated to improvement and maintenance of infrastructure.**

# Commitment to Deliver

Our committed and dedicated council and township staff know that a plan in and of itself is not enough. We know that in order for real and lasting positive change to occur, we have to work diligently, keeping in the forefront our core values to implement our strategic priorities of service modernization, business attraction, retention and expansion, and infrastructure renewal. We also know that while delivering on our plan, things can shift and evolve and we need to be ready to respond to opportunities or threats as they arise. We know that the residents of this Township are engaged and willing to work with us to make Douro-Dummer the thriving community it strives to be.

During our engagement sessions, you shared important priorities and outcomes that we as a Township should focus on. We are confident that your ideas are reflected in this strategic plan. We also committed to continue to engage with you in the coming months and years as we monitor and update the Township on our collective progress.

Thank you for your valuable input into helping shape the future efforts of our Douro-Dummer team. We are confident that together with your engagement, we will continue to build a strong foundation of our proud past to set us on a positive course for the future.



# Council Actions – March 19, 2024

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## **1** ☐ **No Changes Needed:**

- ☐ Endorsement & Approval of Strategic Plan March 19, 2024

## **2** ☐ **Changes Needed:**

- ☐ Suggested edits to Quarry by March 22, 2024
- ☐ Final Strategic Plan Delivered March 27, 2024
- ☐ Endorsement & Approval of Strategic Plan April 2, 2024

thank you



# Supporting Documents with Township

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- ☐ Environmental Scan
- ☐ SWOT Analysis
- ☐ Output from Management Team sessions
- ☐ Output from Virtual and In-Person engagement sessions Nov 27-28, 2023
- ☐ Actions items for each Strategic Pillar Objective
- ☐ Results of the Public Survey

# Strategy At-A-Glance

## 2023-2027

### Our Vision

Douro-Dummer is a thriving community that celebrates the beauty of nature through regenerative and sustainable environmental practices, promotes opportunities for growth by attracting and retaining small businesses to the area, and fosters a sense of pride and belonging in the community through active communication and collaboration between the Township and its residents.

### Our Core Values

**Fiscal Responsibility      Transparency      Service Excellence      Environment**

### Strategic Pillars and Objectives



#### Service Modernization and Innovation

Continue to modernize and improve services, processes, and outcomes for our community.

Update our website with a cleaner interface and easier access to information.

Maintain a document management and retention system with a focus on public accessibility.

Provide online community engagement where residents can sign up to receive information.



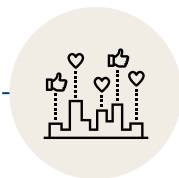
#### Business Attraction, Expansion, and Retention

Promote our Township through story-telling about who we are, what we do, and our brand identity.

Improve our community signage throughout the Township, making it easier for residents and visitors to navigate our spaces.

Prepare for the completion of our comprehensive Zoning By-law, to ensure that land is properly zoned for commercial and industrial development.

Provide incentives to new and growing businesses while ensuring existing businesses have opportunities to flourish.



#### Infrastructure Renewal

Prioritize roads where surface treatments are obtainable, and upgrade roads based on regular needs assessments.

Put an actionable and measurable plan in place to replace or repair aging infrastructure of all Municipal facilities.

Make asset management a core focus of the budget process to ensure funds are being dedicated to improvement and maintenance of infrastructure.



**From:** [REDACTED]  
**To:** [Martina Chait](#)  
**Subject:** Draft Strategic Plan - Douro-Dummer  
**Date:** Wednesday, April 3, 2024 10:03:29 PM

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Martina,  
As discussed, my comments.

" Submitting to a Land Acknowledgement in the draft Douro-Dummer Strategic Plan means the Township willfully and truly believes in what is being stated and is ready to answer all questions when someone becomes critical about the Acknowledgement. In order to fulfill this obligation, this means taking the time to research oral and historical documentation of the Townships rather than stating wide-ranging generalizations that continue the idea that First Nations are from the past. Land Acknowledgements must be written in collaboration by including First Nation people and especially those residing within Douro-Dummer Township, in a meaningful way. The Acknowledgement within this plan, in my opinion, certainly lacks these qualities and the qualities outlined within the Spirit of truth and Reconciliation (2015). It should be noted that Douro-Dummer Township was only formed on January 1, 1998 by the amalgamation of Dummer Township (1821) and Douro Township (1821). Much prior to this timeline, the Ojibwe people through warfare against the Haudenosaune at the request of the Hurons became the sole occupiers of this land, in which Douro-Dummer is situated. On November 05, 1818 in a location called Smith's Creek in the Township of Hope, Treaty 20 was signed between the British Crown and specific Ojibwe Anishinaabe Chiefs. This is the only Treaty signed between the Ojibwe and the British Crown in this area for use of the land. Water was not included in the negotiations. Moving forward, I suggest that the Douro-Dummer council recommend that further work must be initiated on the Draft Douro-Dummer Strategic Plan Land Acknowledgement. This must be done acknowledging the spirit of respect. The Council must remove the current draft Acknowledgement, which appears on its face value as merely a hodgepodge of Google searches of information."

Examples of required further work:

- a) Build real and genuine relationships by consulting with First Nation Families in Douro-Dummer about this Acknowledgement and plan.
- b) Do your homework, Correctly identify what First Nations have Treaty Rights within Douro-Dummer Township and who Douro-Dummer Township must consult with.
- c) Use past, present and future tenses when identifying Rights holders of the identified First Nations.
- d) Correctly use and correctly spell the Anishinaabe language when citing it.

Meegwetch,  
Brent Whetung  
[REDACTED]  
Douro-Dummer  
[REDACTED]