



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

**Wednesday, August 27, 2025, 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

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

	Pages
6. Reports - Managers' Updates, Planning-2025-15	
*6.8 Strategic Plan Implementation 2025 - 2027 - C.A.O.-2025-18	<i>1</i>
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Recommendation:

That the report C.A.O.-2025-18, dated August 27, 2025, regarding the Township of Douro-Dummer Strategic Plan implementation be received for information.

Overview:

The Township of Douro-Dummer Strategic Plan 2023 – 2027 was approved by Council May 7, 2024, and the implementation portion of the plan was brought forward to Council on March 18, 2025. The plan has been updated to include all known costing to date.

The Draft Implementation Plan (**attachment 1**) included thirty-eight (38) different actionable items categorized in eleven (11) objectives under three (3) pillars.

The chart below identifies the cost of implementation by objective:

Strategic Plan Pillar	Objectives	Cost for Implementation
Service Modernization and Innovation	Continue to modernize and improve services, processes, and outcomes for our community.	No hard costs, requires staff time.
	Update our website with a cleaner interface and easier access to information.	\$20,000 in 2025 budget
	Maintain a document management and retention system with a focus on public accessibility.	\$75,000 budgeted between 2025 – 2027.
	Provide online community engagement where residents can sign up to receive information.	New Corporate Services Assistant and scheduled activities budgeted at \$77,750 annually.
Business Attraction, Expansion, and Retention	Promote our Township through storytelling about who we are, what we do, and our brand identity.	Currently does not have a budget and relies on staff time and work by Township partners.
	Improve community signage.	\$12,500 in reserve and will potentially require more to update all signage.

	Prepare for the completion of our comprehensive Zoning By-law, to ensure that land is properly zoned and designated for commercial and industrial development.	\$100,000 has been budgeted and reserved to fund this project
	Provide incentives to new and growing businesses while ensuring existing businesses have opportunities to flourish.	Currently does not have a budget and relies on staff time and work by Township partners.
Infrastructure Renewal	Prioritize roads where surface treatment is obtainable, and upgrade roads based on regular needs assessments.	\$28,000 in 2025 for Roads Needs Study to develop a road maintenance and improvement plan.
	Put an actionable and measurable plan in place to replace or repair aging infrastructure of all Municipal facilities.	\$25,000 budgeted in 2025 for Building Condition Assessments for Municipal Facilities; \$50,000 estimated costs for a Recreation Master Plan and \$13,000,000 estimated for a new Public Works / Fire Hall in Warsaw.
	Make asset management a core focus of the budget process to ensure funds are being dedicated to improvement and maintenance of infrastructure.	\$20,000 budgeted for asset management plan updates and \$45,000 annually for the audit.

A number of key strategic plan actionable items are funded and either underway like the website update project or those funds have been reserved for future work like the update to the Comprehensive Zoning By-Law. There are a limited number of actions that will require current project work to be completed before staff can report what future funding will be required to fulfil the strategic plan's objective. For instance, the 2025 budget has funded current projects related to the Road's Needs Study and Building Conditions. In order to truly understand the current and future costs of infrastructure renewal this work needs to be completed.

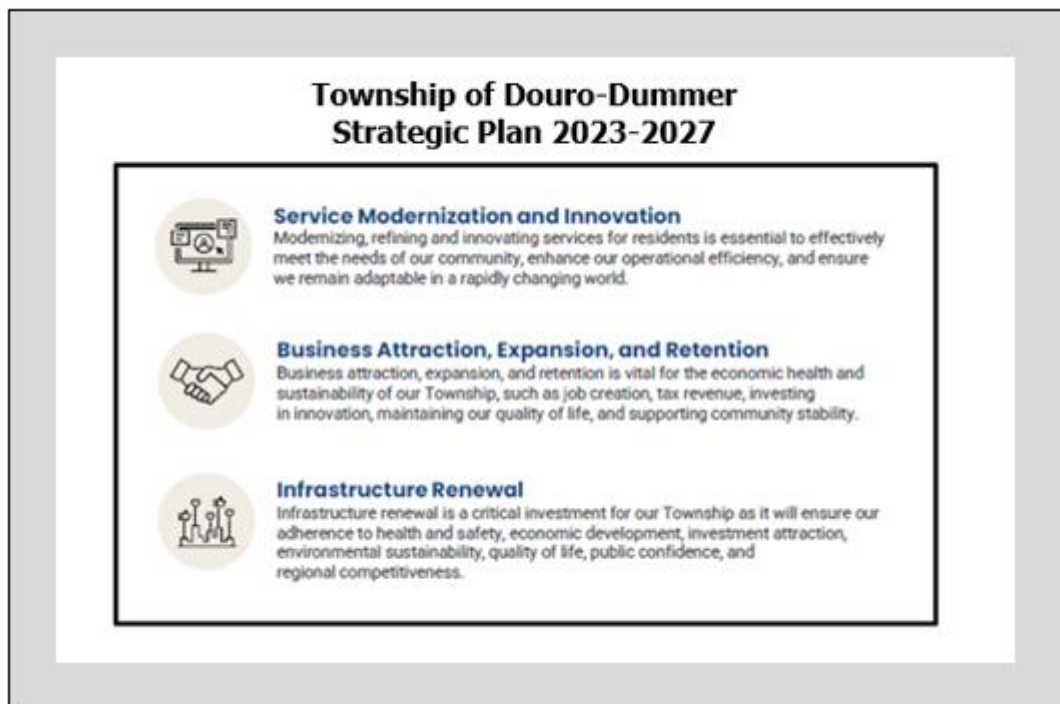
Some identified actions which have longer term implications have either not been assigned, budgeted or truly costed. Activities like overall community signage improvement, implementation of the Fire Services Master Plan or programs to support economic development or tourism are longer term objectives and require access to resources and potentially funding from outside of the Township.

Conclusion:

The Township of Douro-Dummer Strategic Plan 2023 – 2027 with draft implementation plan and budget provides a series of actions to ensure that the community realizes the core purpose, vision, mission and core values of this plan as approved by Council.

Financial Impact:

With the endorsement of the Strategic Plan, its implementation and budget, staff will incorporate the items in future budgets where appropriate.



	Objectives	Actions	Timeline	Comments/Cost	Current Status	Next Steps	Staff Assigned	Budget
1 Service Modernization and Innovation	1.1 Continue to modernize and improve services, processes, and outcomes for our community.	Review the service delivery review and find the best ideas and bring them back to the top of the priority list.	Near Term	Included in the CAO's workplan for delivery by Q-3 2025	Implementation of the SDR was stalled due to staff turn over	Review the implemenation status of all items identified on SDR and report to Council.	CAO	Staff Time Only
		Review our standard operating procedures and seek out opportunities for efficiencies.	Longer Term	To be included in a future Legislated Services work plan	Not initiated to date.	Consider for the 2027 workplan	Legislative Services	
		Review Township budget - and determine if any surplus could be allocated to highest priority items.	Near Term	Incorporated into the 2025 budget process	Implemented	Implemented	Legislative Services & Treasurer	
	1.2 Update our website with a cleaner interface and easier access to information.	Ensure material is created in a digital and accessible format so that it can be easily uploaded to the website.	Near Term	2025 website project involves transtion to a more user friendly platform to support staff	Project funded in Q-4 2024 with budget pre-approval of \$20,000 to ensure pricing.	Work is schedule to begin in Q-2 2025	Legislative Services	\$20,000
		Conduct click tests on website to ease of finding information.	Near Term	Included in the 2025 website project.	Project funded in Q-4 2024 with budget pre-approval of \$20,000 to ensure pricing.	Work is schedule to begin in Q-2 2025	IT Department	
		Create Township Content and Style Guide.	Longer Term	Develop an manual to ensure consistency and accessibility of our documents	To be included in a future Legislated Services work plan	Consider for the 2026 workplan	Legislative Services	Staff Time Only
		Create Township LinkedIn account	Near Term	Implemented	Implemented	Implemented	IT Department	
		Make use of communication channel through Chamber of Commerce and other business associations.	Near Term	Consider partnership with the Chamber for local business forum activites	Postponed Chamber of Commerce - Coffee in the County due to state of emergency.	Reschedule Chamber of Commerce - Coffee in the County.	CAO	
	1.3 Maintain a document management and retention system with a focus on public accessibility.	Establish Budget and - complete RFP process.	Near to Mid Term	Project awarded to Stone Share. Project budget is \$22,500 annually forr 3 years.	Complete	Complete	Legislative Services	Total project cost \$75,000 budgeted 2025 - 2027
		Work with vendor to create and roll out a plan.	Mid Term	Plan to implement the document management and retention system is complete and on a 3 year timeline	Project launch Q-4 2025	Initiate work and start the implementation of the document management system for the first third of the corporation.	Legislative Services	
		Define parameters and define format for digital document management.	Mid Term	Included as part of the project			Legislative Services	
		Create User Manual and training materials for new employee onboarding.	Long Term	Included as part of the project			Legislative Services	
	1.4 Provide online community engagement where residents can sign up to receive information.	Develop roll-out plan - start with email & “sign-up” to get notifications from Township.	Mid term	The public can sign up to the Township's social media channels for timely information and to the Township newsletter	Complete	Complete	Legislative Services	Staff Time Only
		Research and benchmark best practices in this space (costs, platform, options etc).	Mid Term	Research digital engagement platforms to determine viability and costs	Peterborough County	Peterborough County has purchased a license to use on-line public engagement platform through Engagement HQ which can be accessed by the lower Townships when it rolls out.	Legislative Services & IT Department	Completed by Peterborough County
		Hire a communications lead? half comms/half records new hire.	Near Term	FTE position approved in the 2025 budget as the Corporate Services Assistant	Position is currently being recruited.	Position will be filled and this project will be complete.	Legislative Services	Staff addition budgeted in 2025 for \$77,000
		Provide opportunities for public engagement both digitally and in person	Near Term	In person engagement has been established. Digital engagement to be considered	2 annual events established on in the early summer and the second in the fall.	The Township has the opportunity to move forward with both in-person and online engagement.	Legislative Services	\$500 - \$750 annually

	Objectives	Actions	Timeline	Comments/Cost	Current Status	Next Steps	Staff Assigned	Budget
2 Business Attraction, Expansion, and Retention	2.1 Promote our Township through story-telling about who we are, what we do, and our brand identity.	Rethink our social media strategy.	Mid Term	Strategy development could be done in collaboration with Peterborough County Communications	Needs to be assigned to staff and included in a future work plan	Not initiated to date.	CAO & Legislative Services	Staff Time Only
		Improve story-telling on trails including a paddling trail.	Mid Term	Opportunity to work with community partners and Peterborough County Tourism staff to develop.	Needs to be assigned to staff and included in a future work plan	Work with Peterborough Coutny Economic Development to highlight in Tourism media	CAO	Staff Time Only
		Seek OMAFRA RED program funding.	Mid Term	RED funding supports projects for Economic Diversification and Competitiveness and Strategic Economic Infrastructure	Recently annouced that the RED program replaced by the Rural Ontario Development Program	Develop a project for potential application to this new fund.	CAO & Finance Department	TBD
		Provide additional information on the website to highlight areas of interest - strengthen brand identity through storytelling - digital and other avenues.	Mid Term	Opportunity to work with community partners and Peterborough County Tourism staff to develop.	Needs to be assigned to staff and included in a future work plan	Not initiated to date.	CAO & Legislatve Services	Staff Time Only
	2.2 Improve community signage.	Signage inventory/evaluation - upgrade, change, missing, keep etc	Mid Term	Signage inventory task to be included in the 2025 work plan. Inventory to be used to identify signage requiring immediate replacement due to damage.	Field work to be assigned for Q-3 2025.	Report to Council the condition of our current signage inventory identifying any signs requiring replacement and the estimated costs associated. Expected Q-4	CAO	Staff Time Only
		Revise existing signage and create new to promote areas of interest.	Long Term	Project has been identified but not included on the 2025 work plan	Signage discssions have been held at the Peterborough County Economic Development Advisory Committee.	Continue to engage with Peterborough County Economic Development on signage and monitor granting channels for funding opportunities for support with new signage.	CAO	\$12,500 in reserve.
		Differentiate between directional signs and tourism type signs and beautification.	Long Term	Project has been identified but not included on the 2025 work plan			CAO	
	2.3 Prepare for the completion of our comprehensive Zoning By-law, in order to ensure that land is properly zoned and designated for commercial and industrial development.	Need Official Plan to be approved.	Near Term	The Comprehensive Zoning By-law implements the policies of the Ofical Plan. Can not initiate this project until the plan is approved by the Proivnce of Ontario.	The Peterborough County Official Plan is currently being prepared for resubmission to the province for approval.	The revised Peterborough County Official Plan will come to County Council for approval.	Peterborough County	\$100,000 in reserve to fund this project.
		Begin RFP process to be ready when the Ofical Plan is approved.	Mid Term	Funding to hire the appropriate land use Planning consultant for this project has been reserved in anticipation of the Official Plans eventual approval.	Project on hold	RFP to be developed when the project is no longer on hold.	Planning & Finance Departments	
		Look at opportunities to partner with neighboring Townships to potentially cluster our best bets for businesses to attract.	Mid Term	Incorporate into the projects RFP that the consultant identify potential opportunities for consideration.	Project on hold	RFP to be developed when the project is no longer on hold.	Planning & Finance Departments	
	2.4 Provide incentives to new and growing businesses while ensuring existing businesses have opportunities to flourish.	Update and maintain an internal list of businesses in the Township.	Long Term	Work in collaboration with the Peterborough Economic Development Department to identify and leverage any business information they have or intend to gather.	Information to be collected through the new Peterborough County Economic Development websites.	Consider updates for the 2026 workplan	Not assigned	Staff Time Only
		Identify focused opportunities in targeted sectors e.g., Agriculture tour, artisan promotions.	Mid Term	Work in collaboration with the Peterborough Economic Development Advisory Committee and Department to identify and leverage opportunites for Township businesses.		Work with Peterborough County Economic Development to identify appropriate sectors and opportunities to target	CAO	TBD
		Identify programs where Township can support/promote, through social and business community stakeholders, etc.	Mid Term	Work in collaboration with the Peterborough Economic Development Advisory Committee and Department to identify and leverage opportunites for Township businesses.	Included in discussions with Peterborough County Economic Development	To be reflected in the future Collaborative Framework and Strategic Plan from Peterborough County Economic Development	CAO & Legislatve Services	TBD

	Objectives	Actions	Timeline	Comments/Cost	Current Status	Next Steps	Staff Assigned	Budget
3 Infrastructure Renewal	3.1 Prioritize roads where surface treatments are obtainable, and upgrade roads based on regular needs assessments.	Ongoing monitoring of 10-year roads plan.	Near Term	On-going activity and incorporated into the 2025 Budget - Roads Needs Study	RFPawarded to Engage Engineering and work is currently being completed	Report with the study findings to come forward to a Council by the end of Q-3	Public Works Department	\$28,000
		Determine costs associated for each of the upgrades.	Near Term	Anticipated that the Roads Needs Study will identify opportunities and costs for maintainence and potential upgrades.			Public Works Department & Finance Department	To be determined when the Roads Needs plan is completed.
	3.2 Put an actionable and measurable plan in place to replace or repair aging infrastructure of all Municipal facilities.	Inventory of assets - lifecycle etc.	Near Term	This work is supported through 2 separate projects: the Comprehensive Roads Needs Study and the Facilities Maintenance Study and Plan	Building Condition Assessments for Municipal Facilities RFP out for procurement.	Review submissions and bring forward a report to Council to award.	Finance Department & Public Works & Recreation Services	\$25,000 budgeted for Building Condition Assessments for Municipal Facilities
		Development of Joint facility (public works, fire etc.).	Near Term	Long standing capital project	Staff are working towards preparing a site plan.	Complete the Site plan process and initiate an RFP for design build services.	CAO & Public Works Manager & Fire Chief & Treasurer	\$12,000,000 is the estimated budget for this project.
		Recreation Master Plan update and follow up on facility feasibility decision.	Mid Term		There are 2 supportive studies being conducted in 2025 that will assist future recreation master planning. Facility Management Plan and Facility Energy Efficiency Plan.	Requires a funding source for the master plan and will be included in a future budget process for Council consideration.	Manager of Recreation Services	Estimated at \$50,000
		Consider Fire Master-Plan recommendations.	Near Term	Fire Services Master Plan has been endorsed and requires both an implementation plan and full costing	Plan endorsed, implementation plan to be developed in 2025	Implementation plan to be developed with costs and presented to Council for approval.	CAO, Treasurer and Fire Chief	TBD
		Bring audits up to date.	Near Term	Action has been accomplished and audits are now up to date.	2024 Audit being completed.	Findings to come forward to Council in Q-4 2025	Treasurer	\$45,000 annually
		Ensure that financial information is available to the public.	Near Term	All up to date financial information is available on the Township website	Implemented	Implemented	Finance Department	Staff Time Only
	3.3 Make asset management a core focus of the budget process to ensure funds are being dedicated to improvement and maintenance of infrastructure.	Create public education documents for website and social media regarding Asset Management.	Longer Term	Improve resident and public understanding of asset management	Needs to be assigned to staff and included in a future work plan	Consider for the 2026 workplan	Finance Department	Staff Time Only

Overview

- Year-to-date permit submissions on par with 2024
 - Year-to-date revenues are down. Q3 revenues are down 20%
- 7 active enforcement files
 - numerous anonymous complaints and unactionable files
- Inspections under the Mandatory Sewage System Maintenance Inspection Program are complete
 - \approx 90% passed
 - No failure systems
 - Certificates/reports and invoices to be out by of September
- Attended various development meetings with a variety of project stakeholders (consultants, owners, designers, etc.)
- Created and implemented a more formalized process for permit applications and issuance
- Revamped building and planning portion of the website
 - Created a comprehensive overview on permit applications and required steps
 - Added examples of different types of drawings

Report Approval Details

Report to COW – Departmental Update
Re: June – August 2025
Building Department-2025-14
From: Don Helleman
Date: August 27, 2025

Document Title:	Committee of the Whole - August 2025 - Building Department-2025-14.docx
Attachments:	
Final Approval Date:	Aug 27, 2025

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

Martina Chait-Hartwig

No Signature - Task assigned to Todd Davis was completed by workflow administrator Martina Chait-Hartwig

Todd Davis

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

The Department continues to receive numerous land use inquiries and has hosted six pre-consultations where the Township is the approval authority on the planning application. The Department has attended one County led planning pre-consultation. Additionally, the Township has three Official Plan Amendments in progress, three Zoning By-law Amendments in progress, with two recently being approved, one Minor Variance and three applications for Site Plan Approval in progress.

The Township planner attended the joint OPPI-CIP national planning conference. The conference spanned four days and covered a range of topics (Housing – urban and rural communities, Transportation and Mobility, Indigenous Planning).

Staff also attended the inaugural meeting of the Lakefield Network Study.

There are three ongoing Subdivision files that are continuing to move through the various stages towards final approval.

15T-21006 (Clancy) – Developer's team is continuing work on clearing draft plan conditions. Staff anticipate the public meeting and Zoning By-law Amendments for the new lots to be brought forward at the second Council meeting in September.

15T-90011 (Hall's Glen) – The developer and their consultant are working to clear the final draft plan conditions. They are in consultation with the Conservation Authority to satisfy the last substantial condition. A pre-servicing agreement is being finalized to allow the developer to continue with earthworks and infrastructure until such time final approval has been granted.

15T-23001 (Riel) – Developer's team has submitted their 2nd submission of the draft plan. The County has circulated the submission for review and will compile draft plan conditions. The Township planning staff will present proposed draft plan conditions with a recommendation to Council at the appropriate time.

Report Approval Details

Report to COW – Departmental Update
Re: Department Update – August 2025
Planning-2025-15
From: Don Helleman
Date: August 27, 2025

Document Title:	Planning Department Update Report - August 2025 - Planning-2025-15.docx
Attachments:	
Final Approval Date:	Aug 27, 2025

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

Martina Chait-Hartwig

No Signature - Task assigned to Todd Davis was completed by workflow administrator Martina Chait-Hartwig

Todd Davis