



## Township of Douro-Dummer Revised 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](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

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	Pages
1. Call to Order	
2. Land Acknowledgement	
3. Disclosure of Pecuniary Interest:	
4. Adoption of Agenda: August 27, 2025	
5. Delegations, Petitions or Presentations: None	
6. Reports - Managers' Updates, Planning-2025-15	1
6.1 Otonabee Region Conservation Authority (ORCA) - 2024 Annual Permitting Standards Report	3
6.2 Fire Department Update Report - June to August 2025 - Fire Chief-2025-05	10
6.3 Parks and Recreational Department Update Report - June to August 2025 - Recreation Facilities - 2025-06	14
6.4 Public Works Department Update Report - June to August 2025 - Public Works - 2025-04	17

6.5	Finance Department Update Report - June to August 2025 - Treasurer - 2025-22	20
6.6	Clerk's Department Update Report - June to August 2025 - Clerk's Office - 2025-21	22
6.7	CAO's Office Update Report - June to August 2025 - C.A.O.-2025-17	26
*6.8	Strategic Plan Implementation 2025 - 2027 - C.A.O.-2025-18	28
*6.9	Committee of the Whole - August 2025 - Building Department-2025-14	34
*6.10	Planning Department Update Report - August 2025 - Planning-2025-15	36
7.	New Business to be requested for next Meeting:	
8.	Closed Session: None	
9.	Rise from Closed Session with or without a Report:	
10.	Matters Arising from Closed Session:	
11.	Adjournment	

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



# 2024 Annual Report

**Permitting Standards**  
*Regulations & Mapping*



# Introduction

## Amendments to O. Reg. 686/21 Mandatory Programs and Services Effective April 1, 2024

Amendments to the regulation prescribe new requirements for reporting on the achievement of Conservation Authorities permitting standards, including the level of compliance with new regulatory requirements in O. Reg. 41/24 Prohibited Activities, Exemptions and Permits.

This change increases public accountability with respect to meeting service delivery standards and will help to identify areas for improvement in the delivery of permits while acknowledging excellence.

### Otonabee Region Conservation Authority Achievements

Since 2021, Otonabee Conservation has been reporting quarterly on permitting standards. In 2023, plan review standards and enforcement standards were added to the quarterly reporting. All of this information is incorporated in the Authority's annual reports which is circulated to member municipalities and published on the website.

Total requests for administrative reviews on complete application timelines:

**Zero**

Total administrative reviews completed within 30 days of request:

**Zero**

In 2024 Otonabee Conservation undertook a review of regulated areas floodplain mapping and approved updates to ensure compliance with O.Reg.41/24 by April 1, 2024.



# Annual Reporting Permit Statistics

Permit Type	Otonabee Conservation Statistic
Total Major Permits Issued April 1 - December 31	10 Major Permits Issued
Total Minor Permits Issued April 1 - December 31	174 Minor Permits Issued
Total Applications Subject to Minister's Order (Minister's Review) April 1 - December 31	Zero
Total Permits Issued (Overall) April 1 - December 31	184 Permits Issued



Maps of Regulated Areas are available at the Otonabee Conservation Office - 250 Milroy Drive, Peterborough Ontario - and on the website - [otonabeeconservation.com](http://otonabeeconservation.com) - by April 1, 2024.

# Annual Reporting Permit Timelines

Permit Type	Otonabee Conservation Statistic
<b>APPLICATION REVIEW</b> Total complete application reviews complete in 21 days	184 complete application reviews in 21 days or less
<b>PERMIT TIMELINES (MAJOR)</b> Total Major Permits Issues <u>within</u> decision timeline (90 days)	10 Major Permits issued within timeline
<b>PERMIT TIMELINES (MAJOR)</b> Total Major Permits Issues <u>outside</u> decision timeline (90 days)	Zero
<b>PERMIT TIMELINES (MINOR)</b> Total Major Permits Issues <u>within</u> decision timeline (30 days)	173 Minor Permits issued within timeline
<b>PERMIT TIMELINES (MINOR)</b> Total Major Permits Issues <u>outside</u> decision timeline (30 days)	One Minor Permit issued outside timeline

**PERMIT TIMELINES  
(AVERAGE - MAJOR - 90 DAYS)**  
Average Major Permit Review Timeline  
Three Days

**PERMIT TIMELINES  
(AVERAGE - MINOR - 90 DAYS)**  
Average Minor Permit Review Timeline  
1.5 Days

**PERMIT TIMELINES  
(AVERAGE - ALL)**  
Overall Average Permit Review  
Timeline  
Two Days

**VARIANCE FROM TIMELINES**  
There was one minor  
variance from the timelines



# Floodplain Mapping Implementation Plan

Flooding and natural hazard occurrences have a long history in Ontario. There have been thousands of flooding events in Ontario, the most notable and catastrophic being Hurricane Hazel, in 1954. Within the Otonabee Region watershed, two storm events that were greater than the 1 in 100-year storm occurred almost back-to-back in 2002 and 2004 in the city of Peterborough, giving watershed residents and municipalities an acute understanding of the significant damage and disruption to the community such hazards can create.

While there are varying approaches to managing natural hazard management, the provincial model for reducing the impacts of natural hazards, and thus reducing the risk of loss of life and minimizing property damage is based on three components:

- Prevention through land use planning and the regulation of development;
- Protection by applying structural and non-structural measures and acquisition;
- Emergency Response by flood forecasting/warning and flood/erosion disaster relief.

Otonabee Conservation's Floodplain Mapping Implementation Plan includes a summary of floodplain mapping projects that are underway, an overview of the federal, provincial, and conservation authority guidelines for floodplain mapping, a project prioritization matrix and a proposed project schedule for 2024-2028.

The Board of Directors approved the Floodplain Mapping Implementation Plan at their August 15, 2024 meeting.

## Jackson Creek Flooding Mapping

Jackson Creek flows through the historically built up downtown of Peterborough and many of its reaches are buried under buildings and bridges. This historical development has exacerbated flooding conditions during big rain events, including the 2004 storm which spilled out across the downtown causing major flood damage. Work on developing and refining mapping in this area was ongoing in 2024.

## Byersville Creek Flooding Mapping

Byersville Creek, located in the City of Peterborough's south and west ends, (between Monaghan Road and Brealey Drive) was started in 2023 and worked on throughout 2024. The newly updated mapping aims to identify areas within the Otonabee watershed that are susceptible to flooding during major weather events.

Updates to floodplain mapping can result in:

- a better understanding of flood risk to people and property to assist the community with emergency preparedness.
- a reduction in effort, cost and time for development application review compared to those in flood prone areas without accurate mapping.
- a reduction in studies required by a proponent to undertake in advance of development.
- increased accuracy of floodplain for different flood events which can be used to identify flood prone properties and municipal infrastructure for notification, inspection and/or evacuation during a flood.
- improved land use planning.

Scan this code to visit Otonabee Conservation website to navigate to the Floodplain Mapping page





**Permits and Planning Program  
Otonabee Conservation**

250 Milroy Drive, Peterborough, ON  
Canada, K9H 7M9

705-745-5791

[otonabee@otonabeeconservation.com](mailto:otonabee@otonabeeconservation.com)

[otonabeeconservation.com](http://otonabeeconservation.com)



July 28, 2025

Township of Douro-Dummer  
849 South Street  
Warsaw, Ontario  
K0L 3A0

Dear CAO Todd Davis

**Re: Otonabee Conservation – Annual Permitting Standards Report**

I am pleased to share Otonabee Conservation's Annual Permitting Standards Report with our member municipalities. Kindly include this document in an upcoming Council package for information.

As of April 1, 2024, the Province of Ontario enacted Regulation 41/24, requiring all conservation authorities to publish permitting timelines and any associated variances. This report covers the period from April 1 to December 31, 2024.

The report is available on our website under [Annual Permitting Standards Report](#) and is also attached for your convenience.

Since 2021, Otonabee Conservation has actively participated in Conservation Ontario's Streamlining Pilot Projects in advance of legislative changes. Quarterly reports on permitting, plan review, and enforcement are presented to our Board of Directors and posted publicly. These statistics are also included in our Annual Report, which is submitted to the Board each April.

Should Council be interested, I would be pleased to respond to any questions or provide a presentation.

Thank you for your continued partnership and our shared commitment to the health of the watershed.

Sincerely,

Janette Loveys Smith, CAO/Secretary – Treasurer

This report includes call data from June 11- August 15, 2025, as well as departmental updates from Douro-Dummer Fire Services for the same period.

**Overview:**

- Training included:
  - Live fire – Propane Props. Fire streams and attack
  - Portable pump training
  - Fire hose pressure testing
  - Station, vehicle, & equipment checks
  - Recruits completed EOETA training, graduation Sept. 21<sup>st</sup>
- Attended Warsaw Cruise Benefit

**Fire Department Vehicle/Equipment Information:**

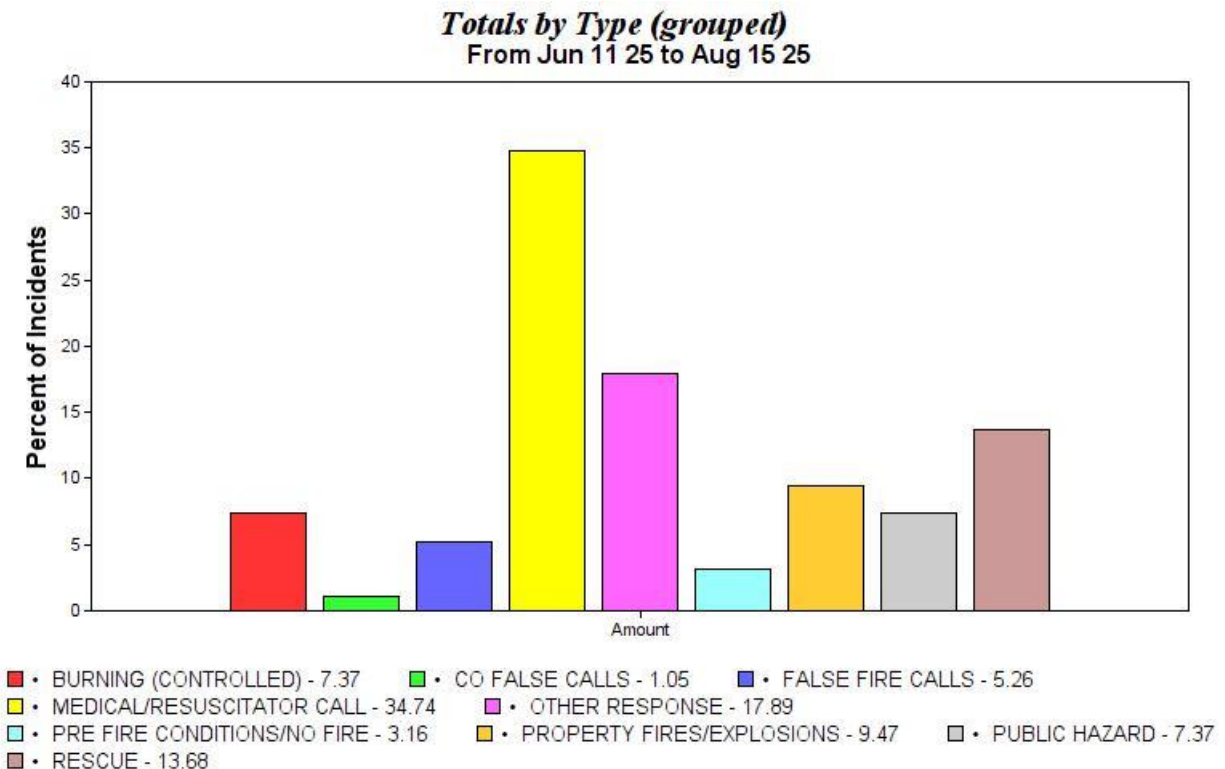
- Tank 4 service and safety completed.
- Medi4 regular service – oil change and tire rotation
- Car1 paint/rust repair
- Medi5 regular service – oil change, tire rotation, & replace one tire
- Pump 4 – replace lightbar emergency lights & circuit breaker

**Fire Administration Specific:**

- Participate with various meetings, Ontario Association of Fire Chiefs (OAFC) Rural Suburban Committee Meetings, OFM Townhall & Cancer Prevention Grant – Year two grant details, EOETA executive meetings, Emergency Management meetings, and provincial wildland fire meetings, PW/Fire construction planning meeting, Lemonade & Listening
- Implement Burn Ban
- Station 5 District Chief process complete & position filled
- Captain process completed and appointed 4 new captains; one position remains vacant.
- Hired one new pre-trained firefighter for Station 2
- Completed burn permit and building fire inspections
- Create & implement interagency response protocols with Selwyn Township
- Participate with building/zoning application review inspections where applicable
- Implementation of web-based incident forms and truck checks
- Officers Meeting

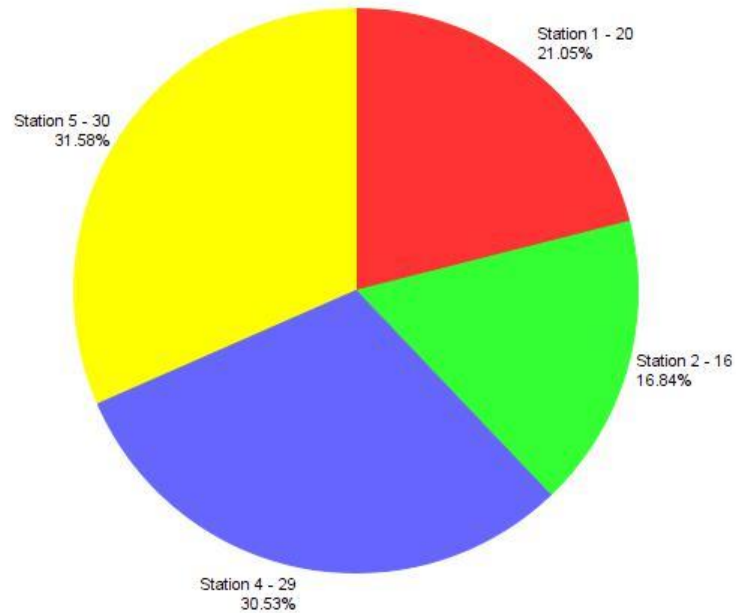
### Fire Response Specific:

- There were 95 calls for help from June 11<sup>th</sup> to August 15<sup>th</sup>, 2025, 149 station deployments, and 270 apparatus responses. Medical calls accounted for 35% of our calls.
- As of August 15<sup>th</sup>, 2025, there have been 345 of calls, compared to 279 in 2024.

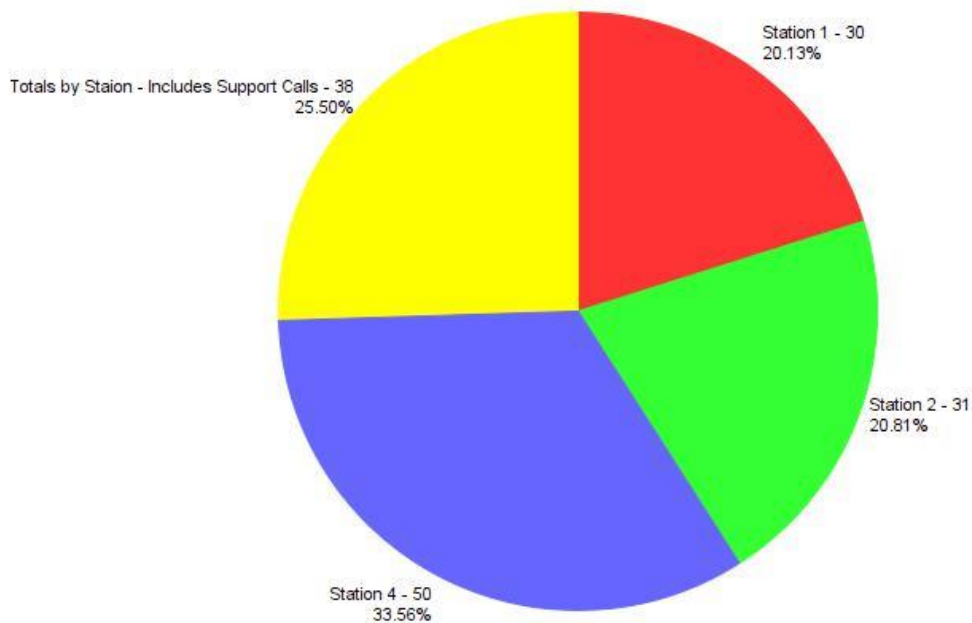


- "Other Response" call types included in this graph are Automatic Aid, Mutual Aid, Public Service, Incident Not Found, Assist other Agency, and Cancelled on Route.

***Totals by Primary Station***



***Totals by Station - Includes Support Calls***



**Report Approval Details**

Document Title:	Mid June to Mid Aug - Fire Chief-2025-05.docx
Attachments:	
Final Approval Date:	Aug 21, 2025

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

Martina Chait-Hartwig

Todd Davis

## **ADMINISTRATIVE**

- HR, facility staff work plans, staff schedules
- Weekly management team meetings
- Networking/Meetings with Arena Managers and 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 Centre are in progress. Staff have completed workshops #1 and #2 completed. Awaiting final report.
- Lease agreement for the Back Dam with Ministry of Natural Resources is in progress. Site survey is complete and awaiting final document.
- Worked Fleming College marketing course for the creation of an advertising and sponsorship program. Reviewing proposals
- Co-ordinated municipal buildings septic pumping and purchase of tank risers
- Scheduled the refrigeration plant start-ups and ice painting dates at the community centres
- Working with engineers on Douro CC ice surface replacement project
- Looking into options for potential kayak kiosks at the parks
- Community Centre Operator and Labourer positions have been posted for the 2025-26 season
- Met with Pickleball users about potential court improvements
- Working on the 2026 capital budget

## **OPERATIONAL**

- Regular cleaning/sanitizing of truck, equipment, facilities
- General equipment maintenance – ongoing
- Set-up of facility rentals
- Grass cutting at all municipal properties
- Dragging and lining of baseball diamonds
- Johnson Electric repaired downed powerline behind lower-level shelter at the South Park from the storm
- Removed p-stone gravel from North Park playground and installed engineered wood chips
- Spread wood chips throughout the Johnston Eco Trail
- Cimco Refrigeration completed annual maintenance on the refrigeration plants at both community centres
- South Park well has dried up and staff are hauling in water to fill the storage tank as required.
- Staff are watering newly planted trees at the parks twice a week

## **CAPITAL PROJECT UPDATES**

- 2025 Pre-approved floor machines for Douro and Warsaw Community Centres – Completed
- Back Dam Survey – Surveyor completed site work, waiting on paperwork from visit
- Picnic Tables – Ordered
- Tennis/Pickleball Court Windscreen – Installed
- North Park Parking Lot Expansion – Completed
- Warsaw CC Windows – Scheduled for installation at end of August
- Warsaw CC Hot Water Tank – Obtaining pricing

**Report Approval Details**

Document Title:	Committee of the Whole June - July, 2025 - Recreation Facilities-2025-06.docx
Attachments:	
Final Approval Date:	Aug 21, 2025

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

Martina Chait-Hartwig

Todd Davis

## **Departmental Update June – July 2025:**

### **Administrative:**

- Attend quarterly public works manager meetings
- Participate in weekly management meetings
- Recruitment of seasonal staff
- Committee of the whole report
- Update meetings with CAO
- Attend road supervisor's executive meetings
- Prepare procurement tender specifications
- Pre-consultation meetings
- Respond to concerns and inquiries from the public

### **Operational:**

- Push brush pile back at Transfer Station – re-extended brush deadline
- Monthly meetings with PW staff, discuss work schedules and future projects
- Roadside grass mowing, first round completed
- Assist Transfer Station staff with disposal of re-use building items
- Repaired or replaced regulatory signs, street and 911 signs
- Cleared beaver dams
- Warsaw and Douro Public Workshops and yard clean up
- Grading ongoing
- Annual calcium applications completed (except roads receiving gravel)
- Complete regulatory road patrols
- Transfer Station LCBO bottle returns
- Clean and completed maintenance and repairs on vehicles and equipment
- Seasonal staff orientation
- Hand brushing at various locations – fallen trees, sightlines, sign visibility
- Staff attended chainsaw/chipper training
- Patching ongoing
- Completed annual road sweeping

### **Capital:**

#### **Surface Treatment:**

- Banks Avenue – single surface treatment application completed
- Clifford Road – single surface treatment application completed
- Rock Road – single surface treatment application completed
- Campline Road – single surface treatment application completed
- Caves Road – pulverized existing road surface, ditching, culvert replacements, gravel application and double surface treatment completed

- 4<sup>th</sup> Line S. Dummer – pulverized existing road surface, ditching, culvert replacements, gravel application and double surface treatment completed
- Mill Line – gravel application and double surface treatment completed

**Gravel:**

- Oke Road – gravel application complete
- Douro 5<sup>th</sup> Line – gravel application complete
- Douro 4<sup>th</sup> Line – ditching and culvert installation completed
- Center Dummer Road – brushing completed
- Cooney Island Road – ditching and culvert installation completed

**Purchase:**

- Received new replacement slide-in water tank for roads truck

**Health & Safety:**

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

**Waste Management Division:**

- Extended free disposal of storm related brush until July 5, 2025
- Contractor completed grinding brush piles at Transfer Station
- Contractor has started hauling the grindings off site
- Hall's Glen Transfer Station continues to operate with all necessary health & safety precautions in place and is functioning well
- County Household Hazardous Waste Event on August 16<sup>th</sup>, 2025, 10:00 am - 2:00 pm.
- Green yard waste bin is in place at Public Works garage until late fall

**Report Approval Details**

Document Title:	COW Update - June - July - Public Works-2025-04.docx
Attachments:	
Final Approval Date:	Aug 21, 2025

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

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

Martina Chait-Hartwig

Todd Davis

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

- The most important update for the Department is that I, Paul Creamer, the Treasurer, notified the Township that I have accepted a position with another municipality and that I will be finishing my work with the Township during the week of September 2<sup>nd</sup>. With that said, I have offered to aid with the completion of the 2026 Budget, 2024 Year-end/Audit and the training and transition of my replacement.

The priorities for the final few weeks are as follows:

- Issue RFP for the Building Condition Assessment study – this has been completed, and the RFP closes on August 29<sup>th</sup> at 1pm. The project is scheduled to be completed by October 31<sup>st</sup>. Todd Davis, CAO, will be overseeing this project.
- 2024 Year End/Audit – The auditors will receive all required information before I finish with the Township.
- 2026 Budget – My goal is to have a working first draft before my last full day with the Township. This will allow managers to continue to review as needed and I can support by updating the budget model and providing updated numbers. The plan will also be for other staff in the organization such as the Junior Financial Analyst and the new Corporate Services Assistant to assist with the development of the presentation and other documents.
- Municipal Ice Storm Assistance Program Claim – I will ensure significant process has been made on the claim and that the requirements of the claim are understood by the Finance team. The claim is due October 31<sup>st</sup> and I will be available to review the claim before it is submitted.
- Wrap up outstanding items with each Finance member:
  - Finalizing the implementation of the Inventory module in the financial system.
  - Finalize the bank reconciliation process that will avoid the errors found during the 2024 Audit.
- Clean up office/review files – with the help of the Summer Student, I have reviewed all files in the Treasurer's office and will be able to leave an organized office for the new Treasurer.

**Report Approval Details**

Document Title:	Finance Department - August 2025 - Treasurer-2025-22.docx
Attachments:	
Final Approval Date:	Aug 21, 2025

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

Martina Chait-Hartwig

Todd Davis

## **Clerk's Department Report – July 2025 to August 2025**

### Legislative Services:

So far in 2025, there have been:

- 11 Regular Council Meetings
- 4 Committee of Whole Meeting (including meeting to be held on August 27, 2025)
- 5 Special or Closed Session Council Meetings
- 2 Committee of Adjustment Meetings

For the months of July and August, 2025:

- 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.
- Peterborough County Police Services Board has held six meetings.
- Lottery Licenses: The Department issues lottery licences under the Lottery Licence By-law. Three licences have been issued in 2025.
- Marriage Licenses and Ceremonies: The Department has held one ceremony and has two ceremonies is scheduled for the fall. The Department has issued three licenses to date.
- Records Management:
  - Staff undertook document destruction in May and June, focussing on the Township Vault, and the non-permanent documents that had reached the end of the retention cycle. The Vault has been completely reorganized to allow for efficient use of the space and a safer work environment for staff.
  - The Department has spent the summer organizing the Township's long term document storage area. At various points in time the Department has attempted to organize and classify all items in this space but were not able to complete the project due to a lack of staff capacity. We have made excellent progress, and the project will be complete by the end of September.

- Staff have a project plan in place with StoneShare for the Township's new Electronic Document and Records Management System. This project will kick off later in the fall once recruitment for the Corporate Services Assistant is complete and the Legislative Services Assistant returns from leave.
- The Department received 25 FOIs to date this year. 24 of the files are closed and one is in progress.
- 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.
- There have been 12 complaints submitted under the Township's Formal Complaint Policy and Procedure in 2025. All files have either been closed or have been reassigned as requests for service, by-law enforcement requests or other actions.
- As per Council direction, staff have submitted a report to the Information and Privacy Commissioner of Ontario (IPC) regarding a privacy breach which was discovered and addressed over the summer.

Departmental Project Updates:

- Prepared various reports to Council and Committees and associated Policies, By-laws and other matters.
- Council Chambers upgrade project is being completed in two phases the first was emergency wiring repairs, calibration of the ceiling speaker system and having the microphones feed directly to the live-stream of the meeting. Phase two of the project includes necessary repairs and upgrades to the AV hardware and wiring to allow for the removal of the Owl system, the use of cameras previously mounted in the room, the removal of the failing projector system and fabric screens and the introduction of new large screen display monitors. We are currently waiting for the hardware and monitors to arrive so that our contractor can return to complete the installation and necessary training for staff.
- Township has 257 subscribers on YouTube (lost one subscriber since last report) 784 followers on Facebook (106 new followers since last report) and 366 followers on Instagram (41 new followers since last report).

- The Community Tree Program opened for orders on August 18, 2025, for first time purchasers. As of writing this report three tree species have sold out – Eastern Redbud and Red Maple. Orders will open to the rest of the community on August 25, 2025. Tree pick-up is planned for mid-September, exact dates and time will be released once all orders have been placed.
- The Department began working on the new Township website in mid July. The new architecture is complete and all current data has been ported over. Department staff have been working to learn the new processes and have organized all digital resources on the site (photos, documents, multi-media). We have started to review and rewrite the materials on the site to simplify and improve the experience for the public. At this time, we do not have an anticipated public launch date.
- Recruitment for the new role of Corporate Services Administrative Assistant is underway. The Department's Legislative Services Administrative Assistant will be returning from leave in early September.
- Sitting on Zone 5 AMCTO Executive. Continuing to sit on the AMCTO Legislation and Policy Committee for 2025-2026.
- Continue to be the Chair of Kawartha Municipal Administrators Association (previously the Peterborough Clerks and Treasurers Association).

Upcoming Projects:

- Review of Council Code of Conduct and Staff-Council Relations Policy – Paused, waiting on new legislation from the province.
- Review of Policy Manual
- 2026 Election Planning

**Report Approval Details**

Report to COW – Departmental Update  
Re: July to August 2025 - Clerk's Office-2025-21  
From: Martina Chait-Hartwig  
Date: August 27, 2025

Document Title:	Clerk's Departmental Update - July to August 2025 - Clerk's Office-2025-21.docx
Attachments:	
Final Approval Date:	Aug 21, 2025

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

Todd Davis

## **Monthly Activities – Chief Administrative Officer**

### Administrative:

- Facilitated weekly department head meetings and one on one meetings with all members of the management team to deal with any
- Responded to several calls and held in-person meetings with residents related to township governance matters, services delivered, or property related concerns.

### Human Resources:

- Initiated monthly update meetings with our human resources provided Harbr Human Resources.
- Reviewed and monitoring annual staff compliance training requirements and all employee vacation banks to ensure that staff are up to date on both.
- Participated with the Legislative Services Department on the on-going recruitment for the new Corporate Services Administrative Assistant position.
- Received resignation from the Manager of Finance / Treasurer:
  - Established plan for continued service delivery through transition.
  - Reviewed and updated the job description.
  - Initiated recruitment for a new Treasurer.

### Township Specific work:

- Supported Council with organizational assistance for the annual Canada Day parade.
- Organized and participated in the Council hosted public engagement activity – Lemonade and Listening – July 8
- Received, processed and responded to 2 formal complaints related to Council meetings from 2022.
  - Both complaints were related to the same issue.
  - Resulted in process changes in the Legislative Services Department.
  - I misread the complaint policy and did not resolve the complaint within the 20 business-day policy timeline.
  - Both files are closed.

- Attended the Provincial funding announcement from CSRIIF for the new arena floor project July 25.
  - Retained Barry Bryan Associates to provide engineering support and overall project management services for the project.
  - This project will be administered through the CAO's office.
- Launched procurement for the Building Condition Assessment project.
  - Included in the 2025 Capital Projects Budget.
  - Required to maintain asset management compliance.
- Met with Councillor Landsmann to discuss her joining Council and to provide CAO background.

#### IT Activities:

- Introduced new cyber security measures to better safeguard the Township's network and information technology.
- Authorized the purchase of a small number of computers to ensure that all active computers are operating on a Microsoft supported platform.
- The IT Department is working towards updating the Township phone system to improve its operation, provide more flexibility and ensures redundancy during emergencies.
- Department is providing support to Legislative Services on the Council chamber AV update, new website transition and upcoming record system project.

#### Township – Regional Representation:

- Engaged with the Peterborough County Economic Development department.
  - Participated in the monthly Peterborough County Economic Development Advisory Committee meetings
  - Attended the monthly Economic Development Officer round table meeting
- Participated in monthly Peterborough County CAO meetings.
  - Met with new interim CAO Mike Rutter from Asphodel-Norwood to discuss shared township resources.
- Attended the 2025 Association of Municipalities of Ontario (AMO) conference in Ottawa August 16 – 20.

**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.

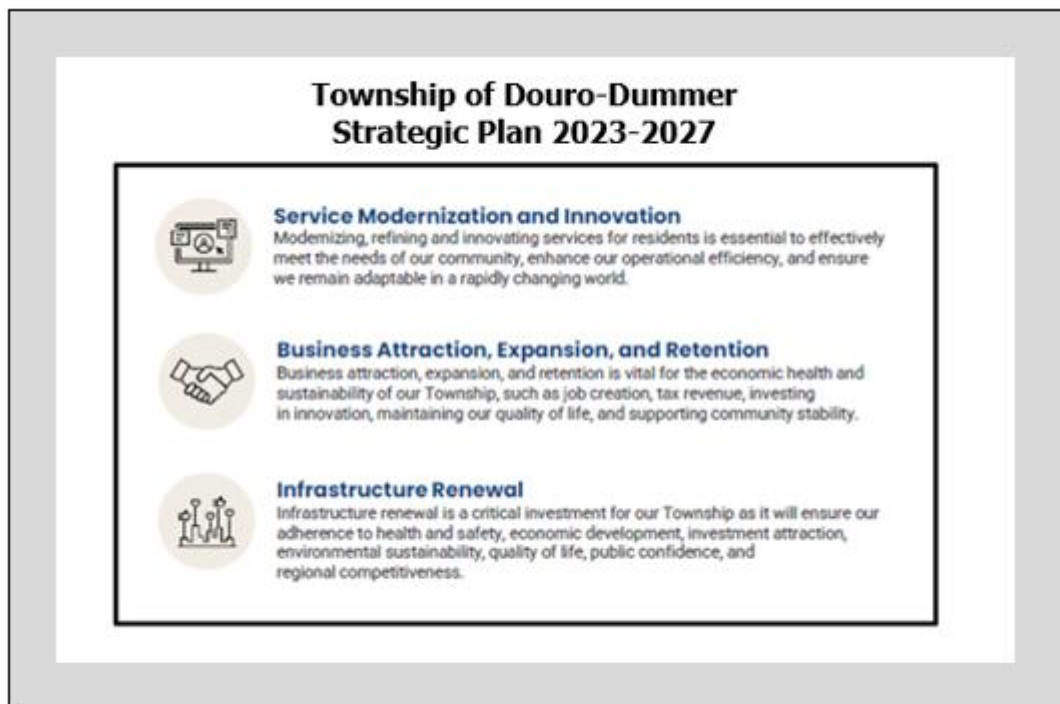
Some identified actions which have longer term implications have either not been assigned, budgeted or truly costed. Activities like overall community signage improvement, implementation of the Fire Services Master Plan or programs to support economic development or tourism are longer term objectives 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 implementation 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**

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