

Strategic Action

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

Notes from Report

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

Analyze and develop a business case for the future of existing municipal buildings and their usage (2015 thru 2018)

Review municipal owned property as to potential use.

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

Continue to promote the trails through circulation of brochures at events and the municipal office. Maintain the trails to a high standard to promote repeat use

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

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

Develop a marketing strategy for increasing the usage of buildings and parks. Develop and implement new programs and events to fill in times at our facilities that are not utilized.

Promote energy efficiency for all municipal facilities (ongoing)

Continue with the commitment through our energy management plan to implement the recommendations from the energy audits for our 2 community centres and to review the energy management plan and revise as necessary.

Complete a Recreation Master Plan	Engage the services of a qualified person to prepare a Recreation Master Plan which will include a community consultation component- this document should include, but not be limited to, the needs assessment for the community centres, evaluate the potential for replacement of the canteen and washrooms for south portion of Douro Park, evaluate the playground equipment in all our parks and recommend improvements and funding sources, evaluate water access locations and potential for adjacent parking, and evaluate the potential for a trailer park/campground for Douro Park.
Develop and implement restoration plan for 5 abandoned cemeteries	A plan has already been developed for the 5 abandoned cemeteries and work has been completed on 4 of the cemeteries. Working is underway on the last cemetery
Pursue acquisition and development of lime kiln property (ongoing)	The lime kiln property has been acquired and has been fenced in 2014. Historical Committee has developed a plan to improve the site for public viewing
Investigate the need for the replacement of canteen and washroom facility at Douro Park (2015 thru 2018)	
Administrative plan to help manage risks/priorities (service delivery review) (ongoing).	Engage the services of a consultant to do a service delivery review which would include a component to evaluate the financial and staff resources needed to meet increasing demands.

Continue to update municipal policy manual	The municipal policy manual is a living document that is constantly changing and is necessary to guide our operations and staff. Policies need to be reviewed regularly and new policies put in place to assist in maintaining a high level of customer service.
Develop and implement record retention by-law and record management system (ongoing)	Implement and continually monitor the TOMRMS record management system and record retention schedule.
Pursue more electronic transactions in all municipal operations	Evaluate our operations to identify areas that could benefit from changing to an electronic procedure.
Update developers guide and other internal planning documents (ongoing)	Review the developers guide, planning applications and processes, and planning documents on an annual basis to ensure that the content is still relevant- update where necessary. Official Plan and Zoning By-law shall be continually updated with amendments and reviewed every 5 years.
Pursue outreach to schools (re: local government careers) (ongoing)	Work with the local schools and other educational institutions (Trent and Sir Sanford Fleming College) to do presentations specifically during local government week and at other times work diligently to promote local government as a career opportunity.

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

Complete a detailed review of all our assets- taking into consideration life expectancy, amortized value, and future capital costs to manage each- and use this review and analysis to support capital budgets and financial planning in the future. Through the annual budget process, incorporate adequate funding for the replacement and maintenance of all township assets. Acquire a comprehensive asset condition rating for all municipal buildings and continue to keep these condition ratings up to date for all township assets.

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

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

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

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

Pursue the acquisition of property for the purposes of establishing a municipal aggregate resource (beginning 2011)

Consider implementing the recommendations of public works needs analysis (ongoing)

Implement improved technology in public works vehicles- GPS (2015 thru 2018)

Actively pursue marketing of facilities and municipality to achieve better use of facilities and a higher profile for municipality (consider branding exercise) (ongoing)

Promote and pursue more residential and commercial development in keeping with the goals and objectives of the Official Plan (ongoing)

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

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

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

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

Engage the services and assistance of OMAFRA to facilitate the branding exercise for the municipality. Develop and implement marketing strategies for the promotion of all our facilities- in particular our recreation facilities.

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

Revenue generation ideas- pursue development of commercial/industrial lands adjacent to the Douro Community Centre. (ongoing)

Have a trained staff person (as part of other duties) to act as a contact for economic development enquiries and know how to respond.

Provide training to staff with economic development responsibilities within their job description and initiate some ongoing economic development activities to promote local businesses and to attempt to attract new businesses.

Municipality continues to reduce, recycle and reuse wherever possible in all our operations.

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

Promote responsible stewardship of natural environment by continuing to provide protection in our planning documents for agricultural and natural heritage resources.

Ensure that the upcoming Official Plan and zoning by-law reviews continues to provide adequate protection for agricultural and natural heritage resources.

Identify and protect natural spaces that are important to the Township.

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

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

Complete

Plan was completed in 2019 using a student from the University of Waterloo.

Complete

All cemeteries received new signage in 2017, Historical Committee assisted with restoration of stones

Update signage.

In progress

Lime Kiln has been acquired by Township

Complete work to make it safe for the park to be open to the public.

Complete

New Canteen and Washrooms with pickle ball courts will be open to the public in 2023

Complete

Service Delivery Review completed in 2020

In progress

With capacity increased in Clerk's Department Policies are being reviewed at a faster pace. HR manual is complete. New Complaint and Customer Services

Work with Intern to create a new Policy Manual.

In progress

With capacity increased in Clerk's Department records are becoming more of a focus. With help of summer student all files were removed and catalogued that were previously unshelved.

Continue to focus on cataloguing of paper records and look at retention tools for digital documents. Continue to use TOMRSM system and bring forward new Retention By-law

Electronic Payment Options are available for a wide variety of transactions. Online Credit Card payments have been implemented for tax bills.

Continue to look at digital payment options as per Service Delivery Review

In progress

Website contains information regarding planning and building matters. Official Plan project is complete, waiting on Provincial approval before the review of the Zoning By-law.

With new Planner and in light of Provincial changes review all guides, forms and planning applications.

In progress

Connections have been made with Trent University and Fleming College

Continue to build on intern programs, summer students, investigate co-op opportunities and reach out to local primary schools.

In progress

Finance Department is currently working on a asset management plan to be in compliance with regulations. Township is waiting on results from Greenview Environmental on a building condition study.

Present plan to Council and use plan for budgeting and forecasting.

On Hold

Organizational Review Completed along with new job descriptions and salary grid

Pay Equity Study on hold.

On Hold

Moved to new Emergency Management Svstem.

Conduct research on best practices.

Complete

All inventories are tracked either in software programs or Excel Spreadsheets. MESH has been implemented for Public Works and new Fuel Keys are active. Digital HR system tracks training and budget included funds for training as per Service Delivery Review.

Continue to refine and improve inventory systems.

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

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