

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

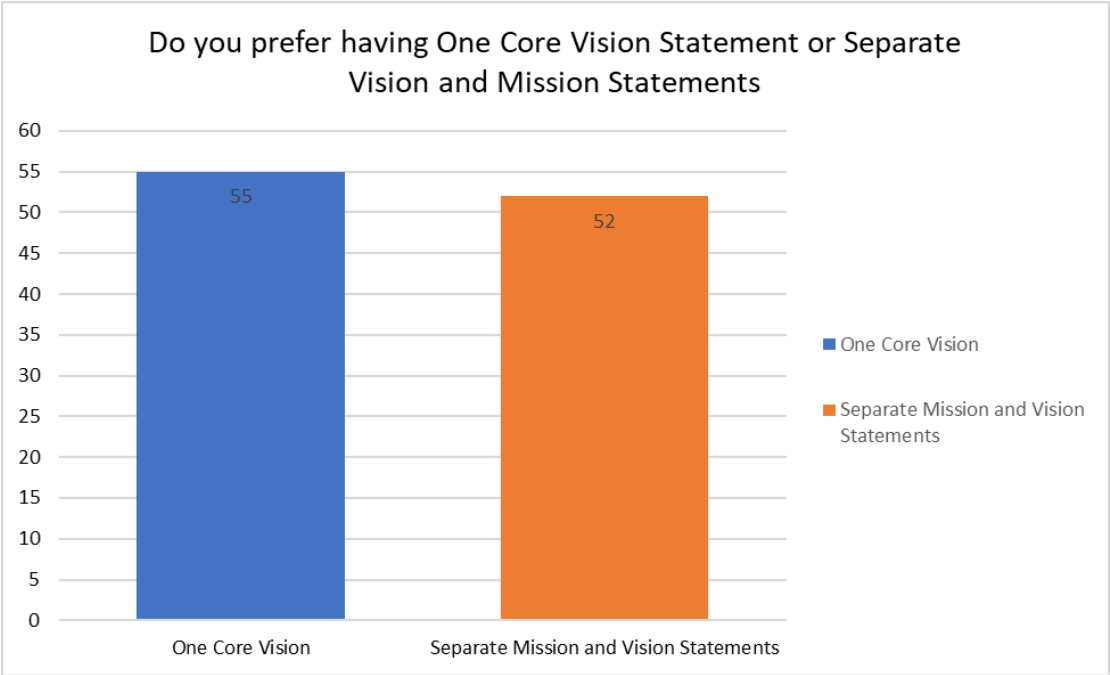
That the public comments made regarding Item 8.2 Draft 2023-2027 Strategic Plan be reviewed and the discussion of the Draft 2023-2027 Strategic Plan be deferred to the April 9, 2024 Committee of the Whole Meeting and;

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

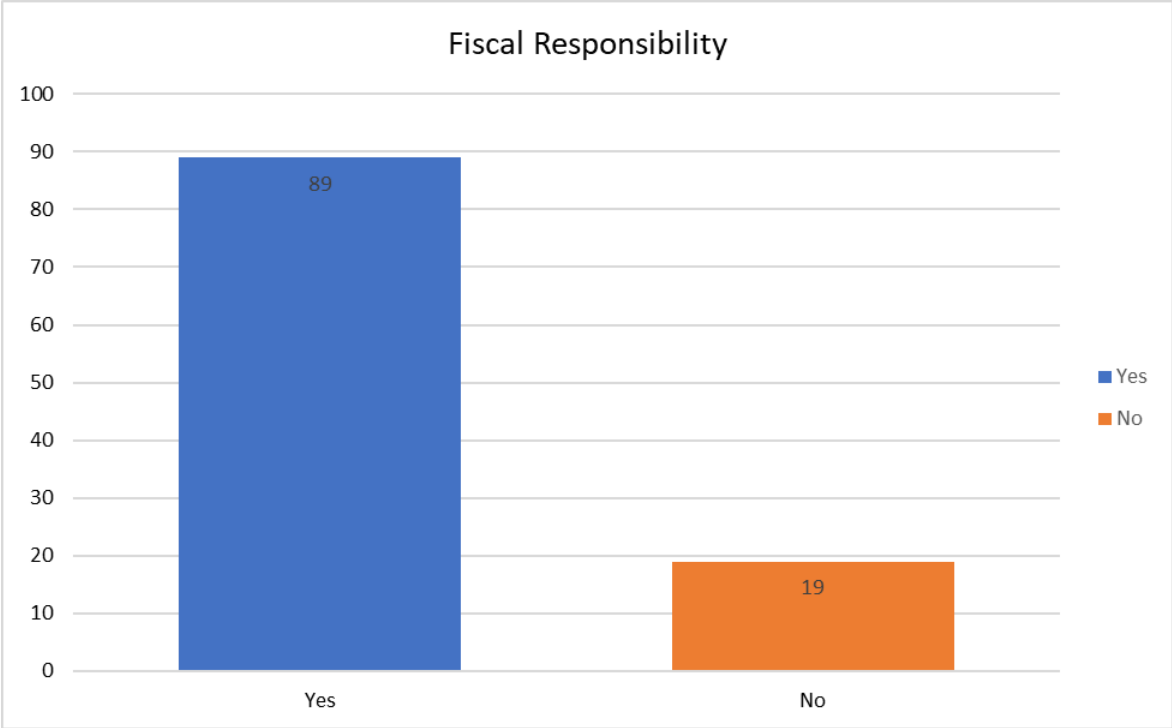
Carried

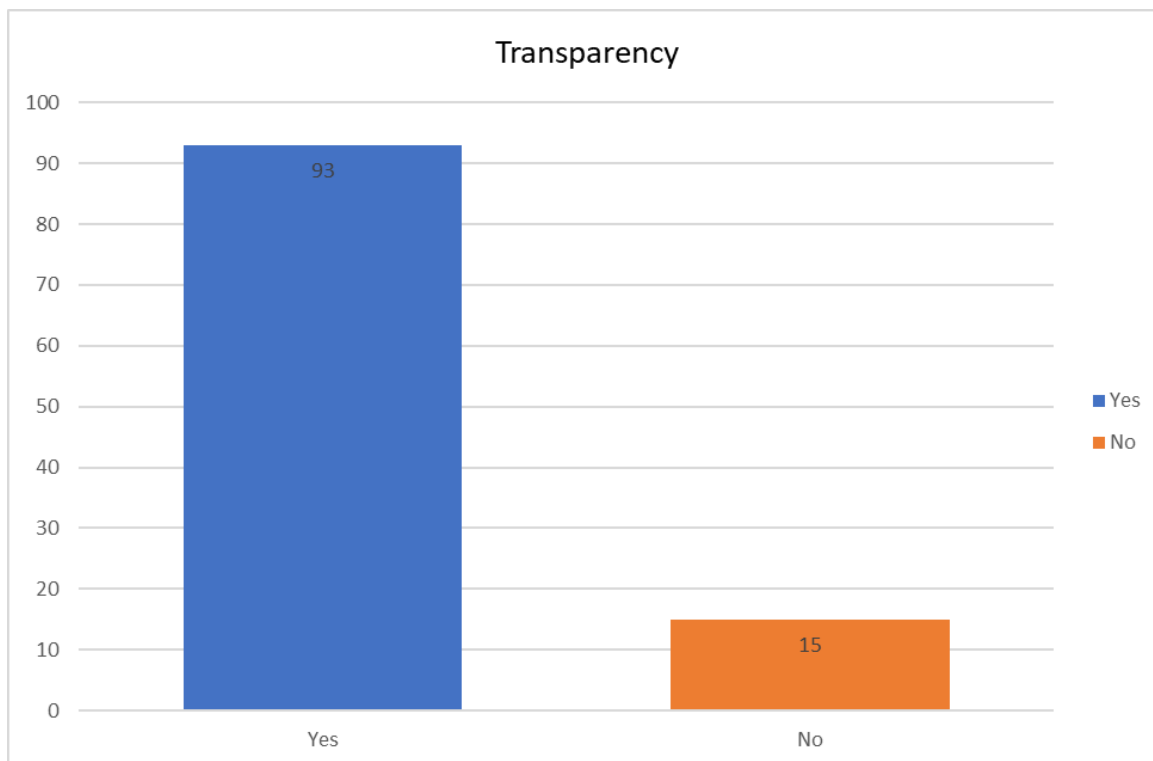
In response to Council's direction, the survey was reopened and notice was placed in a pop-up and a news article about the reopening of the survey until the morning of April 3, 2024. The message was also posted on the Township social media channels. Further to the option to complete the survey, information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

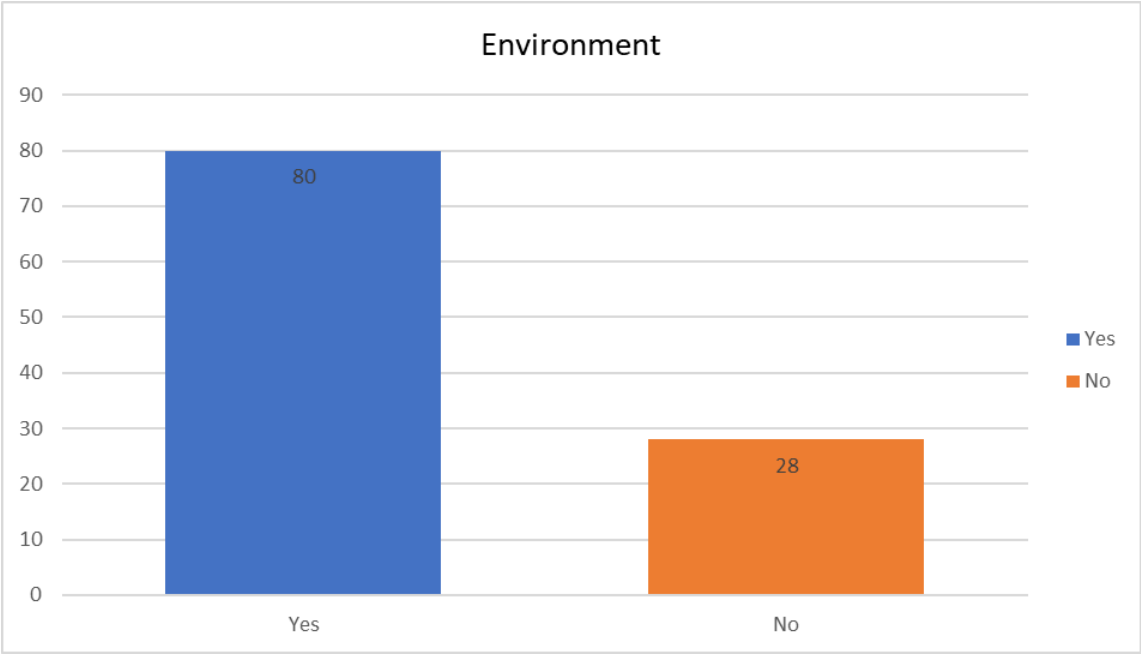
In response to reopening the survey, the survey was accessed 351 times including the 48 times from the first round. Of those 351 times the survey was accessed, 108 responses were received. Please see the charts below regarding the responses to each of the questions on the survey.



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.







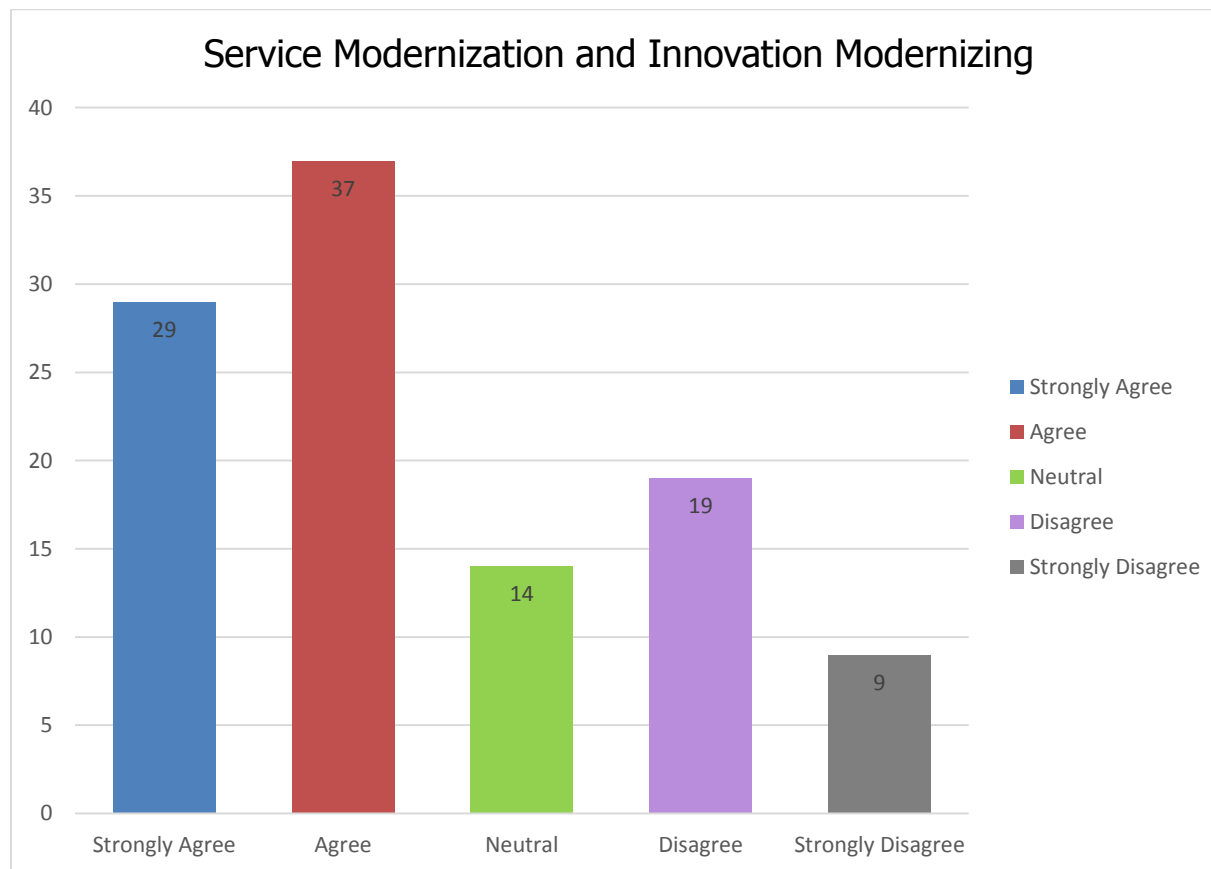
Please rate the three Strategic Pillars identified as priorities for the Municipality to address in both the short-term (1-2 years) and longer-term (3-5 years)?

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:

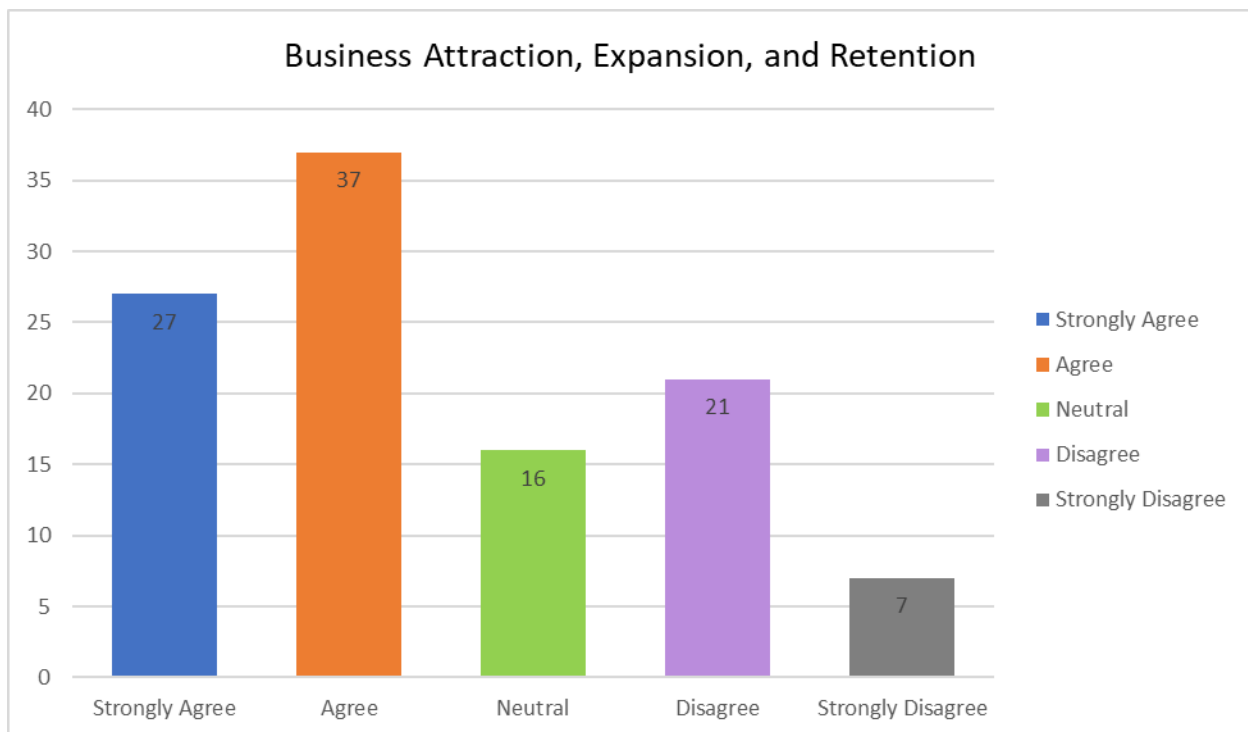
1. Continue to modernize and improve services, processes, and outcomes for our community.
2. Update our website with a cleaner interface and easier access to information.
3. Maintain a document management and retention system with a focus on public accessibility.
4. Provide online community engagement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

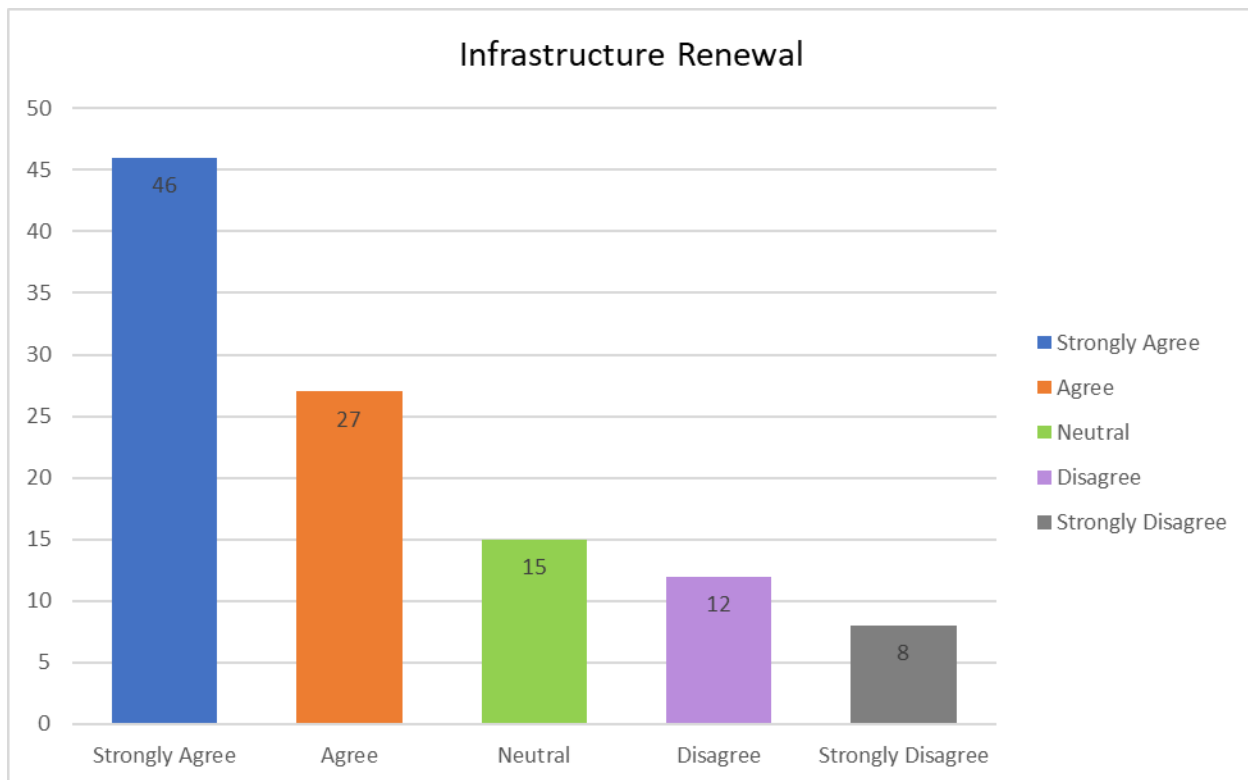
1. Promote our Township through story-telling about who we are, what we do, and our brand identity.
2. Improve our community signage throughout the Township, making it easier for residents and visitors to navigate our spaces.
3. Expedite the completion of our Comprehensive Zoning By-law, to ensure that 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">- Douro-Dummer Draft Strategic Plan - 19 March 2024.pdf- Douro-Dummer Final Draft Strategic Plan Review_19 March 2024.pdf- Douro-Dummer Strategic Plan 2023-27 Executive Summary.pdf- Letter for Committee - Draft Strategic Plan - Douro-Dummer_Redacted.pdf
Final Approval Date:	Apr 4, 2024

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

Martina Chait-Hartwig