

Summary of Township of Scugog Council and Senior Management Priority Setting Session

January 17th and 18th, 2019

Overview

In early 2019, the Township of Scugog embarked on a process of updating its Strategic Plan. The new Strategic Plan will be a guiding document that identifies a vision, mission, strategic directions, objectives and key strategic initiatives that the Township will focus on over the next four years. The Strategic Plan is informed by the Mayor, Council, the senior management team, and the community and local stakeholders.

A new Strategic Plan is important for Scugog for many reasons. It:

- Identifies a clear vision for the Township
- Defines a set of agreed-upon strategic directions and objectives;
- Identifies priority actions, projects or initiatives that reflect community interests;
- Informs decision-making; and
- Promotes Township values.

This summary outlines the draft key elements of the Strategic Plan resulting from the two-day strategic planning session with the Mayor, Council and senior staff. These key elements will be refined and presented for community input prior to submission to Council for approval.

Introduction, Retreat Purpose, and Strategic Planning Roadmap

Mayor Bobbie Drew and Chief Administrative Officer (CAO) Paul Allore welcomed Council and staff to the meeting and provided opening remarks. Susan Hall, Lura Consulting, reviewed the meeting objectives and agenda. Ms. Hall and Lori Bowers, Manager Strategic Initiatives provided an overview of key findings from the Speak Up Scugog community survey that reflects local priorities and aspirations that helped to inform the discussion.

Ms. Hall reviewed the strategic planning framework as well as the current Strategic Plan elements. She led the group through a series of activities designed to: (1) gather insights on refinements to the vision, mission and values; (2) seek input on strategic directions; and (3) confirm and identify strategic actions, projects, or initiatives to achieve the strategic directions.

Vision, Mission and Values Check Up

Council and staff reviewed the current vision, mission and values. Through a discussion of the strengths, areas for improvement, they arrived at the following vision, mission and value statements.

Our Vision

The group discussed the following elements of the vision:

- **Progressive** – highlighting that Council and staff are embracing change, and open to new approaches to problem-solving.
- **Complete and sustainable** – emphasizes the importance of a healthy community, that is attractive for all including youth, employment, and tourism.

Summary of Township of Scugog Council and Senior Management Priority Setting Session

January 17th and 18th, 2019

- **Respecting our history** –highlights the importance of recognizing, valuing and celebrating the Township’s past and heritage as one of many strengths.
- **Enhancing our natural environment** – emphasizes the importance of the environment as reflected in the community survey, caring for, and improving the lake and waterfront as well as parks and other natural heritage features.

Draft Vision Statement:

“A progressive, complete and sustainable community, respecting our history and enhancing our natural environment.”

Our Mission

Thinking about the work that the Township does, for whom and why; Council and staff identified the following elements of the mission:

- **Service excellence** - Council and seniors staff felt that the key concepts of being effective, responsive, welcoming and friendly, as well as maximizing resources are reflected by this term.
- **In collaboration** – Council and staff also noted the importance of the work that is done by volunteers, committees, stakeholders and the community as a whole to achieving the vision and mission. As a result, they felt it was important to recognize that role in the mission statement.
- **To enhance and enrich the quality of life of residents and visitors** – was identified as the ultimate purpose for the work that Council and Township staff do.

Draft Mission Statement:

“Provide service excellence in collaboration with our community.”

Our Values

Council and staff identified the key values that will guide their conduct through the implementation of the strategic plan. The following core values were identified:

- **Integrity** –being honest, professional, open, and transparent.
- **Accountable** – being responsible for wise decision-making.
- **Engaging** - being connected and in tune with the aspirations of the community; working together to create a better Township for everyone.
- **Responsive** – actively listening, being respectful of community inputs, and reacting in a timely manner.
- **Solution-oriented** – actively responding and adapting to challenges to arrive at solutions that work for Scugog.

Strategic Directions

The group reviewed the existing strategic direction themes, identified their aspirations under each, and noted key areas of change that are occurring in the Township, Durham Region and the province that should be considered when developing the strategic plan. The following provides a high-level summary of the feedback received to inform the strategic directions.

Roads and Municipal Infrastructure

Changes:

- Growth in Durham Region
- Regional services available may change
- Traffic speeds and flows (including the 407) have impacts to the community

Opportunities:

- Maintain, improve, and enhance our roads and facilities
- Consider opportunities to change, invest and transform our recreation facilities
- Address sidewalks, culverts and bridges
- Address safety for the community
- A focus on transit options is needed

Financial Sustainability

Changes:

- Provincial and federal funding cutbacks
- Shrinking grant opportunities
- Changing economy with less reliance on fossil fuels - provides opportunities for innovation, shared transportation models, and transit

Opportunities:

- Transit sustainability for northern municipalities
- Enhance financial sustainability and stability
- Continued fiscal responsibility
- Grow reserves (saving for rainy day)
- Fees and charges
- Consider negative cost impacts of climate change

Economic Development and Tourism

Changes:

- Technology changes and improved internet connectivity
- Changing economic focus (incl. niche markets)

Summary of Township of Scugog Council and Senior Management Priority Setting Session

January 17th and 18th, 2019

- Globalization

Opportunities:

- Promote, support and maintain agriculture, local farming, farmers market
- Create opportunities for growth and investment in Township
- Attract and retain youth through opportunities for fun and recreation
- Pre-service and schedule of servicing employment lands
- Create jobs (considering GM)
- Island development
- Expand tourism (year-round)
- Create arts and culture opportunities
- Nurture entrepreneurs

Municipal Services

Changes:

- Governance review
 - Provincial legislative changes
 - Regional government changes

Opportunities:

- Need for Durham Transit review
- Maintain a safe and resilient community
- Promote innovation and technology connectedness
- Provide equitable access to services
- Create opportunities for continuous learning
- Invest in parks, playgrounds, trees, and dog park
- Continue to improve communications
- Manage expectations
- Create clear pathways, reduced red tape and simplify municipal processes
- Ensure services are user-friendly
- Consider how to access to information (in person, online)

Natural Environment

Opportunities:

- Lake health and revitalization
- Maintain natural environment along the waterfront
- Provide an interconnected trails system
- Positive resolution of Greenbank lawsuit
- Address erosion

Summary of Township of Scugog Council and Senior Management Priority Setting Session

January 17th and 18th, 2019

- Protect tree canopy
- Participate in climate solutions (in collaboration, not duplication of Region of Durham efforts)
- Participate in the Durham Energy Plan
- Foster conservation, education, and stewardship through partnership with other agencies (i.e. conservation authorities)

Community Engagement

Changes:

- Population demographics

Opportunities:

- Involve community, collaborate to contribute to quality of life
- Engage youth
- Foster teamwork and partnership between Council, staff and residents – with and for our constituents
- Events and tourism
- Cannabis strategy
- Create a welcoming community
- Adopt and deliver a proactive, non-reactionary approach
- Recognize the importance of community volunteers and committees
- Enhance communication channels and methods

Livable and Complete Communities

Changes:

- Housing availability and affordability
- Aging and diverse population
- Increasing costs of healthcare for the aging population

Opportunities:

- Housing for all ages, seniors
- Retain youth
- Create a complete, healthy community with strong citizen interaction
- Enhance natural environment to encourage, family & community engagement
- Connected community (including complete hamlets)
- Old Mill plan
- Maintain an open and public waterfront
- Importance of tourism to the community
- Promote active living and wellness

Summary of Township of Scugog Council and Senior Management Priority Setting Session

January 17th and 18th, 2019

- Accessibility
- Include spiritual wellbeing
- Happy, healthy and strong
- Sustainable
- Collaborative
- Take care of each other
- Work and support First Nations
- Create jobs and a responsive labour force
- Work with the University of Ontario Institute of Technology (UOIT) and Durham College – innovation hub, incubator
- Interactive living that promotes a balance of live, work, and play

As a result of the discussion, the group identified the following strategic directions:

- **Roads and Municipal Infrastructure** - Leverage and improve transportation, infrastructure and facilities
- **Financial Sustainability** - Improve financial sustainability
- **Economic Development** - Create, grow, and attract employment opportunities
- **Municipal Services** - Provide services that are efficient and effective
- **Natural Environment** - Protect and enhance our natural environment
- **Community Engagement** - Encourage the involvement of all Scugog residents in sustaining and enhancing the quality of life in our community
- **Complete Community** - Enhance our communities to be inclusive, healthy, safe and connected

Actions, Projects and Initiatives Review and Prioritization

Following the discussion, Council reviewed a list of initiatives, projects and actions identified by the senior management team as a starting point to generate discussion. Council and staff were encouraged to refine, remove, or add any other initiatives to reflect community priorities identified through their interactions with constituents. Councillors identified the top priorities for action during the council term. The following chart highlights the recommendations made as well as the priorities under each strategic direction. Council also identified their top priorities for advocacy with the Region of Durham, province and other agencies to advance the quality of life for residents and visitors.

Strategic Direction #1: Roads & Municipal Infrastructure *Leverage and improve transportation, infrastructure and facilities*

Priorities

- Complete Township traffic analysis (speed and flow)
- Complete preliminary design and consultation on a new arena in Blackstock
- Preliminary design for an indoor municipal pool

Summary of Township of Scugog Council and Senior Management Priority Setting Session

January 17th and 18th, 2019

- Design second access to Scugog Island and seek funding to construct from OLG, Mississaugas of Scugog Island First Nation (MSIFN), the Province, and Durham Region
- Continue the sidewalk replacement and infill program
- Continue the road preventative maintenance program (crack sealing, slurry seals, etc.)
- Prepare servicing and road network options for Port Perry employment lands
- Review the decommissioning of underutilized community halls as identified in the Parks, Recreation and Culture Master Plan
- Complete a Cycling and Active Transportation Plan
- Update recreation facilities (i.e.: outdoor pickle ball court)

Other Initiatives

- Develop and implement a long-range fleet and equipment replacement schedule
- Evaluate the long-term viability of fire stations
- Update Engineering Design Criteria
- Complete the Transportation Background Study
- Replace playground equipment in parks
- Construct an off-leash dog park
- Complete LED streetlight conversion project
- Replace municipal bridges that are beyond rehabilitating
- Review provision of lighting at key intersections of Township Roads
- Complete the Seagrave Bridge Rehabilitation project

Strategic Direction #2: Financial Sustainability

Improve financial sustainability through innovative funding and delivery of services

Priorities

- Grow the road and infrastructure reserve by continuing a dedicated levy
- Commence financial planning for new major facilities (i.e. arena and future pool)
- Establish a dedicated levy for maintenance of existing buildings and facilities
- Continue a dedicated levy for vehicles and equipment

Other Initiatives

- Continue to pursue funding and grant opportunities
- Resolve Fire Protection and Road Maintenance Agreement with MSIFN
- Update Asset Management Plan
- Update tax collection policy
- Establish an Investment Policy
- Update Development Charge Background Study

Strategic Direction #3: Economic Development & Tourism

Create, grow and attract employment opportunities

Priorities

- Finalize Secondary Plan Review and Community Improvement Plan for the Port Perry Employment Area
- Complete a tourism website, branding exercise, and wayfinding signage plan
- Pursue a sustainable use for the Old Mill
- Explore an Open Streets pilot project on Queen St. from Water to Perry
- Pursue the Agriculture Centre of Excellence in collaboration with Durham Region
- Pursue a satellite agriculture technology hub as part of the (Durham Region Innovation Hub)
- Implement the Scugog Community Tourism Strategy and Action Plan
- Attract a hotel to Port Perry

Other Initiatives

- Commence a Community Improvement Plan for Downtown Port Perry
- Prepare a policy to regulate legal cannabis growing facilities
- Implement the North Durham components of the Region of Durham Economic Development Strategy
- Complete the Scugog Community Investment Guide (site selector tool)
- Prepare policies and by-laws for seasonal patios
- Create a procedure for agricultural businesses to establish on site farm stands
- Review the location of Port Perry Farmers' Market
- Renovate the School House Museum
- Continue to liaise with the film industry and community to be film-ready

Strategic Direction #4: Municipal Services

Provide services that are efficient and effective

Priorities

- Continue to update and modernize service delivery
- Continue policy and procedure updates to improve efficiency and accountability
- Advance the Uxbridge Scugog Animal Shelter
- Continue the Core Services and Efficiency Review
- Develop a User-Friendly Interactive Zoning Guide
- Create a plan and budget for Maker Space project for the Library

Other Initiatives

- Continue implementation of the corporate IT Strategic Plan and Roadmap
- Carry-out Telecommunications Contract Review and Update

Summary of Township of Scugog Council and Senior Management Priority Setting Session

January 17th and 18th, 2019

- Prepare a long-term staffing strategy
- Negotiate a new CUPE and IAFF Collective Agreements
- Investigate and implement new Integrated Library System (ILS)
- Conduct Risk Assessment and report annually and Impact of Ontario Regulation 377/18 changes to Fire Protection and Prevention Act
- Improve accessibility in Municipal Services
- Enact a succession plan to identify and prepare staff for future leadership opportunities

Strategic Direction #5: Natural Environment

Protect and enhance our natural environment

Priorities

- Advance the Lake Scugog Enhancement Project
- Resolve lawsuits and environmental concerns related to the Greenbank Airport site
- Continue to strengthen our policies and by-laws to protect our natural environment
- Work with community partners and agencies on community stewardship education initiatives

Other Initiatives

- Enact an Outdoor Solid Fuel Burning Appliance By-law
- Finalize Source Water Protection Policies and Regulations
- Continue implementing the tree planting program
- Strive to protect and enhance tree canopy

Strategic Direction #6: Community Engagement

Encourage the involvement of all Scugog residents in sustaining and enhancing the quality of life in our community

Priorities

- Enhance youth engagement and programming
- Enhance communications and customer service (including website content refresh)
- Continue to encourage volunteerism and committee activities
- Enhance Township relationship with MSIFN
- Establish an annual meeting with the arts and culture community
- Host an Agricultural Roundtable Session
- Enhance the engagement of seniors including the Port Perry Seniors Club
- Seek strategic partnerships to serve residents
- Continue to deliver the fire safety education and engagement

Strategic Direction #7: Complete Community

Enhance our communities to be inclusive, healthy, safe and connected

Priorities

- Complete a comprehensive Waterfront Plan
- Provide a variety of housing opportunities to meet the needs of present and future residents
- Enhance connectivity (broadband, transit, trails)
- Encourage local entrepreneurship and community services in the hamlets
- Promote community health through infrastructure and policy
- Encourage residential intensification and infill development that is compatible with the surrounding development

Other Initiatives

- Promote sustainable, low impact and green development
- Update the Site Plan Control by-law
- Establish a Registration Program for Residential Secondary Suites
- Continue to develop a connected trail system
- Provide a conducive environment to attract a variety of business investment
- Support and implement the Affordable and Seniors Housing Task force recommendations
- Implement Housing Strategy recommendations for all ages and stages

Actions for Advocacy and/or Collaboration with Durham Region, the province and other partners

Priorities

- Advocate for sanitary sewer pumping station to service Port Perry Employment Lands
- Advocate for the Regional review of North Durham Transit and GO Service
- Advocate for Greenbelt boundary adjustments for Port Perry and Blackstock
- Advocate for funding related to compensation for growth restrictions imposed by the Greenbelt & Oak Ridges Moraine compensation
- Work with the Region of Durham regarding the relocation of the sewer pumping station presently located on the waterfront
- Seek a safety review of Island Road by the Region of Durham
- Advocate for Region of Durham Tourism Coordinator full-time for North Durham
- Advocate for financial assistance for the Lake Scugog Enhancement Project
- Advocate for a commuter parking lot in Manchester
- Advocate for a pedestrian / cycling access on Highway 7A

January 17th and 18th, 2019

Other Actions for Advocacy or Collaboration

- Examine the further expansion of the Nonquon Water Pollution Control Plant
- Advance timing of new municipal wells and treatment facility for drinking water (Simcoe St. North of Line 3)
- Collaborate with the Region of Durham to advance a new elevated water storage tank on Port Perry Employment Lands
- Advocate for the finalization and implementation of the Region of Durham's Broadband Strategy
- Advocate for pre-servicing of employment lands by the Region of Durham
- Fully participate in the municipal comprehensive review of the Durham Regional Official Plan
- Participate in the Durham Community Energy Plan where feasible and appropriate
- Participate in the Durham Community Climate Adaptation Plan where feasible and appropriate
- Advocate for financial assistance for the design and construction of the secondary access for Scugog Island
- Advocate for changes to the Regional Revitalization Plan to provide predictable guaranteed funding
- Facilitate natural gas to Scugog Island
- Advocate for lighting at intersections with MTO and Region of Durham

Next Steps

Mayor Bobbie Drew and CAO Paul Allore thanked Council and staff for their feedback and time in discussing the core elements of the strategic plan. The draft strategic plan will be developed based on community inputs and brought forward to Council in the coming months.

January 17th and 18th, 2019

Appendix A: Meeting Agenda

Township of Scugog Council and Senior Management Priority Setting Session

January 17-18, 2019

Nestleton Waters Inn
3440 Beacock Road, Nestleton, LOB 1L0

Retreat Purpose: To review and discuss key elements of Scugog's Strategic Plan and identify strategic priorities for the upcoming term of Council.

Day 1: Building Our Strategic Plan – Thursday, January 17, 8:30 am – 4:30 pm

8:30 Coffee and Settle In

9:00 Introductions and Retreat Purpose - Mayor Bobbie Drew and Paul Allore, CAO

9:30 Strategic Planning Road Map – Susan Hall, Facilitator

- Provide overview of session, planning framework and tasks

9:45 Vision/Mission/Values Check-up

- Review and discuss current vision/mission/values

10:45 Health Break

11:00 Our Strategic Directions

- Susan will review the current strategic directions
- Individual and group discussion and activity

12:30 Lunch

1:15 Our Strategic Directions cont'd

2:15 Our Multi-Year Objectives

- Groups to review list of initiatives and projects
- Work to identify multi-year objectives

3:15 Health Break

3:30 Our Strategic Priorities – Ideas for Initiatives/Actions/Projects

- Break into smaller groups for further review and refinement

4:30 Wrap Up & Adjourn- Mayor Bobbie Drew and Paul Allore, CAO

Summary of Township of Scugog Council and Senior Management Priority Setting Session

January 17th and 18th, 2019

Day 2: Refining Our Plan – Friday, January 18, 8:30 am – 2:00 pm

8:30 Coffee and Settle In

9:00 Welcome and Review of Day 1 Outcomes – Susan Hall, Facilitator

9:20 Reviewing and Refining Our Plan - Susan Hall, Facilitator

- Review any suggested changes to vision/mission/values
- Review tasks and outcomes from Day 1 and identify gaps

10:20 Our Priority Initiatives

- Council priority exercise

10:45 Health Break

11:00 Review of Priority Initiatives

- As a group review and reflect on list of actions/initiatives/plans
- Do they help to achieve the multi-year objectives and strategic directions?

12:00 Lunch

12:45 Reflections & Implementation Considerations – Paul Allore, CAO

- Full group discussion with CAO
- Are there any gaps or further direction needed?

1:45 Wrap Up – Mayor Bobbie Drew & Paul Allore, CAO

- Susan to thank participants for their time in developing the strategic plan.
- CAO and Mayor to thank participants.

2:00 Adjourn