

Summary of Township of Scugog Council and Senior Management Strategic Planning Session

December 7th and 8th, 2022

Overview

In 2019, the Township developed a strong strategic planning framework that reflects Council and community priorities. Since then, the Township has provided regular progress updates on progress through its Strategic Plan Report Card. The approved Corporate Strategic Plan was developed for the 2019-2022 Council Term, and the intent was to review the Corporate Strategic Plan every four years corresponding with the start of the new term of Council. With the Council term ending in November 2022, the Township of Scugog's 2019-2022 Strategic Plan is due for review and refresh. While many elements likely continue to be significant priorities for the community, much has changed since 2019. The 2023-2026 Strategic Plan aims to reflect changing priorities, policies, guidelines, and service demands and respond to emerging pressures. The Township's Strategic Plan is being reviewed and updated to ensure that the community's priorities, needs and aspirations are accurately reflected.

An update to the 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.

Introduction and Overview

Mayor Wilma Wotten and Chief Administrative Officer (CAO) Ken Nix welcomed Council and staff to the meeting and provided opening remarks. Susan Hall, LURA Consulting, reviewed the meeting agenda. Susan provided an overview of key findings from the community and staff engagement activities, including a survey, community conversations, coffee chat and staff sessions. Susan noted over 260 people were engaged in a conversation about the future. She highlighted respondents' opinions on what is most important to them in Scugog and the greatest issues facing the community. She highlighted key themes relating to the strategic directions and major initiatives to be included in the strategic plan.

Susan reviewed the strategic planning framework and 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, values, and strategic directions; and (2) identify strategic objectives and potential actions to achieve the strategic directions. Outcomes supported the objectives. All elements may be further refined and clarified by Township staff before bringing the Strategic Plan back to Council and the community.

Vision, Mission and Values Check Up

Council and staff reviewed the current vision, mission and values. Through a discussion of the strengths, desired outcomes for the community and external factors influencing the Township, they arrived at the following updated vision, mission, and value statements.

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Our Vision

The group discussed the following elements of the vision:

- **Creative** - focusing on the ability to adapt to change and embrace problem-solving.
- **Complete** – creating a complete community that meets the needs of residents throughout their lifetime. Complete communities offer and support opportunities for people of all ages and abilities to conveniently access most of the necessities for daily living, including an appropriate mix of jobs, local stores and services, a full range of housing, transportation options and public service facilities.
- **Respectful of our history** – retaining this element as a unique, key feature of the Township. It is important to recognize, value and celebrate the Township's past and heritage as one of its many strengths.
- **Enhanced natural environment** – similarly retaining this element as a key feature of the Township and an area of importance to residents. The importance of the environment embraces the lake and waterfront, parks, and natural features.

Updated Draft Vision Statement

"Scugog will be a creative and complete community that respects our history and enhances 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:

- **Progressive** – Recognizing the importance of developing new ways of doing things and being open and responsive to change.
- **Sustainable** – Identifying the need to maintain services while respecting and enhancing the natural environment and community vitality.
- **Inclusive** – Building on the community feedback that Scugog is welcoming and has a strong sense of community, the mission reflects creating an inclusive environment for all Scugog so residents can engage actively and contribute to their community.
- **Service excellence** – The key concepts of being effective and responsive, as well as maximizing resources, are reflected by this term.
- **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.

Updated Draft Mission Statement

"To create a progressive, sustainable, inclusive community through service excellence."

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Our Values

Council and staff reviewed the key values that guide their conduct through the implementation of the strategic plan. At their core, the value remains unchanged, with a focus on accountability, community engagement, responsiveness to the community and a focus on developing solutions that work for Scugog. The changes focus on consolidating and refining the statements that support them.

Updated Draft Value Statements

As members of the Township Council and staff, we are:

- **Accountable** – we are honest, professional, open, transparent and responsible for informed decision-making.
- **Engaged** – we are connected to the community, working together to create a better Township for everyone.
- **Responsive** – we actively listen and are respectful of community inputs.
- **Creative** – we actively respond and adapt to community needs to arrive at solutions that work for Scugog.

Strategic Directions

The group reviewed the existing strategic directions and identified their desired outcomes, elements working well and external factors influencing the Township's ability to reach its vision. They reflected on the community inputs that highlighted the need for roads and infrastructure improvements, natural environment protection and financial sustainability. The following provides a high-level summary of the feedback received to inform the strategic directions.

As a result of the discussion, the group identified the following updates to the strategic directions. At a high level, the strategic directions remain unchanged, focusing on the key service areas within the Township. The changes focus on consolidating and refining the statements that support them.

- **Infrastructure** - Leverage and improve roads, transportation, facilities, equipment, and other assets
- **Sustainability** - Improve sustainability through financial management, innovative funding, and efficient and effective delivery of services
- **Economic Development and Tourism** - Create, attract, and retain employment opportunities and promote tourism
- **Natural Environment** – Protect, enhance, and restore the natural environment
- **Complete Community** - Strengthen our communities to be inclusive, healthy, safe, connected and engaged

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Objectives, Outcomes and Potential Actions

Following the discussion, Council was asked to review a list of initiatives, projects and actions identified by the senior management team. Council and staff were encouraged to refine, remove, or add other initiatives to reflect community priorities identified through their interactions with constituents. The following chart highlights the recommendations and the potential actions under each strategic direction.

Strategic Direction 1: Infrastructure: Leverage and improve roads, transportation, infrastructure, facilities, equipment and assets

Objective 1: Invest in roads and related infrastructure Outcome: The overall condition and connectedness of roads and municipal servicing are improved.	Potential Actions: • Continue to implement the preventative maintenance programs for municipal infrastructure • Grow the road infrastructure levy to rehabilitate, reconstruct and resurface roads and address the infrastructure deficit • Prioritize planned bridge replacements • Investigate a paid/permit parking strategy • Continue to implement sidewalk improvements
Objective 2: Enhance recreation facilities Outcome: New and maintained existing Township facilities provide recreation activities for all ages and abilities.	Potential Actions: • Continue the annual playground replacement initiative • Replace/refurbish Blackstock arena • Develop a partnership to assist with funding an outdoor pickleball court • Investigate partnerships to assist with funding skateboard park improvements and other amenities • Undertake a Field House feasibility study
Objective 3: Improve waterfront amenities	Potential Actions: • Implement the short-term Waterfront Action Plan initiatives

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Outcome: Waterfront experiences are enriched for residents and visitors.	• Develop a partnership to revitalize the Old Mill • Water Street Road rehabilitation and new sidewalk construction
Objective 4: Enhance transportation options Outcome: A more livable community is created for all ages and abilities.	Potential Actions: • Advocate for expanded transportation opportunities that serve residents and businesses • Advocate with Durham Region for transit expansion • Continue to implement traffic calming • Implement the short-term actions (sidewalks, signage and multi-use trails) of the Active Transportation and Transportation Master Plan • Construct a second access to Scugog Island
Objective 5: Proactively manage facilities, equipment, and assets Outcome: Investments are made in the right vehicles, assets and equipment at the right time to ensure the continuation of municipal services.	Potential Actions: • Implement the fleet and equipment management plan • Increase dedicated building and facilities, and vehicle and equipment levy • Conduct a facilities review

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Strategic Direction 2: Sustainability: Improve sustainability through financial management, innovative funding and efficient and effective delivery of services

Objective 1: Formalize long-term financial planning in decision making Outcome: The long-term financial plan manages finances responsibly to ensure effective service delivery, asset management and responds to major infrastructure projects, growth and legislative changes.	Potential Actions • Continue special levies for roads and infrastructure, buildings & facilities, and vehicles & equipment to proactively invest in Township assets • Expand investment income opportunities • Maximize development charges through an update of the development charge background study • Develop action plans related to government legislation • Develop a debt policy for strategic debt usage • Continue to develop reserve fund policies • Identify implementation and maintenance costs for major capital projects • Pursue grant initiative funding
Objective 2: Ensure service effectiveness and efficiency Outcome: The right service levels and mix of services are delivered effectively and efficiently.	Potential Actions • Enhance municipal services and service delivery • Undertake a service level and efficiency review • Undertake process reviews and efficiencies improvements for municipal services
Objective 3: Manage Township properties	Potential Actions • Complete Cartwright High School and associated lands transfer • Develop a land rationalization strategy • Review the operating model for Community Halls

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Outcome: The long-term property needs of the Township are identified and rationalized.	
Objective 4: Modernize technology and digital services Outcome: Technology supports customer service and efficient service delivery.	Potential Actions • Implement phases 2 and 3 of the Customer Relationship Management System and implement other customer-focused enhancements • Continue to implement the Information Technology Strategic Plan • Enable mobile work opportunities (i.e., automated vehicle locator, vehicle technology, communications, inspection and ticketing) • Become a Smart City • Digital Strategy Plan • Support broadband development • Investigate partnership opportunities with Durham Region, local municipalities and businesses for technology and digital service delivery

Strategic Direction 3: Economic Development & Tourism: Create, attract and retain employment opportunities and promote tourism

Objective 1: Retain and expand businesses across Scugog Outcome: The business environment is enhanced, contributes to the local	Potential Actions: • Conduct the business retention and expansion program to understand the challenges local businesses are facing in the municipality • Engage the agriculture sector, tourism, and building/development sectors to identify business retention and expansion opportunities • Collaboration with business organizations and partners to retain, expand and attract businesses
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economy, and provides quality jobs and employment opportunities.	
Objective 2: Attract investment Outcome: New businesses and employment opportunities are available in Scugog.	Potential Actions: • Finalize and implement Community Improvement Plans (CIP) for the Employment Area and Downtown Port Perry • Work with the Region of Durham Economic Development to promote Scugog • Advocate for employment lands servicing • Collaborate with the Region on the Vibrant North Durham Plan • Engage external organizations to bring/expand broadband services for businesses
Objective3: Promote tourism and attract people to Scugog Outcome: Tourism contributes to and enhances the local economy.	Potential Actions: • Enhance winter activities at the waterfront • Promote agri-tourism and film opportunities • Pursue downtown pedestrian zone • Use trail opportunities to promote tourism • Complete a Museum Master Plan & Strategic Plan
Objective 4: Encourage-partnerships and leverage resources to enhance public assets and deliver community events Outcome: Community events continue contributing to Scugog's vibrancy and vitality.	Potential Actions: • Expand Scugog Shores Museum visitor engagement • Work with Durham Region on economic development such as agri-tourism coordination and promotion (on-farm diversified uses) • Simplify and standardize permitting processes related to special events • Continue to support cultural and special events • Continue to work with community partners delivering community events

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Strategic Direction 4: Natural Environment: Protect, enhance, and restore the natural environment

Objective 1: Improve water quality, aesthetics, and recreation opportunities for Lake Scugog Outcome: The health of Lake Scugog is improved.	Potential Actions: • Manage and maintain stormwater ponds • Prioritize waterfront access (beach areas) and protection • Continue to work with partners and community groups to improve the health of Lake Scugog • Pursue funding for Lake Scugog Enhancement Project and initiate the first phase addressing stormwater with oil/grit separator construction
Objective 2: Prepare the Township for extreme weather events and climate change impacts Outcome: The Township is prepared to respond to climate events and emergencies.	Potential Actions: • Install new generators in Township facilities for emergencies • Investigate sustainable and green initiatives • Upgrade radio and cellular communication for emergency response • Advance community emergency preparation efforts • Update community emergency evacuation facility preparedness • Expand communication options by offering information and proactively providing community preparedness plans
Objective 3: Maintain, expand and enhance parks, greenspace and trails Outcome: Community members have increased opportunities to enjoy the outdoors in a safe	Potential Actions: • Expand the trails network • Enhance the tree canopy • Continue greenspace enhancements, including adding parks to align with development • Investigate opportunities to add a park to Scugog Island

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environment and contribute to healthy lifestyles.	
Objective 4: Mitigate environmental impacts Outcome: Environmental impacts are mitigated and managed through appropriate consultation, legislation, and action.	Potential Actions: • Review site alteration by-law and impacts • Engage with First Nations, interested and affected parties to help mitigate environmental impacts • Investigate and implement greenhouse gas reduction and other environmental initiatives

Strategic Direction 5: Complete Community: Strengthen our communities to be inclusive, healthy, safe, connected and engaged.

Objective 1: Serve the community at all ages and stages Outcome: Scugog has accessible and inclusive services that are responsive and sustainable.	Potential Actions: • Update the communications strategy • Update and consolidate the Township websites • Develop a customer service strategy • Enhance inclusive community outreach (incl. youth/adult outreach) • Deliver public education on community building and fire safety codes and standards
Objective 2: Create a vibrant, safe and healthy community	Potential Actions: • Advocate for a full range of affordable housing initiatives • Develop a community safety plan and implement initiatives • Establish a diversity, equity, and inclusion initiatives/ plan

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Outcome: The quality of life in our community is enhanced.	• Investigate and implement accessibility improvements • Expand and enhance recreational programming for youth and seniors
Objective 3: Engage and involve Scugog residents in enhancing life in the Township. Outcome: The Scugog community feels more engaged.	Potential Actions: • Encourage volunteerism and committee activities • Consult the community on large initiatives • Gather input to the Official Plan and land use planning • Continue to advance Township beautification initiatives
Objective 4: Expand community and governmental partnerships Outcome: The Township retains and expands partnerships.	Potential Actions: • Grow partnerships with the library and local community groups to advance community initiatives • Expand collaboration with MSIFN • Cultivate partnerships and advocate with other levels of government • Advocate to maintain and enhance health and social services available in Scugog • Advocate for speed enforcement through Scugog

Next Steps

Mayor Wilma Wotten and Carol Coleman, Director of Public Works and Infrastructure (on behalf of Ken Nix), 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 early 2023.