



THE CORPORATION OF THE TOWNSHIP OF PUSLINCH 2015 SPECIAL COUNCIL MEETING

A G E N D A

DATE: Tuesday, September 29, 2015

SPECIAL MEETING: 1:00 P.M.

LOCATION: Puslinch Community Centre
23 Brock Rd. South

Denotes resolution prepared

1. Call the Meeting to Order
2. Disclosure of Pecuniary Interest & the General Nature Thereof.
- # 3. **Community Based Strategic Plan - Planning Session**

- i. Mission
- ii. Vision
- iii. Strategic Priorities

4. **CONFIRMING BY-LAW**

- (a) By-law to confirm the proceedings of Council for the Corporation of the Township of Puslinch

5. **ADJOURNMENT**

Overview & Agenda

Our second session with the Puslinch Strategy Work Group (PSWG) on September 29 follows two very successful public consultations that we conducted earlier in the month. The consultations were successful based upon turnout — mid-20s for both — and the fact that the people who attended were very engaged and they requested an extra step in the strategic planning process. The residents asked for an opportunity to see a presentation of the draft strategy document prior to finalizing the document with Council. Therefore, we have scheduled a public presentation on November 19, 2015 and the presentation for Council approval will occur on January 20, 2016. Also, it should be noted that approximately 20% of the residents who attended the public consultations took the opportunity to email follow-up comments directly to me.

I will be writing the strategy document during the month of October. Karen and her managers will review the first and second drafts.

It is important that the PSWG considers the Community Improvement Plan, the Parks and Recreation Plan and the Master Fire Plan when we develop the strategic priorities for the Township. Both the Mission and Vision are yet to be finalized and, as we have discussed, the strategic priorities will be guided by these statements. Therefore, we have a considerable amount of work to do during our second strategy session.

The session will be conducted at the Puslinch Community Centre on September 29 and will begin at 13:00. We will have five hours to work on the development of the Mission, Vision and Strategic Priorities for the Township.

I will facilitate our second session with the ticking clock in mind but my objective is to help you stay focused on your leadership role and balance aspiration, inspiration and pragmatism.

Puslinch Mission & Vision

The slogan on the Puslinch coat of arms is “Progressing Together” and after working in Puslinch for the past four months, I think that this motto still captures the current sentiment and commitment in the Township.

During a project update in the early summer, I asked the members of the staff strategy project team to submit their vision statements for the Township. After a few weeks of reflection (and a gentle reminder), the staff sent their statements to me. We reviewed the vision statements during a subsequent meeting and I asked each staff member to relate the “core message” from their vision statement. Their explanatory responses were more indicative of a functional vision statement than their written submissions because there was a much clearer sense of commitment, timelines and even urgency.

The Mission that you create for the Township will be a declaration of the inherent, shared values among the municipal stakeholders that expands upon the Township slogan. When

we conducted our first strategy session on July 7, the PSWG answered the question: "What does Puslinch stand for?" *Figure 1* is a word cloud based upon all of your submissions from the first strategy session.

Figure 1



Figure 2 below is a word cloud based upon the staff *vision* statements.



There are many similarities between these two word clouds. Word clouds indicate the frequency of word usage in the submissions that were analyzed. My point is that the Puslinch Mission Statement is likely to be easier to finalize during our meeting on September 29 and that will be the first order of business for next Tuesday.

I used the example of planning a vacation to illustrate that a functional Vision is a future-based current reality that guides decision-making. That is the level of specific commitment that we want to capture when we develop the Vision for Puslinch. The Vision will guide decision-making in Council and across all Township departments. A Vision will also help us determine the strategic priorities for Puslinch.

Strategic Priorities

On September 29, we are going to create a list of 10-15 strategic priorities that are consistent with the Vision and Mission.

Once we have agreement and mutual understanding about the implications of each of the priorities, we will use a technique called *comparative ranking* to determine whether each priority is a strength, opportunity, non-issue or over-emphasized. I will facilitate this group process and it will override any individual bias while identifying those priorities that should receive your attention and, indeed, your resources as you work towards accomplishing the Vision. The strategic priorities will guide the development of action plans by staff following this strategic planning process.

Our starting point for developing the strategic priorities will be the SWOT that we worked on during our first session.

Strengths

- Strong commercial and industrial base
- Good, stable infrastructure – new facilities/good upkeep
- Solid base volunteer (core) How do we attract new volunteers?
- Competent municipal staff
- Fiscal position good – no debt
- Location, close to airport, 401 Hwy, major communities, excellent dining but traffic problems “downtown”
- Large faith communities – provides a lot of services especially to seniors
- Affluent residents – poverty not a large issue
- Access to excellent healthcare, education
- Valuable real estate for residents and institutions but too expensive to draw young people
- Diverse economy – aggregate / farm / transport / small businesses
- Rural area, surrounded by urban
- Various housing options - live on lake, hamlet, farm, rural estate
- Collaborate with neighbouring municipalities (but maintain our own identity)
- Home of Green Legacy

- Excellent representatives at provincial and federal levels

Opportunities

- Abundance of recreation assets
- Conservation areas
- Rural life with urban proximity
- Several changes
- Urban amenities
- Proximity to 401
- Post extraction – review activities?
- Small business development
- Incubation area for small business
- Internet access growth
- Hamlet development
- Hwy #6 by-pass
- Development speed?
- Resource development
- The Muskoka or Wellington County – Puslinch Lake
- Better support of commercial activity and expansion
- Improve traffic flow
- Character development
- Join neighbouring municipalities

Threats

- Provincial growth legislation and regulation e.g. Green Belt
- Source water protection
- Sustainability – financial recovery
- Amalgamation
- Different service level expectations
- Lack of water – sewer services
- Aggregate industry – what next
- Hwy #6 transportation
- Lack of affordable housing – life cycle
- Growth surrounding – fill issues
- Need municipal water services to support new industry
- Annexation – existence vs. amalgamation – sucked up by urban neighbours vs. joining neighbouring rural areas

Weaknesses

- Declining membership to local community groups because of new demographic in the township
- Lack of resources, staff, tax base, growth
- Identity ie people knot knowing they are in Puslinch
- Existence – ie lots of urban municipalities surrounding us – lack of water/sewer infrastructure – future possible annexation

- Affordability – high prices – new builds are higher than \$1M
- Accessibility – ie no grocery stores, banks, no downtown – rely on cities to provide some of the core programs and facilities (both a benefit and weakness)
- Geographical make-up – very spread out municipally

Final Thoughts

Once again, we have a considerable amount of work to do next Tuesday and I hope that you have an opportunity to reflect on a Vision for the Township.

I am looking forward to working with you again!

Sincerely,



John A. Whitesell, PhD
Managing Director