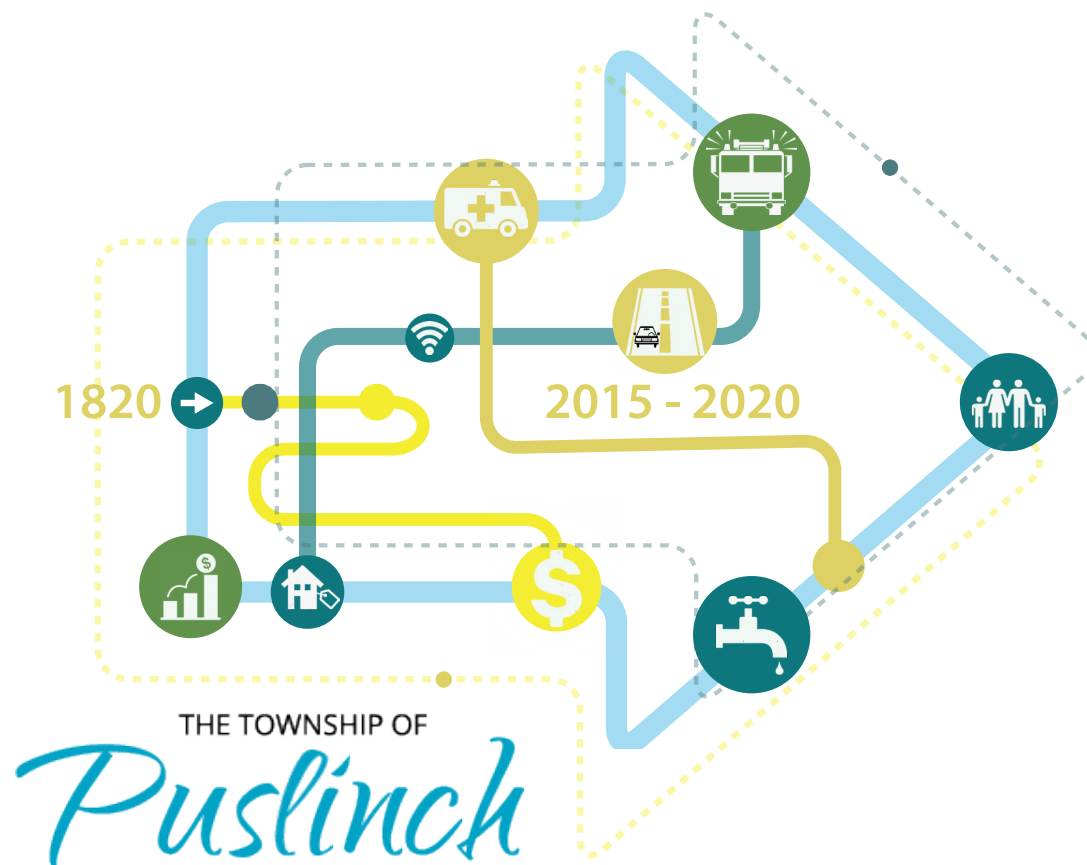




Corporation of the Township of Puslinch

Community Based Strategic Plan 2015 - 2020

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EXECUTIVE SUMMARY

The initiative to develop the first *Community Based Strategic Plan (CBSP)* for the Township of Puslinch began in late June 2015 and concluded in February 2016. During the 8-month period, the consultants engaged the community in three public consultations to inform residents about the progress of the project while asking for their participation in the creation of a shared vision for the Township. Over 30 extensive emails were sent to the consultants following the public consultations offering suggestions about how the Township should approach the future.

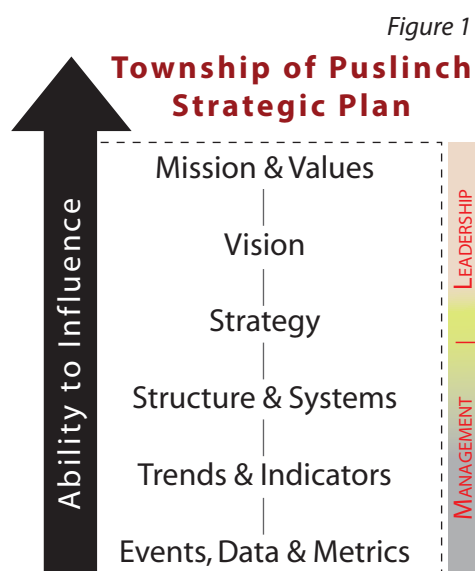
The consultants also conducted extensive background research and personal interviews with over 60 people, including residents, businesspeople, managers, staff, County of Wellington staff, Council members and other key stakeholders. The process included four half-day strategic planning sessions with participation from the CAO, senior managers and Council members.

There were three major plans in various stages of completion during the development of the CBSP, including: the Community Improvement Plan, the Fire Master Plan and the Recreation and Parks Master Plan. These plans have been integrated into the CBSP and the Goals, Objectives and Actions can be found in the CBSP Strategy Scorecard on page 8.

The CBSP has a combined Vision and Mission with a horizon set in the year 2025. *Figure 1* illustrates the “hierarchy” of mission, vision and strategy and reinforces the fact that leadership and management intersect at the strategic level. The strategic plan has a 5-year timeframe of 2015-2020 with strategic goals and objectives over the short, medium and long range of the plan. The Values of the Township that were affirmed by the strategic planning process could be summarized by the word, *Community*, as well as the phrase that is emblazoned on the Puslinch Coat of Arms, *Progressing Together*.¹ The “core values” that were expressed by the strategy planning team included the following:

- **Stewardship:** the Township takes responsibility for the community’s fiscal, natural and cultural resources.
- **Accountability & Engagement:** the Township accepts responsibility for decisions and actions related to the business of the Township and will engage and be transparent with the community.
- **Employee Competency & Commitment:** the Township recognizes that the managers and staff of Puslinch are critical assets and the Township is dedicated to attracting, developing and supporting people to excel in their roles.

The Puslinch Mission & Shared Vision is a collective, community-based expression of a deeper sense of purpose or *raison d’être* combined with a clear direction for the future. The following declaration emerged from the coherent and authentic process of reflection and conversation and was approved by Council on December 16, 2015:



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PUSLINCH MISSION & SHARED VISION

Progressing together to provide reliable and sustainable services to our residents, businesses and visitors. We will protect our resources while respectfully building upon our heritage as a safe, fun and prosperous rural community.

¹ The final public presentation was conducted on January 14, 2016 at the Puslinch Community Centre. The Classy Lane Training Centre fire that killed 43 racehorses occurred nine days earlier. The consultant presented a slide from the crowdfunding website that had a target of \$500,000 and at the time of the public presentation, over \$314,000 had been raised. A testament to the community spirit that exists in the Township.

Figure 2 is an illustration that was used during the CBSP process to help focus the attention of the participants on the fact that the Township can direct future outcomes by aligning resources and stakeholders in support of a singularity of purpose. One of the critical issues facing Puslinch is developing a municipal water system. However, developing an independent municipal sewage system is a very costly issue that is complicated by the Township not having a natural “outflow” body of water. If Puslinch does not take control over its water, the control will default to another municipality in the region.

Figure 2



There were several distinct themes that resulted from the CBSP interviews, strategy sessions and community consultations, including:

- the Township needs to remain financially stable and sustainable;
- Puslinch must balance commercial and residential growth;
- protecting the “special” geographical features of Puslinch will be essential to the future;
- the Township has done enough water studies that should provide enough evidence for implementing municipal water services (Puslinch was one of the first municipalities to conduct underground water monitoring);
- Puslinch must remain environmentally secure;
- monetize the gravel pits, create space for cyclists and make the Township an “oasis” for recreational purposes;
- maintain and emphasize the values upon which Puslinch was built;
- aging in place and affordable housing for all stages of life is an important consideration;
- we can be progressive versus the status quo if we work together for the changes that are needed;
- residents need to get more involved in community service and local government;

- we have the ability to be much more sustainable by emphasizing our agricultural and locally grown food;
- Puslinch “identity” is fragmented;
- let’s make Puslinch a place where our children and youth want to stay, and,
- Township staff need more exposure to other progressive municipalities — rural and urban — to identify best practices and exchange ideas.

The overwhelming majority of people who contributed their thoughts and feedback during the strategic planning process were positive and encouraging. If there was one dominant theme it would be that the Township of Puslinch must take charge of its future so that it can create the kind of future that people want.

The CBSP will be a ‘living’ plan that will be updated annually to reflect changing circumstances and new information and/or technologies.² The Township is using a Strategy Scorecard to track progress towards the completion of Goals and Objectives with specific Actions delineated over the 5-year strategy.³

The critical characteristics that define a balanced scorecard are its focus on the strategic agenda of Puslinch accompanied by data points to monitor a mix of financial and non-financial activities. Definitions provide clarity and differentiating between goals and objectives is critical when tracking performance:

- a. Goals are long-term aims that the Township wants to accomplish.
- b. Objectives are concrete attainments that can be achieved by following a certain number of steps — Actions.

Goals and objectives are often used interchangeably, but the main difference comes in their level of concreteness. Objectives are very concrete, whereas goals are “aims” and are therefore less structured.

The Township has a vision that will guide both the current and the next generation of staff and Council by making Puslinch a viable entity with public funds allocated to the top strategic priorities so that investment is made effectively and efficiently.

² The strategic planning approach that was applied in the Township of Puslinch was tailored by Whitesell & Company to optimize the time and resources allocated to this project.

³ The 2015-2020 Strategy Scorecard is included in this document and annual updates will be posted on the Township website.

MUNICIPAL RESPONSIBILITIES

Canada's Constitution clearly spells out the responsibilities of the provinces and those of Ottawa. Typical federal duties include borders, immigration, defense and international relations. The provinces control and administer programs related to health, housing, education, environment and transportation. Personal and corporate incomes are taxed and split between each province and Ottawa with complicated formulas that have resulted in an almost impenetrable tax code. The top two tiers of Canadian governments are mandated to redistribute income and they have the legislative and financial tools to make that happen.

Municipalities were created by the Province to provide local services such as roads, water, sewers, fire service, garbage pickup and any other services that residents were prepared to fund, such as public transportation, parks and libraries. In theory, the charge for the variations in the services should be based on user fees. Other municipal costs are funded with license fees, levies and property taxes. Puslinch has been proactive about increasing current funding streams such as their participation in the Top Aggregate Producing Municipalities of Ontario (TAPMO).⁴

There have been council motions over the years in other municipal jurisdictions that support nuclear disarmament, the end of wars, pure air and water, and, recently, comprehensive poverty reduction. We are all glad to know that our councillors' hearts are in the right place but that should not be taken as a promise to duplicate any other government's responsibilities. Let each level of government focus on its own complicated duties. Duplication or triplication will only be slower and costlier in the long run. That is why Puslinch has taken advantage of the recent strategic planning process to focus on those services and issues that it can control and influence to provide the best possible services to its ratepayers at a reasonable cost.

PUSLINCH — AN HISTORICAL SNAPSHOT⁵

The first European settlers arrived in Puslinch in 1827 and the first census was conducted in 1851. The census reported that

⁴ See Strategy Scorecard: III Strong Governance, Objective (c)

⁵ The primary sources for these brief historical excerpts were from *Puslinch in the Papers: The Newspaper Clipping Collection of Mildred Mary Clark* as compiled by Marjorie Clark and *Our Home and Native Land: Community in Puslinch Township and Wellington County Ontario* by Marjorie Clark.

there was a population of 3,798 people. Residents of Scottish descent were the largest sub-group comprising 26% of the total with 48% of the total population citing European origins. There was a plethora of Christian denominations represented and 22 people said that they did not have a religion.

The "homeplace" was a concept that referred to a farm on which the residents' ancestors settled in Puslinch Township and its usage was prevalent until around 1960. The homeplace was symbolic of the hardships that were overcome when families left their small farms or leased land in Europe to sail to the New World. Many landed in Dundas after enduring weeks of ocean travel in cramped, unsanitary quarters. On arrival in Dundas, loved ones were lost to cholera and after being subjected to quarantine, the survivors walked north along the Aboukir Trail to locate land in Puslinch.⁶

The first post office in Puslinch was opened in 1850 by William Leslie and promised daily delivery at 4 p.m. "...which will prove useful to businessmen and useful to all". Mail arrived by stagecoach for Aberfoyle, Morriston and Puslinch. Mail would later arrive by train as well as stagecoach and rural mail delivery was announced on October 8, 1905. Residents were soon complaining about receiving flyers advertising subscriptions for magazines. Another anomaly of early rural mail delivery was that some addresses were changed to Puslinch from Aberfoyle thus causing a delay in delivery. Brock Road was formerly No. 2 and it became No. 3 as new routes were added and that change further complicated mail delivery.

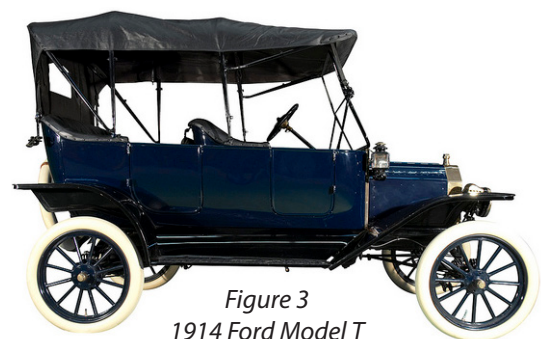
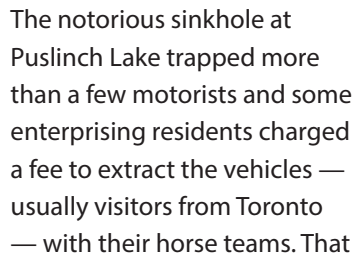


Figure 3
1914 Ford Model T

Automobiles have played a significant role in the history of Puslinch and vehicles of all types continue to positively influence the local economy. The appearance of the first vehicle in Puslinch was cited as 1905, two years after Ford opened its

⁶ The distance between Dundas and Arkell is 40.3 kilometers and early settlers followed markings on tree trunks made by previous travellers to find their way along the trail — this is called a "blazed trail".

Although many people in the early 1900s doubted that cars were here to stay, 80 years later, a Morriston resident, Marleene Percy, reported that crossing Highway 6 between speeding vehicles was "...like playing chicken" and that it took some people 25 minutes to cross the highway because traffic was so heavy.



business was put out to pasture permanently in 1947 when Township Council authorized a feasibility study to secure the adjoining land and divert the roadway between the 1st and 2nd concessions to avoid the sinkhole.

The commitment to restore the beauty of Morriston and Aberfoyle and other locations in the Township is embedded in the 2015 Community Improvement and Parks and Recreation Plans. Puslinch is heavily invested in the Morriston Bypass Coalition that is focused on alleviating traffic congestion in the Township while encouraging additional economic development in the region.

[illegible]

This “word cloud” was created from interviews and emails assembled by Whitesell & Company. The algorithm measures the frequency of word usage and the level of frequency is reflected in the size of the fonts.

STRATEGIC OPPORTUNITY GRID (SOG)

The strategic priorities for Puslinch were identified through a facilitated discussion and debate process with the CAO, senior managers and Council during three strategy sessions followed by the same number of planning meetings with the CAO and department heads. During these sessions, the consultants presented information captured through the community consultations, key informant interviews, strategic planning theory and multiple planning models to stimulate and focus the discussions.

A total of 13 priority issues were defined and ranked using a technique called the *Strategic Opportunity Grid (SOG)* that was designed by Whitesell & Company based on item response theory.⁷ These issues — both positive and negative — were defined as anything at the strategic level that could directly impact the Township during the next five years. One issue was cited as “Government Regulation and Legislation” and was defined as including such elements as the Clean Water Act, the Aggregates Act, the Planning Act and the County of Wellington Official Plan.

At first glance, it would seem that most of the decision making concerning the future is beyond the scope of the Puslinch Council but the Township can influence decisions and every effort is being made to do so. An example is the Township's participation in a coalition of Ontario municipalities that is proposing to increase the remuneration of \$.06 per tonne that Puslinch currently receives from aggregates that are mined from Township lands.

Figure 6 is an illustration of the 13 issues that have been plotted on a 4-quadrant grid based on each issue's value or importance to the future of the Township as well as the current performance of that issue using a scale of 1 to 9 — low to high performance, respectively. The vertical “value” scale of 0-143 was the product of the 13 issues multiplied by the 11 participants attending the strategy session. Performance on the hori-

⁷ The concept of the item response function was around before 1950. The pioneering work of IRT as a theory occurred during the 1950s and 1960s. Three of the pioneers were the Educational Testing Service psychometrician Frederic M. Lord, the Danish mathematician Georg Rasch, and Austrian sociologist Paul Lazarsfeld. Key figures who furthered the progress of IRT include Benjamin Drake Wright and David Andrich. IRT did not become widely used until the late 1970s and 1980s, when practitioners were convinced of the “usefulness” and “advantages” of IRT while personal computers gave many researchers access to the computing power required for IRT.

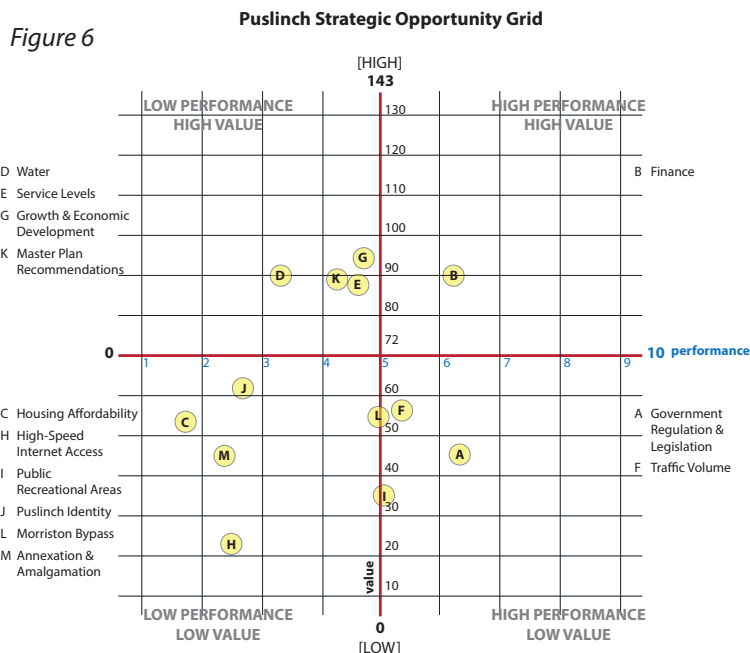
zontal scale captured the participants' perceptions of current performance relative to each issue from 1-low to 9-high.

Appendix A details the original 13 issues as well as the definitions for each one. The forced choice methodology that was used to determine the relative value of the 13 issues combined with the performance dimension resulted in five high value issues, including:

1. Growth & Economic Development
2. Water
3. Finance
4. Master Plan Recommendations
5. Service Levels

The remaining eight issues represent less *relative* importance to the future of Puslinch but that does not mean that they are unimportant. Therefore, all of the 13 issues have been formatted into four strategic goals with accompanying short, medium and long-term objectives and actions.

Strategic goals are aims that the Township wants to accomplish during the short, medium and long-term duration of the 5-year plan. Objectives are concrete targets that can be achieved by following a certain number of steps that will be outlined in a subsequent *Implementation Plan* that will be developed by the CAO and department heads in consultation with their staff.



FOUR STRATEGIC GOALS — 2015 TO 2020

The Township will develop and undertake a methodical plan to intentionally stimulate managed growth. The evidence that was reviewed during the Puslinch strategic planning process revealed a Township that has been fiscally responsible on all fronts and has been operated in a very lean fashion compared to similar sized municipalities and much larger jurisdictions for that matter. However, the Township is surrounded by growing urban centres on all four sides with increasing needs for resources and land. To retain the characteristics expressed in the Vision of "...a safe, fun and prosperous rural community", Puslinch will need to take control of a key resource — water — and actively engage in focused economic development.

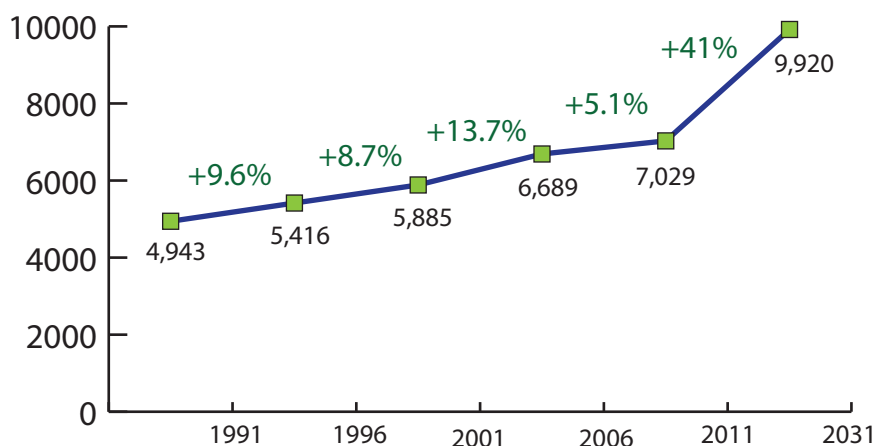
The recommendations from the three master plans related to Fire, Parks & Recreation and Community Improvement span this five-year plan and will need to be implemented in conjunction with the direction of this strategic plan. The recommendations have been translated into Objectives and Actions in the CBSP Strategy Scorecard.

Figure 7 illustrates the population growth that is anticipated for Puslinch by 2031 based on the provincial document, *Places to Grow*. The increase in residential population combined with focused economic development will require the Township to investigate additional financial tools and accept increased but acceptable risk to prepare for the future.

The four strategic goals and their accompanying objectives on page 7 are not assembled in order of importance. Indeed, the four goals are inextricably intertwined and will need to guide the actions that are delineated in the CBSP Strategy Scorecard with an additional level of detail provided by the future Implementation Plan.⁸

⁸ Implementation Plans are usually based on a traditional GANTT chart that outlines who is responsible for completion of tasks, the exact dates for completion, status of task completion, issues, obstacles, interdependencies, etc. These planning systems have improved dramatically in the past five years with online, organization wide access versus static, desktop programs for single users.

Figure 7
Township of Puslinch — Population Trend



Strategic Goal I

Create a Puslinch Identity

- a. Implement Community Improvement Plan (CIP)— 2016-2031
- b. Morriston Streetscaping
- c. Destination Marketing/Branding
- d. Gateway Signage
- e. Accessory Dwelling Units
- f. Municipal Address - Canada Post
- g. Promote Public Recreation Opportunities

Strategic Goal II

Intentional, Managed Growth

- a. Township Water Resources
- b. City of Guelph Tier Three
- c. Comprehensive Zoning By-law Review

Strategic Goal III

Strong Governance

- a. Highway 6 By-Pass
- b. Support of Top Aggregate Producing Municipalities for Ontario (TAPMO)

Strategic Goal IV

Maintain Financial Strengths & Define Service Levels

- a. Long Term Financial Planning
- b. Fire Master Plan Service Levels and Recommendations
- c. Recreation and Parks Master Plan Service Levels and Recommendations
- d. Service Delivery Review - Other Departments
- e. Facility Needs Study
- f. Rural Garbage Collection

CONCLUSION

The first *Community Based Strategic Plan* that the Township of Puslinch created was thorough to a fault in its inclusion of the community as well as applying the most robust techniques available during a strategic planning process. The plan was born from an extended, in-depth discovery phase to isolate evidence-based information that helped propel the second phase — presentation of evidence, debate and discussion. Those two steps led to the documentation of the work that is contained in this report. Now, it is time to bring the plan to life through the fourth or implementation phase that can be simply described as “doing”.

Strategic plans have been in use by royalty and generals for millennia but their use was accelerated through the first industrial revolution that began with the invention of a practical version of the steam engine by James Watt in 1769 while he was at the University of Glasgow.⁹ Less than five decades later, Scottish settlers would make Puslinch home. Now, we are well into the fourth industrial revolution and governance at the local level is being challenged by rising taxpayer expectations amid relatively static financial resources.¹⁰ We need to work smarter by leveraging our knowledge and by having the courage to engage with the other tiers of government and with the types of industry and economic endeavours that are well suited for the Township. Puslinch has won praise for its financial management and the Township is committed to being both frugal and farsighted with the implementation of the CBSP.

The CBSP Strategy Scorecard is detailed in the next section of this document.

⁹ Thomas Savery patented the first crude steam engine in 1698 and Thomas Newcomen improved on this design.

¹⁰ The fourth industrial revolution as illustrated by figure 8 is characterized by what some have called the “internet of things” that draws together the cyber and physical realms.

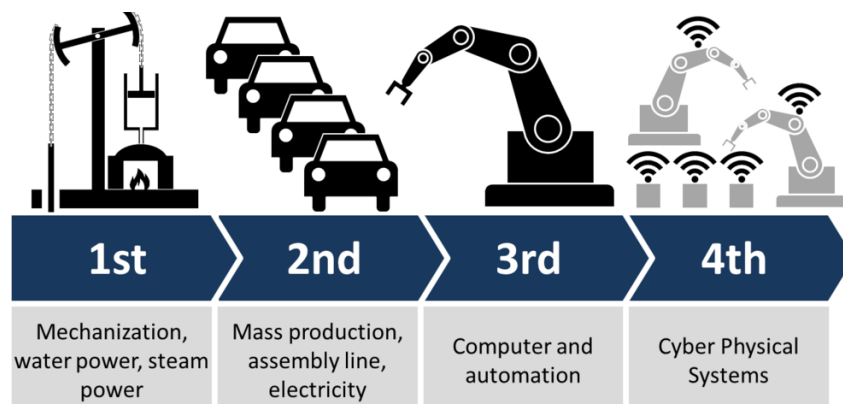


Figure 8



Township of Puslinch
2015 - 2020 CBSP Strategy Scorecard



Township of Puslinch

2015 - 2020 CBSP Strategy Scorecard

Performance Legend

- ✓ On or above target
- ✧ Caution
- ✗ Below target
- Not applicable or not available

Strategic Goal	Objective	Actions																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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Township of Puslinch

2015 - 2020 CBSP Strategy Scorecard

Performance Legend

- ✓ On or above target
- ✧ Caution
- ✗ Below target
- Not applicable or not available

Strategic Goal	Objective	Actions	 PERFORMANCE <i>at a Glance</i>	 Timeline	Short	Medium	Long
					2016 - 2017	2018 - 2019	2020+
II Intentional, Managed Growth							
a	Township Water Resources						
	i	Allocate in the 2017 Capital Budget preparation of a water feasibility study including an economic impact report	Short				
	ii	Complete a water feasibility study including an economic impact report – optimize as a resource the Township's long history of water monitoring	Short				
	iii	Consider the recommendations contained in the water feasibility study and economic impact report	Short				
	iv	Incorporate decisions made regarding the recommendations contained in the water feasibility study and economic impact report into the Township's Capital Budget – 2018 – 2026	Ongoing				
	v	Explore funding and partnership opportunities to support the defined actions adopted as a result of the water feasibility study and economic impact report – 2019-2026	Ongoing				
b	City of Guelph Tier Three						
	i	Evaluate and consider impacts of Tier 3 Risk Assessment Results	Short				
	ii	Review, comment and consider potential constraints and financial impacts regarding the Risk Management Measures Evaluation Process Project and Water Quantity Policy Development	Short Medium				
c	Comprehensive Zoning By-law Review						
	i	Issue request for proposal for completion of a comprehensive zoning by-law review which considers constraints with current designated industrial lands in the County Official Plan, alternative or additional industrial/commercial land opportunities and maximum lot coverage areas for accessory buildings	Short				
	ii	Complete Comprehensive zoning by-law review	Short				
	iii	Communicate any recommendations for amendments to the County Official Plan to the County of Wellington for its consideration	Short				
III Strong Governance							
a	Highway 6 By-Pass						
	i	Continue to monitor progress made on the construction of the Highway 6 By-pass	Ongoing				
b	Support of Top Aggregate Producing Municipalities for Ontario (TAPMO)						
	i	Continue to support TAPMO initiatives e.g. increase in aggregate levy	Ongoing				
IV Maintain Financial Strengths and Define Service Levels.							
a	Long-term Financial Planning						
	i	Incorporate service level decisions into 10 year capital plan – 2016 - 2026	Ongoing				
	ii	Develop a long term funding strategy for capital program	Short				
	iii	Update Pavement Condition Index for Township Roads	Short				
	iv	Review and update the Township's Financial Administration and Budget Management Policy	Short				



Township of Puslinch

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Strategic Goal	Objective	Actions	 PERFORMANCE at a Glance	 Timeline	Short	Medium	Long
					2016 - 2017	2018 - 2019	2020+
	v	Review and update the Township's procurement by-law		Short			
	vi	Update Asset Management Plan through identification and inspection of the Township's Storm Water Management Facilities		Short			
	vii	Review and update the Township's Reserve and Reserve Fund Policy which considers the establishment of a Tax Stabilization Reserve		Short			
	viii	Develop a Debt Policy		Medium			
	ix	Review and update the Township's Investment Policy		Medium			
	x	Complete a comprehensive update to the Township's Asset Management Plan		Medium			
	xi	Review and update the Development Charges By-law		Medium			
	xii	Work with MPAC and the aggregate industry on the development of a model for assessing aggregate properties		Short			
b Fire Master Plan Service Levels and Recommendations							
	i	Report to Council with an action plan to define and outline the order of consideration of the recommendations of the Fire Master Plan		Short			
	ii	Incorporate and implement the outcomes of the decisions made on the Fire Master Plan recommendations into the Township's service delivery standards and budget – 2016 – 2024		Ongoing			
c Recreation and Parks Master Plan Service Levels and Recommendations							
	i	Report to Council with an action plan to define and outline the order of consideration of the recommendations of the Parks and Recreation Master Plan		Short			
	ii	Report to Council on recommendations from the ORCP Ad-hoc Committee		Short			
	iii	Incorporate and implement the outcomes of the decisions made on the Recreation and Parks Master Plan and the ORCP Ad-hoc Committee into the Township's service delivery standards and budget – 2016 – 2024		Ongoing			
d Service Delivery Review - Other Departments							
	i	Identify other areas for review e.g. Public Works, Governance		Short			
	ii	Report to Council with an action plan to define and outline the departmental service delivery items		Short			
	iii	Report to Council with a proposed schedule for review of other Departments		Short			
	iv	Incorporate and implement the outcomes of the decisions made into the Township's service delivery standards – 2018 - 2024		Ongoing			
e Facility Needs Study							
	i	Evaluate options for municipal facility/office space		Short			
	ii	Incorporate and implement the outcomes of the preferred option into Capital Budget		Short			
f Rural Garbage Collection							
	i	Continue to monitor proposed changes to the County's waste collection program		Short			

APPENDIX A

STRATEGIC ISSUES & DEFINITIONS

PUSLINCH STRATEGIC ISSUES—2016

PUSLINCH ISSUE	DESCRIPTION	VALUE	PERFORMANCE
A. GOVERNMENT REGULATION & LEGISLATION	1. Greenbelt Act constraints 2. Planning Act: Urban boundary constraints 3. Places to Grow: water, sewer and transportation corridor 4. Aggregates Act 5. Clean Water Act 6. MPAC	41	6.3
B. FINANCE	1. Resourcing, e.g., grants, staff 2. Small Tax Base 3. Debt (what you incur debt for) 4. Asset Management & Capital Planning 5. Fiscal Responsibility	89	6.2
C. HOUSING AFFORDABILITY	1. Residential assessments 2. Youth and elderly housing — housing continuum 3. First time homebuyers 4. Garden suites 5. Cost of land and residential lots	51	1.9
D. WATER	1. Municipal Services — priority 2. Allocation to other municipalities 3. Permits for industrial properties 4. Optimize long history of monitoring	89	3.8
E. SERVICE LEVELS	1. Define service levels 2. Resident expectations & value 3. Garbage pickup 4. Lack of accessibility for natural gas	85	4.8
F. TRAFFIC VOLUME	1. Traffic coming from out of Township 2. Access 3. Cambridge to Guelph: Township roads have become commuter conduits 4. Infrastructure upgrades	57	5.2

PUSLINCH ISSUE	DESCRIPTION	VALUE	PERFORMANCE
G. GROWTH & ECONOMIC DEVELOPMENT	1. Residential & non-residential 2. Location, location, location 3. Problems developing future industrial areas 4. Bylaws, enforcement, Planning, e.g., home-based businesses that grow (landscapers) 5. Ability to compete with urban centres 6. Ability to work with universities and other urban centres to locate resources here 7. Note: water and sewer intersects with this issue	91	4.6
H. HIGH SPEED INTERNET ACCESS	1. Lack of availability 2. Terrain challenges	23	2.6
I. PUBLIC RECREATIONAL AREAS	1. 1200 acres of natural land tracts 2. Puslinch Lake 3. GRCA	34	5
J. PUSLINCH IDENTITY	1. People don't know where they live! 2. Gateway signage, post office 3. Branding 4. Volunteers declining; core group is shrinking 5. CIP	62	2.9
K. MASTER PLAN RECOMMENDATIONS	1. Fire, Recs, CIP 2. Political Will & Commitment	86	4.2
L. MORRISTON BYPASS	1. Highway 6	54	5
M. ANNEXATION & AMALGAMATION	1. Guelph, Cambridge expanding boundaries	43	2.5