



**TOWNSHIP OF CHAMPLAIN
COMMITTEE OF THE WHOLE MEETING**

**March 2, 2021
Electronic Participation**

1. **OPENING - 4:00 P.M.**
Call to order
2. **DISCLOSURE OF PECUNIARY INTEREST**
(on any items that appear on the agenda)
3. **ADOPTION OF AGENDA**
4. **PRESENTATION – COMMITTEES / CONSULTANTS**
 - 4.1. **MDB Insight - Corporate Strategic Plan and Economic Development Strategic Plan**
5. **NEXT MEETING**
 - Public (Zoning) Meeting - March 11, 2021
 - Regular Meeting - March 11, 2021
6. **ADJOURNMENT**



CANTON DE CHAMPLAIN RÉUNION DU COMITÉ PLÉNIER

le 2 mars 2021

Participation par voie électronique

1. OUVERTURE DE LA SÉANCE - 16 H

Appel à l'ordre et ouverture

2. DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES

(concernant les sujets inscrits à l'ordre du jour)

3. ADOPTION DE L'ORDRE DU JOUR

4. PRÉSENTATION – COMITÉS / CONSULTANTS

4.1. MDB Insight - Plan stratégique corporatif et plan stratégique de développement économique

5. PROCHAINE RENCONTRE

- Réunion publique (zonage) - 11 mars 2021
- Réunion régulière - 11 mars 2021

6. CLÔTURE DE LA SÉANCE



Township of Champlain

Council and Management Corporate Strategic Planning

Presented by: Trudy Parsons, MDB Insight
Erik Lockhart, Queens Executive Decision Centre
Martin Lacelle, Sub-Consultant

Date: March 2021



Agenda

- Welcome & Introductions
- Project Overview
- Where are we now?
- Strategic Planning – Vision, Mission, Guiding Principles, and Goals/Objectives
- Wrap-up and Next Steps



Phase 1: Project Initiation – Understanding Where We’ve Been

Project Launch Meeting	Project Charter (workplan/report outline)	Communications/Consultation Plan	Environmental Scan, Situational Analysis and Common Themes Matrix	Community Profile (Base Analysis)
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Phase 2: Scan – Where Do We Want To Go As A Community?

Interviews: Advance Reconnaissance + Management + Key Informant Interviews	Engaging Township Managers/Front Line Staff	Resident Survey (Online)	Council Strategic Planning Sessions (2)	Targeted Workshops for Business and Community Leaders (2)	Public Online Forum #1	SOARR Analysis
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Phase 3: Moving Forward – How Do We Get There?

Public Online Forum #2	Draft Strategic Plan Presentation and Implementation Session with Management Team	Council Input Session #3	Draft Economic Development Strategy Presentation	Final Strategic Plan and Economic Development Strategy	Presentation of Final Strategic Plan and Economic Development Strategy
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The Value of a Strategic Plan

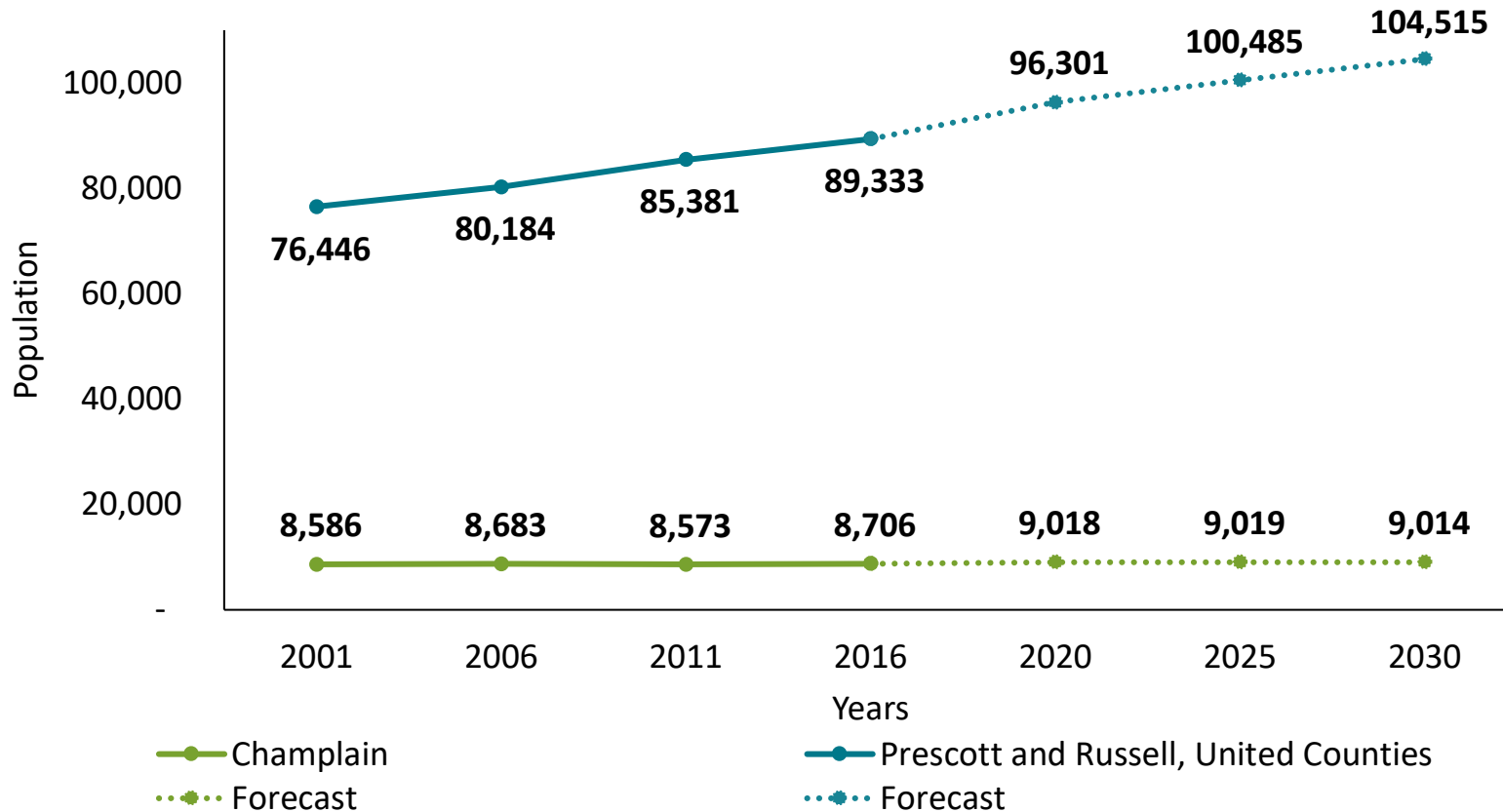
- Provides a vision, mission, and values to guide the Municipality in all of its actions
- Identifies challenges and opportunities, and prioritizes responsive actions
- Aligns with Council's goals and objectives, business initiatives, and the goals and aspirations of the community

Setting the Stage: Community Profile



Historical and Projected Population Trends

Demographic Profile



Takeaways

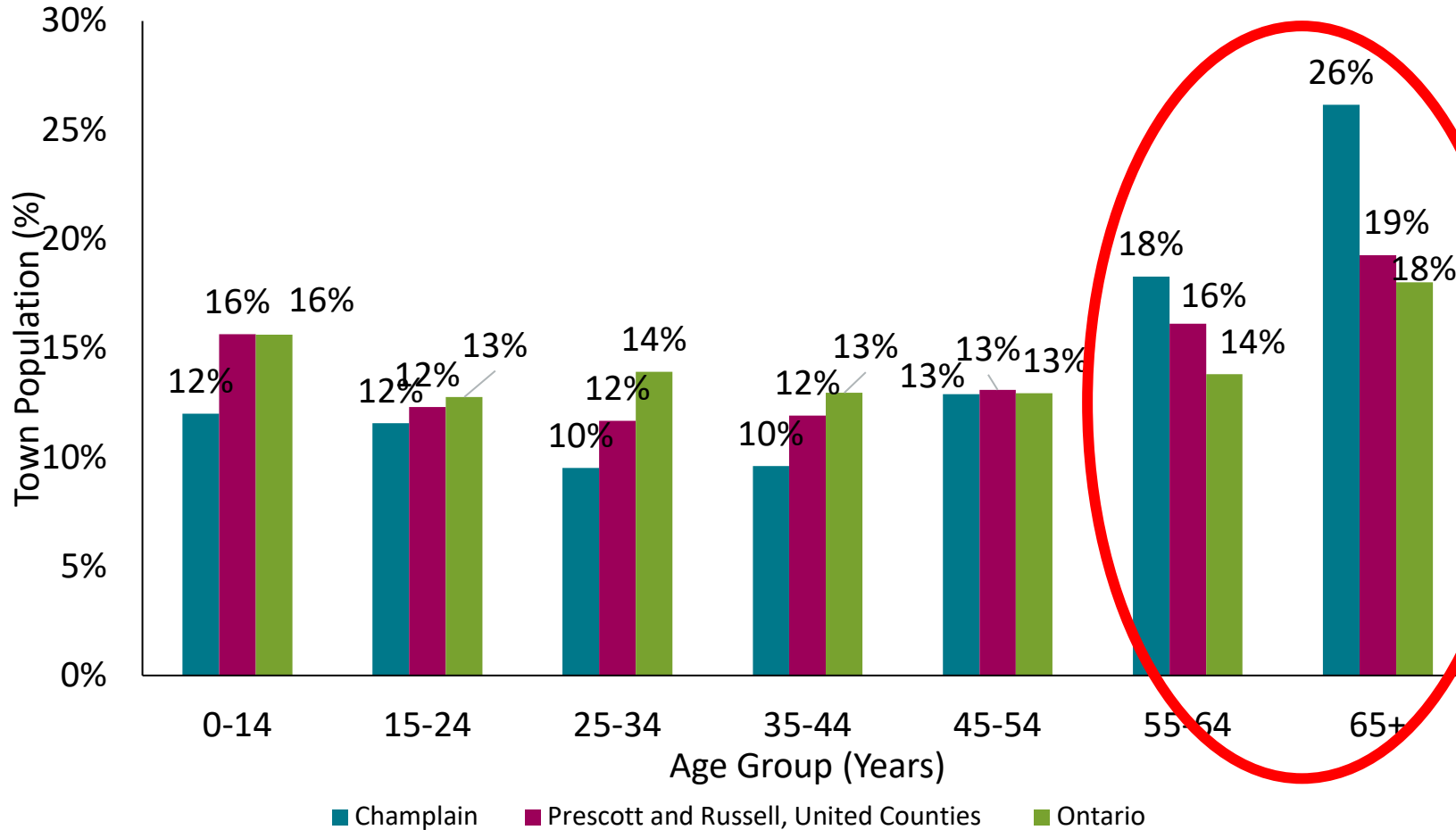
- Champlain has historically experienced **little to no population growth** (1% change over the 2001 to 2016 period), whereas the United Counties saw a substantial increase of 17%.
- Looking forward, the **projections see this trend improving slightly, with 4% growth expected between 2016 and 2030.**

Source: Statistics Canada, 2001, 2006, 2011 & 2016 Census of Population. 2020 Manifold Data Mining Inc.



Age of the Population by Broad Age Groups 2020

Demographic Profile



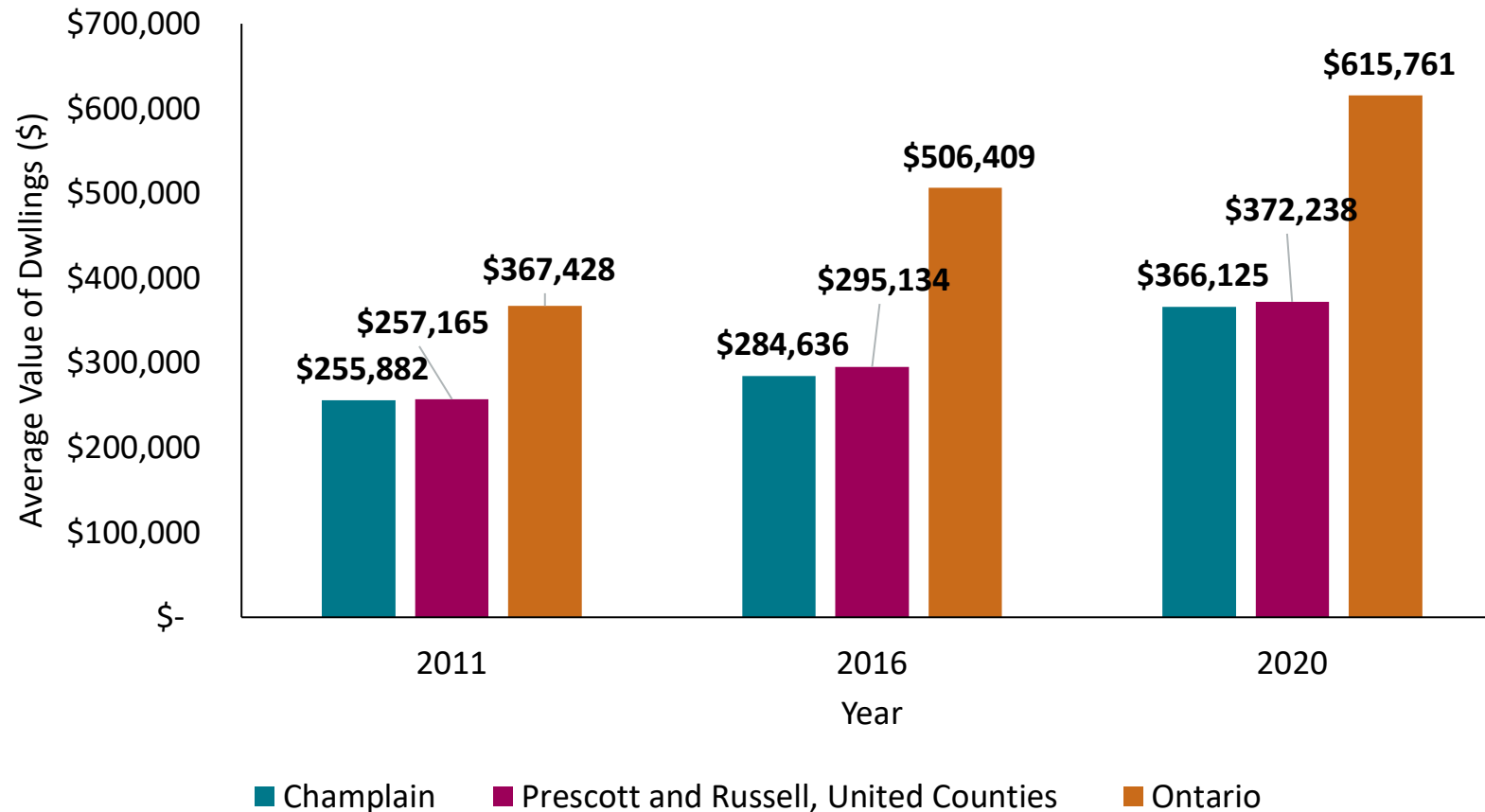
Takeaways

- Champlain has an aging population, with 44% of the population aged 55 or above in 2020. This is higher than both the United Counties (35%) and Province (32%).
- The proportion of people aged 55 and above has increased by 8% for Champlain over the 2011 to 2020 period, higher than both the United Counties at 7% and the Province at 5%.

Source: 2020 Manifold Data Mining Inc.



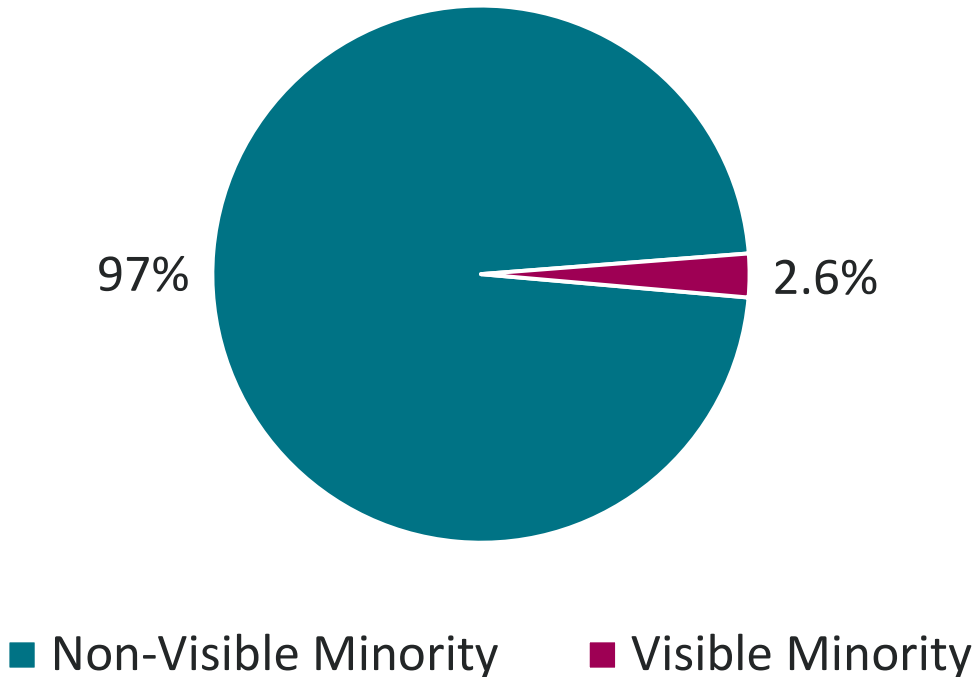
Average Value of Dwellings, 2011-2020



Takeaways

- Champlain average value of dwellings were \$6,113 lower than the United Counties and \$249,636 below the Provincial average.
- Average housing value in Champlain increased by 43% across the 2011 to 2020 period, which is lower than the Province at 68%.

Source: Statistics Canada, 2011 Census of Population. Statistics Canada, 2016 Census of Population. 2020 Manifold Data Mining Inc.



Takeaways

- Champlain has a very small visible minority of only 2.6% or 236 people and is substantially lower than the Province at 29.5%
- Visible minorities are defined as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."

Source: 2020 Manifold Data Mining Inc.



Economic Base	Support Industries
Agriculture, forestry fishing and hunting – 210	Retail Trade - 104
Construction – 153	Professional, scientific and technical services - 93
Manufacturing - 38	Health care and social assistance - 70
Mining, quarrying and oil and gas extraction - 4	Transportation and Warehousing - 50

Source: Canadian Business Counts, June 2020



Common Threads Analysis

Common Themes	Business Retention & Expansion	Enhance Quality of Life and Quality of Place	Workforce Development	Sector Development	Employment Lands and Investment Attraction	Township Service Delivery and Asset Management
Champlain Township Official Plan	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
OPRO: Prescott and Russell Opportunities Final Report		✓✓	✓✓	✓✓		✓✓
Capital and Operating Budget 2020, 2021	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
Asset Management Plan 2013, 2016		✓✓			✓✓	✓✓
VKH Industrial Park Staff Report	✓✓			✓✓	✓✓	✓✓
Champlain Business Needs Survey	✓✓			✓✓	✓✓	
CIP Background Report	✓✓	✓	✓	✓	✓	✓✓
Vankleek Hill BMA Trade Area Report (2010)	✓✓			✓✓		
Land Use Needs Study (2012)					✓✓	✓✓
Water Financial Plan (2021)		✓			✓✓	✓✓
Staff Report – VKH Industrial Park (2019)	✓✓			✓✓	✓✓	✓✓
Building Department Data (2018-19)		✓			✓	✓



Strengths

- What can we build on?

Opportunities

- What are our best opportunities for leveraging strengths or addressing challenges?

Aspirations

- What do we care deeply about and where do we want to be in the future?

Risks

- How will we recognize and address potential risks?

Results

- How will we know we are succeeding?

Setting ourselves up for a strategic plan that works and that our community can see itself in.



Strengths	Opportunities	Aspirations	Risks	Results
<ul style="list-style-type: none"> • Transportation infrastructure • Affordability • Quality of life / place • Facility Grants & Community Grants • Core services • Exceptional customer service • Library • Public works 	<ul style="list-style-type: none"> • Increased collaboration with neighbouring communities • Economic diversification • Increased/improved internal and external communications • Resident attraction / community identification • Service delivery efficiencies • New CIP • Quantify the cross benefits of assets 	<ul style="list-style-type: none"> • Diversified & growing economy • Adequate housing supply that meets the needs of the community • Grow and maintain heritage elements • Sustainable growth 	<ul style="list-style-type: none"> • Population & youth out-migration • Identity concerns • Resistance to development • Losing community support groups • Township facilities need upgrades • Talent attraction 	<ul style="list-style-type: none"> • Infrastructure improvements • Accountability internally and externally • Managed Growth



Interview Input - Council and Management

- Close knit unique bilingual culture
- Some residents feel threatened by change and major new residential development
- The Township has had success in improving service delivery
- Concerns related to infrastructure development and maintenance (municipal services, capital investment, broadband, buildings)
- Concerns related to challenging political climate since amalgamation
- Identified need to embrace technology and innovation
- Sustainable resident and business growth is a core goal

Developing Our Vision, Goals, Mission, Guiding Principles

Vision – 45 mins

Mission – 30 mins

Priorities / Goals – 45 mins

Guiding Principles – 30 mins

Quick demo of app (X-Leap)



- X-Leap is an app to generate ideas (the link is in the Invite and in Zoom Chat)
- Please open both X-Leap and Zoom
- To toggle between X-Leap and Zoom: hold the ALT key and press TAB (*if in Windows*)
- Please do not close Zoom as you need it for the audio

In order to participate effectively, you will need to sign on to two platforms: zoom (for audio-video) and X-Leap (for the strategy discussion).

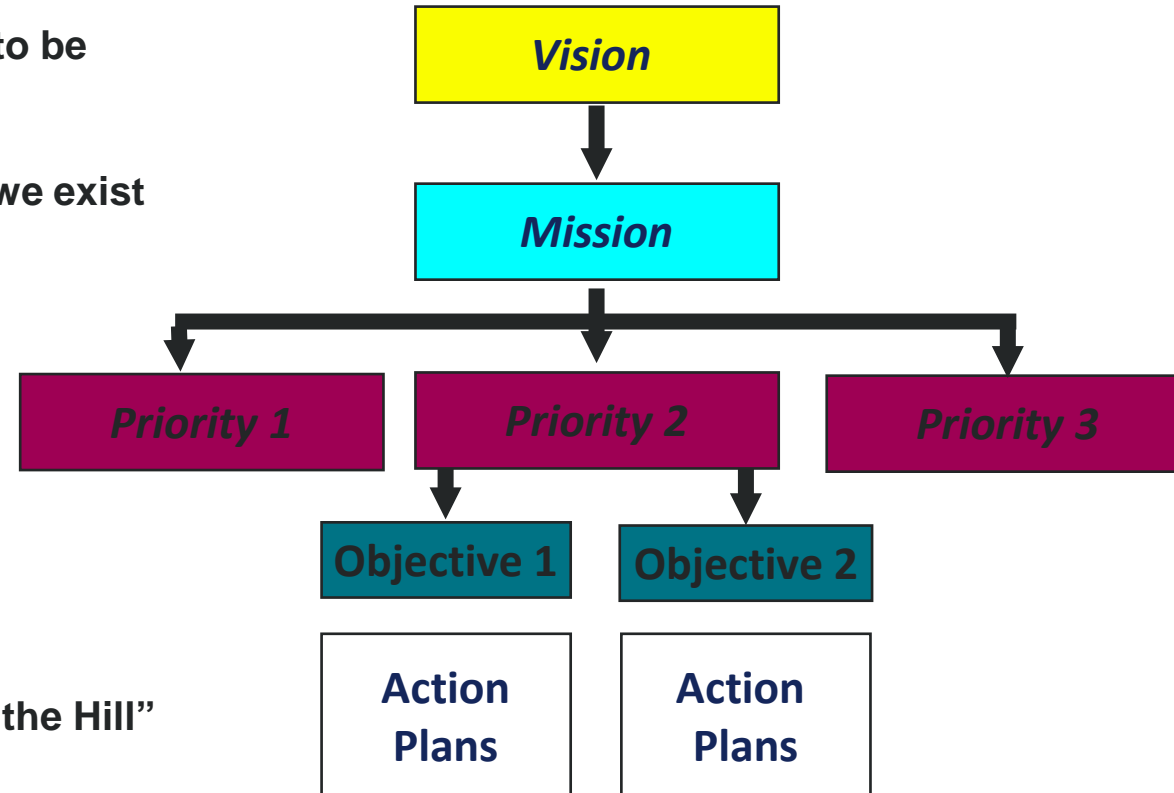


Aspirations of where we want to be
("Win the War")

Describes our purpose and why we exist
("Win the Battle")

Where do we focus in next
2-3 years
("Take the hill")

"How to take the Hill"





Vision

- An aspirational description of what you would like to achieve or accomplish in the mid- or long-term future;
- Provides an over-arching focus that sets the tone for the desired future;
- Guides all strategic priorities that reflect movement towards that future;
- The power of a vision statement comes from the extent to which it can be remembered, embraced and applied.



Vision Examples

- To be the most livable town in Canada. (Oakville)
- A place for people to prosper - alive with opportunity. (Cambridge)
- Energy. Opportunity. Balanced Lifestyle. (Municipality of Kincardine)
- A progressive, attractive and welcoming community, standing proud.
(South Bruce Peninsula)



Mission

- Why the Municipality (as an entity) exists
- An inward-focused statement intended to guide decisions, operations and service delivery for the Town



Mission - Examples

- Municipality of Kincardine

“Provides quality services that address the needs the of our citizens, provide long-term sustainability, and improve the well-being of the community.
- City of Dryden:

“To deliver sustainable municipal services and infrastructure with courtesy, integrity, transparency and fiscal responsibility.”
- City of Mount Pearl, NL:

“Leading the way as a progressive, family-oriented and business-friendly city, providing quality services.”



What do we need to focus on in the next 3-5 years to realize our mission?

Breakout rooms – 15 mins



Guiding Principles:

The Cambridge Dictionary says that a principle can be either a “moral rule” that defines “good behavior or fair dealing,” or a “basic truth” that “explains or controls how something happens or works.”



Examples: City of Waterloo & South Bruce Peninsula





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THANK YOU!
