



**EOLC: Strategic Planning for Maximum Impact**

**Launching a 5-Year Planning Process**

*September 5, 2024*

*9 am to 2 pm*

*Location: Peterborough County Courthouse, 470 Water Street, Peterborough, ON, K9H 3M3*

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**Agenda**

**1. Call to Order/Welcome - Chair Jeff Leal**

**2. Declaration of Conflict of Interest**

**3. Adoption of the Agenda**

3.1 Agenda of the September 5, 2024 Eastern Ontario Leadership Council Strategic Priority Planning Meeting

**Recommended Motion**

**"That** the agenda of the September 5, 2024 Eastern Ontario Leadership Council Strategic Priority Planning Meeting be adopted as circulated."

**4. Approval of Minutes**

4.1 Minutes of the June 27, 2024 Eastern Ontario Leadership Council Strategic Planning Meeting

**Recommended Motion**

**"That** the minutes of the Strategy Session meeting of the Eastern Ontario Leadership Council held on June 27, 2024 be approved as presented."

[Minutes - EOLC Strategy Session - June 27, 2024](#)

## 5. Strategic Planning

### Session Goals:

1. To review and approve a strategic planning process that results in the creation of a 5-year plan (2025-2029) for EOLC by the end of January 2025.
2. To approve EOLC's revised 10-year vision in order to provide a longer-term future-facing picture to guide the Council's efforts.
3. To reflect on EOLC's current context, success factors, and lessons learned in order to inform the Council's strategy and plan of action for the coming 5 years.
4. To agree upon EOLC's role, priorities/themes, approach and operating model to ensure the Council is agile, innovative and successful.
5. To establish filter and priority setting criteria to support EOLC in selecting and pursuing strategic and high-impact projects and initiatives.
6. To set goals and provide direction and guidelines to EOLC Working Groups to shape their project identification and selection process.
7. To determine how EOLC should measure, evaluate and communicate the impact of the 2025-2029 strategic plan.
8. To finalize all next steps and related roles to ensure a successful planning process and outcome for EOLC.

<b>TIMING</b>	<b>AGENDA ITEM</b>	<b>ROLE/RESPONSIBILITY</b>
8:45 - 9:00 am	<b>Arrive Early for Coffee and Light Refreshments</b>	All
9:00 - 9:15 am	<b>Opening, Goals, Introductions &amp; Review of the Day's Agenda</b>	Chair, Jeff Leal & Facilitator, Suzanne Gibson
9:15 - 9:30 am	<b>Strategic Planning Overview and Approval of the Proposed Process</b>	All
9:30 - 9:40 am	<b>Approval of the 10-year Vision Narrative</b>	All
9:40 - 10:25 am	<b>Our Current Context, Success Factors and Lessons Learned</b> <ul style="list-style-type: none"> <li>• A review of EOLC's past priorities, aspirational goals and projects</li> <li>• Wins and areas in which EOLC fell short in the last cycle of planning</li> <li>• Factors for success</li> <li>• EOLC's unique value proposition</li> <li>• Lessons learned and what EOLC should be doing/not doing</li> <li>• Key opportunities: recent input from the Board</li> </ul>	All with survey findings presented by Suzanne Gibson  <i>*The results of the pre-session survey will be shared during this segment to support the group's discussion. See Pre-Reflections work and the survey link at the end of this agenda.</i>
10:25 - 10:40 am	<b>Break</b>	All

10:40 - 11:30 am	<b>Looking Ahead: A Discussion About EOLC's Role, Priorities and Operating Model</b> <ul style="list-style-type: none"> <li>• Confirming EOLC's 5-year priorities/ themes</li> <li>• Moving to Implementation: applying a TRL approach</li> <li>• Project phasing as a way to describe and define EOLC's work</li> <li>• Recommendations on who leads on EOLC themes</li> </ul>	All with Kathy Wood to present content  <i>*The results of the pre-session survey will be shared during this segment to support the group's discussion. See Pre-Reflections work at the end of this agenda.</i>
11:30 - 12:00 pm	<b>Establishing High Level Criteria that the Board will Use to Evaluate, Prioritize and Make Decisions on Project Ideas Brought Forward</b>	All with Suzanne Gibson facilitating the group
12:00 - 12:30 pm	<b>Lunch</b>	All
12:30 - 1:30 pm	<b>Generating Goals and Providing Direction and Guidelines to Support EOLC Working Groups in Choosing Projects</b>	Smaller team work at rotating work stations <i>*The results of the pre-session survey will be shared during this segment to support small team discussion. See Pre-Reflections work at the end of this agenda.</i>
1:30 - 1:45 pm	<b>Tracking EOLC's Progress and Setting Direction to Evaluate the Plan's Impact</b>	All with Kathy Wood to present content
1:45 - 1:55 pm	<b>Final Advice for the Working Groups and the Smaller Planning Team</b>	All
1:55 - 2:00 pm	<b>Next Steps and Adjournment</b>	Chair, Jeff Leal, Kathy Wood & Facilitator, Suzanne Gibson

### **Pre-Reflections Work**

Please see Appendix A for the EOLC proposed strategic planning process which will result in an approved strategic plan by the end of January 2025.

**Please come prepared to enhance and approve the recommended process.**

**Additionally, please review the attached PowerPoint (PPT) presentation that outlines:**

1. **Approval of 10-Year Vision for EOLC**
2. **Our Current Context, Success Factor and Lessons Learned**
  - A review of EOLC's past priorities, aspirational goals and projects
  - Wins and areas in which EOLC fell short in the last cycle of planning

- Factors for success
- EOLC's unique value proposition
- Lessons learned and what EOLC should be doing/not doing
- Key opportunities: recent input from the Board
  - a. **Looking Ahead: A Discussion About EOLC's Role, Priorities and Operating Model**
- Confirming EOLC's 5-year priorities/ themes
- Moving to Implementation: applying a TRL approach
- Project phasing as a way to describe and define EOLC's work
- Recommendations on who leads on EOLC themes
  - a. **Establishing High Level Criteria that the Board Will Use to Evaluate, Prioritize and Make Decisions on Project Ideas Brought Forward**
  - b. **Generating Goals and Providing Direction and Guidelines to Support EOLC Working Groups in Choosing Projects**
  - c. **Tracking EOLC's Progress and Setting Direction to Evaluate the Plan's Impact**
  - d. **Final Advice**

**Please review this PPT content and then complete a survey using this [link](#) by September 3, 2024 at 12:00 noon so that we can compile additional insights in advance of the September 5, 2024 meeting.** These additional ideas and reflections will be shared with the Board at the September session to inform and deepen the planning conversation.

### **Appendix A: Proposed Strategic Planning Process for EOLC**

#### **Proposed Process for September 2024 to end of January 2025**

1. EOLC Board meets on September 5, 2024 to review and approve the planning process, identify priority areas/themes, set filter and priority setting criteria, agree to EOLC's operating model, and set guidelines so that EOLC's Working Groups (WG) can undertake project identification and more detailed planning work based on their priority/theme(s).
2. Pending the Board's discussion of the operating model on September 5, 2024, Working Groups' roles are revised and new members are recruited to ensure domain expertise exists, as needed.
3. Working Groups meet between September and early November 2024 to review the Board's criteria, guidelines and direction and develop a focused short list of project ideas and initiatives that poise EOLC for strategic impact in each of the priority areas. A matrix is created to assess and rank each project against the pre-determined criteria and parameters set by the Board.

4. Up to twelve confidential 1:1 30-minute interviews are undertaken with a rich diversity of EOLC stakeholders to secure their feedback, advice and recommendations. This will be undertaken between September 5 and end of October and a summary of findings and feedback will be presented to EOLC's Board at a planning day during the last two weeks of November 2024. These interviews will be conducted, collated, and presented to the Board by Suzanne Gibson. The questions and interview participants will be vetted by the small planning team, Chair and Co-Chair.
5. EOLC's Board will then meet for a planning day during the last two weeks of November 2024 to:
  - Review, prioritize and commit to appropriate project(s) and initiative(s) that have been submitted by the Working Groups
  - Confirm desired outcomes for the coming 5-year planning cycle
  - Scope out and make recommendations regarding partnerships and stakeholder engagement
  - Finalize EOLC's operating model and structure including the Working Groups to ensure project initiation and delivery. This includes the idea of cross-appointments within Working Groups.
  - Provide strategic advice and input to Project Manager, Kathy Wood who will draft a 5-year EOLC strategic plan and
  - Address anything else that emerges and requires input from EOLC's governing body.
6. Based on the Board's deliberation at the November 2024 meeting, operational work will commence, EOLC will seek funding and partners, and Working Groups will activate their projects.
7. Between the end of November 2024 and the beginning of January 2025, Kathy Wood will draft a 5-year plan, which will be reviewed by the small planning team, Working Group Chairs, and the Chair and Vice Chair.
8. EOLC's Board will meet at the end of January 2025 to review, enhance and approve the 5-year plan.
9. Following the Board's approval, the plan will be graphically treated and shared with all key stakeholders. It will guide the work of the Working Groups, the Project Manager, and all key collaborations.
10. The Board will receive regular reports on the plan and KPIs will be measured with a dashboard that can be shared broadly with all stakeholders. Annual plans and Working Group efforts will be adjusted year-to-year, given the plan's status and the outcomes achieved.

*\*Please note that should funding and project opportunities arise over the fall of 2024, all potential opportunities will be reviewed and assessed by the small planning team including Kathy Wood and then brought to the Board of Directors for their review and consideration. EOLC has historically been nimble and agile when opportunities emerge and this approach will continue to be prioritized.*

**6. Correspondence**

6.1 Incoming - none

6.2 Outgoing

[EOLC Resolution - Supporting Investment in Municipal Infrastructure for Small & Rural Communities in Eastern Ontario - June 27, 2024](#)

**7. Date of the Next Meeting**

Thursday, October 3, 2024

Virtual

(**Note:** A calendar invite has been sent for the first Thursday of each month. The Chair may cancel depending on the workload.)

**8. Adjournment**

**Recommended Motion**

**"That the September 5, 2024 Eastern Ontario Leadership Council Strategic Priority Planning Meeting be adjourned".**

# Minutes

Eastern Ontario Leadership Council  
Strategy Session Minutes  
Thursday, June 27, 2024 – 10:00 a.m.  
310 Armour Road  
Peterborough, ON K9H 1Y6



**Present:** Chair Jeff Leal, Vice-Chair Bonnie Clark, Jay Amer, Jasbir Raina, Mayor John Beddows, Cyndy Palleske, Mayor Doug Elmslie, Craig Desjardins (Virtual)

**Regrets:** Jason St. Pierre

**Others:** Sheridan Graham, Maureen Adams, Kathy Wood, Meredith Staveley-Watson (Virtual), Lauren Wilkinson

## 1. Call to Order/Welcome

Chair Jeff Leal called the meeting to order at 9:21 am.

## 2. Declaration of Conflict of Interest – none

## 3. Adoption of the Agenda

3.1. Agenda of the June 27, 2024 Eastern Ontario Leadership Council Meeting

### Motion

"That the agenda of the June 27, 2024 Eastern Ontario Leadership Council Meeting be adopted as circulated."

Moved: Mayor Doug Elmslie

Seconded: Vice-Chair Bonnie Clark

**Carried**

## 4. EOWC Update - Bonnie Clark / Meredith Staveley-Watson

#### 4.1. 2024-2027 Strategic Plan

- Meredith Staveley-Watson thanked Chair Leal and Vice-Chair Clark and presented on the EOWC 2024-2027 Strategic Plan including the top priority of infrastructure and the related Municipal Infrastructure Policy Paper
- She reviewed other priorities as part of the EOWC multi-year plan including the annual review which will take place to track efforts
- Chair Leal thanked Meredith for the presentation and opened the floor for discussion and questions
- Mayor Beddows made the point that the takeaway from the infrastructure policy paper is the advocacy for the reverse effects of provincial downloading
- There was discussion of the existing OCIF funding as a “stable” but consistently shrinking funding stream
- The EOWC is planning on advocating to the upper levels that the shrinking OCIF fund is not fixing the problem of a growing infrastructure deficit
- There was further discussion around how to capture more tax revenues specifically around residents consuming resources where there is no direct contribution – EV as an example
- Mayor Beddows discussed that funding for infrastructure is only a symptom of the main challenge which he identified as the gap in training capacity which falls to the Minister of Education
- Meredith discussed that the EOWC is to meet with appropriate ministers at AMO in August to discuss the problem of staff recruitment and agencies in relation to this point
- Mayor Elmslie pointed to an issue of the College of Physicians limiting admissions, and as a result, Kawartha Lakes developing a strategy to engage with the Treasury Board and Minister of Finance to increase funding
- Mayor Elmslie also pointed out that the high interest rates in Ontario are affecting the LTC and infrastructure projects
- As a point to this, Mayor Beddows noted a potential innovation is potential tax waivers for municipal ventures
- The discussion concluded with agreement on having untapped potential for tax revenues in Ontario that needs to be considered as a viable solution for getting funding for projects such as infrastructure projects

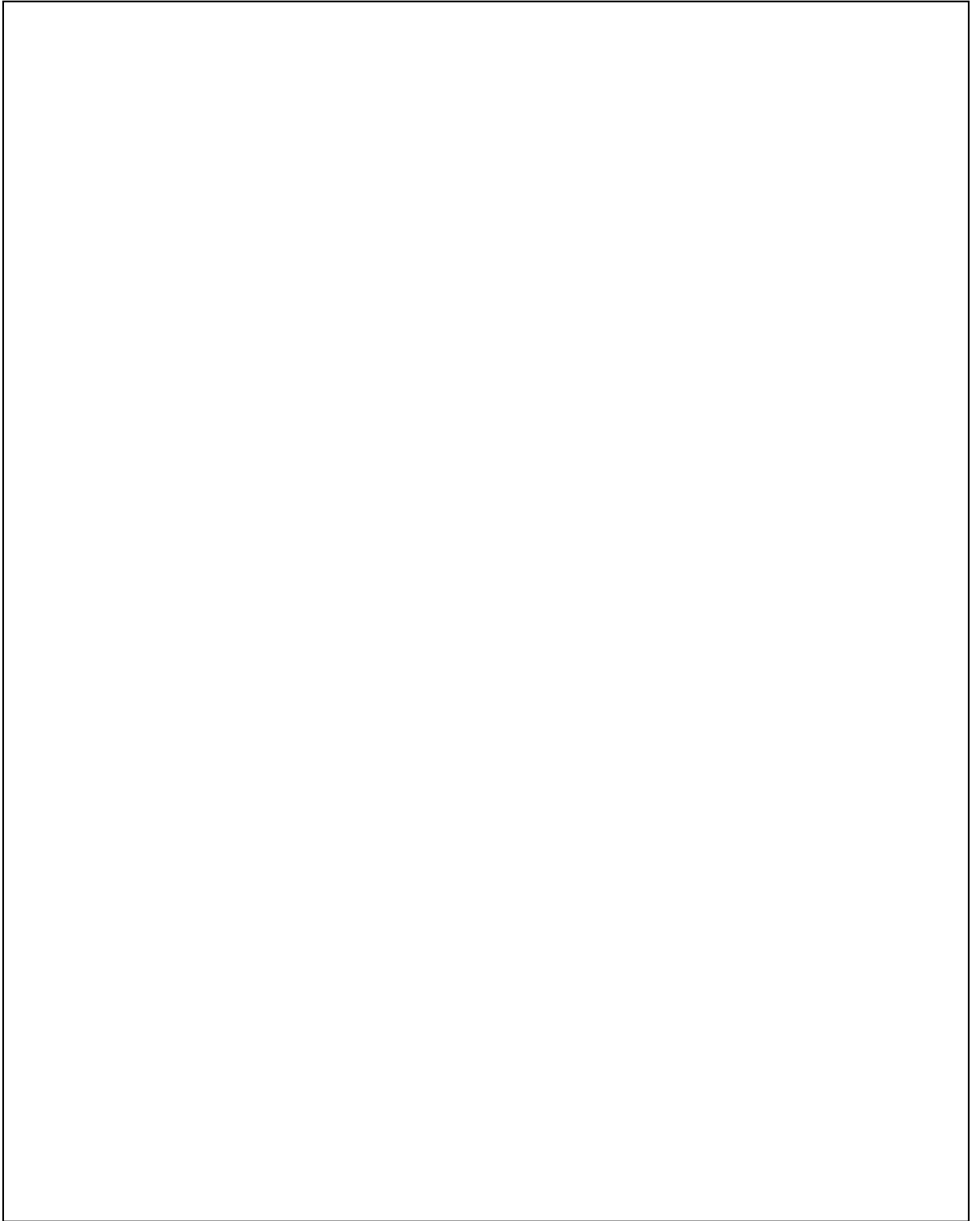
#### **Motion**

**“That** the EOLC receives the verbal report of the EOWC 2024-2027 Strategic Plan and Municipal Infrastructure Policy Paper for information.”

Moved by: Vice-Chair Bonnie Clark

Seconded by: Mayor Doug Elmslie

**Carried**



#### 4.2. 2024 Municipal Infrastructure Policy Paper

##### **Resolution**

**Whereas** Eastern Ontario's small urban and rural municipalities face insurmountable challenges to fund both new growth-related infrastructure and ongoing maintenance of their capital assets including local roads and bridges, clean water, wastewater, waste facilities, and municipally owned buildings including recreational facilities and libraries; and

**Whereas** the Federation of Canadian Municipalities has calculated that Municipal Governments across Canada are responsible for approximately 60 percent of public infrastructure that supports our economy and quality of life, but only receive 10 cents of every tax dollar; and

**Whereas** the Eastern Ontario Wardens' Caucus (EOWC) region's capital infrastructure deficit has increased by 58 percent since 2011 and is now at \$6 billion, and growing; and

**Whereas** in 2018, the Ontario Government mandated all Ontario municipalities to develop and fully fund capital asset management plans by July 2025; and

**Whereas** the EOWC has released a regional Municipal Infrastructure Policy Paper showing key infrastructure data, opportunities and challenges in small rural municipalities across Eastern Ontario; and

**Whereas** Eastern Ontario is a growing economy that can grow more with sustainable, innovative infrastructure partnership and investment from the Federal and Ontario Governments; and

**Whereas** the infrastructure deficit for small urban and rural municipalities cannot be adequately addressed through property tax revenue, restricted municipal borrowing capacity, and municipalities limited ability to generate revenue; and

**Whereas** small urban and rural taxpayers cannot afford dramatic increases to pay for the current and future infrastructure.

**Now therefore be it resolved that** the Eastern Ontario Leadership Council joins the Eastern Ontario Wardens' Caucus, the Association of Municipalities of Ontario, and the Federation of Canadian Municipalities in calling on the Federal and Ontario Governments to immediately and sustainably partner with Municipal Governments by investing in both the new and ongoing maintenance and repairs of municipal infrastructure in Eastern Ontario's small rural municipalities; and

**That** the Federal and Ontario Governments immediately review data and work together to implement solutions based on the EOWC's

[Meredith Staveley-Watson left the meeting at 9:59am]

**5. Business Arising from Previous Meetings – none**

**6. Strategy Session**

6.1. Strategic Planning Discussion

- Kathy led the discussion by outlining the reasoning for the proposed agenda and highlighted that during this meeting the overarching theme is to think into the future and where want to be in 10 years
- She gave an overview of the 2019 refreshed economic strategy with background information including that the original work focused on two main areas: workforce deployment, and integrated intelligent transportation systems where EO was seen as a test bed for innovative ideas
- There were clear sentiments about what the EOLC wanted to do at that time, and in the refresh process the same themes were brought forward with the addition of infrastructure, with the consensus that workforce has to be priority number one
- The current working groups have been structured to then pursue each of the major themes as discussed, and the refresh added aspirational outcomes for each group
- Kathy discussed the notable success over the past three years including the limestone predictive model for labor impacts despite challenges
- Again, the group is asked to consider the desired regional economy for EO in the coming years.

[Chair Jeff Leal and Jasbir Raina left at 10:12]

[Vice-Chair Clark proceeded as Chair of the meeting]

## 6.2. Economic Development Context

- Kathy proposed a question to the group – what does a world like this require of us as decision-makers?
- Mayor Beddows highlighted the shrinking ability of the government to push resources down due to unprecedented debt levels in both Ontario and Canada
- Discussed the concept of being in a population trap, where resources are used up providing services to a growing population without gaining advantages
- Noted that even if EO's population doesn't increase, resources could still be allocated elsewhere, causing negative ripple effects
- Mayor Doug Elmslie replied regarding a population trap, that it is a necessity to explore new ways to raise money without burdening taxpayers
- Mayor Beddows questioned the group: is there anything we can do strategically to reduce the cost of services such as garbage handling? Commented that one strategic weakness is the amount of money we spend on any project which decreases competitive business
- Vice-Chair Clark highlighted the issue of communal services' liability and debt load ceilings, which hinder operations
- Kathy questioned the board as per the discussion: why does the growing gap in the ability to raise funds and pay for communal services matter to economic development?
- Mayor Doug Elmslie emphasized the importance of municipalities having amenities that support economic development and the pressure on municipalities to provide these resource
- There was further discussion on the challenges of maintaining underused facilities with limited resources, which need to be there to attract a workforce
- Mayor Beddows stressed the impact of MPAC's lack of evaluations, which prevents building capital reserves and makes it difficult to properly tax new builds, leading to a tax deficit and falling back on municipalities with no way to make that up unless we raise municipal taxes beyond inflation
- Mentioned the province's reluctance to raise property valuations has a domino effect on various services including rural schools and education
- Vice-Chair Clark added that there is a challenge of maintaining a balanced budget without consistent revenue due to taxation issues and the need for a larger share of the funding pie for municipalities based on the percentage of services that municipalities deliver
- Jay discussed the biggest challenge for him being lack of available investment lands to compete not only with companies in Ontario but globally and the need for tools such as inventory of land, property cost, working with AI, etc. – but success comes down to partnership and relationship building

- 6.3. Main Strategies for EOLC to Deploy
- 6.4. State of the Regional Economy "Today"
- 6.5. Factors/Issues Most Influencing Regional Economy "Today"
- 6.6. Discussion of Priority Issues

- Construction labour force
- Healthcare labour force
- Workforce housing
- Position Eastern Ontario as innovation test bed
- Regional economic development dashboard with forecasting

**7. New / Other Business**

**8. Date of the Next Meeting**

TBD

(**Note:** Meetings typically scheduled on the first Thursday of each month or at the call of the Chair.)

**9. Adjournment**

**Motion**

**"That** the June 27, 2024 Eastern Ontario Leadership Council Meeting be adjourned at 1:49pm."

Moved by: Mayor John Beddows

Seconded by: Mayor Doug Elmslie

***Carried***



## **Resolution: Calling for Investment in Municipal Infrastructure for Eastern Ontario's Small and Rural Communities**

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**Moved by:** Mayor John Beddows

**Seconded:** Warden Bonnie Clark, EOLC Vice-Chair

**WHEREAS** Eastern Ontario's small urban and rural municipalities face insurmountable challenges to fund both new growth-related infrastructure and ongoing maintenance of their capital assets including local roads and bridges, clean water, wastewater, waste facilities, and municipally owned buildings including recreational facilities and libraries; and

**WHEREAS** the [Federation of Canadian Municipalities](#) has calculated that Municipal Governments across Canada are responsible for approximately 60 percent of public infrastructure that supports our economy and quality of life, but only receive 10 cents of every tax dollar; and

**WHEREAS** the Eastern Ontario Wardens' Caucus (EOWC) region's capital infrastructure deficit has increased by 58 percent since 2011 and is now at \$6 billion, and growing; and

**WHEREAS** in 2018, the Ontario Government mandated all Ontario municipalities to develop and fully fund capital asset management plans by July 2025; and

**WHEREAS** the EOWC has released a regional Municipal Infrastructure Policy Paper showing key infrastructure data, opportunities and challenges in small rural municipalities across Eastern Ontario; and

**WHEREAS** Eastern Ontario is a growing economy that can grow more with sustainable, innovative infrastructure partnership and investment from the Federal and Ontario Governments; and

**WHEREAS** the infrastructure deficit for small urban and rural municipalities cannot be adequately addressed through property tax

revenue, restricted municipal borrowing capacity, and municipalities limited ability to generate revenue; and

**WHEREAS** small urban and rural taxpayers cannot afford dramatic increases to pay for the current and future infrastructure.

**NOW THEREFORE BE IT RESOLVED THAT** the Eastern Ontario Leadership Council joins the Eastern Ontario Wardens' Caucus, the Association of Municipalities of Ontario, and the Federation of Canadian Municipalities in calling on the Federal and Ontario Governments to immediately and sustainably partner with Municipal Governments by investing in both the new and ongoing maintenance and repairs of municipal infrastructure in Eastern Ontario's small rural municipalities; and

**THAT** the Federal and Ontario Governments immediately review data and work together to implement solutions based on the EOWC's Municipal Infrastructure Policy Paper in partnership with small rural municipalities; and

**FINALLY THAT** this resolution be forwarded to The Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada; The Honourable Doug Ford, Premier of Ontario; The Honourable Kinga Surma, Ontario Minister of Infrastructure; The Honourable Paul Calandra, Ontario Minister of Municipal Affairs and Housing; The Honourable Lisa Thompson, Ontario Minister of Rural Affairs; The Honourable Peter Bethlenfalvy, Ontario Minister of Finance; The Honourable Prabmeet Sarkaria, Ontario Minister of Transportation; The Honourable Victor Fedeli, Ontario Minister of Economic Development, Job Creation and Trade; MP Cheryl Gallant; MP Francis Drouin; MP Mark Gerretsen; MP Scott Reid; MP Shelby Kram-Neuman; MP Eric Duncan; MP Jamie Schmale; MP Michael Barrett; MP Michelle Ferreri; MP Philip Lawrence; MP Ryan Williams; MPP Dave Smith; MPP David Piccini; MPP Laurie Scott; MPP Nolan Quinn; MPP Todd Smith; MPP Steve Clark; MPP John Jordan; MPP John Yakabuski; MPP Ric Bresee; MPP Stephane Sarrazin; MPP Ted Hsu; Federation of Canadian Municipalities; Association of Municipalities of Ontario; Canada Mortgage and Housing Corporation; Rural Ontario Municipal Association; Eastern Ontario Mayors' Caucus; Eastern Ontario Wardens' Caucus.

**CARRIED**



Signed by: Jeff Leal, Chair  
June 27, 2024

CC: Jeff Leal, Chair, Eastern Ontario Leadership Council  
[jleal@peterborough.ca](mailto:jleal@peterborough.ca)

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