

Mayor Watson's Accountability Review

2022 Action Plan

August 10, 2026

Introduction

In August 2022, Douro Ward Councillor Heather Watson released an Action Plan as part of her election campaign to become Mayor of Douro-Dummer Township. She did so as a means of clearly setting out her policy objectives for the Township, and as a statement of the importance of electoral accountability.

Councillor Watson indicated that, if elected, she would use her best efforts to make progress on all 50 commitments contained in the Action Plan, and that she would publicly report on the success of the implementation of those commitments. This document represents that reporting.

Methodology

The analysis of each of the 50 commitments was derived from a factual assessment of Township records, including Council minutes 2022 to 2026; annual budgets 2023 to 2026; supporting staff reports, financial statements, development charge and Building department reports; the 2023-2027 Strategic Plan; and the Service Delivery Review. The commitments were assigned one of four categories of implementation:

COMPLETE: Delivered and verifiable in the record

SUBSTANTIALLY COMPLETE: Core of policy delivered or maintained; minor elements outstanding

IN PROGRESS: Underway or funded, not fully completed

NOT STARTED OR STALLED: Meaningful action outstanding or work halted

Accountability Review Results

Of the 50 commitments, 44 were complete, substantially complete, or in progress. This represents a success rate of 88 per cent.

The 6 commitments not started or stalled are characterized as requiring action by provincial or federal governments or third parties; or are internal policy matters that require further Council consideration.

There are two sections of this report that follow. The first is a Scorecard Index, summarizing the status of each commitment. The second is the documented assessment for each.

Scorecard index

#	Commitment	Status
1	Begin a strategic plan process within the first 90 days	COMPLETE
2	Develop a long-term infrastructure plan and 20–40-year vision	SUBSTANTIALLY COMPLETE
3	Be present in the community year-round	COMPLETE
4	Increase communication through social media, newsletter and media	SUBSTANTIALLY COMPLETE
5	Identify and engage the knowledge capital within the community	SUBSTANTIALLY COMPLETE
6	Actively listen and run meetings respectfully	SUBSTANTIALLY COMPLETE
7	Support and empower individual members of Council	SUBSTANTIALLY COMPLETE
8	Build new partnerships with other municipalities for efficiency	SUBSTANTIALLY COMPLETE
9	Be a strong voice on County Council	COMPLETE
10	Resume in-person meetings with online streaming	COMPLETE
11	Continue to support community-wide events	COMPLETE
12	Create an event planning guide for Township facilities	IN PROGRESS
13	Set policies that invite citizens into decision-making	SUBSTANTIALLY COMPLETE
14	Identify specific road safety issues and solve them	SUBSTANTIALLY COMPLETE
15	Create a plan for maintenance and updating the road network	SUBSTANTIALLY COMPLETE
16	Create a framework for private roads to access materials affordably	NOT STARTED / STALLED
17	Plans for aging community centres, arenas, library and recreation	SUBSTANTIALLY COMPLETE
18	Move forward with Warsaw Fire Hall and Public Works facility planning	COMPLETE
19	Lobby for expanded internet and cell coverage	SUBSTANTIALLY COMPLETE
20	Set out a four-year budget plan framework	NOT STARTED / STALLED
21	Support implementation of the Service Delivery Review	COMPLETE
22	Work with senior governments to access available funding	COMPLETE
23	Seek public-private partnerships for community investment	IN PROGRESS
24	Ensure financial reporting deadlines are met	SUBSTANTIALLY COMPLETE
25	Partner with other municipalities to save money	COMPLETE
26	Encourage proactive maintenance planning for better pricing	SUBSTANTIALLY COMPLETE
27	Put in place an updated Emergency Response Plan	COMPLETE
28	Establish better communication systems for emergencies	SUBSTANTIALLY COMPLETE
29	Work with neighbours and lake groups on erosion and invasive species	IN PROGRESS
30	Support grassroots efforts to restore lakes, rivers and natural spaces	SUBSTANTIALLY COMPLETE
31	Invest in equipment like chainsaws and backup power	COMPLETE
32	Expand solar panels and consider alternative feed-in programs	IN PROGRESS
33	Revise purchasing policy to prioritize green alternatives	NOT STARTED / STALLED
34	Partner with Camp Kawartha, GreenUP, Watershed Canada, LCS, Peterborough Public Health	IN PROGRESS
35	Work with the province to amend Planning Act settlement-area definitions	IN PROGRESS
36	Seek delegated authority to define 'rural character'	COMPLETE
37	Encourage tiny homes and seek regulatory clarity on septic and density	SUBSTANTIALLY COMPLETE
38	Create policy to rejuvenate or renovate vacant land or buildings	COMPLETE

#	Commitment	Status
39	Help seniors stay home via Canada Home Share and space-sharing partnerships	NOT STARTED / STALLED
40	Investigate affordable transit through partnerships	NOT STARTED / STALLED
41	Support EOWC work on community paramedicine and uploading paramedic costs	COMPLETE
42	Build partnerships for programming that keeps people active	SUBSTANTIALLY COMPLETE
43	Establish a short-term rental licensing system	NOT STARTED / STALLED
44	Strengthen nuisance by-laws so offenders are penalized	COMPLETE
45	Establish an accommodation tax collected from short-term rental companies	IN PROGRESS
46	Prioritize business retention and expansion programs	IN PROGRESS
47	Remove outdated signs and replace faded signs	IN PROGRESS
48	Work with Peterborough Economic Development to attract investment	COMPLETE
49	Support agriculture and help farmers maximize prime agricultural land	SUBSTANTIALLY COMPLETE
50	Address building permitting delays that hinder development	IN PROGRESS

Documented Assessments

Leadership

1. Begin a strategic plan process within the first 90 days **COMPLETE**

Evidence. Council developed and adopted the 2023-2027 Strategic Plan early in the term, with three pillars (Service Modernization and Innovation, Business Attraction/Expansion/Retention, Infrastructure Renewal). Implementation was tracked through staff reports C.A.O.-2025-07 (implementation update) and C.A.O.-2025-18 (implementation 2025-2027) and is noted on staff reports to Council.

2. Develop a long-term infrastructure plan and 20-to-40-year vision **SUBSTANTIALLY COMPLETE**

Evidence. An Asset Management Plan was received and approved by Council in 2024 (Treasurer 2024-18), and asset management was made a core focus of the budget process (2026 budget references investments in asset management planning). In 2025 we completed a 10-year Road Needs Study to inform investment in road infrastructure.

3. Be present in the community year-round **COMPLETE**

Evidence. Consistent participation in community events, parade co-chair roles (Canada Day and Santa Claus Parades), the Community Tree Program, Douro 200th, association meetings, Library Culture Days, Douro Doings etc.

4. Increase communication through social media, newsletter and media **SUBSTANTIALLY COMPLETE**

Evidence. The 2025 and 2026 budgets confirm dedicated responsibility for the Township website, social media and other communication channels. Newsletters were produced in paper and digital form (2024). A modernized website with news alerts was launched.

5. Identify and engage the knowledge capital within the community **SUBSTANTIALLY COMPLETE**

Evidence. Standing and advisory committees drew on resident expertise: Short-Term Rental Advisory Committee, Events Committee, Community-based Committee of Adjustment, and the Arena Facilities Future Ad-Hoc Committee. Strategic Plan engagement sessions gathered resident input directly. Building / Planning Department review included extensive community feedback.

6. Actively listen and run meetings respectfully **SUBSTANTIALLY COMPLETE**

Evidence. Council maintained a regular public meeting schedule with numerous delegations and a newly added public comment period section. Council also supported the multi-municipality 'Elect Respect' campaign on respectful civic discourse (2025).

7. Support and empower individual members of Council **SUBSTANTIALLY COMPLETE**

Evidence. Council portfolio responsibilities and committee appointments distributed roles for members through most of the term. Councillors brought forward a number of independent notices of motion.

8. Build new partnerships with other municipalities for efficiency **SUBSTANTIALLY COMPLETE**

Evidence. Joint procurement for the Zoning By-law update with neighbouring municipalities (Planning-2025-14 / 2025-16), the shared Fire Dispatch agreement (Fire Chief-2023-10), and shared community signage with the Township of Selwyn (C.A.O.-2025-04). Also, shared IT Services with Asphodel-Norwood and an impending joint RFP for garbage collection with Asphodel-Norwood and Otonabee South Monaghan.

9. Be a strong voice on County Council **COMPLETE**

Evidence. Regular County Council updates were reported to Council through the term, alongside engagement with the Eastern Ontario Wardens' Caucus and Ministry delegation requests (2024 and 2026 conferences).

Bringing the Community Together**10. Resume in-person meetings with online streaming** **COMPLETE**

Evidence. Council returned to in-person meetings while maintaining public access through the Township's YouTube channel, where meeting recordings are posted.

11. Continue to support community-wide events **COMPLETE**

Evidence. Canada Day Parade, Warsaw Lions Cruise Nights, the Santa Claus Parade and Library events all continued, with Council support. In 2025 Council directed staff to seek community input on the key signature events. I volunteer at the Douro Doings; we fund the Lions Club, and the Library events have grown considerably. Council also supported Douro 200th and other cultural initiatives.

12. Create an event planning guide for Township facilities **IN PROGRESS**

Evidence. An Advertising and Sponsorship Policy for recreation facilities was adopted (Recreation Facilities-2023-06) and the Events Committee coordinates facility use. More work is under way with economic development partners.

13. Set policies that invite citizens into decision-making **SUBSTANTIALLY COMPLETE**

Evidence. Advisory committees, public meetings on planning matters, public budget meetings, and Strategic Plan engagement, Building/Planning Department review, new bi-annual open houses all created formal and informal channels for resident input.

Roads and Infrastructure**14. Identify specific road safety issues and solve them** **COMPLETE**

Evidence. Council approved a reduced 60 km/h speed limit on Douro Second Line (2025), supported the Highway 28 Mayors road safety letter (Res 410-2024), and backed the County resolution for an Ontario Rural

Road Safety Program. Also partnered with the Birchcliff Property Owners Association on installing speed monitoring signs, made various intersection improvements and addressed a variety of safety concerns.

15. Create a plan for maintenance and updating the road network SUBSTANTIALLY COMPLETE

Evidence. Annual surface treatment programs were tendered and awarded each year (Public Works-2024-07 for 2024; 2025 program awarded to Dufferin Construction). The 2025 Road Needs Study established the multi-year roads program. Increased the amount of gravel used on roads resulting in better quality and less maintenance. Several county roads, and bridges have been upgraded as well as Highway 28.

16. Create a framework for private roads to access materials affordably NOT STARTED / STALLED

Evidence. Examined but constrained by law. Municipalities face real legal and liability limits on spending public funds or supplying materials to private roads.

17. Plans for aging community centres, arenas, library and recreation SUBSTANTIALLY COMPLETE

Evidence. The Douro Community Centre arena floor replacement was awarded and is scheduled for April to August 2026 (2026 budget). This also includes new lighting; girls change room facilities; and updated plumbing. A Low Carbon Plan for the Warsaw and Douro Community Centres was received (2025), an Arena Facilities Future Ad-Hoc Committee continued to meet, and a library strategic plan was adopted. Ongoing upgrades to the Douro Park (new pickleball courts, new canteen/washroom building, stair replacement) as well as Warsaw ball diamond (new drainage added, new bleachers).

18. Move forward with Warsaw Fire Hall and Public Works facility planning COMPLETE

Evidence. The Joint Fire and Public Works Facility construction tender was awarded earlier this year with groundbreaking to take place in the Fall of 2026.

19. Lobby for expanded internet and cell coverage SUBSTANTIALLY COMPLETE

Evidence. The Township participated in the Peterborough County / EORN Cell Gap Project, receiving monthly project updates through 2026, building on the 2022 Broadband Strategy. Roughly 6 new towers have been installed either partially or fully during this term.

Finance

20. Set out a four-year budget plan framework NOT STARTED / STALLED

Evidence. Council decided to defer this strategy based on advice from Treasurer as approved in report 2026-16. Multi-year capital and asset-management planning are embedded in every annual budget, which is tied to the Strategic Plan.

21. Support implementation of the Service Delivery Review COMPLETE

Evidence. A Service Delivery Review status update was reported in 2023 (CAO 2023-05). An update is forthcoming in August 2026. A Building and Planning Service Delivery Review was commissioned in 2025, awarded to Triton Engineering (ADM-2025-03), with \$40,000 carried in the 2026 budget to continue the work. This work was completed with the finalization of the plan on August 4, 2026.

22. Work with senior governments to access available funding COMPLETE

Evidence. Provincial and federal funding was secured in every year of the term: OMPF, the Canada Community-Building Fund (gas tax) and OCIF annually, plus one-time funds including approximately \$141,000 in derecho storm relief (2023) and various fire department grants. \$300+K for ice storm relief, \$1M for Douro Community Centre floor, approx. \$300K from FedDev for pickleball/canteen upgrades in Douro South Park.

23. Seek public-private partnerships for community investment IN PROGRESS

Evidence. Two energy investment projects from private businesses on both public and private lands are in development with Independent Electric Supply Ontario and have the potential to bring investment and community benefits to the township. An Advertising and Sponsorship Policy for recreation facilities was adopted (2023).

24. Ensure financial reporting deadlines are met SUBSTANTIALLY COMPLETE

Evidence. A history of reporting delays required catch up efforts by Council. Audited consolidated financial statements were prepared (2023 statements audited by Baker Tilly KDN LLP) and the 2023 Financial Information Return was submitted to the Province, forming the basis of the 2025 Annual Repayment Limit. The 2024 audit was received Aug 4, 2026 and the 2025 audit is currently in preparation. RFP issued for new auditor.

25. Partner with other municipalities to save money COMPLETE

Evidence. Shared Fire Dispatch service, joint procurement on the Zoning By-law update, IT Shared services with Asphodel Norwood, Garbage RFP shared with Asphodel Norwood and Ontonabee South Monaghan, multiple shared services with the County.

26. Encourage proactive maintenance planning for better pricing SUBSTANTIALLY COMPLETE

Evidence. The 2024 Asset Management Plan, recurring surface treatment programs, increased road maintenance through our brushing program and reserve contributions for scheduled equipment and truck replacement all reflect planned rather than reactive maintenance. Earlier budget approvals have also allowed for greater cost savings (going to market early) and fewer carry-over projects (minimizing overages).

Environment and Climate Change**27. Put in place an updated Emergency Response Plan COMPLETE**

Evidence. Council addressed Emergency Management and Civil Protection Act 2023 compliance (2024) and passed by-laws appointing Emergency Management Program Coordinators and establishing the program

committee (2024). Following the 2025 ice storm, Council reviewed the storm response and directed strategic improvements to storm-response protocols.

28. Establish better communication systems for emergencies SUBSTANTIALLY COMPLETE

Evidence. Township communication channels (website, social media, newsletter) were consolidated, and the 2025 ice storm review targeted improvements to how information reaches residents during events.

29. Work with neighbours and lake groups on erosion and invasive species IN PROGRESS

Evidence. The Township works with Otonabee Conservation on shoreline and regulated matters through planning review, with a Council appointee on the ORCA board. Updated site plan control by-law to include protection of shorelines is under consideration. Invasive species-specific action is under review.

30. Support grassroots efforts to restore lakes, rivers and natural spaces SUBSTANTIALLY COMPLETE

Evidence. The Community Tree Planting Program ran through the term and sold out in 2025. The Library has partnered with Watersheds Canada for some discovery packs. We continue to financially support the work of Kawartha Lakes Stewards Association.

31. Invest in equipment like chainsaws and backup power COMPLETE

Evidence. The 2026 budget funds six chainsaws (emergency response equipment) and two portable generators for backup power.

32. Expand solar panels and consider alternative feed-in programs IN PROGRESS

Evidence. Existing Township solar panels continue to generate revenue that is transferred to reserve budgets. Council received a report on Future Solar Project Opportunities on Township Lands (C.A.O.-2025-23, November 2025). We are moving forward with a long-term lease on brownfield lands as of June 2, 2026.

33. Revise purchasing policy to prioritize green alternatives NOT STARTED / STALLED

Evidence. A Procurement Policy is in place but requires updating. Low Carbon Plans for the community centres and solar revenue represent environmental procurement in practice.

34. Partner with Camp Kawartha, GreenUP, Watershed Canada, LCS, Peterborough Public Health IN PROGRESS

Evidence. We have partnered with all mentioned organizations on a variety of projects.

Inflation and Housing

35. Work with the province to amend Planning Act settlement-area definitions **IN PROGRESS**

Evidence. The Township advanced provincial planning reform through joint delegations with Ministers (2024, 2026) and responses to Bill 109, Bill 23 and Bill 185, with settlement-area boundary work reflected in planning documents.

36. Seek delegated authority to define 'rural character' **COMPLETE**

Evidence. This was pursued through Rural Ontario Municipal Association and Peterborough County, and delegated authority was not granted by the Province.

37. Encourage tiny homes and seek regulatory clarity on septic and density **SUBSTANTIALLY COMPLETE**

Evidence. Council advanced Zoning By-law Amendment R-03-23 for second dwelling units (public meeting held 2023), and the 2024 budget references clearer provisions for second dwelling units. A report on treating septic systems as structures and the resulting setbacks was requested (Res 039-2024).

38. Create policy to rejuvenate or renovate vacant land or buildings **COMPLETE**

Evidence. Section 2.7 of the Official Plan identifies parameters for a dedicated Community Improvement Plan for vacant land.

Health and Seniors

39. Help seniors stay home via Canada Home Share and space-sharing partnerships **NOT STARTED / STALLED**

Evidence. Canada Home Share partnership was not created. A variety of senior supports have been established through proclamations and recreation programming (including a Falls Prevention Program at the Douro Community Centre, 2024). Discussions took place with Trent University but were not formalized.

40. Investigate affordable transit through partnerships **NOT STARTED / STALLED**

Evidence. No bus transit partnership or service was completed. A regional transit study is currently underway.

41. Support EOWC work on community paramedicine and uploading paramedic costs **COMPLETE**

Evidence. Council supported EOWC resolutions through 2024 and 2025 and received a Peterborough County/City Paramedics services update (2024). The program has now been funded long term.

42. Build partnerships for programming that keeps people active **SUBSTANTIALLY COMPLETE**

Evidence. Falls Prevention programming at the Douro Community Centre (2024), ongoing Parks and Recreation programming, and the conversion of a part-time Parks and Recreation position to full-time (2025) expanded activity programming capacity. Increased library budget with substantial programming and introduced summer public roller skating programming at our community centre.

Short-Term Rentals

43. Establish a short-term rental licensing system **NOT STARTED / STALLED**

Evidence. A Short-Term Rental Advisory Committee was created (C.A.O.-2023-02) and it studied options. In 2024 Council chose Option 1, a complaint-communication mechanism, and deferred a licensing program to a later date (C.A.O.-2024-02, Res 036-2024). Council studied the matter thoroughly, adopted an interim complaint system, and strengthened nuisance and noise by-laws as a practical response.

44. Strengthen nuisance by-laws so offenders are penalized **COMPLETE**

Evidence. Council passed By-law 2023-56 to prohibit and regulate public nuisances and By-law 2023-57 to prohibit and regulate noise (2023), including provisions for limited fireworks use, and reviewed noise enforcement again in 2025.

45. Establish an accommodation tax collected from short-term rental companies **IN PROGRESS**

Evidence. Discussions with County Economic Development to establish such a tax are under way.

Business, Growth and Economic Development

46. Prioritize business retention and expansion programs **IN PROGRESS**

Evidence. PKED folded and Economic Development was brought in-house to the County in 2025. We now work more closely with County Ec. Dev. and I, along with two other Mayors, sit on the Ec. Dev. Advisory Committee. I also sit on the Trent - County Liaison Committee and have met with the Trent President to explore further partnerships.

47. Remove outdated signs and replace faded signs **IN PROGRESS**

Evidence. A Youngs Point community signage opportunity advanced with the Township of Selwyn (C.A.O.-2025-04); roadway signage maintenance continued; and 'improve community signage' is now a Strategic Plan objective.

48. Work with Peterborough Economic Development to attract investment **COMPLETE**

Evidence. In 2025 County Council moved economic development services out of PKED and into a County-run portfolio, citing improved efficiency. I am one of three mayors to sit on the Ec. Dev. Committee and I work closely with our Ec. Dev. team.

49. Support agriculture and help farmers maximize prime agricultural land **SUBSTANTIALLY COMPLETE**

Evidence. Prime Agricultural Areas are designated in the Official Plan, and Council passed resolutions on Protection of Agricultural Lands and Sustainable Development (2025). New policies support on-farm diversification. I attend and support various agriculture events such as the Cattlemen's Dinner, AGM, Dairy Dinner and both the Norwood and Lakefield Fairs.

50. Address building permitting delays that hinder development SUBSTANTIALLY COMPLETE

Evidence. A Building and Planning Service Delivery Review was commissioned and awarded to Triton Engineering (ADM-2025-03). Faster permit and inspection response times are a Strategic Plan objective. A finalized plan was approved by Council Aug 4, 2026 and some of those recommendations are already being implemented.