



Malahide Township

December 2023

Strategic Planning Validation

Consolidated Results and Recommendations

Compiled by Lori Nemeth, facilitator

January 12, 2024

Introduction

Malahide Township has conducted a strategic planning process to help guide decision-making over the next decade. There were multiple phases to the process from June to December 2023.

Community Survey (June to July 2023)

The survey was launched in June to enable Council and Staff to collect information on what matters most to residents and businesses in Malahide.

Phase Two: Survey Results Analysis (August 2023)

Input from the survey was analyzed by research specialists to extract key themes and trends.

Phase Three: Analysis of Strategic Planning Inputs and Gathering Additional Input (September 2023)

A workshop with Council and senior Township staff was conducted on August 28 and 29, 2023 to kick off this phase of the strategic planning process.

Phase Four: Deliberations and First Draft of the Malahide 2023-2033 Strategic Plan (October 2023)

A workshop with Council and senior Township staff was conducted on October 19, 2023 to complete the draft plan.

Phase Five: Draft Plan Validation (November/December 2023)

The Malahide community was invited to comment on the clarity and alignment of the draft strategic plan to the public's priorities and values. A validation survey, in electronic and paper formats, was used to collect feedback. A workshop to gather in-person feedback was held on December 4, 2023.

This phase is the subject of this document.

Phase Six: Final Strategic Plan and Implementation Plan (January 2024)

Methodology and Purpose of this document

This document consolidates all the input received during the validation process, from all sources: online survey, paper survey, in-person meeting (individual notes), roundtable discussions. The results include a combination of scores based on the participants' rating of each statement and the comments provided by some of the respondents.

When the online and in-person session results are combined, there are about 48 entries. The number is approximate because not all respondents answered all questions, particularly during the community meeting. Each of six table groups at the community meeting also submitted an entry. The group answers are included in this final report.

The online, paper, in-person, and roundtable groups were all given the same questionnaire. The questionnaire was designed to trigger a score on the extent to which the components of the Strategic Plan were aligned with their expectations, and whether they felt each component was clear and useful in providing direction. Each question had an opportunity for comments to be added.

At the Community meeting on December 4, the participants from the roundtable groups were given one additional task. For this task, the participants were presented with three dilemmas likely to be encountered during the implementation of the Strategic Plan. They were then asked to provide written advice to Council and Staff about how to reconcile the dilemmas.

Analysis of Findings

Based on the analysis of the quantitative and qualitative findings presented in the pages that follow, the following summary of findings can be provided:

There is general strong support for all the statements proposed in the 2023-2033 Draft Strategic Plan. The most frequent rating used throughout is “Agree”, and when all 3 levels of “Agree” are combined, the endorsement of the statements ranged between 83% to 95%, with an average of 91% of respondents finding a good alignment between their expectations and the statements proposed.

The scores are lower and the endorsement is somewhat less when respondents are asked to what extent the statements are clear and how easily they can be used for decision making. When it comes to clarity and usefulness, once again the most frequent answer is still “Agree” but when all 3 levels of “Agree” are combined the level of endorsement ranged between 68% and 78%, with an average of 77% of respondents finding the statements clear and useful.

Although 77% represents an endorsement by the majority of respondents, what is notable is the difference between the alignment and the clarity. In other words, respondents appear to endorse the nature of the statements almost unanimously, but many would like the clarity of improved.

This finding is directly reflected in the written comments provided by most participants. There are many instances where either a change in word is being suggested, or a definition is requested. The recommendations in the next section will address those findings.

The rest of the comments fall into three main categories: 1) Specific suggestions applicable at the operational and more granular level; 2) Specific explanations or details on the rating they chose; 3) The need for specific, measurable performance indicators and the need to track, assess and report back on progress at least annually. The latter was also evident during the community roundtable conversations. Most discussion at the community meeting focussed on the need for indicators, measurement, and reporting.

Recommendations

STRATEGIC PLAN DOCUMENT – WORDSMITHING

- In the Values statement, consider changing “better, cheaper, faster” with just “better”. And in the lexicon, add a definition of better: *Better means that the service, project, purchase can be done with one or a combination of higher quality or outcome, greater quantity, at a lesser cost, in less time.*
- In the Priorities statement, consider changing “enforce service levels” to “implement service levels”.

PROVIDING DEFINITIONS

- There was a very clear request expressed by respondents regarding the need to define many of the terminology used in the Strategic Plan. This is a common finding that is to be expected. The Strategic Plan is meant to be a short reference document that distills many complex ideas. The risk in doing that is always going to be that the intended meaning behind the specific words selected gets interpreted in different ways.

The recommendation here is to provide a glossary as a companion document to the Strategic Plan, one that can be referred to occasionally and on an as needed basis. There is no need to add to the Plan itself with information that is not needed once the clarification has been provided.

In the online or electronic version of the document, it is also easy to provide hyperlinks for the terms or concepts that require definition. This enables the reader to access the clarity they are looking for, if and when they need it.

Definitions are recommended for all key concepts: rural character, close-knit community, good quality of life, essential services, responsible growth, etc... The specific comments will provide Council and Staff further insights for deciding which definitions should be developed and included as a companion to the Strategic Plan.

OPERATIONALIZATION, INDICATORS, MONITORING AND REPORTING

As mentioned in the findings, constituents are eager to see the Strategic Plan come to life in concrete, tangible ways, and to see “the nice words on paper” go from something abstract and broad to something that is measurable, specific and where there will be demonstrated results with accountability.

To that end, it is recommended that once the Strategic Plan is finalized and fully endorsed by Council, Staff proceed with the creation of an operational plan. This plan should include annual Key Performance Indicators (KPIs) and a plan (as well as resources) to collect and report on the data collected. This should be done openly with regular updates provided to Council and the public.

CONCLUSION

The validation process demonstrated that Council and Staff did a really good job of integrating the many sources of input and turning all that information into a cohesive, guiding document that has been well received by the community. The level of engagement and interest in the community is high. This is evidenced by receiving 48 entries and having more than 25 people from across the Township choose to participate in the community meeting. In addition, a large number of people voluntarily shared their contact information at various stages of the process and expressed the desire to continue to be involved.

As one respondent indicated, technically speaking, “the easy part is done” and the true impact of this plan will be in its operationalization. Having said that, no operational planning requires an overall strategy and a sense of alignment and clarity. In the case of Malahide’s Strategic Plan, it appears this first, foundational step has been successfully completed.

VISION – What the community wants: ***A Township defined by its rural character, close-knit community, and good quality of life.***

This statement reflects how I want Malahide to be defined, for years to come.								
Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Total # entries	% agree (3 levels combined)	Most Frequent
1	3	3	9	18	7	41	83%	Agree
This statement is clear and will be a useful tool for guiding decisions.								
6	1	4	17	10	4	42	74%	Somewhat Agree

Respondent Comments
<ul style="list-style-type: none"> • Can strategic growth be reconciled with rural character/community if growth are is more rural. We don't have a lot of "fringe" on towns. • Very broad statement. As growth happens from bigger centres we are losing the rural fabric of the area. This won't be council's decision but the province's. We are losing rural character • Clarify boundaries • Caution against overzealous development • Not too much development! And in the right place. Need farmland • Urban problem: immigration addition/poverty/growth and development – creates conflict • Nice vision but will province control it? The statement is theoretical • Support small communities • Need definitions in this document – do not leave to individual interpretation • Really like <u>rural character</u> • Why just a "good" quality of life. Is this reference limiting? Who defines a good quality of life. It may be different for different folks. • How do we define the ""rural character"" of Malahide? There's an eclectic mix of people that now live in the area, with a significant variance in social stratification, political leanings, and culture; who is the benchmark for that ""character""? • We likewise offer very little in terms of providing venues to foster a <u>close-knit community</u>. Malahide is spread out, and the cost to implement areas of community focus will no doubt be greeted with backlash from people that already believe they pay too much for the limited services we already have. • QoL will always be less than what you would get in even small-sized towns like Aylmer. • I wrote policy and procedure manual for a gov't funded agency ...visioning, assimilating, laying out long term plans...it's the easy part.

MISSION - What the community, the province, and other legislative bodies expect to be provided by the Township: *Essential services that are timely, cost-effective, easy to access and aligned with policies. Affordable cultural and recreational activities aligned with community needs. Information that promotes understanding and participation.*

This section reflects what I expect Malahide to provide to me..								
Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Total # entries	% agree (3 levels combined)	Most Frequent
0	1	2	7	24	6	40	93%	Agree
This statement is clear and will be helpful in guiding decisions.								
2	1	1	9	18	3	34	88%	Agree

Respondent Comments
<ul style="list-style-type: none"> • The third bullet, information that promotes understanding and participation, is unclear • It is difficult to access information • Better information exchange and multiple formats • Theoretically good – can we deliver? • What does ‘essential services’ mean? • Easy access and cost effective – interpretation depends on each person. Has room for improvement • Cost effective, what does that mean? Other examples: one call – user centered for whom? convenient for whom: staff? Cost effective for whom? • Inclusivity: computer literacy • Business and industry and environment • VW plant – growth • promotes understanding and participation – really important • I love the 2nd bullet. • Tying essential services to policies can be problematic since the Strategic Plan should not be dependant on what is included in the policies or how they are written. After all, policies can change and the strategic Plan will get to be operationalized which could be a challenge with changing policies and therefore, set up to fail, especially considering the 10-year period. • With the third bullet: Information that promotes understanding and participation (by who?). May be helpful to expand slightly. • don't think the municipality needs to be involved with recreation. • It feels like there's a big gap in recreational and cultural services available to Malahide residents. The complete lack of swimming facilities, or even a multi-use community centre, is huge detractor for living in Malahide. The EE Community Complex serves as a bit a reminder of how myopic this area can be when it comes to diverse recreational options. • Point 2 and 3 sound very ambiguous, potentially open to left wing, big city thinking. • Complex has not been treating seniors very well at the complex as the complex does not inform seniors very well. • Always a challenge to align policy with community needs... who is the beneficiary of policy? Clear communication essential. • I am not sure the municipality needs to be in the sport providing business? • There is a lack of sport and rec options especially in the winter time, more access/ facilities would benefit the community / council to reach its goal. • "Agriculture" is not named Needs to support our #1 economic activity • Please listen and be open to partner with community, businesses and organizations who want to accomplish this very mission. Part 2-- be willing to support them as well.

VALUES - How we work with each other in Malahide includes: • *Being flexible and solution-oriented. Partnering wherever it makes sense to get things done better, cheaper, faster. Taking a long-term view.*

These statements reflect my expectations of others working with me, and how I wish to work with others in Malahide..								
Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Total # entries	% agree (3 levels combined)	Most Frequent
3	0	1	3	23	9	39	90%	Agree
These statements are clear and will be useful for guiding actions, policies and service standards.								
4	1	4	3	23	6	41	78%	Agree

Respondent Comments
<ul style="list-style-type: none"> • Find a better word than 'cheaper' (repeated in three groups) • 'cheaper' – could a better word be 'cost effective'? • Who decides when and who to partner with? When it makes sense?!! Sometimes it doesn't work. Who decides that?" • being flexible and solution oriented – really important to me • I like bullets 1 and 3. • Bullet 2: Better, cheaper, and faster is not always effective. • How often is it planned for policy and service standards reviews and updates? May be something to consider. • Sometimes services cost actual money! There's a messaging angle to this question that gets little attention. This area is now a hardcore Conservative stronghold that has somehow adopted the notion that we pay too much in taxes; they want their cake and to eat it too. Can't have it both ways; if this municipality wants to actually rise to the challenges and goals it has set out, you may have to find a way to convince residents to open the purse strings a bit. ""Treating taxpayers as customers"" - whoa boy, I'd advise against that approach. Otherwise you're going to give us the ability to say the customer is always right. • Municipal government is not a business. No level of government is. You are a service provider, end of story. Treating the township as a business (either in perception or in reality) is going to mean you need to make business-minded decisions, and that's never ever been the role of government. Your goal is to provide residents with the services and facilities they need, with cost not being the paramount driver of those decisions. • We've enjoyed partnering with Malahide on shared services for building and by-law enforcement. Looking forward to other opportunities to collaborate in the future if appropriate. • On number 2, as long as the partnership makes sense. Cheaper is not always the best. Quality of life here is really good currently, I'd aim for that over a slight savings • i like the leaning into a consensual, cooperative style of leadership • Cautiously optimistic that policy can also be flexible and solution-oriented. Usually someone is disappointed when there is conflict between these two ideals • Good in theory - but who decides "when it make sense"? • like the values

STRATEGIC PRIORITIES - To realize the Malahide vision and meet expectations over the next 10 years, Council expects Staff to: *Engage the community. Unlock responsible growth. Maximize the utilization of all assets: people, facilities, and technology. Establish, document, and enforce service levels.*

These four areas of strategic focus reflect what Malahide Staff should prioritize over the next few years to deliver on expectations.								
Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Total # entries	% agree (3 levels combined)	Most Frequent
0	0	2	8	15	17	42	95%	Strongly Agree

Respondent Comments
<ul style="list-style-type: none"> • 'ensure' is a better word than 'enforce.' • Balance utilization with demand • What is responsible growth? • What aren't we utilizing all assets now? And documenting? • Don't throw baby out with the bathwater when wanting to maximize • 'Engage and include' community" • unlock responsible growth - important • May be helpful to say HOW the community will be engaged. The sentiment is really important and I'm glad it's here. The challenge will be engaging the WHOLE community so perhaps add the word WHOLE to that strategic priority? • What do you mean by ""responsible growth"". It's worth considering how this is defined. • Love Bullet #3 • Enforce Service Levels sounds like a hammer approach. What expectation is being set up by wording it this ways. How about ""Establish, document, and strive for excellent service."" • "Communication needs to be more than with tech. • Some residents look for info in the mail and the Express." • if growth means lining our roads with more houses not interested • Realistic engagement is a must. Transparency and honesty as well. If you want to implement changes, increase services, improve facilities, etc - those things will cost money, and it doesn't come from thin air. We really need to emphasize the notion that we can't all have everything we want, and not pay anything above what we're already paying. It blows my mind that so many people out there think that we are entitled to low or no cost services from our governments - more messaging at all levels of government is necessary on this front, otherwise, the race to the bottom (in terms of taxation) will be our collective undoing. • I like the growth idea. Let Malahide develop the subdivision on highway 3 south of Tim Hortons plaza, and not transfer the ownership to Aylmer. Services already exist there, the cost of a waste pipeline to Springfield will put the township in a worse position than central Elgin with their water system for Belmont/ Port Stanley • emphasis on enforce ! Please listen and be open to partner with community, businesses and organizations who want to accomplish this very mission. Part 2-- be willing to support them as well. • Recognize and maximize out assets • Malahide needs to be more open minded with home development as it appears our MPP and Premier want more housing as soon as possible • We currently don't enforce service levels? • How is responsible growth defined? • How do you measure growth? And what is the targeted growth?

MEASURES OF SUCCESS - If staff focus on the 4 priorities above, we can all expect to see tangible results, in 3 to 10 years, such as:

Community engagement · *Easy access to more information relevant to constituents, landowners, businesses*· *New opportunities to participate or contribute to Township activities, services, or initiatives*

Responsible Growth· *A long-term, affordable solution to water and wastewater infrastructure needs to unlock some growth of tax-base, contribute to housing needs, attract people and businesses*· *Township participation in regional economic development initiatives*

Maximized Assets· *Optimized use of all facilities, upgrades or changes to align with needs*· *More online, self-serve options to access services in an easy and timely manner*· *Staff development plans for retention and succession*

Service Levels· *Consistent use of customer service standards – focused on building, planning and by-law*· *Decrease in service delays*· *Access to a by-law registry and a policy handbook* · *More policy-driven decision-making*

These examples of tangible changes are aligned with what I hope to see improve in Malahide over the next few years.								
Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Total # entries	% agree (3 levels combined)	Most Frequent
1	0	1	11	14	7	34	94%	Agree
These examples are clear and will be useful to report on progress.								
9	0	3	9	13	4	38	68%	Agree

Respondent Comments
<ul style="list-style-type: none"> • Define tangible – these do not seem tangible or measurable (mentioned in two groups) • The ideas are great but not measurable. Need KPIs • Need to set service standards to measure them i.e., what is the measure of service delays? • Definitions needed throughout • Measure service delays? • Must set service standards • Procurement rules: where does quality come in? • Need to be SMART goals • Responsible housing • Appropriate land use policies" • focused on building, planning and by-law underlined on survey form • Always leave the option for wells wherever suitable • As someone experienced in governance, policy should not drive decision making. Rather, policy becomes a framework to support the work of the elected officials and township officials. In other words, it is a consideration but not the absolute. After all, policies can change. • Re: Access to a by-law registry and policy handbook - WHO will have access to these and what are they?" • would waste water management not be very costly? would that not push taxes even higher? • you would never be able to get enough new tax base to pay for something like that it would just be another drain on existing tax base. " • these r all open ended statements...nice statements, but meaning very little until actually applied in a specific situation...a specific task (if easy access, means publishing in Aylmer Express....i don't subscribe...websites r better.)

- It is now apparent that recommendations by planners and staff and approved by council in the last 5 year official plan that was approved in 2021 have resulted in growth in Malahide dramatically being reduced in comparison to all neighbour municipalities. Bayham has 2 plans of subdivision in the works without full services. There has never been a need or request for water in Springfield so if council wants growth any costs to taxpayers should be to all taxpayers.
- decrease in service delays: - yes
- Optimized use of facilities: this community centre tried to optimize its use by increasing rent on the food booth. The tenant found it unfeasible and pulled out. Now no French fries and that reflects poorly to other centres.
- Township needs new homes. The rules on building needs to be changed., Our housing minister and MPP is in favour of getting new housing going fast.
- Again - no mention of agriculture and/or recognize the importance, how to attract and retain agriculture and potential added value
- We don't make decisions based on policy?
- Regarding by-law registry. We can have all the by-laws ever written as long as they make sense. Enforcement is key or they are just a bunch of wasted paper.
- How do you measure service development? Decrease it by what % over what time?
- Agree with 1st two points. Water for Springfield not! Other parts of Malahide to also pay as mill rates with lower with new houses.

Is there anything missing, something you were hoping to see in Malahide's Strategic Plan?

Respondent Comments
<ul style="list-style-type: none"> • Dump East Elgin complex • A 2- story library in downtown Aylmer • Amalgamate CCCA with KCCA • Plant trees • Acquire PB beach unassessed (?) land • Conserve farmland • Promote tourism • Unclear how to proceed with housing – driven by province – or the municipality. Don't have a clear path for housing • Great start, good document as basis • Beautification of township: replace/plant trees • Monitoring and evaluation program needed: transparency • Careful about what is meant by 'cost effective' • Report could be more educational: e.g. What is Council having to do? sometimes no choice • Need to advocate for residents, where appropriate, to the province • Definitions needed throughout the document • KPIs – benchmarking, ratios • Environmental practices/programs. Plastic bales, boats, wrap. Keep conservation, fauna, wildlife • Definition of M.S. adjectives: • Responsible housing • Responsible agriculture policies • Priorities – responsible growth • What is the mechanism for reviewing progress and adjusting as necessary? Should that be further expanded upon in the measures of success? • Preservation of farmland first. • Less tech dependence. • More flexibility in the variety of housing. • didn't see anything on protecting farmland from development. • I'd love to see more details on "regional economic developments." The growth in tourism in Bruce and Burwell smell like opportunities; we've watched both ports explode in population during the summer since 2020, yet it feels the infrastructure and services in both have not been improved. • a specific bug a bear .a garbage bag tag system , that encourages less garbage production...i.e. more reuse recycle, repair.. (by paying per tag). • This strategic plan is very general in nature and contents of this plan seem general in nature and could be applied to almost any municipality. • I am not sure when some goals and specific measurables will be made. Maybe have an example of a township somewhere that is an excellent example that can be held up as a benchmark or a lofty dream to achieve? • This is a very broad perspective. Was hoping for more detail. • Strategy for monitoring and evaluation, timeline and communication • Agriculture main industry - potential for value added. • Consider supporting the Malahide Athletic Centre • This meeting is a good step to keeping Malahide folks informed. More information is better. • Any consideration to ES & G concerns?

Anything else you want Council to keep in mind as we move forward? Final thoughts?

Respondent Comments

- Key performance indicators developed and better defined
- ESiG
- Communication
- Keep document on front burner when reports come to staff and council – operational
- Succession planning for council and staff
- Monitoring and evaluation – with community – increases transparency (SMART measurement)
- Housing – we are open to develop
- Dilemma: development vs. floral/fauna vs. agriculture
- Benchmarking with the plan – more direction from here
- Annual check-in to the plan – at minimum"
- Well thought off program
- A really great start. It is clear there has been a lot of time put into getting us to this point.
- I have had significant experience with Strategic Planning and I appreciate the opportunity to provide some input. Your outreach to the community through this process has been great and I hope you have a way of knowing (beyond the tick boxes at the beginning) where the information is coming from (eg. particular township, gender, etc.)
- My feedback is just that feedback. It is not meant to be negative and I understand that it is easiest for data interpretation to label as you have done. I hope that the input has been helpful.
- Is a great start.
- Malahide is an agriculturally based municipality. Something we should be proud of and strive to keep it that way.
- Just a comment re the survey and the scale used. Generally a neutral option is warranted in a Likert scale design. Respondents are generally more willing to be honest in their response if they have a neutral option. In absence of one, they err towards positive feedback, which may artificially inflate your results in that direction. Food for thought.
- Is well thought out and achievable
- looks great!
- Good start - happy to see engagement and planning
- Planning = laying out projects with timelines, deliverables, budgets, and responsibilities. (KPIs)
- Overall I think Malahide's strategic plan for 2023-2033 is good. What will this look like? What can we do to partner with Malahide to make it happen? (The MAC)

Dilemmas

Participants were asked to consider three dilemmas and provide further advice to Council and Staff on how to respond in each situation. The notes written by the participants are presented here.

Dilemma #1: Service Levels vs. Tax Increases: What Would You Do?

In the survey, there were many comments about the need to keep things the same (e.g. roads and facilities in good state of repair), or increase services (e.g. more recycling pick up, large item pick up). With increasing operational costs, and aging facilities, keeping things the same or increasing some services will most often mean increasing revenue (property taxes) to deliver on expectations.

What is your advice to Council and Staff on how best to reconcile the two?

- Challenge – taxing farmland vs. ‘people’ services
- Partnerships can be useful – even with facilities
- Facilities should be ‘multi-use’ and not single use if not using
- Asset mapping – facilities, services, resident’s talents
- Be adaptable – flexible
- Reconcile with the best interests to the township. Its your \$ as well as ours
- Reevaluate your purpose as a township and drop unnecessary feel good projects
- Not donate taxpayers \$ to projects however valiant outside of the strategic plan – especially if it could get a charitable receipt for the individual

Dilemma #2: Growth vs. Farmland vs. Infrastructure Costs

To keep taxes manageable, some growth will be essential. However, growth will most likely require use of farmland and investment in new infrastructure for water, wastewater, and other basic municipal services. Meanwhile the expectation is to keep taxes low. There is also a very strong desire to remain a community with rural character, focused on agriculture.

What is your advice to Council and Staff on how best to reconcile these three needs?

- The cost burden of development should largely be placed on the developer. Infrastructure costs to develop new lots or industry should mostly not be bore by the average taxpayer
- Establish a Malahide greenbelt
- Push back against federal immigration
- Building code to make new builds attractive in a rural community e.g., Niagara on the Lake commercial buildings take pride in architecture and not big box looks
- Clearly protect agriculture in policy
- Buy unused urban properties and build apartments (build up, in, down – not out)
- Allow development on ½ acre lots with weeping beds rather than infrastructure
- Issues with incoming population
- Broad strokes doesn’t solve the issue
- Doesn’t solve issues with severance
- Need for labour intensive work (agriculture)
- Council needs to be aware of all those needs but maintain the balance i.e., keep informed on residents’ needs
- Residences built in density areas for easier services delivery and less driving therefore a greener economy and leave the farmland for the necessary food growing for all our new residents

Dilemma #3: Community Engagement vs. Delegated Decision Making

Council members often hear differences in opinion when it comes to public engagement. Some feel the public should be engaged more often than just every four years, at election time (e.g. “we should have been consulted on this”), others feel Council was elected, so decisions are theirs to make (e.g. “I elected you, now do your work and don’t bother me!”).

What is your advice to Council and Staff on how best to reconcile these expectations? When, how, why would you want to be consulted?

- Elected representatives need to be available through various forms of communication. Relationships need to be formed and maintained. Concerned public members then have avenues to make their concerns heard. The individual is then in control of their own level of engagement
- Council continues to be available to constituents through many forms of communication
- As a ratepayer it is my responsibility to be engaged but I feel that improvements on the website would make it easier to engage
- Use electronic polling on large matters – very easy with today’s electronics – but be specific in questions – not open ended or questions that lead to a desired answer – have library staff trained to help seniors