



Township of Georgian Bay Corporate Strategic Plan 2016 – 2019

Final Report

February 16th, 2016



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1 Introduction

The Township of Georgian Bay is characterized by a rugged and natural beauty that is the envy of many communities across Ontario, which is the heart of what is cherished most by its residents. It is the essence of cottage country, benefitting greatly from its location along Georgian Bay, multitude of inland lakes, and is the gateway to the world-famous 30,000 islands and the access point to Beausoliel Island and the Georgian Bay Islands National Park.

Traversed by Highway 400, the Township is travelled through as heavily as it is visited. It is comprised of a modest permanent population of 2,124, as well as a large seasonal resident population of 15,958 people, including a number of cottagers and visitors that often return to the area's pristine beauty to retire. The more populated and urbanized areas are predominantly in the southern area and are connected by two larger communities, Port Severn and Honey Harbour. MacTier represents the third urbanized area and is located closest to the northern area and accessible just off of highway 400. The municipality boasts numerous cottages and residences that populate the various islands and rural areas of the Township.

A community of communities, Georgian Bay reflects a variety of diverse perspectives and needs, from seasonal and permanent populations to local businesses and tourism industries. At the centre of this is the municipal administration and Township Council, who are tasked with balancing the needs of the municipality as a whole and ensuring a sustainable and prosperous future for residents, the economy, and visitors.

This Corporate Strategic Plan for 2015 – 2019 is the result of significant community consultation and background research. It required asking and answering the hard questions that need to be addressed to effectively manage the municipality and set its future course, while respecting the needs of the public and valuing the desires of residents and stakeholders. The strategy adopts the model of Sustainable Municipal Governance that emerged in the 2011 Community Based Strategic Plan and expands on it to ensure that independent pillars of social and cultural sustainability accompany those of the economy and environment in underpinning the Township's goals and actions.

The Corporate Strategic Plan is meant to be the guiding document that lays out a roadmap for decisions making and policy, and articulates the common vision for all members of the community. The Strategic directions are focused on fiscal responsibility, community cohesion, protecting the natural environment, encouraging sustainable economic development, effective asset management, and, above all, ensuring transparent and representative local governance.

The following sections provide the structure and action plans, set out in a prioritized manner over the course of the next five years, to accomplish these goals. It also clearly identifies the departments that will lead these initiatives and the potential partnerships that will be required within the community to successfully move the Township towards its collective vision. When



reading this document, it should be recognized that the nature of strategic planning is often accompanied by an inherent tension that can exist between the desired future state, and the means, or the ability to enable this reality in an environment of resource constraints. For example, the need for improved infrastructure may require significant monetary resources that will compete for funding with increased programs or initiatives that are wanted by the community along with a desire for low tax increases.

The challenge and responsibility of balancing the wants and needs, and aligning these with municipal revenue streams and funding mechanisms rests with the local administration. One of the reasons why the Strategic Plan is a living document, is to allow staff and Council to be able to reassess, and revise various objectives and corresponding action plans to meet local needs, and balance them effectively with community wants and available resources.

In a tight financial environment, monetary constraints may result in difficult choices where needs are addressed in priority over wants in order to fulfil mandated core service delivery requirements of the municipality. As taxes generally represent the principle means of revenue generation for a municipality, they also reflect the primary source of funding for local programs and services, as well as what is required to operate and maintain the assets of the municipality. A recognition of where one's taxes go, and how they are used is an important element of transparent governance. However, it is equally important to understand that all programs have costs associated with them, and that increased programming can often result in tax increases once saving through efficiencies are exhausted. The necessary alternative is related back to the careful balance between wants versus needs aforementioned, and recognition of the importance of operating within one's means.



1.1 Methodology

A multi-phased approach was adopted as the best means of structuring the research and developing the Township of Georgian Bay's 2015 – 2019 Corporate Strategic Plan. Figure 1 contains a methodological progression diagram that provides an easy reference to the various phases and their respective actions.

Recognizing the diversity of populations and communities in the Township, significant emphasis was placed on Phase II, particularly with respect to the level of community and stakeholder engagement. In total, two surveys were conducted – a community-based survey to allow for greater public input into the strategic planning process and an additional survey to obtain the thoughts of the Municipality's front-line staff.

Community consultations were conducted, including two public workshops held across the township to allow greater accessibility for residents in MacTier, Port Severn, Honey Harbour, and the island residencies and communities across the municipality.

A total of three strategic input sessions were held with the Community Advisory Committee (CAGsp). Council participated in a facilitated workshop to capture their vision, priorities and perspectives. These occurred systematically over the course of the project and research timeframe to ensure that the strategic plan direction and outcomes accurately reflect the local realities of Georgian Bay, and that the final report includes stakeholder perspectives.

Ultimately, the outcome of this highly collaborative process is reflected in the new Vision, Mission, and Guiding Principles for the Township of Georgian Bay. It is also contained in a strategy that builds on a model of sustainable municipal governance with a set of goals, objectives and actions that are achievable for the community.

FIGURE 1: METHODOLOGICAL PROGRESSION DIAGRAM



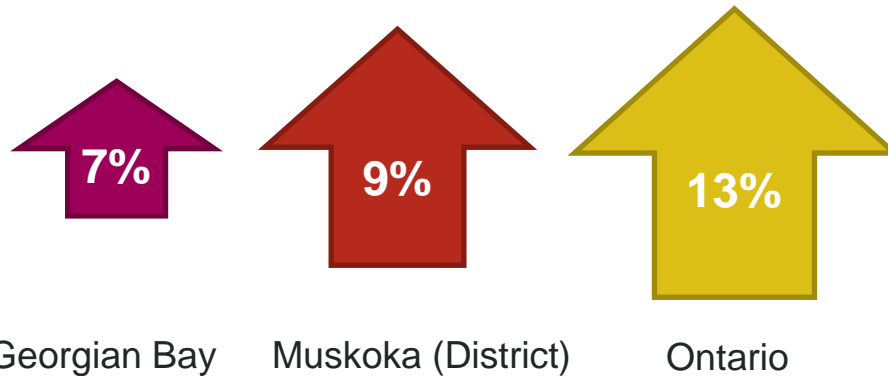


2 Community and Policy Overview

The following section offers a brief snapshot of the socio-economic composition of the Township of Georgian Bay.

2.1 Socio-economic Snapshot

Permanent Population change from 2001 to 2011



Source: Statistics Canada, Census 2006 and 2011.

2011 Total Permanent Population:
2,124

2011 Seasonal population:
15,958

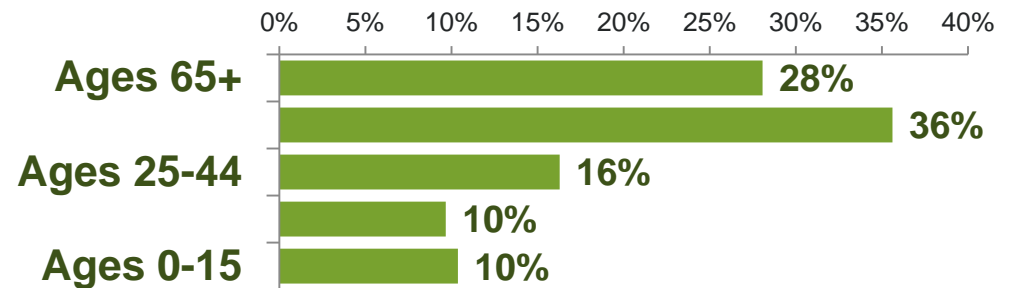
Source: Statistics Canada, Census 2011; District of Muskoka Second Home Study 2013.

Permanent Population Age Profile (2011):

Median Age in 2011 was
53.4

(Up from 49.3 in 2006)

2011 Median Age in
Ontario was 40.4

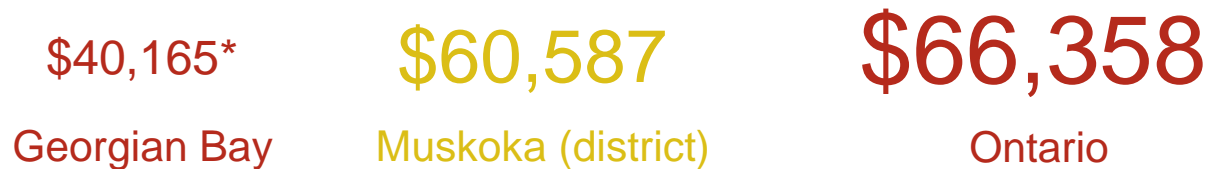


Source: Statistics Canada, Census 2011; District of Muskoka Second Home Study 2013.



Income Demographics

Local (permanent) Population Median Household Income (2011)



Source: Statistics Canada, National Household Survey, 2011, Census 2006 (TGB data unavailable in 2011 due to suppression issues).



Seasonal Population Income Distributions (2013)

Under \$50k	\$50k-\$100k	\$100k-\$150k	\$150k-\$200k	\$200k-\$250k	Over \$250k
5.7%	27.4%	20.4%	15.9%	8.0%	22.5%

Source: District of Muskoka Second Home Study 2013.



Educational Attainment

College and University Education

24%	43%	53%
Georgian Bay	Muskoka (district)	Ontario



Apprenticeship and Trades Education

14%	13%	9%
Georgian Bay	Muskoka (district)	Ontario

High School or Lower

62%	44%	39%
Georgian Bay	Muskoka (district)	Ontario



NOTE: Data reflects Permanent Population; Source: Statistics Canada, National Household Survey, 2011.



Commuter Patterns

Employed Labour Force Commuter Flow



40% of permanent population work in Georgian Bay



24% of permanent population commute to Parry Sound

18% of permanent population commute to Simcoe County



42% of commuters to Georgian Bay are from Simcoe County

NOTE: Data reflects Permanent Populations; Source: Statistics Canada, Census, 2006; TGB Community Based Economic Development Strategy 2014-2017 (2014)



2.2 Common Threads Analysis

2.2.1 Identifying Common Threads

An important element of any strategic planning process is a review of the existing documents and strategies that currently guide and support the community. In reviewing these documents, it is evident that there are a significant number of similar directions, objectives, goals, guiding principles and key themes identified and underpinning the various policies that echo the same issues.

Some of these have short and medium term timeframes set around them, and contain more operationalized frameworks, while others are more strategic in nature and outline overarching recommendations.

In order to pull the various plans together into a unified strategic plan it is first necessary to identify the common threads that exist between the policies in the framework and validate the Vision and Mission behind the corporate endeavour.

Ten key policies were reviewed and are reflected in Figure 2 below. Various common themes presented in these documents have been identified.

What is clear from the analysis is that the following common threads are present across all plans, strategies, and studies:

- **Maintaining and Enhancing Quality of Life**
- Community Values and Cultural Identity
- Protect and Enhance the Natural Environment
- Attracting Tourists and Visitors to the Community
- Economic Development and Prosperity a Priority

In fact, Maintaining and Enhancing Quality of life was a core theme that appeared, or was entrenched, across the entire policy framework. This was followed closely by Community Values and Cultural Identity.

Further, Protecting the Environment and Attracting Tourists and Visitors to the Community, along with Economic Development also featured prominently across the majority of policies examined.

Given the prevalence of these themes across core operational and strategic documents within the Municipality, it is important that they be considered in the development of the corporate strategy and the strategic directions and actions for the plan.



FIGURE 2: COMPARATIVE MATRIX OF THE TOWNSHIP OF GEORGIAN BAY AND THE DISTRICT MUNICIPALITY OF MUSKOKA POLICIES

Common Themes	Economic Development Strategy Rev. 2014	Georgian Bay Strategic Plan 2011	Georgian Bay Official Plan 2014	Muskoka District Official Plan 1991 (rev. 2014)	Muskoka Economic Strategy 2009	Port Severn Master Plan 2009	MacTier Master Plan 2011	Honey Harbour Master Plan 2011	Georgian Bay Accessibility Plan 2014	Second Home Study 2013	Asset Management Plan 2014	Development Charges Study 2014
Maintaining and Enhancing Quality of Life	X	X	X	X	X	X	X	X	X	X	X	X
Community Values and Cultural Identity	X	X	X	X	X	X	X	X	X	X		
Protect and Enhance the Natural Environment	X	X	X	X	X	X	X	X		X		
Attract Tourists and Visitors to the Community	X	X	X	X	X	X	X	X		X		
Economic Development and Prosperity a Priority	X	X	X	X	X	X	X			X	X	X
Community Safety a Priority	X	X	X	X		X	X	X	X		X	
Increase Social Infrastructure Capacity	X	X	X	X	X	X	X					
Increase Transportation Infrastructure Capacity	X		X	X	X	X		X	X		X	X
Support Community Diversity	X	X	X		X		X		X			
Increase Partnership and Connectivity	X	X	X	X	X				X			
Ensuring Services are Accessible	X	X				X		X	X		X	X



3 Outcomes and Findings

A critical element in community based strategic planning is open and transparent engagement with the community members themselves. In order to increase the level of public participation in the strategic plan, and ensure that all groups and individuals within the municipality had the opportunity to participate, the Township of Georgian Bay undertook the following:

- Public consultation workshops, one hosted in MacTier and one in Port Severn
- Community Survey (online and hardcopy)
- Three Community Advisory Group (formed specifically for the strategic plan) (CAGsp) facilitated strategic planning workshops
- One Municipal Council facilitated strategic planning workshop
- Senior Staff and Council Survey (online)
- Front Line Staff Survey (online and hardcopy)

Great effort was taken to ensure that stakeholders and the public were provided with a platform to share their perspectives, aspirations, and concerns related to the Township of Georgian Bay. These valuable conversations informed and influenced the future direction for the township and brought clarity to the vision for the community.

Through the consultations, key information and critical insights from the community emerged on:

- The current and future vision of the Township
- Georgian Bay's strengths and assets, as well as opportunities to be harnessed or explored
- What matters most to the residents (seasonal and permanent) and businesses
- Challenges and barriers that are preventing the community from achieving its vision
- Top priorities for the Township moving forward

Further supplementing the dialogue was the municipal Township Frontline Staff Survey. This provided an opportunity for staff (who are the front line and often first point of contact between the Municipality and the community) to share their insights into ways of improving service delivery, informing priorities, and first-hand knowledge of what the citizens are saying.

The following section presents a summary of key themes that emerged from the engagement process, and highlights the findings of the aforementioned procedures.



3.1 Key Themes

While the number of citizens participating ranged from five to over 400 within each consultation opportunity, there were a distinct series of common themes that emerged across all consultations. These participants represented permanent residents, seasonal residents, businesses, association representatives, community stakeholders, municipal staff and elected officials.

These priority themes are:

- Protecting, preserving, and enhancing the natural environment
- Controlling and effectively planning growth and development
- Capitalizing on seasonal and tourism opportunities
- Improving the relationship between seasonal and permanent populations
- Efficient and equitable service delivery and resource distribution across the Township

It should be understood that there was significant overlap in common areas of agreement, and disagreement, and among various segments of the population. Where this commonality exists it is **highlighted** and grounded in the evidence gathered through the research process.

The following sections highlight the key findings from each of the engagement methods.



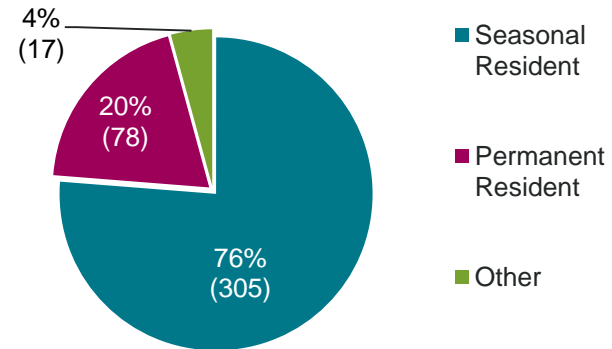
3.1.1 Community Survey

The community survey had a total of 400 participants. In all, 78 were permanent residents, 305 were seasonal residents, and 17 were “others”, as shown in Figure 3. Those that indicated “other” represented some variation of seasonal, emphasizing factors such as remaining in the region for greater than six months of the year or using their property three out of four seasons.

When seasonal residents and “other” are combined, they constitute approximately 80% of the sample population, with the remaining 20% being permanent residents.

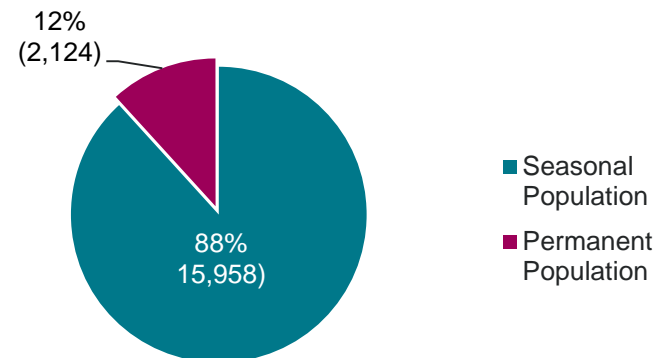
Census data from 2011 shows 25% of all private dwellings as being “occupied by usual residents” (i.e. permanent) with the remainder being occupied by non-permanent or seasonal residents. This property ownership distribution approximates the 20% capture of permanent and 80% seasonal residents from the community survey. Therefore, survey participation generally reflects the true demographic distribution of seasonal and permanent residents in Georgian Bay, suggesting a greater degree of generalizability of the survey results to the overall township than had the participation rates been different.

FIGURE 3: SURVEY RESPONDENTS, BY TYPE



Source: Millier Dickinson Blais Inc. 2015.

FIGURE 4: 2011 POPULATION COUNTS BY RESIDENT TYPE



Source: Second Home Study 2013; Statistics Canada, Census 2011



FIGURE 6: COUNCIL AND SENIOR STAFF SURVEY VISION WORD CLOUD



Source: Council and Senior Staff Survey, 2015 MDB Insight

The word cloud above in Figure 6 represents the words highlighted by Council and Senior Staff that reflect the vision they have for a future Georgian Bay.

Comparing word clouds provides a window into the similarities and differences in perspectives or visions between the community and its Council and municipal administration.



Strengths and Assets

Drawing on the community survey, overall, the top five strengths or assets for Georgian Bay recognized by respondents were:

- Water, Waterways, and Lakes
- Natural Environment
- Beauty
- Recreation
- Proximity to the Greater Toronto Area (larger urban areas)

A follow-up question asked how the identified strengths made Georgian Bay a good place to live and/or work. Most reasons circled back to the intrinsic value placed on natural assets with adjectives such as clear, clean, pure and natural adding colour to the living experience.

Others saw the assets as drawing people to the area, either as tourists or residents, thereby growing the local economy. Other notable offerings included:

- The range of outdoor activities providing residents and visitors with things to do
- The large tax base composed of seasonal residents which offers a boost to municipal budgets
- The well maintained roads and infrastructure, which facilitate accessibility
- The fact that much of the Township is not overly developed

The influence of seasonal spending on the community is not lost in this discussion of strengths. Cottagers and seasonal residents are recognized as key contributors to the local economy, by themselves and by permanent residents alike.

Areas for Improvement

The top five items requiring change or improvement were identified as:

- **Environmental protection, conservation or quality** – This theme intersects with participants' deep love for the natural environment and desire to see its qualities preserved.
- **Better roads** – While some people identified roads as a strength or asset, people also expressed frustration with road quality, almost entirely among seasonal residents. The most common issues related to:
 - Desire for more winter road access

As one permanent resident responded “We moved north because I can do my job from anywhere and it's so nice to have less traffic, pollution, noise, etc.”

Similarly, a seasonal respondent called the township “A haven from the crowds and traffic chaos to the south.”



- Desire for municipality to assume maintenance of private cottage roads
 - Desire for cycling lanes and more cycle-friendly roads
 - Desire for more road access to areas traditionally only accessible by water
- **Waste management and enclosures** – some participants wanted more garbage enclosures, while others wanted year-round pickup extended. Many seasonal residents were frustrated with the pickup schedule for waste and recycling; this should be brought to the attention of the District
 - **Aversion to over-development** – High density and large footprint buildings are something that many respondents expressed a concern over. While there is support for increased development opportunities and a waterfront plan for Honey Harbour, there are also citizens who are concerned about over-development
 - **Medical services or facilities** – Suggestions included changing ambulatory drop-off locations, increasing medical or hospital facility capacity to fit the growing retirement population, and creating more walk-in clinics or nursing stations

Barriers and Obstacles to Achieving the Vision

Respondents were prompted to identify possible challenges or obstacles to attaining their community vision. The results are summarized in Figure 7. In total, 157 survey participants shared their concerns. The most commonly cited challenges were associated with pressures for growth, “unrestricted” growth, or growth for growth’s sake.

These sentiments, expressed by both permanent and seasonal residents, suggest a desire to maintain characteristics of the region that lean more toward the traditional conception of outdoor space and cottage life.

FIGURE 7: COMMUNITY SURVEY BARRIERS AND CHALLENGES

Challenges or Barriers	Frequency
Pressure for growth/ Development/Over-development	43
Ecologically unsustainable practices	22
Narrow-minded politics, local political strain or poor leadership	21
Fear of change/development/NIMBY	15
Lack of capital revenue (money)	14
Taxation, over-taxation	11
Unenforced bylaw and/or Official Plan	10
Divisive stakeholders	9
Personal greed	9
Seasonal lulls in business	8
Poor communications (municipal)	7
Bureaucracy/ municipal staff	7
Cottage associations with too much power	6
Local business support (including tourism)	5
Poor intergovernmental coordination, lack of downstream funding	4

Source: MDB Insight 2015.



There was some explicit aversion to mansion-styled cottages and overcrowding of shorelines. Some growth concerns appeared in conjunction with unenforced bylaws or the official plan, or to the perception of being able to easily circumvent bylaw regulations.

There is also an implied distrust of political leadership, with some participants perceiving politicians as being influenced by small but powerful interest groups, some of whom may be developers. Though only three people referenced the influence of government based on special interests or vote buying, overall 21 (out of 157, or 6%) respondents indicated a lack of faith in political leadership.

Top Priorities

What matters most to the community is often translated into what are seen as the most important, or urgent priorities to focus on in the short and medium term. In all, 164 participants provided commentary into what they feel are the top ten priorities for Georgian Bay.

Figure 8 highlights the top priorities as identified through the community survey. What is immediately apparent is the importance placed once again on the protection of the natural environment.

Further, development is viewed as something that can be positive if it is managed prudently, is well planned, and does not disrupt the environment and natural beauty of the area that is valued highest by the majority of residents (seasonal and permanent).

The priority should be to either minimize growth or restrict it to specific areas that have already seen development.

Infrastructure is a broad topic; however, most commonly this was in regard to roads. Many cottagers want their roads paved or made accessible in the winter.

FIGURE 8: COMMUNITY SURVEY TOP TEN KEY PRIORITIES

Community Priorities	Frequency
Preserving natural assets such as lakes, land and forest resources	94
Prudent growth and development in the township	45
Effective infrastructure	39
Fair or reduced taxation	33
Enforcing zoning and other municipal bylaws	25
Economic development	23
Business development or support	19
Balanced budget and/or prudent municipal spending	18
Waste management	16
Waterfront plan and/or development	16



As was described earlier in the report, when analysing the need to effectively balance priorities and strategic objectives, one must recognize the inherent tension that exists between wants and needs, and the ability to satisfy core services, while at the same time accessing limited resources in order to accommodate new programs or services. Further, it should be recognized that the primary means for addressing many infrastructure maintenance and enhancement requirements is through municipal taxes and accessing funds from senior levels of government. Operating a municipality comes at a cost, and in some instances, difficult choices need to be made regarding prioritization based on the level of current revenues generated from the tax base, and the community's willingness, or ability, to shoulder tax increases that may be required in order to achieve strategic goals.

When examining the community feedback above, it should be recognized that the ability to improve infrastructure may be directly related to potential increases in taxes, as these represent some of the primary means of generating the revenue necessary to allocate to infrastructure budgets.



3.1.2 Community Conversation Sessions

Two community sessions were hosted on July 17th and 18th in Port Severn and MacTier, where members of the general public were invited to participate in the strategic planning process. It should be noted that some of the sessions had limited attendance, which affects the generalization of ideas and themes. Overall, the majority of individuals that attended were permanent residents, with some representation by seasonal residents. The following section provides an overview of participant responses to various questions in the form of a thematic analysis.

This technique allows the reader to better understand key themes that represent commonalities among the various participants and residents in the township. Some areas reflect issues and challenges faced by individual communities, while others represent the recognition of collective strengths, assets, or identified needs across the township as a whole.

In sum, the results of the public consultation workshops identified four key strategic themes:

- Society, Community, and Culture
- Municipal Government
- Infrastructure and Amenities
- Economy and Jobs

These themes reflect areas of concern and importance for the community, and should be given careful thought and consideration in the development of the goals, objectives, and future directions for the Strategic Plan.

Areas that overlap with key themes in other elements of the research are highlighted in bold text.

Society, Community, and Culture

- **Distinct divisions exist between communities** that are driven by:
 - **Physical infrastructure (roads and geographic proximity)**
 - **Cultural differences** (by hamlet or village and community identity)
 - **Seasonal and Permanent residency**
- Some elements of diversity are celebrated and unify the township while others create division
- **Resources are not perceived as being equally distributed**
- Concern surrounding youth outmigration
- **Shared interest in Sustainable Development and respect for the beauty of the natural environment**

The following words were provided when participants were asked to provide a list of key words that define their vision for Georgian Bay in the next five years:

- *family*
- *year-round recreation*
- *arts and culture recognition*
- *social stability*
- *inclusive*
- *natural beauty*
- *safety*
- *welcoming*



- Achieving a high Quality of Life is a priority
- **Family is seen as paramount, and a critical component of a healthy community**
 - A Family Strategy was raised as a potential solution

Municipal Government

- Overall optimism for the newly elected Council
- **Need for deeper commitment to community building**
- Desire for Municipality to attract more residents and businesses
- Recognition of limited resources and fiscal constraints
- **Need to improve uniform bylaw enforcement**
- **Perception of inequitable service/resource distribution**
- Insufficient support for small business and onerous development process
- Poor community image/need for better branding and promotion

Infrastructure and Amenities

- Generally road conditions are seen as decent, although some improvement required, and water accessibility is satisfactory
- **Physical boundaries cause some frustration with access to services and act to reinforce community divisions**
- Transportation (transit) is seen as insufficient – greater need for improved connectivity across the township
- **Internet accessibility is intermittent – good in some areas and not in others – there is a need for improved and uniform broadband to attract families, professionals, and business**
- **Need for more commercial amenities and accommodations across all community jurisdictions**

Economy and Jobs

- **Need to capitalize on Highway 400 and effectively plan and create a Commercial Corridor**
 - Traffic Count Study suggested
- Introduce more business friendly regulations and initiatives that support and encourage small business development and growth
- **Each community needs to be positioned as an economic hub**



- **Collaboration is key** – case in point is the success behind Tim Horton's
 - Plan effectively for the seasonal business cycles to improve employment and small business retention/survival
 - **Better understand how to capitalize on the seasonal population**
 - Support and pursue redevelopment opportunities

Obstacles and Barriers

Several obstacles identified by participants as inhibiting or limiting progress in the municipality include:

- Poor community image and the need for better branding and promotion of success stories
- Financial, time, and volunteer fatigue constraints
- **Poor perceptions of the distribution of resources and services across the township**
- Bureaucratic red tape
- **Unenforced municipal bylaws**

3.1.3 Community Advisory Group – Strategic Plan (CAGsp) Workshops

The Community Advisory Group (CAGsp) had the opportunity to come together to engage in dialogue and inform the strategic planning process a total of three times. This group of local stakeholders was made up of permanent and seasonal residents, business owners, community volunteers and representatives of district and provincial government.

The first session in July created a welcoming climate for broad discussion on the vision for the community, the successes emerging from the previous strategic plan, and consideration of the current relevance of outstanding action items. This dialogue aimed to understand how the vision of the previous community strategic plan resonates at present and where it is in need of change. In addition, the workshop sought to understand key existing or newly discovered opportunities looking toward 2019.

The second workshop served to provide advice and input on priority areas and goal setting, inform the creation of core principles and values that underpin municipal service delivery, and identify future key success indicators for the Township. The third facilitated planning session was held on October 1st, 2015. In this last session, the CAGsp validated and confirmed the strategic directions and corresponding goals established in the previous sessions and provided final input for the action plans.

These sessions also provided a platform for the CAGsp members to contribute to the development of a new corporate Mission Statement for the Township, and share their perspectives on what a future vision for Georgian Bay would look like.



Key Priorities

Out of the engagement process, a series of priorities emerged as most important. This was the result of a facilitated, democratic process that allowed the CAG to share ideas and exchange thoughts, have their ideas aggregated into common themes during the workshop, and then vote on what the top priorities should be.

In order of most important, the top priorities for the CAG were:

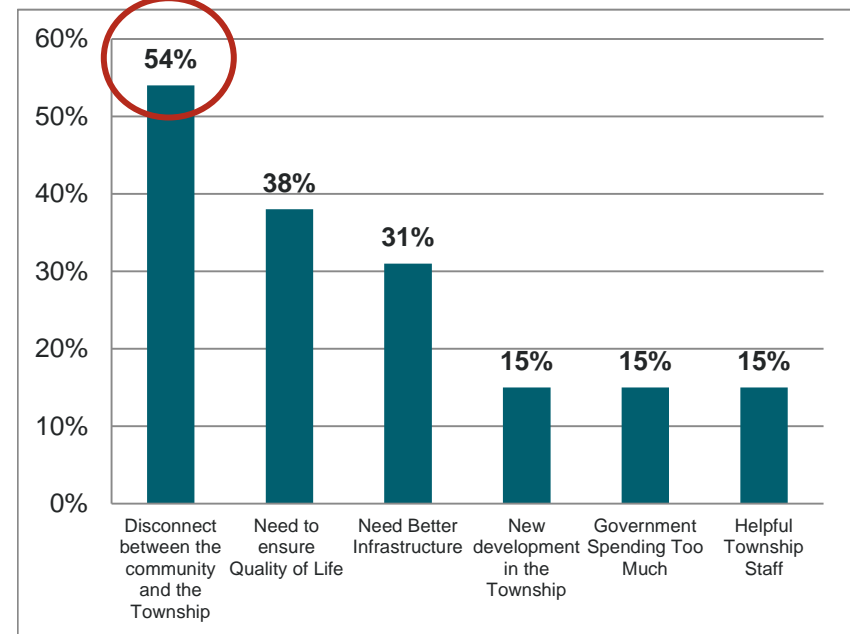
- Ongoing Protection of the Environment
- Economic Development
- Contribute to a Shared Community Identity
- Recreation Trails System
- Fiscal Management Strategy
- Enforce Plans and Bylaws

3.1.4 Frontline Staff Survey

Frontline staff members were surveyed in the strategic planning process as they are in a position that provides the opportunity to connect and engage with residents, businesses, and community stakeholders.

Respondents were asked to describe what people are saying about how things are going in their community. One of the most interesting findings was the belief that a disconnect exists between the community and Township staff and leadership. Although the response rate only included 22 people, taken in context this provides insight into what citizens are saying most to staff. Further, the finding highlights the need for increased communications, as well as a concerted effort to illustrate that the public's demands are being heard.

FIGURE 9: WHAT ARE PEOPLE SAYING ABOUT HOW THINGS ARE GOING IN OUR COMMUNITY?



Source: Millier Dickinson Blais, 2015



3.2 SWOT Analysis

An assessment of the Township of Georgian Bay's strengths, weaknesses, opportunities and threats (SWOT) was taken from the compilation of all consultations and research to inform the corporate strategic plan.

Strengths are the unique factors or assets that the community can build off and capitalize on to support future growth and prosperity.

Weaknesses are current areas of disadvantage which may require strengthening or repositioning.

Opportunities are factors that can play an important role in determining the community's possibilities and can be leveraged to overcome challenges and effect change.

They can positively influence the types of strategies developed and employed, whereas threats are external factors that present barriers to a community and may hinder the ability to effectively implement the corporate strategic plan.

This SWOT assessment has been compiled based on the background research, socio-economic profile and the results of the community engagement process. The diagram presented in Figure 10 acts as a guide to developing the Strategic Directions and Action Planning found below.

FIGURE 10: SWOT DIAGRAM FOR TOWNSHIP OF GEORGIAN BAY





4 Taking Action

4.1 Vision, Mission, and Guiding Principles

The following section outlines the final Community Vision, Corporate Mission Statement for the Municipality, and the Guiding Principles that are drivers behind what the Township does and how it conducts its affairs.

These elements are the product of the collective research and engagement processes outlined above. All of the cumulative findings from the various community engagement sessions and CAGsp workshops were presented to Municipal Council on September 16th, 2015 in a facilitated strategic planning session with the Queen's University Executive Decision Making Centre.

The **purpose** of the workshop was to stimulate dialogue among Council members to:

- Validate the Mission Statement for the Municipality
- Identify the key priorities for the next four years
- Determine the guiding principles and values that underpin the municipal organization
- Finalize the future Vision for Georgian Bay
- Establish success indicators for achieving the vision

The outcomes of the strategic planning session are contained below.

4.1.1 Community Vision

A vision statement represents the desired future state of the Municipality.

Based on input from residents, businesses, community organizations, municipal staff and members of Council, a comprehensive vision was created for the Township of Georgian Bay. The following statement has emerged through the strategic planning session and been approved by Council:

The Township of Georgian Bay is a safe, healthy, sustainable and welcoming community; showcasing and preserving our historic, natural beauty.



4.1.2 Corporate Mission Statement

A mission statement captures the reason that the Township of Georgian Bay exists and guides the actions of the Municipality. The following statement has emerged through the September 16th, 2015 strategic planning session and been approved by Council:

To demonstrate leadership in the provision of services in an affordable, efficient, equitable, and sustainable manner

4.1.3 Guiding Principles of the Township

The Corporate Strategic Plan for the Township of Georgian Bay 2015 – 2019 acts as the overarching policy document that lays the foundation and direction for how the Municipality will conduct its affairs and govern the township. It is grounded in the key principles and ideals that reflect the various needs, desires, aspirations, and goals of the community at large – which includes businesses, seasonal and permanent residents, community stakeholders, and those who serve the community itself.

The Guiding Principles identified below emerged through the consultative process, and have been approved by Council. They represent the key principles that guide and direct the Township, its leadership, staff, and volunteers in everything that they do.

- **Respect and Care for the Environment:**
 - We value and protect our natural environment in all that we do
- **Strong Governance:**
 - Transparency, accountability, and honesty from all levels within the Municipality drives our governance
- **Respect and Openness:**
 - At all times we have respect for each other and between all of our communities
- **Citizen Centred Focus:**
 - The constituents and ratepayers are our business, and the focal point of the work we do is our commitment to quality service



4.2 Sustainability and Strategic Pillars

In order to ensure the highest level of continuity with the previous Community Based Strategic Plan (2011), Community Based Economic Development Strategy (2014), and ensure a seamless transition into the current policy framework, the concept of sustainability and the existing Strategic Pillars model has been adopted.

However, through the research and community consultation process, it has become clear that the pillars of sustainability for the Township of Georgian Bay could benefit from the division of the current Society and Culture pillar into two distinct pillars: one to represent Society and one to represent Culture.

This is not uncommon as “Sustainability” has emerged as a concept applicable to municipal planning largely due to a framework developed by Canada’s Federal Government in 2005, which identified a four pillar model as a mechanism for federal program funding for municipalities.¹

The four pillars have since become a standard starting point for sustainability-oriented municipal planning across the country.

The pillars include:

- **Environmental sustainability:** preserving and protecting ecosystems and responsible use of natural resources
- **Social sustainability:** social justice and equality including social integration and improved living conditions for all citizens (meeting basic needs, access to growth opportunities, civic engagement opportunities and encouragement)
- **Cultural sustainability:** thriving arts and culture, healthy contributions to the other four pillars via the “creative class” and the celebration and encouragement of cultural diversity and heritage
- **Economic sustainability:** economic activity that is conducive to and supports community development

Not only are the four pillars intended to work synergistically with each other, but they are also designed for horizontal integration across all facets of municipal life and operation.²

1 Prime Minister’s External Advisory on Cities and Communities, “Integrated Community Sustainability Planning – A Background Paper,” Sep 2005.

2 The Natural Step, “Integrated Community Sustainability Planning (ICSP): The Process



In light of this, the structure of sustainability pillars for the Township of Georgian Bay is as follows:

- Environment
- Economy
- Society
- Culture

An important element of the strategic plan is ensuring that municipal planning and staff operations do not occur in silos. Although there are “pillars” that will ultimately have their own respective strategic directions or initiatives associated with them, a sustainable system takes all pillars and their impacts into consideration.

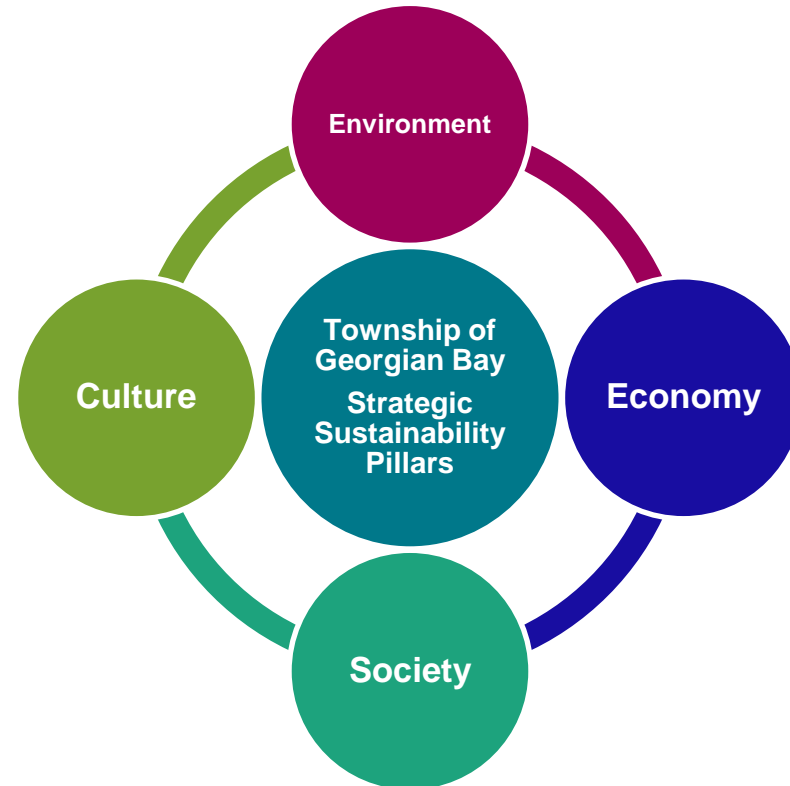
The following Strategic Directions found below may be more closely aligned with a respective Strategic Pillar. However, this does not mean that they do not benefit from collaboration between the various department heads and team leads that are responsible for their planning and implementation.

For example, in Figure 11 the Environment pillar is connected to Culture and the Economy. An ideal way to bring people together may be to host a fishing event (culture) with an emphasis on preserving natural fish stocks and protecting habitats from invasive species (environment). This supports the local economy and strengthens local engagement and social interaction.

During the planning stages of this hypothetical activity, great care should be taken to protect the natural environment by upholding environmental regulations, as well as planning for influxes of visitors to the community and their impact on municipal services. Further, cultural considerations could involve engaging Aboriginal communities to participate and leveraging local fishing groups to support marketing and promotion. In addition, coordination will be required on safety and security measures.

In sum, a holistic approach to municipal planning (as well as service delivery that ensures all departments, staff, leaders, and stakeholders are maximizing opportunities to collaborate across the pillars) will be critical to the successful integration and implementation of a sustainability model across the Township of Georgian Bay now and into the future.

FIGURE 11: COLLABORATION MODEL OF SUSTAINABILITY PILLARS





4.3 Strategic Directions and Goals

As was highlighted above, significant feedback and input was provided through the community engagement on key priorities and goal setting for the municipality. It is important to note that these are presented in order of priority that was established by Council during the September 16th, 2015 strategic planning session and reconfirmed by the Community Advisory Committee on October 1st, 2015 through an additional facilitated strategic planning session.

The following strategic directions and corresponding goals have been developed out of the various recommendations and input regarding what the community views as the most important priorities that the Township should focus on in the current planning period from 2015 – 2019.

STRATEGIC DIRECTION #1: MUNICIPAL FISCAL RESPONSIBILITY

Goal:

Minimize and control municipal budgets by spending wisely, controlling costs, and keeping tax increases to an annual minimum

STRATEGIC DIRECTION #2: ESTABLISH COHESIVE COMMUNITIES

Goal:

Create a unified municipality that celebrates its unique communities and cultural differences facilitated by strong municipal leadership and open communications

STRATEGIC DIRECTION #3: PROTECT AND PRESERVE THE NATURAL ENVIRONMENT

Goal:

Ensure ongoing protection of the environment and continuous monitoring of the community's natural resources through development and maintenance of initiatives to enhance the quality of the local environment, including the monitoring of invasive species



STRATEGIC DIRECTION #4: SUSTAINABLE ECONOMIC DEVELOPMENT

Goal:

Foster a strong and stable year-round economy that capitalizes on seasonal populations, tourism, commercial demand, and supports entrepreneurship and local businesses

STRATEGIC DIRECTION #5: TRANSPARENT AND REPRESENTATIVE GOVERNMENT

Goal:

Provide local governance that is transparent, includes objective representation on Municipal Council for all residents and communities within the township, and is conducted with the utmost integrity

STRATEGIC DIRECTION #6: WELL-MANAGED INFRASTRUCTURE

Goal:

Ensure that local infrastructure meets the demands of permanent and seasonal populations, effectively connects communities, and improves communications and accessibility across the entire municipality

4.4 Implementation Plan and Metrics

4.4.1 Interpreting the Action Plans

A detailed implementation plan is necessary to ensure that the Corporate Strategic Plan is a living document that directs decision making for the Township of Georgian Bay.

The purpose of the implementation plan is to prioritize the actions on a timeline in which they will be initiated, assign a department lead, and identify potential partners who can contribute to the success of the goal. The implementation plan also includes performance measures that are attached to each goal and intended to gauge the progress of each action.



Each Strategic Direction is accompanied by a Goal, actions to accomplish the goal, and is aligned with its respective Strategic Pillar, as well as other Pillars that represent the spheres of influence to strategic planning, outcomes, and accomplishments.

4.4.2 Municipal Fiscal Responsibility

Strategic Pillar(s): Economy, Society		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 -5 Years	
STRATEGIC DIRECTION #1: MUNICIPAL FISCAL RESPONSIBILITY			
Goal: Minimize and control municipal budgets by spending wisely, controlling costs, and keeping tax increases to an annual minimum			
Municipality-Led Actions	Priority	Lead	Potential Partners
1. Continue to implement recommendations from the 2014 TGB Asset Management Plan <ul style="list-style-type: none"> ▪ Continue to seek upper level government support for funding infrastructure maintenance and improvements ▪ Commit to a funding strategy ensuring that open communications with the community will advise staff of current and anticipated deficits and ramifications of each strategic option ▪ Ensure that “multi-year capital budget planning” along a ten year horizon, with multi-year operational budgeting (as described in the Asset Management Plan and the previous Strategic Plan) is undertaken and systemized 	Medium-term	<ul style="list-style-type: none"> ▪ Financial Services 	<ul style="list-style-type: none"> ▪ CAO/Clerk's Office ▪ Mayor and Council ▪ All Township Departments
Performance Measure:			
<ul style="list-style-type: none"> ▪ Implement a system of 10 Year Capital Budget planning process with multi-year operational budgeting and annual approval to be presented during the budget process each year during the life of the document 			



Strategic Pillar(s): Economy, Society

Short-Term = Within 1 Year
 Medium-Term = 2 – 3 Years
 Long-Term = 4 -5 Years

STRATEGIC DIRECTION #1: MUNICIPAL FISCAL RESPONSIBILITY

Goal:
 Minimize and control municipal budgets by spending wisely, controlling costs, and keeping tax increases to an annual minimum

Municipality-Led Actions	Priority	Lead	Potential Partners
2. Develop a Long Term Financial Plan (10 Year) that links all departmental financial plans <ul style="list-style-type: none"> ▪ Include audit and assessment of Departmental Operating Budgets to ensure they are meeting annual strategic planning priorities ▪ Identify areas for increased efficiencies and productivity measures 	Short-term	<ul style="list-style-type: none"> ▪ Financial Services 	<ul style="list-style-type: none"> ▪ All Department Heads ▪ Human Resources/ Health and Safety ▪ CAO/Clerk's Office
Performance Measures: <ul style="list-style-type: none"> ▪ 10 Year Long Term Financial Plan developed and implemented linking all municipal financial plans ▪ Increased efficiencies and productivity achieved through improved auditing of operational budgets as part of the annual business planning and budgetary approval process ▪ Review and enhance employee performance measurement system to align with annual departmental business planning and operational budgets 			
3. Develop and implement a Reserve Fund Strategy and ensure the Township is meeting strategic objectives through annual review periods	Medium-term-Long-term	<ul style="list-style-type: none"> ▪ Financial Services 	<ul style="list-style-type: none"> ▪ CAO/Clerk's Office ▪ Mayor and Council
Performance Measure: <ul style="list-style-type: none"> ▪ Reserve Fund Strategy implemented and first annual review completed and presented to Council 			



Strategic Pillar(s): Economy, Society

Short-Term = Within 1 Year
 Medium-Term = 2 – 3 Years
 Long-Term = 4 -5 Years

STRATEGIC DIRECTION #1: MUNICIPAL FISCAL RESPONSIBILITY

Goal:
 Minimize and control municipal budgets by spending wisely, controlling costs, and keeping tax increases to an annual minimum

Municipality-Led Actions	Priority	Lead	Potential Partners
4. Annually examine internal financial measures for ongoing effectiveness and successful implementation: <ul style="list-style-type: none"> ▪ Continuous review of purchasing ▪ Annual service evaluation reporting ▪ Exploration of efficiency measures ▪ Asset Management Software System (to operationalize the 2014 Asset Management Plan) ▪ Utilize a multi-level grant funding model to maximize access to available funding programs 	Medium-term	<ul style="list-style-type: none"> ▪ CAO/Clerk's Office ▪ Financial Services 	<ul style="list-style-type: none"> ▪ All Department Heads

Performance Measures:

- **Annual progress of all actionable items reported to Council through the Strategic Plan Annual Report Card reflecting goals, directions, actions, and outcomes**
- **An annual variance to budget assessment is completed as part of the annual business planning and budgetary approval process and presented during budget deliberations to Council**
- **Asset Management Software System developed and implemented with annual review and presented to Council during budget deliberations**
- **Continue to ensure all relevant District, Provincial, and Federal funds are applied for to support municipal objectives with yearly summary included in budget deliberations**



4.4.3 Establish Cohesive Communities

Strategic Pillar(s): Society, Culture		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #2: ESTABLISH COHESIVE COMMUNITIES			
Goal: Create a unified municipality that celebrates its unique communities and cultural differences facilitated by strong municipal leadership and open communications			
Municipality-Led Actions	Priority	Lead	Potential Partners
1. Update the 2012 TGB Brand and Communications Study and audit against current activities related to Internal and External Communications <ul style="list-style-type: none"> ▪ Identify areas of improvement (Internal and External) and implement ▪ Update strategy to include measures that encourage collaboration among the communities ▪ Continue to implement the Georgian Bay Brand and incorporate the new Community Vision and use this process to foster unity and cooperation among the various unique communities and stakeholders 	Short-term	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ Mayor and Municipal Council ▪ CAO/Clerk's Office
Performance Measure:			
<ul style="list-style-type: none"> ▪ Revise and update the Township of Georgian Bay Brand and Communications Strategy with key performance indicators to ensure that Senior staff, Management, and Council are utilizing tools to communicate with all residents ▪ Define and report back to Council on updated ways to communicate with all residents ▪ Senior staff and Council trained on new communication measures to ensure consistency in delivery to all residents 			



Strategic Pillar(s): Society, Culture

Short-Term = Within 1 Year

Medium-Term = 2 – 3 Years

Long-Term = 4 – 5 Years

STRATEGIC DIRECTION #2: ESTABLISH COHESIVE COMMUNITIES

Goal:

Create a unified municipality that celebrates its unique communities and cultural differences facilitated by strong municipal leadership and open communications

Municipality-Led Actions	Priority	Lead	Potential Partners
<p>2. Develop and implement a Township wide policy to guide communications practices, and ensure that the Georgian Bay brand and corporate messaging is regular and consistent across all levels of the organization, departments and initiatives</p> <ul style="list-style-type: none"> ■ Increase effective utilization of the Municipal website for communications purposes ■ Ensure that communication strategies consider and eliminate barriers for persons in peripheral communities (those without internet) ■ Conduct communication and public relations training to ensure consistency in message and delivery, and understanding of roles and responsibilities ■ Continue to explore new ways to increase distribution methods for ease of access to municipal publications 	<p>Short-term</p>	<ul style="list-style-type: none"> ■ Communications and Economic Development 	<ul style="list-style-type: none"> ■ CAO/Clerk's Office ■ Mayor and Municipal Council

Performance Measures:

- **Municipal-wide Communications Protocol developed and training delivered to all political officials and Administration staff**
- **Regular public communications implemented in an accessible manner across the municipality**



Strategic Pillar(s): Society, Culture		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #2: ESTABLISH COHESIVE COMMUNITIES			
Goal: Create a unified municipality that celebrates its unique communities and cultural differences facilitated by strong municipal leadership and open communications			
Municipality-Led Actions	Priority	Lead	Potential Partners
3. Establish a formal means of bringing the seasonal and permanent populations together <ul style="list-style-type: none"> ▪ Identify environmental, social and cultural activities, programs, or initiatives that can be used to increase the recognition of value between groups and overcoming barriers ▪ Engage with the local “Leaders Group” to identify and support initiatives 	Short-term – Medium-term	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ Mayor and Municipal Council ▪ CAO/Clerk’s Office
Performance Measure: <ul style="list-style-type: none"> ▪ Social cohesion initiatives undertaken focused on strengthening bond between seasonal and permanent residents and progress update included in the Annual Report Card 			
4. Implement a survey for all residents to identify preferred communication methods and improve communication effectiveness	Short-term – ongoing	<ul style="list-style-type: none"> ▪ CAO/Clerk’s Office ▪ Human Resources / Health and Safety 	<ul style="list-style-type: none"> ▪ Mayor and Council
Performance Measure: <ul style="list-style-type: none"> ▪ Communications survey summaries providing key intelligence on most suitable resident outreach and engagement methods will be utilized by staff and shared with Council as appropriate 			



Strategic Pillar(s): Society, Culture		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #2: ESTABLISH COHESIVE COMMUNITIES			
Goal: Create a unified municipality that celebrates its unique communities and cultural differences facilitated by strong municipal leadership and open communications			
Municipality-Led Actions	Priority	Lead	Potential Partners
5. Develop a Council-driven strategy and action plan to actively participate in community building and overcome barriers between distinct communities <ul style="list-style-type: none"> ▪ Develop a Unity Plan to establish a permanent means of bringing the permanent and seasonal populations together ▪ Strike a Unity Committee made up of permanent and seasonal population representatives to reflect the “local voice” and guide implementation ▪ Leverage individual community pride by supporting local events and activities that highlight and celebrate unique differences and stimulate “support local” mentalities 	Medium-term	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ CAO/Clerk's Office ▪ Community Advisory Group
Performance Measure:			
<ul style="list-style-type: none"> ▪ Unity Committee struck and actively supporting the development of social cohesion initiatives and action planning with defined key performance indicators established by Council 			



Strategic Pillar(s): Society, Culture

Short-Term = Within 1 Year
 Medium-Term = 2 – 3 Years
 Long-Term = 4 – 5 Years

STRATEGIC DIRECTION #2: ESTABLISH COHESIVE COMMUNITIES

Goal:

Create a unified municipality that celebrates its unique communities and cultural differences facilitated by strong municipal leadership and open communications

Municipality-Led Actions	Priority	Lead	Potential Partners
6. Ensure that the necessary human resources are allocated in the annual budget, and roles and responsibilities are aligned with departmental business plans to ensure effective implementation of community building initiatives <ul style="list-style-type: none"> ▪ Institute an internal check and balance system to monitor and inform resource distribution, ensuring consideration to all community areas in municipal strategic and financial planning and operational delivery of services 	Medium-term	<ul style="list-style-type: none"> ▪ Human Resources / Health and Safety 	<ul style="list-style-type: none"> ▪ Financial Services
Performance Measure: <ul style="list-style-type: none"> ▪ Internal Check and Balance System established and informing appropriate resource distribution across the municipality 			
7. Develop a strategy to support resident, stakeholders and vulnerable populations to identify the housing needs within the community	Long-term	<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ SMDHU
Performance Measure: <ul style="list-style-type: none"> ▪ Vulnerable Population Study undertaken and informing key social policy and township planning considerations 			



Strategic Pillar(s): Society, Culture		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #2: ESTABLISH COHESIVE COMMUNITIES			
Goal: Create a unified municipality that celebrates its unique communities and cultural differences facilitated by strong municipal leadership and open communications			
Municipality-Led Actions	Priority	Lead	Potential Partners
<p>8. Work with police and community groups to review and implement strategies to increase safety in public areas to facilitate greater use and opportunities for social interaction, particularly in lower-income neighbourhoods</p> <ul style="list-style-type: none"> ■ Ensure the zoning bylaw facilitates and allows for mixed and non-traditional housing arrangements to support residents of all ages (e.g. universal design, granny flats, multiple housing types within neighborhoods, etc.) and shall consider the needs of lower income Neighbourhoods and vulnerable populations as a priority 	<p>Long-term</p>	<ul style="list-style-type: none"> ■ Policing Communities ■ Development Services 	



4.4.4 Protect and Preserve the Natural Environment

Strategic Pillar(s): Environment, Society		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #3: PROTECT AND PRESERVE THE NATURAL ENVIRONMENT			
Goal: Ensure ongoing protection of the environment and continuous monitoring of the community's natural resources through development and maintenance of initiatives to enhance the quality of the local environment, including the monitoring of invasive species			
Municipality-Led Actions	Priority	Lead	Potential Partners
1. Ensure the necessary resources and capital budget allocations support existing initiatives. For example: <ul style="list-style-type: none"> ▪ Septic Inspections – increase levels and maintain current as minimums ▪ Water Quality and Shoreline Protection Strategy initiatives 	Long-term	<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ Operations ▪ Financial Services ▪ Mayor and Council
Performance Measure: <ul style="list-style-type: none"> ▪ Annual Budget reflects necessary allocations to support ongoing initiatives and reported to Council 			
2. Develop a regular environmental newsletter, or communique, that is distributed to inform on the current state of the natural environment <ul style="list-style-type: none"> ▪ Consider incorporating this as a component of the existing E-news ▪ Include a bi-annual environmental survey as a feedback loop on areas for improvement, concern, and satisfaction with services and conditions 	Short-term	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ Water Quality Committee ▪ Cottage / Community Associations ▪ SSEA/SSS ▪ Development Services



Strategic Pillar(s): Environment, Society

Short-Term = Within 1 Year

Medium-Term = 2 – 3 Years

Long-Term = 4 – 5 Years

STRATEGIC DIRECTION #3: PROTECT AND PRESERVE THE NATURAL ENVIRONMENT

Goal:
 Ensure ongoing protection of the environment and continuous monitoring of the community's natural resources through development and maintenance of initiatives to enhance the quality of the local environment, including the monitoring of invasive species

Municipality-Led Actions	Priority	Lead	Potential Partners
Performance Measures: <ul style="list-style-type: none"> ■ Environmental Newsletter developed (or featured in E-news) and in regular circulation to entire seasonal and permanent resident populations ■ Bi-annual survey is directly influencing service delivery and operations and reviewed by appropriate department heads 			
3. Ongoing implementation and enforcement of municipal planning regulations, design guidelines, and bylaws for sustainable and prudent growth that protects the natural character of the environment <ul style="list-style-type: none"> ■ New commercial development is directed within built areas, along highway and major transportation routes, and does not encroach on environmentally sensitive areas ■ Ensure limited cottage growth in key naturalized areas ■ Ensure previous strategic plan recommendations related to design guidelines and sustainable building practices are implemented ■ Promote collaboration with key environmental stakeholders for the development and maintenance of initiatives to enhance the quality and sustainability of the local environment 	Ongoing	<ul style="list-style-type: none"> ■ Development Services 	<ul style="list-style-type: none"> ■ CAO/Clerk's Office
Performance Measure: <ul style="list-style-type: none"> ■ Sustainable and Prudent Growth regulations, guidelines, and bylaws implemented and effectively encouraging development and growth in appropriate areas while enhancing quality of life and environmental preservation 			



Strategic Pillar(s): Environment, Society		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #3: PROTECT AND PRESERVE THE NATURAL ENVIRONMENT			
Goal: Ensure ongoing protection of the environment and continuous monitoring of the community's natural resources through development and maintenance of initiatives to enhance the quality of the local environment, including the monitoring of invasive species			
Municipality-Led Actions	Priority	Lead	Potential Partners
4. Plan and initiate Environmental Open Houses <ul style="list-style-type: none"> Enhance public notices to use a wide-range of engagement strategies Consider virtual environmental open houses/engagement Focus on developments that could have environmental implications, impacts, or effects on the enjoyment and preservation of the natural beauty by residents 	Medium-term	<ul style="list-style-type: none"> Development Services 	<ul style="list-style-type: none"> Mayor and Council Community Associations Communications and Economic Development
Performance Measure:			
<ul style="list-style-type: none"> Inaugural Environmental Open House launched successfully in 2016 			
5. Explore opportunities for developing a community energy plan that explores renewable energy sources, various initiatives related to air pollution, waste reduction, litter, and protection of environmentally sensitive areas	Ongoing	<ul style="list-style-type: none"> Public Works 	<ul style="list-style-type: none"> Georgian Bay Biosphere Reserve
Performance Measure:			
<ul style="list-style-type: none"> Maximize opportunities presented to the community that reflect this action item where funding is available 			



Strategic Pillar(s): Environment, Society

Short-Term = Within 1 Year
 Medium-Term = 2 – 3 Years
 Long-Term = 4 – 5 Years

STRATEGIC DIRECTION #3: PROTECT AND PRESERVE THE NATURAL ENVIRONMENT

Goal:
 Ensure ongoing protection of the environment and continuous monitoring of the community's natural resources through development and maintenance of initiatives to enhance the quality of the local environment, including the monitoring of invasive species

Municipality-Led Actions	Priority	Lead	Potential Partners
6. Design municipal infrastructure to take into account the potential impacts from climate change to minimize damage, with a preference toward practices of better stewardship and protection of nature, naturalized areas, green spaces and water resources	Ongoing	<ul style="list-style-type: none"> ■ Development Services 	<ul style="list-style-type: none"> ■ District of Muskoka
Performance Measure: <ul style="list-style-type: none"> ■ Work toward a Zero-footprint Target for municipal infrastructure and future development in the municipality 			
7. UNESCO-designated Georgian Bay Biosphere Reserve, Provincial and Federal Parks, Crown lands, and abundance of unspoiled open space including the 1,000 islands and unique, rugged cottage and recreating environment are protected and preserved from overdevelopment where possible	Ongoing	<ul style="list-style-type: none"> ■ Development Services 	<ul style="list-style-type: none"> ■ Communications and Economic Development ■ Georgian Bay Biosphere Reserve ■ Parks Canada
Performance Measure: <ul style="list-style-type: none"> ■ Implement and adhere to planning policies that preserve and protect the natural environment within the township of Georgian Bay ■ Continue to foster a stronger relationship with the UNESCO-designated Georgian Bay Biosphere Reserve and Georgian Bay Islands National Park 			



4.4.5 Sustainable Economic Development

Strategic Pillar(s): Economy, Environment, Culture, Society		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #4: SUSTAINABLE ECONOMIC DEVELOPMENT			
Goal: Foster a strong and stable year-round economy that capitalizes on seasonal populations, tourism, commercial demand, and supports entrepreneurship and local businesses			
Municipality-Led Actions	Priority	Lead	Potential Partners
1. Evaluate a Highway 400 Commercial Corridor <ul style="list-style-type: none"> ▪ Strike a Sub-Committee to support planning and implementation ▪ Review existing Traffic Studies for the District Road 5/Highway 400 Interchange Area ▪ Develop a Business Case and Prospectus to generate interest and opportunity ▪ Ensure the necessary regulatory measures are implemented to support the initiative ▪ Secure local champions and property owners to buy in and participate ▪ Ensure awareness of the impact that development along the 400 commercial corridor will have on local businesses in the communities of Honey Harbour, Mac Tier, Port Severn ▪ Ensure an asset based community development approach is used ▪ Land use designations shall consider impacts on community health especially for vulnerable populations (e.g. children and seniors) when located adjacent to high traffic, trucking and highway corridors. 	Medium – Long-term	<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ Community Advisory Group ▪ Local Realtors and Developers ▪ District of Muskoka ▪ Communications and Economic Development



Strategic Pillar(s): Economy, Environment, Culture, Society

Short-Term = Within 1 Year
 Medium-Term = 2 – 3 Years
 Long-Term = 4 – 5 Years

STRATEGIC DIRECTION #4: SUSTAINABLE ECONOMIC DEVELOPMENT

Goal:
 Foster a strong and stable year-round economy that capitalizes on seasonal populations, tourism, commercial demand, and supports entrepreneurship and local businesses

Municipality-Led Actions	Priority	Lead	Potential Partners
Performance Measures: <ul style="list-style-type: none"> ■ Commercial Corridor Sub Committee established and actively supporting the advancement of a Highway 400 Corridor initiative ■ Business Case Developed and Prospectus in place to attract investor interest ■ Communications plan implemented and awareness campaign in effect 			
2. Monitor growth and related criteria that influence implementation of the Honey Harbour, MacTier, and Port Severn Master Plans <ul style="list-style-type: none"> ■ Ensure, when appropriate and when funding is available, that Master Plans are aligned with capital budgets to support implementation ■ Align with 2014 TGB Economic Development Strategy <ul style="list-style-type: none"> ● In particular with initiatives related to the Delawana Inn, Parks Canada, and Marina Operators 	Medium-term- Long-term	<ul style="list-style-type: none"> ■ Development Services 	<ul style="list-style-type: none"> ■ Communications and Economic Development ■ Financial Services ■ District of Muskoka
Performance Measure: <ul style="list-style-type: none"> ■ Review of Master Plans and alignment with capital budgets implemented as funding permits 			



Strategic Pillar(s): Economy, Environment, Culture, Society

Short-Term = Within 1 Year
 Medium-Term = 2 – 3 Years
 Long-Term = 4 – 5 Years

STRATEGIC DIRECTION #4: SUSTAINABLE ECONOMIC DEVELOPMENT

Goal:
 Foster a strong and stable year-round economy that capitalizes on seasonal populations, tourism, commercial demand, and supports entrepreneurship and local businesses

Municipality-Led Actions	Priority	Lead	Potential Partners
3. Implement the recommendations in the 2014 TGB Economic Development Strategy <ul style="list-style-type: none"> ▪ Consider having the necessary human and financial resources allocated to support implementation ▪ Align priorities and actions with Departmental Business Plan objectives and deliverables ▪ Secure and leverage funding from various sources to offset costs where possible ▪ Emphasize support services to small business and entrepreneurship, with a focus on year round business opportunities ▪ Compare like size communities to ensure competitiveness with respect to resident and business attraction 	Ongoing	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ CAO/Clerk's Office ▪ Human Resources / Health and Safety ▪ District of Muskoka
Performance Measure: <ul style="list-style-type: none"> ▪ Financial and human resources allocated to Economic Development Strategy and plan recommendations reflected in Departmental Business Plans 			
4. Undertake a Resident Attraction and Retention Strategy and ensure it considers the needs of all ages and socio-economic status	Medium-term	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ Community Services ▪ District of Muskoka



Strategic Pillar(s): Economy, Environment, Culture, Society		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #4: SUSTAINABLE ECONOMIC DEVELOPMENT			
Goal: Foster a strong and stable year-round economy that capitalizes on seasonal populations, tourism, commercial demand, and supports entrepreneurship and local businesses			
Municipality-Led Actions	Priority	Lead	Potential Partners
Performance Measure: <ul style="list-style-type: none"> Resident retention and attraction strategy undertaken and outcomes incorporated into municipal planning 			
5. Encourage and support increased opportunities for year-round recreational, adventure, and sporting businesses and activities by leveraging the Township and region's recreational attractiveness and unique natural assets	Medium-Term	<ul style="list-style-type: none"> Communications and Economic Development 	<ul style="list-style-type: none"> Community Advisory Group Local Realtors and Developers District of Muskoka Local Businesses
Performance Measure: <ul style="list-style-type: none"> Increased year-round (boating, snowmobiling, hunting, fishing, hiking and ATVing, cycling) activities increasing local commerce and eco-tourism opportunities 			



4.4.6 Transparent and Representative Government

Strategic Pillar(s): Society		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #5: TRANSPARENT AND REPRESENTATIVE GOVERNMENT			
Goal: Provide local governance that is transparent, includes objective representation on Municipal Council for all residents and communities within the township, and is conducted with the utmost integrity			
Municipality-Led Actions	Priority	Lead	Potential Partners
1. Enhance a culture that practices transparency, accountability, inclusiveness, objectivity, and clear communications <ul style="list-style-type: none"> ▪ Continue to educate staff and Council in codes of conduct and fiduciary responsibilities ▪ Amend the Code of Conduct to ensure it is tied to the Strategic Plan “Guiding Principles” 	Short-term	<ul style="list-style-type: none"> ▪ Mayor and Council 	<ul style="list-style-type: none"> ▪ CAO/Clerk’s Office
Performance Measure:			
<ul style="list-style-type: none"> ▪ Municipal Code of Conduct is amended and reviewed on an annual basis ▪ Training provided to all political officials and Administration staff as required 			
2. Examine methods and benefits of implementing a Council Meeting Recording Practice	Short-term	<ul style="list-style-type: none"> ▪ Financial Services 	<ul style="list-style-type: none"> ▪ CAO/Clerk’s Office
Performance Measure:			
<ul style="list-style-type: none"> ▪ All Council meetings are captured by the Administration through a standardized recording practice 			



Strategic Pillar(s): Society

Short-Term = Within 1 Year
 Medium-Term = 2 – 3 Years
 Long-Term = 4 – 5 Years

STRATEGIC DIRECTION #5: TRANSPARENT AND REPRESENTATIVE GOVERNMENT

Goal:

Provide local governance that is transparent, includes objective representation on Municipal Council for all residents and communities within the township, and is conducted with the utmost integrity

Municipality-Led Actions	Priority	Lead	Potential Partners
3. Inform residents, through an Annual Report Card, on Township activities, how taxes are spent, Strategic Plan initiatives, successes, upcoming priorities, etc. <ul style="list-style-type: none"> ▪ Develop user friendly financial reports to convey information to the community in a timely manner 	Medium-term	<ul style="list-style-type: none"> ▪ Communications ▪ Financial Services 	<ul style="list-style-type: none"> ▪ CAO/Clerk's Office ▪ All Departments
Performance Measures: <ul style="list-style-type: none"> ▪ Annual financial reports are implemented and distributed in a user friendly manner to advise on where and how taxes are spent in the municipality ▪ Annual Report Card implemented and delivered to Council on an annual basis 			
4. Administer community surveys as appropriate to create an ongoing loop of community feedback to inform continuous improvement and best practices in service delivery and strategic directions	Ongoing	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ Community Associations
Performance Measure: <ul style="list-style-type: none"> ▪ Annual community feedback surveys are directly influencing service delivery changes 			



4.4.7 Well Managed Infrastructure

Strategic Pillar(s): Society, Economy		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #6: WELL MANAGED INFRASTRUCTURE			
Goal: Ensure that local infrastructure meets the demands of permanent and seasonal populations, effectively connects communities, and improves communications and accessibility across the entire municipality			
Municipality-Led Actions	Priority	Lead	Potential Partners
1. Support implementation of recommendations from the 2014 TGB Asset Management Plan <ul style="list-style-type: none"> ▪ Ensure Asset Inventories are updated regularly ▪ Extend use of existing assets by prioritizing repair and replacement based on asset condition ratings ▪ Ensure infrastructure projects will be applied for based on funding program availability and as identified in the Asset Management Plan 	Short-term – Medium	<ul style="list-style-type: none"> ▪ Finance 	<ul style="list-style-type: none"> ▪ Operations
Performance Measures: <ul style="list-style-type: none"> ▪ Asset Inventories updated regularly ▪ Existing asset life extended measurably through condition rating based prioritization 			
2. Establish an Asset Management System to more effectively implement the Asset Management Plan and accurately inform multi-year Capital Budgets and reserve management	Short-term – Medium-term	<ul style="list-style-type: none"> ▪ Finance ▪ Operations 	<ul style="list-style-type: none"> ▪ Financial Services



Strategic Pillar(s): Society, Economy		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #6: WELL MANAGED INFRASTRUCTURE			
Goal: Ensure that local infrastructure meets the demands of permanent and seasonal populations, effectively connects communities, and improves communications and accessibility across the entire municipality			
Municipality-Led Actions	Priority	Lead	Potential Partners
Performance Measures: <ul style="list-style-type: none"> Asset Management System developed and implemented Long term infrastructure requirements for Master Plans integrated into multi-year capital budgeting 			
3. Continue developing active transportation routes that will connect all three community centres in the Township <ul style="list-style-type: none"> Apply to the District of Muskoka Active Transportation Reserve Fund where appropriate to support active transportation infrastructure within the township Review work completed to date through the Muskoka Trails Council Examine feasibility for paved shoulders on resurfaced roads to accommodate walkers and cyclists Align strategic economic development opportunities to support active transportation 	Long-term	<ul style="list-style-type: none"> Operations 	<ul style="list-style-type: none"> Financial Services
Performance Measure: <ul style="list-style-type: none"> Upper-tier funds leveraged to extend active transportation networks between community centres 			



Strategic Pillar(s): Society, Economy		Short-Term = Within 1 Year Medium-Term = 2 – 3 Years Long-Term = 4 – 5 Years	
STRATEGIC DIRECTION #6: WELL MANAGED INFRASTRUCTURE			
Goal: Ensure that local infrastructure meets the demands of permanent and seasonal populations, effectively connects communities, and improves communications and accessibility across the entire municipality			
Municipality-Led Actions	Priority	Lead	Potential Partners
4. Leverage findings from the Broadband Study and implement a plan to improve internet connectivity across the municipality <ul style="list-style-type: none"> Develop and leverage a broad band study for the municipality to ensure appropriate inventory and analysis is available for funding agencies. Uniform and reliable broadband connectivity will support attraction and retention of youth and professionals, and will increase visits and seasonal population stays 	Short-term – Medium-term	<ul style="list-style-type: none"> Development Services 	<ul style="list-style-type: none"> Communications and Economic Development
Performance Measure:			
<ul style="list-style-type: none"> Create Broadband Internet Strategy and develop actionable items to be implemented Examine funding available through multiple funding agencies to support broadband projects in the Township 			
5. Examine funding available through the Small Communities Fund to support broadband projects in the Township of Georgian Bay	Medium-term	<ul style="list-style-type: none"> Communications and Economic Development 	<ul style="list-style-type: none"> Muskoka Community Network
Performance Measure:			
<ul style="list-style-type: none"> Funding mechanisms for priority infrastructure projects identified and secured 			



4.5 Corporate Strategic Plan Annual Report

Transparent, accountable, and representative governance are the building blocks upon which the Township of Georgian Bay will conduct its municipal affairs. These values are entrenched in the Guiding Principles put forward in this Plan of Strong Governance, Respect and Openness, and adopting a Citizen-Centred Focus.

A Corporate Strategic Plan Annual Report will be created that is supported by the Departmental Business Plan Report Cards in order to ensure that the Strategic Directions and Goals outlined in this plan are measured and communicated to the community.

This provides an opportunity to identify potential changes required for priorities based on external circumstances and changing environments, as well as allowing for a platform to share progress on actions and initiatives and celebrate the positive impacts of success. It is encouraged that the community be engaged in this process annually through a Town Hall meeting where Council presents the Annual Report.

It is suggested that the Corporate Strategic Plan Annual Report consists of the following:

- Key areas of focus for the Township of Georgian Bay
 - This can include the community vision and strategic pillars and how the directions are supporting these
- Major community initiatives and events in the report year
 - Opportunities to celebrate community unity and collaboration
- From vision to action
 - Highlighting accomplishments based on the directions, goals, and actions in the strategic plan
- Case studies of successful implementation
 - A way to profile major accomplishments over the course of the year
- Maintaining momentum
 - Initiatives and actions for the upcoming year and how the community can get involved

The reporting-out process is a communications and performance measurement tool, or “yard-stick” created to inform future decision making and allocation of resources for the Township. It is a valuable form of community engagement and tangible way of demonstrating citizen focused accountability, fiscal responsibility, and the public’s tax dollars at work.