

Environmental Protection



GOAL: Protect & preserve our natural environment.

Fiscal Responsibilities and Technology Efficiencies



GOAL: Enhance financial viability and operational excellence.

Streamline Planning Policies and Procedures



GOAL: Make it more user-friendly, effective and efficient for both staff and residents.

Customer Experience and Community Engagement



GOAL: Better serve our residents.

District & Township Relationship



GOAL: Better ROI & value for tax dollars.

Engage with Indigenous Communities



GOAL: Build stronger relations with and a safe environment for our Indigenous residents & neighbours.

Township of Georgian Bay

Strategic Plan 2022-2026



Mission and Vision



Mission

To demonstrate leadership in protecting our natural environment while providing sustainable services in an efficient and equitable manner.



Vision

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

SWOT ANALYSIS

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Strengths

1. Potential growth from city residents moving north, permanently.
2. Staff are doing more with less due to government downloading.
3. Expansion of existing homes to accommodate growth re: Jobs.

1. Make Georgian Bay Township a wonderful place to work.
2. Attainable housing.
3. Indigenous engagement.
4. Community improvement plans to be more active .
5. Communities culture and connectivity.
6. Highlight our environmental stewardship.

Opportunities

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Weaknesses

1. Climate and environment implications on our region.
2. Inability to meet zoning by-law.
3. Supporting our business community, connectivity.

1. Succession planning.
2. Changing demographics: young families, aging seasonal residents = diverse needs.
3. District vs. lower tier priorities.
4. Stakeholder engagement, secondary home residents.
5. Provincial downloading and regulatory pressures.

Threats

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1. ENVIRONMENTAL PROTECTION

GOAL: PROTECT AND PRESERVE OUR NATURAL ENVIRONMENT

2022

2026

Objectives



1.1: Awareness of Septic Systems: Community involvement in septic waste and the environment.

1.2: Water Quality: Township wide environmental education strategy as it pertains to water.

1.3: General Education: Communicate that our goal of protecting and preserving the natural environment is critical.

1.4: Invest in a strong communication and evaluation tools: Create a measuring tool that all special interest groups would grade (evaluate) the Township services and we can use that to improve year over year. (Report card.) Use environmental calculators to ensure that we can track and enhance our decision making about carbon usage.

1.5: Allow flexibility to meet intent instead of strict rules - streamline waterfront/non waterfront policies.

Timeline

GOALS	2023	2024	2025
1.1		●	●
1.2	●	●	●
1.3	●	●	●
1.4	●	●	●
1.5	●	●	●

NOTES

Cost Structure



2023 \$40,000

2024 \$60,500

2025 \$50,500

Staff Time



2023 464 hours

2024 574 hours

2025 458 hours

ENVIRONMENTAL PROTECTION

Protect and preserve our natural environment



1.1. Awareness of Septic Systems: Community involvement in septic waste and the environment.

- Ensure special event permits do not exceed septic limitations of the property
- Promote more in-depth septic re-inspection measures.
- Implement and monitor Short Term Rental septic occupancy (Complaint Driven)



1.2. Water Quality: Township wide environmental education strategy as it pertains to water.

- Create education and awareness documentation on biodegradable soaps and grey water.
- Ongoing minimal use of pesticides
- Water quality awareness campaign
- Streamline water quality testing - issue multi year RFP



1.3. General Education: Communicate that our goal of protecting and preserving the natural environment is critical .

- Create Pamphlets-Restoring your shoreline
- Access already existing resources from GBB, GBF, GBLT, FOCA.
- Create pamphlets for Building/Planning Department, r.e. shoreline protection and footprint information for building size and partner with organizations to distribute.
- Partner with organizations to distribute environmental information.
- Include the impact on the Environment and GHG reduction in the updated Council report templates.



1.4. Invest in a strong communication and evaluation tools.

- Fleet electrification in a fiscally responsible manner
- Obtain accurate carbon footprint for Township.
- Include a carbon calculator in the short term rental registration.
- Create a tree planting policy
- Have a stronger presence -ICECAP, Green Leaf LCCAP
- Create Annual report cards



1.5. Allow flexibility to meet intent instead of strict rules - streamline waterfront/non waterfront policies.

- Link 3.2 to Official Plan

2.FISCAL AND TECHNOLOGY CONNECTIVITY

2022

2026

GOAL: ENHANCE FINANCIAL VIABILITY AND OPERATIONAL EXCELLENCE

Goals

- 2.1: Review the impacts of what services are being offered. Are they still relevant?
- 2.2: User Friendly Processes: Maximizing Town Suites Capabilities.
- 2.3: Optimize user fees.
- 2.4: Optimize our reserve funds. Minimize / eliminate use of reserve fund in annual budget,

Timeline

GOALS	2023	2024	2025
2.1		●	●
2.2	●	●	
2.3	●	●	●
2.4	●	●	

NOTES

2.1 may be a service delivery model - perhaps a CO initiative

Cost Structure

2023 \$2,500
 2024 \$44,000
 2025 \$42,500

Staff Time

2023 190 hours
 2024 495 hours
 2025 235 hours

FISCAL RESPONSIBILITIES AND TECHNOLOGY EFFICIENCIES

Enhance financial viability and operational excellence.



2.1. Review the impacts of what services are being offered. Are they still relevant?

- Reporting from each department analyzing services and related costs, then perform a Service Delivery Review (paired with 4.5).
- Create a Master Fire Plan Service Review.



2.2. User Friendly Processes: Maximizing Environmental Resource Planning Services and Capabilities.

- Implement the following modules:
 - Building permits on line
 - Short Term Rentals
 - Facility Rentals
 - Liscence of Occupation
 - Entrance permits
 - Fire permits
 - Fire works permits
 - By-law complaints
 - 311 service requests



2.3. Optimize user fees.

- Review User fees for Cemetery, Marriage Licenses, Arena usage, STRs, Animal control and Special Events.
- Fee Recovery analysis, including Operations and Building, based on industry trends and comparables.



2.4. Optimize our reserve funds -> Minimize / eliminate use of reserve fund in annual budget.

- Council/Staff training on "Reserves" .
- Video creation regarding Reserves training topic.

3. STREAMLINE PLANNING PROCESS AND PROCEDURES

GOAL: MAKE PLANNING MORE USER-FRIENDLY, EFFECTIVE AND EFFICIENT FOR BOTH STAFF AND RESIDENTS

2022

2026

Objectives

- 3.1: Update / Tweak the Official Plan: allow flexibility to meet intent instead of strict rules - fewer versions. Update / Tweak the Zoning By-Law.
- 3.2: Update our policies and procedures materials (e.g. easy visual) for constituents to better understand the planning process.
- 3.3: Update Policy and Procedure: Delegate more authority to department (once policy set by Council) with the aim of expediting planning processes e.g. Shoreline applications holding bylaw removals uncontested consents.
- 3.4: Implement TownSuite for planning module (sites, business permits etc.).
- 3.5: Guidebook and Terms of Reference templates,

Timeline

GOALS	2023	2024	2025
3.1			●
3.2		●	
3.3	●	●	●
3.4	●	●	●
3.5		●	

NOTES

There will be no movement on these matters in 2023. Planning Admin, and Director still to be hired.

Cost Structure

2023 \$2,500
 2024 \$177,000
 2025 \$175,000

Staff Time

2023 322 hours
 2024 1247 hours
 2025 910 hours

STREAMLINE PLANNING PROCESS AND PROCEDURES

Make planning more user-friendly, effective and efficient for both staff and residents.



3.2. : Update / Tweak the Official Plan: allow flexibility to meet intent instead of strict rules - fewer versions.

- Overhaul the OP and User By-law to increase user friendliness for rate payers and staff alike.



3.1 Update / Tweak the Zoning By-Law: Update our policies and procedures materials [e.g. easy visual] for constituents to better understand the planning process.

- Overhaul the ZBA and User By-law to increase user friendliness for rate payers and staff alike.



3.3. Update Policy and Procedure: Delegate more authority to department [once policy set by Council] with the aim of expediting planning processes e.g. Shoreline applications holding bylaw removals uncontested consents.

- MNRF Comment form process.
- Delegate more authority to the Planning department heads.
- Update the delegation By-law.



3.4. Implement TownSuite for planning module [sites, business permits etc].

1. Enterprise Resource Planning (ERP) [Implement Townsuits for planning module].



3.5. Guidebook and Terms of Reference templates.

- Link 3.5 to Official Plan.
- Gross Floor Limitation clarity.
- Better clarity for the planning process and procedures matter.

4. CUSTOMER EXPERIENCE

GOAL: BETTER SERVE OUR RESIDENTS

2022

2026

Objectives



4.1: Stronger Internet: Continue to champion the provinces roll out for Broadband...Update the internet Connectivity Map.

4.2: Quicker response times: Create a "red tape" reduction team who can escalate or walk through issues that are not "one size fits all" (six sigma) and are assigned through Town Suite.

4.3: More Accountability: More accountability to our communication policy, responding to constituent inquiries quicker and with more detail rather than being ambiguous.

4.4: Collect Data through CRM or 311 tickets: Have a system.

4.5: Identify the experiences the public wants or needs, depending on the service/interaction (conduct public surveys, various methods to share communications, public meetings, etc.).

Timeline

GOALS	2023	2024	2025
4.1	●	●	●
4.2	●	●	●
4.3	●	●	●
4.4		●	●
4.5	●	●	●

NOTES

Cost Structure



2023 \$56,500

2024 \$64,500

2025 \$37,500

Staff Time



2023 272 hours

2024 462 hours

2025 197 hours

CUSTOMER EXPERIENCE AND COMMUNITY ENGAGEMENT

Better serve our residents.



4.1. Stronger Internet: Continue to champion the provinces roll out for Broadband...Update the internet Connectivity Map.

- Continued advocacy for Township broadband needs.
- Develop Connectivity Map is complete.. report in 2023.



4.2. Quicker response times: Create a "red tape" reduction team who can escalate or walk through issues that are not "one size fits all" [six sigma] and are assigned through EPS.

- Upgrading Electronic Documents Records Management System (EDRMS), potential integration with forms on websites.
- Create a baseline of time tracking related to customer projects (re building department).
- Red tape reduction links to Council approving an enhanced Staff Delegation By-law.
- Customer service training for front-line staff, as well as enhanced technology training to maximise use of our software systems.



4.3. More Accountability: More accountability to our communication policy, responding to constituent inquiries quicker and with more detail rather than being ambiguous.

- Council Connect and Monthly Georgian Bay Times and Tax Bill Insert.
- Voyent Alert.
- ERP service request will have timeline notifications for residents.
- After hours calling service analysis.
- Review staffing resources to effectively provide customer service to Council's standards.



4.4. Collect Data through CRM or 311 tickets: Have a system.

- Environmental Resource Planning System will capture this as modules get deployed. See 4.3.



4.5. Identify the experiences the public wants or needs, depending on the service/interaction [conduct public surveys, various methods to share communications, public meetings, etc.]

- Review appetite for marriage licenses, special events permits, bulk waste pick up.
- 2026 election prep, awareness and campaign.
- Public populated survey of what residents want feedback tool at front counter, or similar.

5. DISTRICT AND TOWNSHIP RELATIONS

GOAL: BETTER ROI & VALUE FOR TAX DOLLARS

2022

2026

Objectives



5.1: Seek Clarity on Services: Seek clarity on legislated District services and flexibility (ex; waste management, water treatment).

5.2 : Assess our subsidization of services (of services we don't have available in GBT).with the aim of decision on: Subsidize (or not) services that we don't have available in GBT which are geographically closer to our hometown than in other locations in Muskoka.

5.3: Customizable Waste Management: Customizable waste management service, what can we do ourselves, shared services, where do we send our garbage, how does it get there?

Merged items. C-2023-245-248

5.4: Addition: Trash pick-updates with awards for those who pick up the most(bags, weight, etc.).



Timeline

GOALS	2023	2024	2025
5.1	●	●	●
5.2		●	●
5.3	●	●	●
5.4	●	●	●

NOTES

Cost Structure



2023 \$114,500
2024 \$52,000
2025 \$7,000

Staff Time



2023 114 hours
2024 194 hours
2025 107 hours

DISTRICT AND TOWNSHIP RELATIONSHIPS

Better ROI & value for tax dollars.



5.1 Seek Clarity on Services: Seek clarity on legislated District services and flexibility [ex; waste management, water treatment].

- Provide process for Municipal run elections for District Councilors.
- Facilitate joint training opportunities to maximize value for money and increase efficiency.
- Review the Municipal Act. Upper Tier vs Lower Tier to better understand legislation.



5.2.: Assess our subsidization of services [of services we don't have available in GBT].with the aim of decision on: Subsidize [or not] services that we don't have available in GBT which are geographically closer to our hometown than in other locations in Muskoka.

- Explore Township contributions to services via the District related to Hospitals, Paramedics.
- Explore OPP billing that goes to the District.
- Re-evaluate agreements made between the Township and the District re services.
- Host an information session with Council on services provided by the District.



5.3. Assess our subsidization of services [of services we don't have available in GBT].with the aim of decision on: Subsidize [or not] services that we don't have available in GBT which are geographically closer to our hometown than in other locations in Muskoka.

- Review Hutchinson Waste Management Report.
- Monitor Council resolutions from C2023-2045.
- Begin Food Cycler Bulk purchases for residents and staff.



5.4. Addition: Trash pick-up updates with awards for those who pick up the most[bags, weight, etc.].

- Deploy stronger campaigns for community clean ups for Earth Day and World Clean up Day.
- Stronger support for District of Muskoka messaging about curb side, leaf and yard waste and hazardous waste pick up information on socials media and in our publications.



6.ENGAGE WITH INDIGENOUS COMMUNITIES

GOAL: BUILD STRONGER RELATIONS WITH, AND SUPPORT A SAFE ENVIRONMENT FOR INDIGENOUS RESIDENTS & NEIGHBOURS

2022

2026

Objectives

6.1: Offer Stronger Support: Ask Chiefs, Bands, Councils and Indigenous residents what is needed/wanted. Are there ways the Township can directly support their economy?

6.2: Be more engaged: Have dialogue with the Indigenous community for their involvement and/or partnerships and/or their history and culture and its view of the environment.

6.3: Leverage Indigenous Knowledge: Support indigenous community within municipality e.g., events celebrating their heritage. Sharing community centre space for Indigenous gatherings and ritual meetings.

6.4: Commit to Truth and Reconciliation (at Municipal level): Review and Implement as many of the 94 recommendations of the Truth and Reconciliation Report as possible.

Timeline

GOALS	2023	2024	2025
6.1	●	●	●
6.2	●	●	●
6.3	●	●	●
6.4	●	●	●

NOTES

Cost Structure

2023 \$4,000
2024 \$32,500
2025 \$7,000

Staff Time

2023 117 hours
2024 184 hours
2025 162 hours

ENGAGE WITH INDIGENOUS RELATIONS

Build stronger relations with,
and support a safe
environment for Indigenous
residents & neighbours.



6.3: Leverage Indigenous Knowledge: Support indigenous community within municipality e.g., events celebrating their heritage. Sharing community centre space for Indigenous gatherings and ritual meetings.

- Stronger supports to Land Use Planning in relation to providing comments for class Environmental Assessment work.
- Allocate funding for staff to engage in training regarding call to action T&R #57.



6.1: Offer Stronger Support: Ask Chiefs, Bands, Councils and Indigenous residents what is needed/wanted. Are there ways the Township can directly support their economy?

- Facilitate stronger support for Chiefs/Bands/Council with open dialogue related to grants, programs and supports that could include First Nation Communities.
- Shared services (Fire) - services that could be offered to First Nation Communities.



6.4: Commit to Truth and Reconciliation [at Municipal level]: Review and Implement as many of the 94 recommendations of the Truth and Reconciliation Report as possible

- Explore mandatory training for new hires with respect to Duty to Consult, Indigenous Treaties.
- Make use of aboriginal education.
- Continue to explore the return of shore road and road allowances around treaty jurisdictions.



6.2: Be more engaged: Have dialogue with the Indigenous community for their involvement and/or partnerships and/or their history and culture and its view of the environment.

- Commission Indigenous Art Work for Council Chambers. T&R #79.
- Facilitate a stronger summer work program. T&R #92.
- Show stronger presence at Indigenous events such as Indigenous Day.

Truth and Reconciliation (T&R)



In 2030

Our Township has been successful, and we realized our goals, when we have accomplished these concrete results?



Environment is a first priority

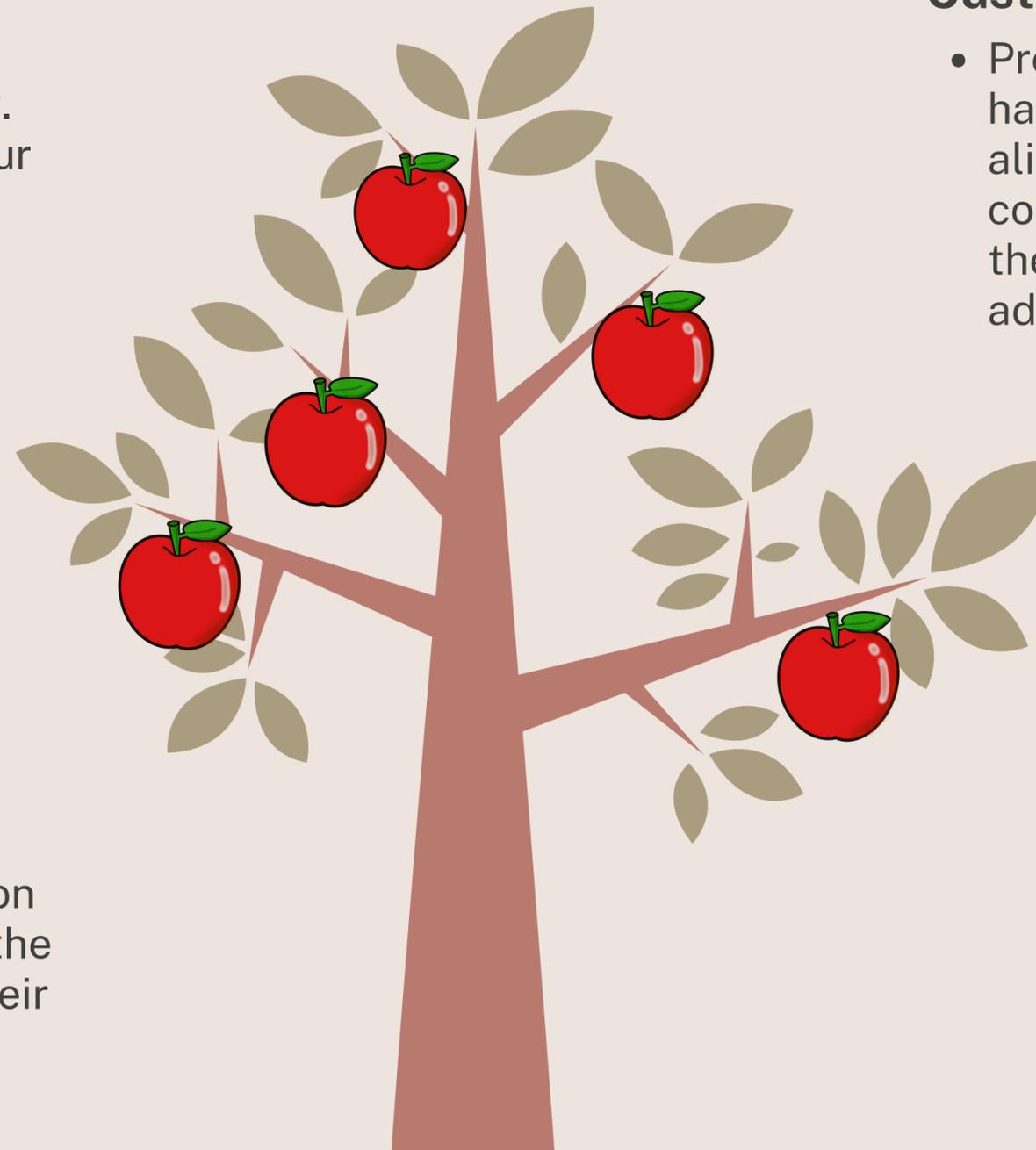
- Water quality is improving, and environmental areas are thriving.
- We have significantly reduced our carbon footprint.
- Harmony between residential growth/development and environmental sustainability.

Safe productive workplace

- Talented, engaged, and happy workforce.
- Retain workforce and stable knowledgeable workforce.

Truth and Reconciliation

- Indigenous relations have improved. We have representation from the native communities at the council table and we consider their input when using the land for development.



Customer Service

- Provide great public service. We have achieved far greater alignment between our constituent and their goals and the Township of Georgian Bay administration (Council and staff).

Planning Process

- We have up-dated our planning regime to something more effective.
- Development applications are aligned with the Official Plan and Zoning By-law and the Georgian Bay Township strategies.

