



Township of Georgian Bay

Community Strategic Plan 2016-2019

Report Card | Updated May 2017



Township of Georgian Bay

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1 Municipal Fiscal Responsibility

Strategic Pillars: Economy, Society

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

Short-term = Within 1 year
 Medium-term = 2-3 years
 Long-term = 4-5 years

Actions	Priority	Lead	Status
<p>1. Continue to implement recommendations from the 2014 TGB Asset Management Plan</p> <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 	<p>Medium-term</p>	<ul style="list-style-type: none"> ▪ Financial Services 	<ul style="list-style-type: none"> ▪ On target

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Strategic Pillars: 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

Actions	Priority	Lead	Status
<p>Accomplishments:</p> <ul style="list-style-type: none"> In 2016 and 2017, continued to apply for federal and provincial grants for infrastructure maintenance and improvements if the criteria is applicable to the Township. Examples include MacTier Arena arena roof repair and MacTier Storm sewer replacement and upgrade. Council approval of a 10-Year Capital Budget during the 2016 budget process. Updated the plan during the 2017 budget process and budgeted for applicable 2017 projects. 2017 budget approval of a new budget software system that includes multi-year operational budgeting. 			
<p>2. Develop a Long Term Financial Plan (10 Year) that links all departmental financial plans</p> <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"> Not started
<p>3. Develop and implement a Reserve Fund Strategy and ensure the Township is meeting strategic objectives through annual review periods</p>	Medium-term – long-term	<ul style="list-style-type: none"> Financial Services 	<ul style="list-style-type: none"> Not started

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Strategic Pillars: Economy, Society

Short-term = Within 1 year

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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

Actions	Priority	Lead	Status
<p>4. Annually examine internal financial measures for ongoing effectiveness and successful implementation:</p> <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 	<p>Medium-term</p>	<ul style="list-style-type: none"> ▪ CAO/Clerk's Office ▪ Financial Services 	<ul style="list-style-type: none"> ▪ On target

Accomplishments:

- Annual variance to budget assessment completed as part of the annual business planning and budgetary approval process and presented during 2016 and 2017 budget deliberations to Council.
- In 2016 and 2017, continue to ensure all relevant grants are applied for and included in the annual budget deliberations or presented to Council throughout the year as applicable.

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2 Establish Cohesive Communities

Strategic Pillars: Society, Culture			
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			
Actions	Priority	Lead	Status
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"> ▪ On hold

Short-term = Within 1 year
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Strategic Pillars: 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

Actions	Priority	Lead	Status
<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 	Short-term	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ On hold
<p>3. Establish a formal means of bringing the seasonal and permanent populations together</p> <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"> ▪ On hold

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Strategic Pillars: Society, Culture

Short-term = Within 1 year

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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

Actions	Priority	Lead	Status
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"> ▪ On target
<p>Accomplishments:</p> <ul style="list-style-type: none"> ▪ Communications survey summaries providing key intelligence on most suitable resident outreach and engagement methods utilized by staff and shared with Council as appropriate. 			
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"> ▪ On hold

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Short-term = Within 1 year

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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

Actions	Priority	Lead	Status
<p>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</p> <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"> Not started
<p>7. Develop a strategy to support resident, stakeholders and vulnerable populations to identify the housing needs within the community</p>	Long-term	<ul style="list-style-type: none"> Development Services 	<ul style="list-style-type: none"> Not started
<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 neighbourhoods, etc.) and shall consider the needs of lower income neighbourhoods and vulnerable populations as a priority 	Long-term	<ul style="list-style-type: none"> Policing Communities Development Services 	<ul style="list-style-type: none"> Not started

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3 Protect and Preserve the Natural Environment

Strategic Pillars: Environment, Society			
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			
Actions	Priority	Lead	Status
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"> On target
Accomplishments: <ul style="list-style-type: none"> Annual Budget reflects necessary allocations to support ongoing initiatives as directed by Council. 			
2. Develop a regular environmental newsletter, or <i>communiqué</i> , 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"> On target
Accomplishments: <ul style="list-style-type: none"> Environmental articles featured in monthly E-News (e.g. Earth Day). 			

Short-term = Within 1 year
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Strategic Pillars: 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

Actions	Priority	Lead	Status
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"> ▪ On target

Accomplishments:

- Comprehensive Zoning By-Law fully enacted and housekeeping amendments implemented that effectively encourage development and growth in appropriate areas while enhancing quality of life and environmental preservation.

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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

Actions	Priority	Lead	Status
<p>4. Plan and initiate Environmental Open Houses</p> <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"> ▪ Not started
<p>5. Explore opportunities for developing a community energy plan that explores renewable energy sources, etc.) and shall consider the needs of lower income neighbourhoods and vulnerable populations as a priority</p>	Long-term	<ul style="list-style-type: none"> ▪ Policing Communities ▪ Development Services 	<ul style="list-style-type: none"> ▪ Not started
<p>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</p>	Ongoing	<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ Not started

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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

Actions	Priority	Lead	Status
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"> On target

Accomplishments:

- Implemented and adhered 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.

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4 Sustainable Economic Development

Strategic Pillars: 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

Actions	Priority	Lead	Status
<p>1. Evaluate a Highway 400 Commercial Corridor</p> <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. 	<p>Medium-term - long-term</p>	<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ Not started

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Strategic Pillars: 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			
Actions	Priority	Lead	Status
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"> ▪ On hold
Accomplishments:			
<ul style="list-style-type: none"> ▪ Review of Master Plans and alignment with capital budgets implemented as funding permits. 			

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Strategic Pillars: 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

Actions	Priority	Lead	Status
<p>3. Implement the recommendations in the 2014 TGB Economic Development Strategy</p> <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"> ▪ On hold
<p>4. Undertake a Resident Attraction and Retention Strategy and ensure it considers the needs of all ages and socio-economic status</p>	Medium-term	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ Not started
<p>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</p>	Medium-term	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ Not started

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5 Transparent and Representative Government

Strategic Pillar: Society			
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			
Actions	Priority	Lead	Status
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"> On target
Accomplishments: <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"> Complete
Accomplishments: <ul style="list-style-type: none"> Since February, 2016, all Council and Committee of the Whole meetings have been recorded and made available to the public through live streaming or on demand after the meeting. 			

Short-term = Within 1 year
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Strategic Pillar: 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

Actions	Priority	Lead	Status
<p>3. Inform residents, through an Annual Report Card, on Township activities, how taxes are spent, Strategic Plan initiatives, successes, upcoming priorities, etc.</p> <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"> On target
<p>Accomplishments:</p> <ul style="list-style-type: none"> 2016 final tax insert included a listing of 2016 budgeted major capital projects as well as a pie chart showing the distribution of tax dollars paid between Township (26%), District of Muskoka (47%) and Province of Ontario - Education (27%). 2017 budget approval of a new budget software system that has greater reporting flexibility to enhance the current quarterly reporting of budget to actual results to Council and public. User-friendly pie charts developed on "how taxes are spent" and will be included in 2017 final tax bill insert and e-news publications. 			
<p>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</p>	Ongoing	<ul style="list-style-type: none"> Communications and Economic Development 	<ul style="list-style-type: none"> On hold

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6 Well Managed Infrastructure

Strategic Pillars: Society, Economy			
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			
Actions	Priority	Lead	Status
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-term	<ul style="list-style-type: none"> ▪ Finance 	<ul style="list-style-type: none"> ▪ On target
Accomplishments: <ul style="list-style-type: none"> ▪ Updated Asset Inventories in 2016. ▪ Updated the Road Condition Index in 2016 in order to prioritize asset use, repair and replacement. ▪ Applied for infrastructure project grant funding programs in 2016 based on program availability and as identified in the Asset Management Plan. 			
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"> ▪ On target

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Short-term = Within 1 year

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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

Actions	Priority	Lead	Status
<p>Accomplishments:</p> <ul style="list-style-type: none"> Completion of AMP It Up pilot program in 2016 – developed and supported by Ministry of Municipal Affairs and Municipal Finance Officers’ Association – which produced a Municipal Action Plan for developing and implementing an Asset Management System. 			
<p>3. Continue developing active transportation routes that will connect all three community centres in the Township</p> <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 	<p>Long-term</p>	<ul style="list-style-type: none"> Operations 	<ul style="list-style-type: none"> Not started

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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

Actions	Priority	Lead	Status
<p>4. Leverage findings from the Broadband Study and implement a plan to improve internet connectivity across the municipality</p> <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"> ▪ On hold
<p>5. Examine funding available through the Small Communities Fund to support broadband projects in the Township of Georgian Bay</p>	Medium-term	<ul style="list-style-type: none"> ▪ Communications and Economic Development 	<ul style="list-style-type: none"> ▪ On hold