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# Township of Georgian Bay Community Strategic Plan 2016 - 2019



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

## **Vision**

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

# Guiding Principles

## 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 drives our governance

## Respect and Openness:

At all times we have respect for each other and between all of our communities

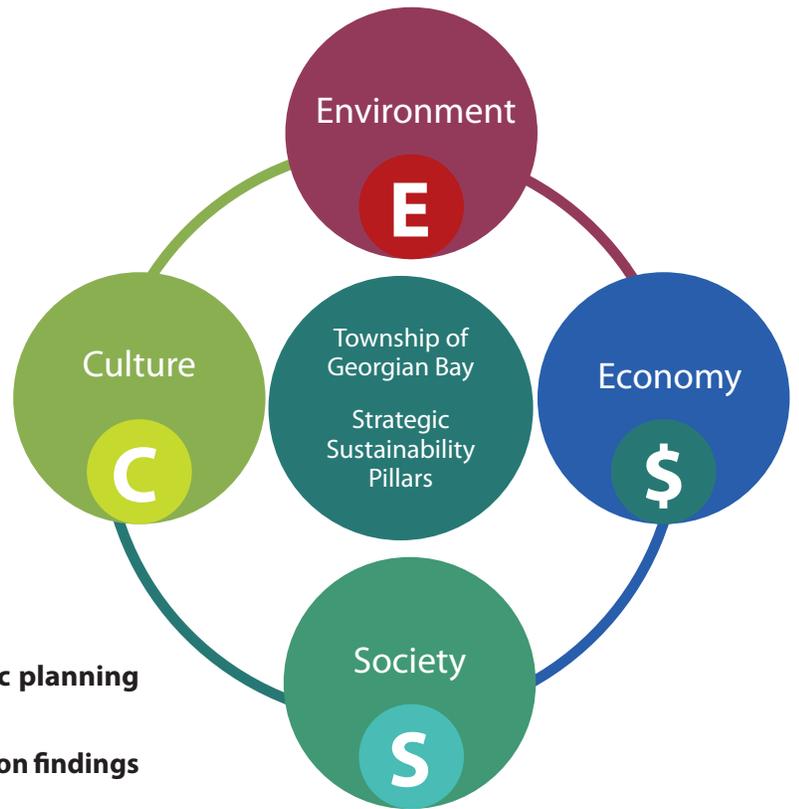
## Citizen Centred Focus:

The constituents and ratepayers are our business, and the focal point of the work we do is our commitment to quality service

The structure of the sustainability pillars for the Township of Georgian Bay is:

- Environment
- Economy
- Society
- Culture

An important element of the strategic plan is ensuring that municipal planning and staff operations do not happen 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.



**Six Strategic Directions emerged through the strategic planning process and were prioritized by Council.**

**Goals for each Strategic Direction were developed based on findings from the research and engagement process.**

**Each Strategic Direction is aligned with a primary and secondary Strategic Pillar (with a representative icon).**

## Strategic Directions

### Strategic Direction 1: MUNICIPAL FISCAL RESPONSIBILITY

Goal	Icon	Description
	\$ S	Minimize and control municipal budgets by spending wisely, controlling costs, and keeping tax increases to an annual minimum
Actions		<ol style="list-style-type: none"> <li>1. Continue to implement recommendations from the 2014 TGB Asset Management Plan</li> <li>2. Develop a Long Term Financial Plan (10 Year) that links all departmental financial plans</li> <li>3. Develop and implement a Reserve Fund Strategy and ensure the Township is meeting strategic objectives through annual review periods</li> <li>4. Annually examine internal financial measures for ongoing effectiveness and successful implementation</li> </ol>

This Corporate Strategic Plan for 2016 – 2019 is the result of significant community consultation and background research. It required asking and answering 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.

## Strategic Direction 2: ESTABLISH COHESIVE COMMUNITIES

Goal	<b>S C</b> Create a unified municipality that celebrates its unique communities and cultural differences facilitated by strong municipal leadership and open communications
Actions	<ol style="list-style-type: none"> <li>1. Update the 2012 TGB Brand and Communications Study and audit against current activities related to Internal and External Communications</li> <li>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</li> <li>3. Establish a formal means of bringing the seasonal and permanent populations together</li> <li>4. Implement a survey for all residents to identify preferred communication methods and improve communication effectiveness</li> <li>5. Develop a Council-driven strategy and action plan to actively participate in community building and overcome barriers between distinct communities</li> <li>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</li> <li>7. Develop a strategy to support resident, stakeholder and vulnerable populations to identify the housing needs within the community</li> <li>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</li> </ol>

## Strategic Direction 3: PROTECT AND PRESERVE THE NATURAL ENVIRONMENT

Goal	<b>E S</b> 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	<ol style="list-style-type: none"> <li>1. Ensure the necessary resources and capital budget allocations support existing initiatives. For example: Septic Inspections – increase levels and maintain current as minimums Water Quality and Shoreline Protection Strategy initiatives</li> <li>2. Develop a regular environmental newsletter, or communique, that is distributed to inform on the current state of the natural environment</li> <li>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</li> <li>4. Plan and initiate Environmental Open Houses</li> <li>5. Explore opportunities for developing a community energy plan that explores renewable energy sources and various initiatives related to; air pollution, waste reduction, litter, and protection of environmentally sensitive areas</li> <li>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</li> <li>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</li> </ol>



### Strategic Direction 4: SUSTAINABLE ECONOMIC DEVELOPMENT

<b>Goal</b> <span style="color: #00a651;">S</span> <span style="color: #e91e63;">E</span> <span style="color: #00a651;">S</span> <span style="color: #00a651;">C</span>	Foster a strong and stable year-round economy that capitalizes on seasonal populations, tourism, commercial demand, and supports entrepreneurship and local businesses
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Evaluate a Highway 400 Commercial Corridor</li> <li>2. Monitor growth and related criteria that influence implementation of the Honey Harbour, MacTier, and Port Severn Master Plans</li> <li>3. Implement the recommendations in the 2014 TGB Economic Development Strategy</li> <li>4. Undertake a Resident Attraction and Retention Strategy and ensure it considers the needs of all ages and socio-economic status</li> <li>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</li> </ol>

### Strategic Direction 5: TRANSPARENT AND REPRESENTATIVE GOVERNMENT

<b>Goal</b> <span style="color: #00a651;">S</span>	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
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Enhance a culture that practices transparency, accountability, inclusiveness, objectivity, and clear communications</li> <li>2. Examine methods and benefits of implementing a Council Meeting Recording Practice</li> <li>3. Inform residents, through an Annual Report Card, on Township activities, how taxes are spent, Strategic Plan initiatives, successes, upcoming priorities, etc.</li> <li>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</li> </ol>

### Strategic Direction 6: WELL MANAGED INFRASTRUCTURE

<b>Goal</b> <span style="color: #00a651;">S</span> <span style="color: #00a651;">\$</span>	Ensure that local infrastructure meets the demands of permanent and seasonal populations, effectively connects communities, and improves communications and accessibility across the entire municipality
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Support implementation of recommendations from the 2014 TGB Asset Management Plan</li> <li>2. Establish an Asset Management System to more effectively implement the Asset Management Plan and accurately inform multi-year Capital Budgets and reserve management</li> <li>3. Continue developing active transportation routes that will connect all three community centres in the Township</li> <li>4. Leverage findings from the Broadband Study and implement a plan to improve internet connectivity across the municipality</li> <li>5. Examine funding available through the Small Communities Fund to support broadband projects in the Township of Georgian Bay</li> </ol>

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