



# The Corporation of the Township of Tiny Strategic Plan Scorecard

## Goal 1 – Deliver Efficient and Exceptional Municipal Services

Objectives	Strategic Priorities	Key Achievements	Next Steps
<b>Improve Efficiency &amp; Effectiveness</b>	Complete an Organizational Review & Core Service Review of the Township with an emphasis on Public Works to identify opportunities for service level efficiencies and effectiveness (shared services).	<ul style="list-style-type: none"> <li>Public Works Organizational Review – Approved by Council</li> <li>Partial funding in the amount of \$100,000 approved in 2017</li> <li>Completed with latest hires in place: Engineering Manager, and PW Admin Support at Roads Complex</li> <li>Established Engineering Division and reduced outside engineering costs through in-house engineering management for all Public Works functions.</li> <li>Recreation Administrative Coordinator (2019 Budget)</li> <li>Review of Committees of Council with adjustments made for 2018-2022 Term of Council</li> </ul>	<ul style="list-style-type: none"> <li>Develop and integrate Capital Asset Planning</li> <li>Hiring EIT in 2019</li> <li>Mapping of flood areas and develop long term flood mitigation plans</li> <li>Develop Asset Management Plan Policy and Initial Framework Planning for a new Municipal Office.</li> <li>Provide report to Council in 2019 to reflect savings related to in-house engineering</li> </ul>
	Explore opportunities to improve internal communications between Staff and Departments.	<ul style="list-style-type: none"> <li>Funding in amount of \$5,000 approved in 2017 for Customer Care Program</li> <li>Internal Customer Service Strategy in process</li> <li>Customer Care Team initiated</li> <li>Customer Care Service Strategy approved by Senior Managers</li> <li>Appointment of 4 working sub-committees</li> <li>Review, recommendation and implementation of automated phone system</li> <li>New WO S/W in place to track status and communication to residents</li> <li>Public Works “Work Order System” enhancements</li> <li>PW Admin Support at Roads Complex</li> </ul>	<ul style="list-style-type: none"> <li>Develop and integrate Customer Service Standards</li> <li>Draft Customer Service Survey</li> <li>Communication Protocol (internal &amp; external)</li> <li>To be presented to Council for review and approval</li> <li>Ongoing work (i.e. training, standards)</li> <li>Develop reporting system for measurables</li> </ul>
	Update the financial operating systems currently in place at the Township.	<ul style="list-style-type: none"> <li>Funding approved in 2018 Budget</li> <li>Software selection completed and approved at July 9, 2018</li> <li>Financial Software live in accounts payable and payroll; transitioning on taxes and general ledger.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation Plan begins July 2018, target early 2019 for full implementation</li> <li>Target review of new modules (ie. Purchasing and HRIS) in 2nd-4th qtr 2019</li> <li>Implementation of Public Works PO System</li> <li>Implementation of purchasing (2019)</li> <li>Customer Self-Serve portal (2021)</li> </ul>
	Undertake a review of the Township Procedural By-law.	<ul style="list-style-type: none"> <li>Review of Procedure By-law 17-098 to include electronic participation and create efficiencies.</li> <li>Introduction of Council Meeting e-agendas using existing software.</li> <li>Research dedicated software program for e-agendas.</li> <li>New Procedure By-law 17-098 Approved – Dec. 18, 2017</li> <li>Procedure By-law Amendments as a result of Bill 68 - Completed</li> </ul>	<ul style="list-style-type: none"> <li>2019</li> </ul>
	Work collaboratively with adjacent municipalities and upper levels of government to identify opportunities to share services and improve operational efficiency and effectiveness and seamless service delivery.	<ul style="list-style-type: none"> <li>Current collaborations: Healthcare, Economic Development, Environmental (SSS/SSEA), North Simcoe Heads of Council, County-wide CAO’s, North Simcoe CAO’s</li> <li>North Simcoe Planners, County-wide Planners, North Simcoe Recreation, Clerk’s &amp; Treasurers, Southern Georgian Bay Managers of Volunteer Resources, Simcoe County Accessibility Coordinators</li> <li>Creation of new North Simcoe Senior Coalition</li> <li>Member of Age-Friendly Municipal Champions Network – County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>



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	<p>Explore opportunities to generate additional funding (i.e. grants) as opportunities arise.</p>	<p>Staffing:</p> <ul style="list-style-type: none"> <li>- 2017 Summer Experience Program – 1 student for 6 weeks (\$2979 – 2017)</li> <li>- 2017 Canada Summer Jobs - subsidy for 11 students (\$13,167)</li> <li>- 2018 Summer Green Jobs Initiative - 2 students for 16 weeks (\$9581.60)</li> </ul> <p>Infrastructure:</p> <ul style="list-style-type: none"> <li>- FED DEV Canada - Soccer Pitches (\$328,621) 33% funding</li> <li>- Trans Canada Trail Infrastructure Funding [3 Trail applications: Conc. 2 E Bridge/Trail surfacing upgrade/Trailhead Signage – (\$113,900 – total grant/\$309,000 – total project)</li> <li>- 2018 Trails Connecting Communities Program (Bernie LeClair Park - \$30,000 matching fund – total project \$60,000)</li> <li>- Green Communities Canada: paving removal of Perkinsfield Tennis Courts (\$6,000)</li> </ul> <p>Programming:</p> <ul style="list-style-type: none"> <li>- Ministry of Tourism, Culture &amp; Sport</li> <li>- Come Play with Us: Active Gaming in Tiny (Seniors Sporting) - \$20,606 rec'd/ total project cost - \$35,224.25</li> <li>- Ontario 150 Partnership Program – Protecting our Pollinators - \$77,999.00 rec'd/Total project cost \$141,075.00</li> <li>- Soccer for- Ontario Sport and Recreation Communities Fund - “Tiny Teens – On the Go to Healthy Active Living” (total project budget \$43,418/total grant \$33,687) Life - \$40,009.00 rec'd/total project cost - \$52,796.50</li> <li>- Ministry of Citizenship, Immigration International Trade/Ontario Seniors Secretariat</li> <li>- Seniors Community Grant Program- Local Aging Plan - \$8000 rec'd – Total project cost \$10,000</li> <li>- Seniors Speakers Series - \$8000 rec'd/total project cost \$10,000</li> </ul> <p>Events:</p> <ul style="list-style-type: none"> <li>- 2017 TCT foundation – Great Trail Event \$2500 rec'd (100% cost recovery)</li> <li>- 2018 Road Safety Challenge (National Health and Fitness Day) - \$750</li> <li>- 2019 Tiny Trail Clean-up Event (\$1,000)</li> </ul> <ul style="list-style-type: none"> <li>- Simcoe County Tourism Development Fund</li> <li>- Pending: Product Development &amp; Marketing (\$5,000)</li> </ul>	<ul style="list-style-type: none"> <li>- Trans Canada Trail Infrastructure Funding [3 Trail applications: Conc. 2 E Bridge/Trail surfacing upgrade/Bernie LeClair Park Improvements] – 35% funding</li> <li>- Investigation of funding through the Ontario Municipal Cycling Program - annual funding to Ontario municipalities to support the implementation of commuter cycling infrastructure to encourage people to get out of their cars and onto bikes for their daily commute or other frequent trips</li> <li>- Investigation of funding through Trillium Foundation, Municipalities for Climate Innovation Program, Rama Community Fund for environmental programs/Council directed initiatives</li> <li>- Continued search for applicable funding opportunities through a broad range of sources</li> </ul>
	<p>Make decision to renovate existing or construct a new Township Office to meet current health and safety standards, improve accessibility and customer service.</p>	<ul style="list-style-type: none"> <li>- Steering Committee established</li> <li>- Current capacity of existing facilities determined</li> <li>- Building functionality study completed</li> <li>- Short-term temporary accommodations approved</li> </ul>	<ul style="list-style-type: none"> <li>- Decision to construct a new Town Hall vs renovate</li> <li>- Submit PWR to Council for recommendations (2019)</li> </ul>
<p><b>Open, Accountable &amp; Responsible Government</b></p>	<p>Continue to host Town Hall meetings on a regular basis.</p>	<ul style="list-style-type: none"> <li>- Three Town Hall Meetings hosted in 2015</li> <li>- Two Town Hall Meetings hosted in 2016</li> <li>- Two Town Hall Meetings hosted in 2017</li> <li>- One Town Hall Meeting hosted in 2018 (one only due to Municipal Election)</li> <li>- Two Town Hall Meetings scheduled in 2019 (May 25 &amp; Sept. 19)</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing</li> </ul>



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<b>Build Organizational Resilience</b>	Bill 68 Requirements	<ul style="list-style-type: none"> <li>– Appointment of Integrity Commissioner – April 2018</li> <li>– Council Training – Ethics and Integrity Orientation – January 9, 2019</li> <li>– Council Code of Conduct – January 30, 2019</li> <li>– Code of Conduct for Local Boards – March 11, 2019</li> <li>– Conflict of Interest Declaration - Completed</li> <li>– Policy to govern the relationship b/w Council and staff – March 11, 2019</li> <li>– Policy for Pregnancy and Parental Leave for Members of Council – March 11, 2019</li> </ul>	
	Explore opportunities to increase community engagement on local issues by creating Community Roundtables and/or Advisory Panels on specific issues.	<ul style="list-style-type: none"> <li>– Senior Advisory Committee, Policing Task Force, Lafontaine and Wyevale Master Plan Implementation Committees.</li> <li>– Revised delegation process at Committee of the Whole and Council Meetings/ Open and accessible delegation process established.</li> <li>– Council approved Police Services Board Section 10 Contract – Police Services Board underway with expansion to 5 member board.</li> <li>– Appointment of volunteers to Committees of Council for Council’s Term 2018-2022</li> </ul>	– Ongoing
	Complete a comprehensive Human Resources Management Plan focusing on staff recruitment and retention, staff training and development.	<ul style="list-style-type: none"> <li>– Org Review from PW 95% complete</li> <li>– Org Review from Building Department (2019 Budget)</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> <li>– Hiring EIT in 2019</li> <li>– Examine possibility North Simcoe shared HR resource (2019)</li> </ul>
	Complete a comprehensive Human Resources Management Plan focusing on succession planning		– Planned 2019
	Complete a Staff Training Needs Assessment to identify gaps in staffing needs.		<ul style="list-style-type: none"> <li>– Planned 2019</li> <li>– Examine possibility North Simcoe shared HR resource (2019)</li> </ul>
	Develop and implement a Corporate Training Strategy including Team Building	– Corporate-wide Customer Service Training - Completed 2016	– Ongoing
Review Performance Management System		– Planned 2019	



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Goal 2 - Build Prosperity			
Objectives	Strategic Priorities	Key Achievements	Next Steps
<b>Grow the Economy</b>	Be "Business Ready." Ensure OP & ZBL support growth and development in the right places. Identify opportunities for policy and regulations to support the emerging economy.	<ul style="list-style-type: none"> <li>– New OP adopted by Council in November 2018</li> <li>– New OP submission package received by the County of Simcoe</li> <li>– Commencement of comprehensive ZBL review (2019 Budget)</li> </ul>	<ul style="list-style-type: none"> <li>– Work with County of Simcoe to have new Official Plan approved</li> <li>– Review and update Zoning By-law based on new Official Plan.</li> </ul>
	Support the efforts of EDCNS and our current economic development initiatives	<ul style="list-style-type: none"> <li>– Financial support provided of local tax levy approved for 2018 (approx. \$50,000)</li> </ul>	<ul style="list-style-type: none"> <li>– Consideration for increase to 0.75% of local tax levy in 2019 budget deliberations (approx. \$75,000)</li> </ul>
	Focus commercial and industrial development to existing designated lands	<ul style="list-style-type: none"> <li>– New OP adopted by Council in November 2018</li> <li>– New OP submission package received by the County of Simcoe</li> <li>– Commencement of comprehensive ZBL review (2019 Budget)</li> </ul>	<ul style="list-style-type: none"> <li>– Work with County of Simcoe to have new Official Plan approved</li> <li>– Review and update Zoning By-law based on new Official Plan.</li> </ul>
	Recognize and support the retention and expansion of existing local businesses	<ul style="list-style-type: none"> <li>– In conjunction with EDCNS Initiatives and local priorities</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
	Work with EDCNS to identify opportunities to strengthen and support local businesses.	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
	Work with EDCNS to identify new opportunities for economic growth that enables the existing community character to be retained (e.g. culinary tourism, agri-business, sustainable agriculture, artisanal food products, growth of market based crops, organic farming, value-added agriculture, ecotourism, recreational tourism, adventure tourism, etc.)	<ul style="list-style-type: none"> <li>– EDCNS /Destination Marketing Organization (DMO) Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
	Work with partners to establish a local Food Hub to promote local product processing	<ul style="list-style-type: none"> <li>– Undertaken at County level with participation by local municipalities</li> <li>– Supporting Farm Fresh initiatives</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing support</li> </ul>
	Work with partners to explore opportunities to create value-added agriculture (e.g. create a distribution hub and supply local stores).	<ul style="list-style-type: none"> <li>– Working in collaboration with Simcoe County.</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing support</li> </ul>
	Work with agricultural partners to develop a Tiny Farm Brand and capitalize on the local food movement, culinary tourism and sustainable agriculture and agri-business	<ul style="list-style-type: none"> <li>– EDCNS/DMO Initiatives.</li> <li>– Hired two summer stewards to investigate and research feasibility and viability of "made in Tiny" local farmers' market and Tiny Agricultural Tours.</li> <li>– Organized Farm Crawl September 2018 – promoting local farmers and community gardens through tour</li> <li>– Construction and planting of Community Gardens</li> </ul>	<ul style="list-style-type: none"> <li>– Investigate and research feasibility and viability of "made in Tiny" local farmers' market.</li> <li>– Ongoing</li> </ul>
Work as a key partner with others to develop an Agricultural Food Strategy for Central Ontario (County of Simcoe, Georgian College)		<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>	
<b>Advocate for Advancements to Technology</b>	Improve broadband, high speed access and cellular service to support the growth of home-based business and e-commerce and to improve Township operational efficiency and effectiveness (i.e. SWIFT Project)	<ul style="list-style-type: none"> <li>– Collaboration with County of Simcoe (i.e.: Swift Project)</li> <li>– Participation in 'Gap Analysis' North Simcoe/NSCFDC Funding Agreement</li> <li>– Township Telecommunications Facility Policy was updated to ensure streamlined process for new towers.</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> <li>– Development of business case to attract ISP's (internet Service Providers)</li> <li>– Create a task force group with adjacent community and stakeholders to advance plan to meet priority.</li> </ul>

Goal 3 – Healthy Environment and Sustainable Community Planning			
Objectives	Strategic Priorities	Key Achievements	Next Steps
A healthier environment	Work with key partners to find an alternative to untreated septage spreading.	<ul style="list-style-type: none"> <li>– Project on hold pending Provincial Review</li> <li>– Participation on Provincial Review</li> <li>– New OP provides policy of septage spreading</li> </ul>	<ul style="list-style-type: none"> <li>– Pending Provincial Policy Review</li> </ul>
	Address the issue of public beach access by implementing a comprehensive Beach Enjoyment Strategy for Tiny (Project BEST)	<ul style="list-style-type: none"> <li>– Pilot Parking Strategy - Completed 2016</li> <li>– Review of 2016 Pilot Parking Program - Completed November 1, 2016</li> <li>– Site Tour of Major Beach Parks</li> <li>– Expansion of Parking Program, Spring 2017</li> <li>– \$25,000 approved in 2017 for 5 beach parks wayfinding master plan</li> <li>– Established Municipal Land extent in Plan 691, LAMP</li> </ul>	<ul style="list-style-type: none"> <li>– Support for signage delineation &amp; encroachments</li> <li>– Establish Capital Budget for 2019 to expand on delineation</li> </ul>
	Protect existing water quality by continuing to implement Source Water Protection	<ul style="list-style-type: none"> <li>– Completed and ongoing collaboration with the SSEA</li> <li>– Funded 2017 Source Water Protection Management Fees</li> <li>– Water Department adherence to Drinking Water Quality Management Standard and all regulatory requirements</li> <li>– Working with SSEA for the monitoring of well results from the well heads</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
	Explore opportunities to advance the Township’s Environment First philosophy (shoreline protection, sand dune and cobble beach preservation; tree cutting by-law)	<ul style="list-style-type: none"> <li>– Support for various environmental initiatives including:               <ul style="list-style-type: none"> <li>- Sustainable Severn Sound/ Severn Sound Environmental Association</li> <li>- Focus on invasive species, water quality, and beach stewardship</li> <li>- Beach Stewardship Groups (Balm, Bluewater, Woodland)</li> <li>- Focus on phragmites through Lynn Short, Humber College and SSEA appointment of Invasive Species Coordinator – 2017</li> <li>- 2017/2018 tree planting at soccer pitches location in partnership with NS Anglers &amp; Hunters</li> <li>- Official Plan adopted (November 2018)</li> <li>- Pollinator Program 2017</li> <li>- Local Food Project 2018</li> <li>- Creation and planting of new gardens (10); enhanced gardens (17)</li> </ul> </li> <li>– 2017 Beach/Park Stewardship Initiatives through Volunteers:               <ul style="list-style-type: none"> <li>- 3 Woodland Beach phrag digs/pulls; annual Conc. 15 beach clean-up; annual Balm Beach clean-up; 1 Yarwood Point phrag dig/pull; 1 Wahnekewening Beach phrag dig in conjunction with SSEA; Bluewater Beach litter pick-up &amp; fall planting; 3 roadside clean-ups (spring); partnership with NS Anglers &amp; Hunters in planting 100 trees at CBO Park; 1 tree planted through the Tree &amp; Bench Commemorative Program; garden beautification at 3 locations (LA/Bernie LeClair/TTCC)</li> </ul> </li> <li>– 2018 Beach/Park Stewardship Initiatives through volunteers:               <ul style="list-style-type: none"> <li>- 3 Woodland Beach Phrag digs/pulls; annual Conc. 15 beach clean-up; annual Balm Beach clean-up; 1 Yarwood Point Phrag dig/pull; 1 Wahnekewening Beach phrag dig in conjunction with SSEA and Lynn Short; 3 spring roadside clean-ups; garden beautification at 5 locations (LA, Bernie LeClair, TTCC, Wyevale, Perk)</li> <li>- Sponsorship of Farlain Lake Association with Aquatic Weedfest Festival (in kind contributions of \$1682.00) – in its continuing efforts to manage the invasive aquatic plant Eurasian Watermilfoil in Farlain Lake and educate lake</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> <li>– Fall tree planting at soccer pitches location in partnership with NS Anglers &amp; Hunters</li> <li>– Investigation of funding through Municipalities for Climate Innovation Program to pursue youth environmental stewardship initiatives</li> <li>– Revisit contribution in 2019</li> </ul>

		<ul style="list-style-type: none"> <li>community residents and visitors about the threat of invasive species, the Association organized a fundraising event at Toanche Park.</li> <li>- Financial contribution of \$8000 to Farlain Lake Association in 2018 for removal of Eurasian Watermilfoil in Farlain Lake</li> <li>- Continued partnership with Georgian College – Engineering &amp; Environmental Technologies – for volunteer stewardship opportunities</li> <li>- Participation in PCP Program “Partners for Climate” Protection</li> </ul>	
<b>A resilient environment</b>	Develop Official Plan policies that promote balanced growth and environmental sustainability	<ul style="list-style-type: none"> <li>- New OP adopted by Council in November 2018</li> <li>- New OP submission package received by the County of Simcoe</li> <li>- Commencement of comprehensive ZBL review (2019 Budget)</li> </ul>	<ul style="list-style-type: none"> <li>- Work with County of Simcoe to have new Official Plan approved</li> <li>- Review and update Zoning By-law based on new Official Plan.</li> </ul>
	Continue to support research into conditions that cause invasive species (Lake Huron Centre for Coastal Conservation)	<ul style="list-style-type: none"> <li>- Ongoing (funding and support provided)</li> <li>- Working collaboratively with County of Simcoe/SSEA</li> <li>- Working collaboratively with Farlain Lake Community Association and 2018 Sponsorship (\$8000)</li> <li>- Funding of shared Invasive Species Coordinator through the SSEA – 2017</li> <li>- Staff Education:               <ul style="list-style-type: none"> <li>- Phragmites Workshop – Georgian Bay Forever (May 2 – 2 staff)</li> <li>- Monarch Butterfly Workshop – Wye Marsh (Aug 2 – 2 staff)</li> <li>- Creating an Invasive Plant Management Strategy (Sept. – 3 staff)</li> <li>- Climate Change Tools for Municipalities – SSS ( Sept. – 3 staff)</li> </ul> </li> <li>- Township sponsoring of Aquatic Weedfest.</li> <li>- PW working with Council approved projects with Lynn Short, Humber College.</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing partnerships to be explored</li> </ul>
<b>Improve the quality of municipal infrastructure &amp; improve the use of existing municipal facilities</b>	Continue to invest in and manage municipal assets through ongoing implementation of the Township Municipal Asset Management Strategy (roads, bridges, parks)	<ul style="list-style-type: none"> <li>- Ongoing (including Capital Asset Replacement Strategy, Roads Program, 10 year Capital Planning).</li> <li>- Construction of 2 regulation-sized soccer fields, replacing substandard pitches.</li> <li>- Received funding through Trans Canada Trail Fund for Conc. 2 E bridge rehabilitation; trails surfacing upgrade; interpretive signage</li> <li>- Received funding through Grants Connecting Communities for Bernie LeClair Improvements</li> <li>- 5 year Roads and Bridges Plan completed</li> </ul>	<ul style="list-style-type: none"> <li>- Recreation Master Plan to review parks facilities/sports fields, providing long term funding recommendations</li> <li>- Application through Trans Canada Trail Fund for Conc. 2 E bridge rehabilitation; trails surfacing upgrade; Bernie LeClair improvements</li> <li>- 5 year Roads and Bridges plan</li> <li>- Annual Capital spending based on 5 Year Plan, resident input and Roads department audits</li> <li>- Investigate and recommend alternate surface treatment options for increased durability and cost reduction</li> </ul>

	Identify opportunities to enhance facilities at existing municipal parks with an emphasis on beachfront parks and public spaces	<ul style="list-style-type: none"> <li>– Review of existing Master Plans for Balm Beach, Lafontaine Beach, Jackson Beach, Woodland Beach, and Bluewater Beach, trails</li> <li>– Implementation of Parking Strategy</li> <li>– Implementation of Wyevale Park Master Plan and appointment of Wyevale Park Master Plan Steering Committee</li> <li>– Implementation of Lafontaine Beach Park Master Plan and appointment of Lafontaine Beach Park Master Plan Advisory Committee</li> <li>– Initiate Major Beach Park Wayfinding Master Plan</li> <li>– Initiate Recreation Master Plan Project</li> <li>– Mobile Skate Park placed at four locations throughout summer months (Balm Beach, Lafontaine, Wyevale, Perkinsfield)</li> </ul>	– Ongoing
<b>Improve the quality of municipal infrastructure &amp; improve the use of existing municipal facilities</b>	Develop a strategy to promote increased use of existing community facilities and Community Centres	<ul style="list-style-type: none"> <li>– Increase winter programming by 133%.</li> <li>– Partnerships with recreation providers (Little Kickers, Karate, Ballroom Dancing, Huronia Soccer, Ball Providers – Lafontaine, Wyevale, Toanche, Wyebridge)</li> <li>– Pickleball-Shuffleboard Fall Programming (4 sessions/week)</li> <li>– Fee schedule by-law: waiving of fees for community based service organizations that support township programming – facility used by Tiny Lions Club &amp; NS Anglers &amp; Hunters</li> <li>– Increased programming through contracted fitness and program providers</li> </ul>	– Ongoing
<b>Commit to sustainable community planning throughout the Township</b>	Partner with the County of Simcoe to support the development of an Affordable Housing Strategy	<ul style="list-style-type: none"> <li>– Township staff actively participate in the County’s Affordable Housing Working Group</li> <li>– Township provides affordable housing stats to the County on an on-going basis</li> <li>– More affordable housing policies included in new OP</li> </ul>	– New ZBL to include additional affordable housing permissions.
	Master Plan implementation (Lafontaine, Balm Beach, Wyevale and Trails)	<ul style="list-style-type: none"> <li>– Lafontaine Beach Master Plan Advisory Committee - Established 2016</li> <li>– Wyevale Park Master Plan Steering Committee - Established 2016. Phase I Scheduled Completion December 2016</li> <li>– Installation of accessible playground, pavilion and bocce ball courts at Lafontaine Beach Park.</li> </ul>	<ul style="list-style-type: none"> <li>– Tender for washroom and trails at Lafontaine Beach Park (2020/1)</li> <li>– Complete trail network and delineation for Lafontaine Beach Park (2019 Capital)</li> <li>– Comprehensive review through Recreation Master Plan Study</li> </ul>
	Review the existing permitting and planning process with a view to streamlining and simplifying the approval process	<ul style="list-style-type: none"> <li>– All Building Permit Applications and Septic Permit Applications have been updated in order to make them more user friendly</li> <li>– All Applications are available on the Township website</li> <li>– The Planning &amp; Development webpage has been revised and updated</li> <li>– Fact Sheets have been developed (i.e. Building on a Vacant Lot, Beach Ownership, Secondary Apartments, etc.) and are available on the Township website and the Municipal Office</li> <li>– Electronic conversion of Entrance Permitting</li> <li>– Developed a self-serve zoning tool (Interactive Zoning Map) for the Township website that allows users to easily search the zoning of a property</li> <li>– Sewage Re-inspection Letter revised to make it easier to understand and provide additional education on private sewage systems</li> </ul>	– Continue to evaluate Building and Planning process based on feedback on changes made.

## Goal 4 – Promote Community Health, Safety and Well-being

Objectives	Strategic Priorities	Key Achievements	Next Steps
<b>Support community/ population health and wellness</b>	Advocate for better health care for residents by working collaboratively to recruit primary health care community clinics and clinicians to the Area	<ul style="list-style-type: none"> <li>– Participation in North Simcoe healthcare forums(s) advocating for local services/local hospital funding.</li> <li>– Funding provided for Georgian Bay General Hospital and Physician Recruitment</li> <li>– Recreation Master Plan Objective is to enhance traditional parks &amp; recreation by integrating the concept of healthy, active living with long term recommendation strategies</li> <li>– Affordable Recreation Program developed in 2017 – offers increased opportunities to residents who may require financial assistance</li> <li>– National Health and Fitness Day – event where Tiny promotes a healthy, active community.</li> <li>– Adoption of Breastfeeding Friendly Place Policy</li> </ul>	<ul style="list-style-type: none"> <li>– Review annually</li> </ul>
<b>Develop recreational opportunities across the Township</b>	<p>Complete a Parks &amp; Recreation Master Plan</p> <p>Implement the Trails and Active Transportation Plan to improve walkability and active lifestyles</p>	<ul style="list-style-type: none"> <li>– Funded 2017 (\$75,000)</li> <li>– Consultant hired and project initiated</li> <li>– Master Plan Presentation to Council (May 2019)</li> <li>– Senior Recreation opportunities provided through 2016 Grant               <ul style="list-style-type: none"> <li>- Pickleball (4 sessions per week)</li> <li>- Shuffleboard (1 session per week)</li> </ul> </li> <li>– Soccer programming for children and youth expanded to 3 seasons (spring/summer/fall)</li> <li>– Completion of 2 regulation sized soccer pitches along with walking loop trail</li> <li>– Grand opening of Dog Park at CBO Park</li> <li>– Continued delivery of day camps (summer/March break), skate park, skating, swimming, tennis, golf, soccer programs, and fitness classes</li> <li>– National Health &amp; Fitness Day in June offering a variety of recreational opportunities.</li> <li>– Initiating a Beach Park Wayfinding Master Plan – signage will identify 5 large water parks, and include parking, amenities, distances/directional</li> <li>– Support/sponsorship of (4) Parks/ball Associations by waiving of fees for sports fields (valued at \$18,035.00 over 3 years)</li> <li>– Expansion of soccer program to young adults (13 – 19), adults and older adults through Soccer for Life grant objectives – grant received from Ministry of Tourism, Culture and Sport (\$52,796.50) – also creating partnership with Huronia Soccer Foundation</li> <li>– Support of Wyevale Disc Golf Project in Wyevale Park in conjunction with Wyevale Public School</li> <li>– Installation of accessible playground and bocce ball court at Lafontaine Beach Park</li> <li>– Installation of pavilion and walking paths at Lafontaine Beach Park</li> <li>– NEW 2019 Summer Playground Program – summer programming offered in Toanche and Lafontaine Parks</li> <li>– Draft Plan before Council in Spring 2018</li> </ul>	<ul style="list-style-type: none"> <li>– Draft Plan before Council in early 2019</li> <li>– Installation of playground and bocce ball at Lafontaine Beach Park for 2017</li> <li>– Installation of pavilion and walking paths at Lafontaine Beach Park for 2018</li> <li>– Tender and construction of washrooms at Lafontaine Beach Park</li> <li>– Expansion of soccer program to young adults (13 – 19), adults and older adults through Soccer for Life grant objectives – grant received from Ministry of Tourism, Culture and Sport (\$52,796.50) – also creating partnership with Huronia Soccer Foundation</li> <li>– Ongoing</li> </ul> <ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
		<ul style="list-style-type: none"> <li>– Trails Wayfinding Study - Completed 2016</li> <li>– Through the bench program, installed benches providing rest stops along trail</li> <li>– Defined and surfaced (wood chips) loop trail next to soccer pitches</li> <li>– Implementation of Accessible paths at Toanche, LA Park, LA Beach, Jackson Park</li> <li>– Development of Tiny Trail through funding received from the TCT and County (four grants)</li> </ul>	<ul style="list-style-type: none"> <li>– Trans Canada Trails funding application to:               <ul style="list-style-type: none"> <li>- Upgrade surface between Conc. 3 E and Town line</li> <li>- Re-development of Bernie LeClair Park</li> </ul> </li> </ul>





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	Expand cycling routes and multi-use trails (Lake Loop) with signage (Share the Road)	<ul style="list-style-type: none"> <li>– Trails Wayfinding Study - Completed 2016</li> <li>– Installation of 13 Share the Road Signs on Champlain Road</li> <li>– Exploring Great Lakes Waterfront Trails expansion</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing, including Major Beach Park Wayfinding Plan</li> <li>– Working collaboratively with North Simcoe and County</li> <li>– Review implementation of Bike lanes at time of road construction based on capital funding and Recreation/Planning input</li> <li>– Investigation of funding through the Ontario Municipal Cycling Program - annual funding to Ontario municipalities to support the implementation of commuter cycling infrastructure to encourage people to get out of their cars and onto bikes for their daily commute or other frequent trips</li> </ul>
<b>Enhance community services for community members (seniors, youth)</b>	Explore opportunities to enhance senior services by completing a Seniors Strategy through the establishment of a Senior Advisory Committee	<ul style="list-style-type: none"> <li>– Formation of Senior Advisory Committee - Completed 2016</li> <li>– Seniors' Strategy Development - in process/Funding through grant application</li> <li>– Local Aging Plan received by Council in March 2017</li> <li>– Senior Symposium held in March 2017, launching Local Aging Plan (120 in attendance)</li> <li>– Successful grant received (\$8000) to offer a Senior Speaker Series to community (7 sessions on senior related matters) – Sept 2017 – March 2018</li> <li>– Senior Advisory Committee has had 6 meetings</li> <li>– Senior Symposium held annually to update on aging plan and recognize senior contributions</li> <li>– New Seniors of the Year Award presented in June 2018</li> <li>– Creation of new North Simcoe Senior Coalition</li> <li>– Member of Age-Friendly Municipal Champions Network – County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
	Explore opportunities to improve Youth Programming by establishing a Youth Advisory Council	<ul style="list-style-type: none"> <li>– Bursary program implemented in spring 2017 – program created to help students who are entering their post-secondary education, including courses and training programs of technical and vocational nature – 5 recipients.</li> <li>– Bursary Program continued in 2018</li> <li>– Youth programming offered in July and August 2017 -40 participants.</li> <li>– Youth Advisory Committee funded in 2018 <ul style="list-style-type: none"> <li>- "Tiny Teens – On the Go to Healthy Active Living" funded through grant</li> <li>- Appoint of Youth to Advisory Committee (March 2019)</li> </ul> </li> <li>– Hiring of contract Youth Coordinator</li> <li>– Offering a series of drop-in programs to youth 12 – 18</li> <li>– PRO grant (\$3500) and mentorship for development of Youth Council</li> </ul>	<ul style="list-style-type: none"> <li>– Youth Advisory Committee proposed in the 2018 budget</li> <li>– Expansion of Youth soccer program possible through Soccer for Life Grant</li> <li>– Youth appointments slated for 2019</li> <li>– Ongoing</li> <li>– Ongoing</li> </ul>
	Work with adjacent municipalities to improve public transportation within the Township and across the County and beyond	<ul style="list-style-type: none"> <li>– Participation in County-wide review</li> <li>– Launching of LINX (Simcoe Public Transit from NS to Barrie)</li> </ul>	<ul style="list-style-type: none"> <li>– Investigation of funding through the Ontario Municipal Cycling Program - annual funding to Ontario municipalities to support the implementation of commuter cycling infrastructure to encourage people to get out of their cars and onto bikes for their daily commute or other frequent trips</li> </ul>



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	<p>Accessibility Initiatives</p>	<ul style="list-style-type: none"> <li>- Installation of Portable Recreation Path (Mobi-Mat) at Balm Beach, Sept. 2015</li> <li>- Balm Beach Mobi-Mat Ribbon Cutting Ceremony – June 1, 2016</li> <li>- Accessible Picnic Tables – 2 at each of the five major beach parks – 2016</li> <li>- Installation of Portable Accessible Washroom at Wyevale Park - 2016</li> <li>- Purchase of Land Use Mobi-Mat – 2016</li> <li>- Access Awareness Week Event – June 2, 2017</li> <li>- Installation of Portable Recreation Path (Mobi-Mat) at Jackson Park – Aug. 2017</li> <li>- Funding to local accessible transportation services (Wheels 4 Wheels, Community Reach – Transportation Linking Communities Program)</li> <li>- Funding set aside from Accessibility Capital Reserve for accessible park features – 2016 &amp; 2017</li> <li>- OMSSA Municipal Accessibility Award - 2017</li> <li>- Recognition from the Accessibility Directorate of Ontario for achievements.</li> <li>- Installation of fully accessible playground at Lafontaine Beach Park – October 2017</li> <li>- Accessible Customer Service and AODA training – staff, volunteers, third party (ongoing)</li> <li>- Implementation of accessible paths at Toanche, Lafontaine Park, Lafontaine Beach Park and Jackson Park.</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing</li> <li>- Seek out future funding opportunities</li> <li>- Implementation of Accessible paths at Toanche, LA Park, LA Beach, Jackson Park</li> </ul>
<p><b>Strengthen cultural and heritage assets</b></p>	<p>Work with community partners to identify opportunities to showcase and profile the Native, Métis and Francophone cultures that are an important part of our cultural heritage</p>	<ul style="list-style-type: none"> <li>- Support/partnership/funding of local special/cultural events 2016 (i.e.: Festival de Loup)</li> <li>- Support of 2017 Festival du Loup (4595.00 in kind and financial contributions)</li> <li>- Support of 2018/2019 Festival du Loup and Noel au Village (In kind contributions \$8217/Financial contributions \$1255)</li> <li>- Support of Art Quest with the creation and installation of 150 Mural on Robert Robitaille Pavilion July 2017</li> <li>- Support of Balm Beach Events throughout summer 2017 (in kind contributions of \$5400) – recognizing beach culture and enhancing community experience</li> <li>- Support of Balm Beach Family Fun Day and Summer Events 2018/2019 (financial contributions \$4200 and in-kind \$5036)</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing</li> </ul>
<p><b>Enhance the public safety and security of residents and visitors</b></p>	<p>Improve wayfinding and signage throughout the Township and beyond by promoting a consistent and high quality standard</p>	<ul style="list-style-type: none"> <li>- Trails Wayfinding Study - Completed 2016</li> <li>- Trails signage installation</li> <li>- Funding received from TCT for (4) interpretive signs to be installed at Trailheads</li> </ul>	<ul style="list-style-type: none"> <li>- Major Beach Park Wayfinding Plan</li> <li>- Ongoing</li> <li>- TCT Grant submitted for interpretive bridge signage</li> </ul>
	<p>Develop a Master Fire Plan to evaluate the current service delivery model and to identify future fire protection requirements based on sound risk management principles</p>	<ul style="list-style-type: none"> <li>- Master Fire Plan Presented to Council in 2018</li> <li>- Presented an updated Fire Prevention Policy to Committee of the Whole, August 28, 2017.</li> <li>- Conduct operational service delivery review re: staffing levels, fire station locations, organizational structure.</li> <li>- Operational Review undertaken with recommendations implemented under Council directed in 2018.</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct operational service delivery review re: staffing levels, fire station locations, organizational structure</li> <li>- Implement recommendations endorsed by Council</li> </ul>
	<p>Continue to develop emergency planning and preparedness programs to enhance community safety and resiliency</p>	<ul style="list-style-type: none"> <li>- Full Compliance - Emergency Management and Civil Protection Act requirements</li> <li>- Enhanced emergency communications systems</li> <li>- HAM radio antenna systems have been installed at the Township Office and the Wyevale Fire Station as a backup communications system during an emergency</li> <li>- A secondary tower has been set up for emergency radio communications</li> <li>- Everbridge Mass Notification system implemented</li> </ul>	<ul style="list-style-type: none"> <li>- Mass notification system internal testing and presentation to Council. Public launch in 3rd quarter, 2018</li> <li>- PW identify key support and service contracts such as fuel and supplies</li> <li>- A secondary tower is being set up for emergency radio communications</li> </ul>



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		<ul style="list-style-type: none"> <li>- Completed review of Emergency Management Plan</li> <li>- Completed emergency management exercise involving allied agencies (Police, Paramedic Services, Provincial Park Wardens and Public Works)</li> <li>- Installation of second radio transmission tower completed with new digital capable repeaters on both towers.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to conduct all activities required to maintain compliance with the EMCPA regulations</li> <li>- Analog/ digital repeaters being installed. Presently moving municipality to migrate to a digital radio platform</li> <li>- Development of departmental business continuity planning to ensure continuity of government in emergency situations</li> <li>- Development of Emergency Information/Crisis Communication Plan in conjunction with Emergency Information Officer and Communications Coordinator</li> </ul>
	<p>Assess and validate emergency response core services to meet or exceed reasonable public expectations.</p>	<ul style="list-style-type: none"> <li>- Included in Fire Master Plan Review.</li> <li>- Detailed review of the past five (5) years of medical responses by the Fire department was undertaken with a report/recommendation expected for Council consideration in the second (2nd) quarter of 2019.</li> <li>- Review of the Fire Departments Establishing and Regulating Bylaw was deferred until the second (2nd) quarter of 2019 when a report will be presented to Council.</li> <li>- 4 wheel drive brush truck was added to the fire department fleet providing response capability to dwellings served by private and unassumed roads.</li> <li>- Successful recruitment effort was completed during the last quarter of 2018 resulting in 15 new firefighter recruits entering our training program. The addition of this recruit class brings the department to a full compliment.</li> </ul>	<ul style="list-style-type: none"> <li>- Developing an updated Establishing and Regulating By-law</li> <li>- Complete review of all services mandated by the Province and Council through the Establishing and Regulating By-law in 3rd quarter, 2018</li> </ul>



# The Corporation of the Township of Tiny Strategic Plan Scorecard

## Goal 5 – A Well-Connected and Engaged Community

Objectives	Strategic Priorities	Key Achievements	Next Steps
<b>A more engaged community</b>	Develop a Community Engagement Strategy to re-engage Volunteers, Youth and to promote broader community engagement	<ul style="list-style-type: none"> <li>– Volunteer/Community Engagement Leader Position - Funded 2016</li> <li>– Formation of 3 Advisory Committees re: Seniors and Parks</li> <li>– Volunteer Activities Expanded (Special Events/Environmental)</li> <li>– Broader Community engagement through the sponsorship of local initiatives: Farm Fresh Food Fest (in kind - \$5940 financial - \$13,000)</li> <li>– Terry Fox Run (\$2708 in kind ), National Health and Fitness Day (\$10,000 - financial), Community Barbecue</li> <li>– Mayor’s Charity Golf Tournament recognizing, involving and donating to 10 charities</li> <li>– Partial municipal funding of Pollinator Program and Local Food Project</li> <li>– Continue to meet or exceed requirements of EMCPA</li> <li>– Continuing work on Emergency Management Plan to develop and maintain business continuity planning and communications.</li> <li>– External Emergency Plan review (2019 Budget)</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> <li>– Review of current committee volunteer recruitment strategies to clearly define roles/expectations/etc. – slated for 2019</li> </ul>
	Identify opportunities to improve outreach, education and community engagement	<ul style="list-style-type: none"> <li>– Focus on volunteer recruitment, training and retention</li> <li>– Expansion of programming and volunteer opportunities</li> <li>– Hiring of Communications/Committee Coordinator to streamline processes, create efficiencies and communicate opportunities – May 2018</li> <li>– Live streaming of Committee of the Whole and Council Meetings</li> <li>– Working collaboratively with southern Georgian Bay Managers of Volunteer Resources and Community Reach</li> <li>– Continued partnerships with 2 local elementary schools for a variety of projects i.e. Pollinator, Skate Park and skating programs</li> <li>– Increased volunteer opportunities; dog park monitor, gardeners, in office administrative</li> <li>– Increased stewardship opportunities; litter pick-up, tree planting, invasive pulls</li> <li>– Increased special events: both township and township sponsored</li> <li>– Education provided through Senior Speaker Series (Oct. 2017 – November 2018)</li> <li>– Outreach and education through pollinator program and Local Food Project</li> <li>– Use of Charity Republic (Volunteer Management Software) to engage/inform registered volunteers of opportunities/updates</li> <li>– Volunteer Recognition opportunities</li> <li>– Three Town Hall Meetings hosted in 2015</li> <li>– Two Town Hall Meetings hosted in 2016</li> <li>– Two Town Hall Meetings hosted in 2017</li> <li>– One Town Hall Meeting hosted in Spring 2018 (one only due to Municipal Election)</li> <li>– Recreation Administrative Coordinator (2019 Budget)</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> <li>– Future investigation of joint use agreement with both school boards</li> <li>– Proposed youth stewardship summer program in 2018 budget – focusing on environmental projects</li> <li>– Training for Committee Staff Resources</li> <li>– Promotion of value of participating in Committees of Council, i.e. joining a community of volunteers, participation and involvement in community events, project involvement, appreciation events</li> </ul>



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	Continue to improve the Township website to allow for timely communications (24/7 access to services) and explore the feasibility of live-streaming Township Council meetings	<ul style="list-style-type: none"> <li>- Website review - ongoing</li> <li>- Live streaming Council Meetings - Completed 2016</li> <li>- Max Solutions providing 24/7 access to recreation programs, online registration, credit card payment</li> <li>- Charity Republic providing 24/7 access to registered volunteers/able to review opportunities, log in hours of service/provide feedback regarding experience</li> <li>- Implemented interactive public maps for zoning, historical information/landmarks, location of active roadworks</li> <li>- Implemented public feedback survey and public safety tips</li> <li>- Publication of street map book</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing</li> </ul>
<b>A more cohesive community</b>	Consider methods of resolving conflicts through mediation and collaborative issue resolution	<ul style="list-style-type: none"> <li>- Work closely with Associations and residents when projects are planned for the areas</li> <li>- 2018 Family Fun Day offered at Balm Beach in August 2018 through collaboration from all residents of Balm Beach</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing</li> <li>- Improved Work Order system to improve responsiveness and communications with residents</li> </ul>
<b>An open communication system</b>	Develop a Communications Protocol to ensure Township messaging is consistent and that there is an assigned point of contact on key issues.	<ul style="list-style-type: none"> <li>- Corporate Wide Communication Protocol (internal/external) to incorporate existing communication applications and processes: Website, Facebook, Twitter, Community Page, Newsletter, LED Signs, Community Boards, Message Board, Press Releases, Post-Event Promotion and applicable policies</li> <li>- Hiring of Communications/Committee Coordinator, to support, develop and implement a variety of communication strategies – May 2018</li> <li>- Mass Notification System – Tiny Connect launched and live. – July 2018</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Wide Communications Protocol (including public feedback/consultation related to external communications)</li> <li>- Ongoing promotion of Tiny Connect</li> <li>- Development of Council highlights, “Did you know?” articles for internal/external communications</li> <li>- Ongoing</li> </ul>
	Develop customer service standards to obtain feedback on municipal services from those we serve.	<ul style="list-style-type: none"> <li>- Development of Customer Service Vision/Strategy - Completed 2016</li> <li>- Corporate-wide Customer Service Training - Completed 2016</li> <li>- Draft Service Standards - Completed 2016</li> <li>- Existing Customer Service Feedback form available on website and front reception area</li> <li>- Funding in amount of \$5,000 approved in 2017 for Customer Care Program</li> <li>- Internal Customer Service Strategy in process</li> <li>- Customer Care Team initiated</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and integrate Customer Service Standards.</li> <li>- Draft Customer Service Survey.</li> <li>- Public Works “Work Order System” enhancements.</li> </ul>