

## Goal 1 – Exceptional Public Service

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
<b>Deliver Efficient, Effective and Valuable Service</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 with 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</li> <li>– Review of Committees of Council with adjustments made for 2018-2022 Term of Council</li> <li>– Asset Management Plan Policy approved</li> <li>– Building Department Review – part time Building Official to full time (2019 budget)</li> <li>– Initial Framework Planning for a new Municipal Office</li> </ul>	<ul style="list-style-type: none"> <li>– Develop and integrate Capital Asset Planning</li> <li>– Hire EIT</li> <li>– Mapping of flood areas and develop long term flood mitigation plans</li> <li>– Provide report to Council in 2019 to reflect savings related to in-house engineering</li> <li>– Revised Council Report Template for Asset Management</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 for Customer Care Program</li> <li>– Internal Customer Service Strategy in process and approved by Sr. Management</li> <li>– Customer Care Team initiated</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 for financial software approved in 2019 Budget</li> <li>– Software selection completed and approved at July 9, 2018</li> <li>– Financial Software live in accounts payable, payroll and cash receipts</li> <li>– Running General Ledger and Property Taxes in parallel</li> </ul>	<ul style="list-style-type: none"> <li>– Financial Software full implementation</li> <li>– Target review of new modules (i.e. Purchasing and HRIS)</li> <li>– Implementation of Public Works PO System</li> <li>– Implementation of Purchasing System</li> <li>– Customer Self-Serve portal</li> <li>– Revision of Procurement By-law</li> </ul>
	Undertake a review of the Township Procedural By-law.	<ul style="list-style-type: none"> <li>– Introduction of Council Meeting e-agendas using existing software</li> <li>– New Procedure By-law 17-098 – Dec. 18, 2017</li> <li>– Procedure By-law Amendments as a result of Bill 68</li> </ul>	<ul style="list-style-type: none"> <li>– Review of Procedure By-law 17-098 to include electronic participation and create efficiencies</li> <li>– Investigate dedicated software program for e-agendas</li> </ul>
	Work collaboratively with adjacent municipalities and upper levels of government to identify opportunities to share services and improve operational	<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> </ul>	<ul style="list-style-type: none"> <li>– Continue to identify opportunities for collaboration</li> </ul>

## Goal 1 – Exceptional Public Service

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
	efficiency and effectiveness and seamless service delivery.	<ul style="list-style-type: none"> <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> <li>– Cultural Alliance Committee Funded</li> <li>– Participate in joint AMO Delegations</li> <li>– Fire Department Continuation of Joint Recruitment, Training and Purchasing</li> </ul>	
	Explore opportunities to generate additional funding (i.e. grants) as opportunities arise.	<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</li> <li>– Trans Canada Trail Infrastructure Funding</li> <li>– 2018 Trails Connecting Communities Program</li> <li>– Green Communities Canada: paving removal of Perkinsfield Tennis Courts</li> <li>– 2019 Gas Tax and Innovation Funding</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)</li> <li>– Ontario 150 Partnership Program – Protecting our Pollinators</li> <li>– Soccer for- Ontario Sport and Recreation Communities Fund - “Tiny Teens – On the Go to Healthy Active Living”</li> <li>– Ministry of Citizenship, Immigration International Trade/Ontario Seniors Secretariat</li> <li>– Seniors Community Grant Program- Local Aging Plan</li> <li>– Seniors Speakers Series</li> <li>– Simcoe County Tourism Development Fund received for Farm Crawl enhancements</li> </ul> <p>Events:</p> <ul style="list-style-type: none"> <li>– 2017 TCT foundation – Great Trail Event</li> <li>– 2018 Road Safety Challenge (National Health and Fitness Day)</li> <li>– 2019 Tiny Trail Clean-up Event</li> </ul>	<ul style="list-style-type: none"> <li>– Investigation of funding through the Ontario Municipal Cycling Program</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> <li>– Sale of Surplus Property Program</li> <li>– Municipal Accommodation Tax</li> </ul>
	Make decision to renovate existing or construct a new Township Office to meet	<ul style="list-style-type: none"> <li>– Steering Committee established</li> <li>– Current capacity of existing facilities determined</li> </ul>	<ul style="list-style-type: none"> <li>– Decision to proceed with construction of a new Town Hall</li> </ul>

## Goal 1 – Exceptional Public Service

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
	current health and safety standards, improve accessibility and customer service.	<ul style="list-style-type: none"> <li>– Building functionality study completed</li> <li>– Short-term temporary accommodations approved</li> <li>– Project Plan Developed</li> </ul>	<ul style="list-style-type: none"> <li>– Committee developed and Charter to be approved</li> <li>– Review funding opportunities and project plan</li> </ul>
<b>Promote Open, Accountable &amp; Responsible Government</b>	Continue to host Town Hall meetings on a regular basis.	<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 hosted in 2019 (May 25 &amp; Sept. 19)</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
<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>– Tree canopy policy included in newly adopted Official Plan – November 2018</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 2018-2022</li> <li>– Training of Committees of Council 2018-2020</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
	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>– Compensation Review/Job Evaluation</li> <li>– HR Management Plan pending 2020 Budget</li> </ul>
	Complete a comprehensive Human Resources Management Plan focusing on succession planning		<ul style="list-style-type: none"> <li>– HR Management Plan 2020 budget</li> </ul>

## Goal 1 – Exceptional Public Service

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
	Complete a Staff Training Needs Assessment to identify gaps in staffing needs.		– Staff Training Needs Assessment pending 2020 budget
	Develop and implement a Corporate Training Strategy including Team Building	– Corporate-wide Customer Service Training - Completed 2016	
	Review Performance Management System		– Performance Management System pending 2020 budget

## Goal 2 - Economic Prosperity & Opportunity

Objectives	Strategic Priorities	Key Achievements (2015-Current)	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> <li>– Increase 0.75% of local tax levy in 2019 budget (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 support</li> <li>– Huronia Airport Study</li> </ul>
	Work with EDCNS to identify opportunities to strengthen and support local businesses.		<ul style="list-style-type: none"> <li>– Ongoing support</li> </ul>
<b>Support and Strengthen Local Business</b>	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 support</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	<ul style="list-style-type: none"> <li>– EDCNS/DMO Initiatives.</li> <li>– Hiring of two summer environmental stewards</li> <li>– Farm Crawls</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> </ul>

## Goal 2 - Economic Prosperity & Opportunity

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
	sustainable agriculture and agri-business		
	Work as a key partner with others to develop an Agricultural Food Strategy for Central Ontario (County of Simcoe, Georgian College)		– Ongoing support
<b>Advocate for Technological Advancement</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 updated</li> <li>– Improve Broadband and Cellular Access in Tiny Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>– Development of business case to attract Internet Service Providers</li> <li>– Create a task force group with adjacent community and stakeholders to advance plan to meet priority.</li> <li>– Seek funding to support Project Manager for the process</li> <li>– Issue RFEI for improved broadband</li> </ul>

## Goal 3 – Environmental Responsibility and Stewardship

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
<b>Promote a healthier environment</b>	Work with key partners to find an alternative to untreated septage spreading.	<ul style="list-style-type: none"> <li>– Participation on Provincial Review</li> <li>– New OP provides policy on septage spreading</li> <li>– Annual AMO/ROMA/OGRA Conference delegations</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>– Implementation of Beach Enjoyment Strategy for Tiny (Project BEST)</li> <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>– Ongoing BEST management</li> <li>– Support for signage delineation &amp; encroachments program</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 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 support</li> <li>– SSEA to hold Nitrate Information session for residents in the LA Well Head Protection area for fertilizer use.</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>- Phragmites management through Lynn Short, Humber College and SSEA Invasive Species Coordinator</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 (Farm Crawl/Community Garden)</li> <li>- Creation and planting of new gardens (10); enhanced gardens (17)</li> <li>- Annual Community Stewardship Initiatives including: invasive species removal, beach clean-up, beach litter pick-up, roadside clean-up, garden beautification and tree planting.</li> <li>- Financial contributions to Farlain Lake Association 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> </li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing support</li> <li>– Investigation of funding through Municipalities for Climate Innovation Program to pursue youth environmental stewardship initiatives</li> <li>– Participation in Partners in Climate (PCP) through the SSS</li> </ul>
<b>Promote a more 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>

## Goal 3 – Environmental Responsibility and Stewardship

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
	<p>Continue to support research into conditions that cause invasive species (Lake Huron Centre for Coastal Conservation)</p>	<ul style="list-style-type: none"> <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>– Continue to ensure Official Plan policies remain current and address existing and emerging issues (i.e. short-term accommodation).</li> <li>– Ongoing partnerships to be explored</li> <li>– Ongoing funding and support provided</li> </ul>
<p><b>Improve the quality of municipal infrastructure &amp; use of existing municipal facilities</b></p>	<p>Continue to invest in and manage municipal assets through ongoing implementation of the Township Municipal Asset Management Strategy (roads, bridges, parks)</p>	<ul style="list-style-type: none"> <li>– 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> <li>– Initiated Migration to Digital Radio Platform</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>– 5-year Roads and Bridges plan ongoing</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> <li>– All radio systems to be upgraded to digital by 2020 through a one-time funding opportunity</li> <li>– Cost estimates for renovations/construction at the Water Works Complex</li> <li>– Investigate Opportunity to Develop a Shared Fire Department Training</li> </ul>



## Goal 3 – Environmental Responsibility and Stewardship

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
	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 Program</li> <li>– Rolling Board Walk installed at Lafontaine Beach as a trial.</li> </ul>	<ul style="list-style-type: none"> <li>– Completion of Major Beach Park Wayfinding Master Plan</li> <li>– Complete Recreation Master Plan</li> <li>– Investigate Rolling Board Walk at additional beach locations</li> </ul>
	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)</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>	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
<b>Promote Sustainable Community Planning</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>	<ul style="list-style-type: none"> <li>– New ZBL to include additional affordable housing permissions.</li> <li>– Development Charges Background Study planned for May 2020 to include impacts of Bill 108 - More Homes, More Choices Act (2019)</li> </ul>
	Master Plan implementation (Lafontaine, Balm Beach, Wyevale and Trails)	<ul style="list-style-type: none"> <li>– Lafontaine Beach Master Plan Advisory Committee</li> <li>– Wyevale Park Master Plan Steering Committee.</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> </ul>	<ul style="list-style-type: none"> <li>– Continue to evaluate Building and Planning process to ensure simple and streamlined approach</li> </ul>

### Goal 3 – Environmental Responsibility and Stewardship

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
		<ul style="list-style-type: none"><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><li>- Delegation authority By-law 2019</li></ul>	

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

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
<b>Advocate Responsibly for Better Health Care</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>– Affordable Recreation Program</li> <li>– National Health and Fitness Day</li> <li>– Adoption of Breastfeeding Friendly Place Policy</li> </ul>	<ul style="list-style-type: none"> <li>– Review annually</li> <li>– Continue to support the creation of an Ontario Health Team for North Simcoe</li> </ul>
<b>Promote Active Living through Recreation</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>– Senior Recreation opportunities provided through 2016 Grant (Pickleball/Shuffleboard)</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>– 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</li> <li>– Initiating a Beach Park Wayfinding Master Plan</li> <li>– Support/sponsorship of (4) Parks/ball Associations by waiving of fees for sports fields</li> <li>– Soccer for Life Grant and subsequent 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>– 2019 Summer Playground Program</li> <li>– Trails Wayfinding Study</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>– Approval of Recreation Master Plan</li> <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>

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

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
	Expand cycling routes and multi-use trails (Lake Loop) with signage (Share the Road)	<ul style="list-style-type: none"> <li>– Rolling Board Walks installed at Lafontaine Beach</li> <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</li> <li>– Established preliminary routes for the GLWT to be formalized for implementation in 2020.</li> </ul>
<b>Enhance community services for Residents (Youth, Seniors)</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</li> <li>– Youth programming offered in July and August 2017 -40 participants.</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> <li>– Appointment of Youth to Advisory Committee (March 2019)</li> <li>– “Tiny Teens – On the Go to Healthy Active Living” funded through grant</li> </ul>	<ul style="list-style-type: none"> <li>– Expansion of Youth Soccer Program through Soccer for Life Grant</li> </ul>

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

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
	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</li> </ul>
	Accessibility Initiatives	<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>– Seek out future funding opportunities</li> <li>– Investigate other areas for the rolling board walk for accessibility to beach areas.</li> </ul>
<b>Enrich our Community through culture, heritage and the arts</b>	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	<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</li> <li>– Support of 2018/2019 Festival du Loup and Noel au Village</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</li> <li>– Support of Balm Beach Family Fun Day and Summer Events 2018/2019</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> <li>– Continue to support the joint cultural alliance and ongoing arts and culture-based collaboration across the Township</li> </ul>

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

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
<b>Enhance public safety and security</b>	Improve wayfinding and signage throughout the Township and beyond by promoting a consistent and high-quality standard	<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>– TCT Grant submitted for interpretive bridge signage</li> </ul>
	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	<ul style="list-style-type: none"> <li>– Master Fire Plan Presented to Council in 2018 – Approved Recommendations Implemented</li> <li>– Presented an updated Fire Prevention Policy to Committee of the Whole, August 28, 2017 and implemented</li> <li>– Operational Review undertaken with recommendations implemented under Council directed in 2018.</li> </ul>	
	Continue to develop emergency planning and preparedness programs to enhance community safety and resiliency	<ul style="list-style-type: none"> <li>– Full Compliance - Emergency Management and Civil Protection Act requirements completed</li> <li>– Enhanced emergency communications systems including HAM/Second Tower/ Everbridge (Tiny Connect)</li> <li>– Completed emergency management exercise involving allied agencies (Police, Paramedic Services, Provincial Park Wardens and Public Works)</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>– Initiated External Emergency Plan review (2019 Budget)</li> </ul>	<ul style="list-style-type: none"> <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> <li>– Consult CEMC's &amp; CAO's within North Simcoe</li> <li>– Explore opportunity for a shared Emergency Management Planner within North Simcoe</li> </ul>
	Assess and validate emergency response core services to meet or exceed reasonable public expectations.	<ul style="list-style-type: none"> <li>– Fire Master Plan Completed.</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 in 2018 resulting in 15 new firefighter recruits, bringing 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>– Continue with recurring and targeted recruitment efforts annually</li> <li>– Review/Update North Simcoe Aid Agreement</li> <li>– Explore opportunities to enter into shared/joint use of specialized equipment i.e. Elevating Devices</li> <li>– Review of Fire Departments participation in Tired Medical Responses</li> </ul>

## Goal 5 – An Engaged, Informed and Connected Community

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
<p><b>Create an informed, engaged and connected community</b></p>	<p>Develop a Community Engagement Strategy to re-engage Volunteers, Youth and to promote broader community engagement</p>	<ul style="list-style-type: none"> <li>– Volunteer/Community Engagement Leader Position</li> <li>– Formation of 3 Advisory Committees re: Seniors, Parks, Youth</li> <li>– Volunteer Activities Expanded (Special Events/Environmental)</li> <li>– Broader Community engagement through the sponsorship of local initiatives: Farm Fresh Food Fest</li> <li>– Terry Fox Run, National Health and Fitness Day, Community Barbecue</li> <li>– Mayor’s Charity Golf Tournament recognizing, involving and donating to numerous charities</li> <li>– Partial municipal funding of Pollinator Program and Local Food Project</li> </ul>	<ul style="list-style-type: none"> <li>– Ongoing</li> </ul>
	<p>Identify opportunities to improve outreach, education and community engagement</p>	<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>– 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>

## Goal 5 – An Engaged, Informed and Connected Community

Objectives	Strategic Priorities	Key Achievements (2015-Current)	Next Steps
	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>Advance Accountable Leadership, Responsible &amp; Transparent Governance and Open Communications</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>– Improved Work Order system to improve responsiveness and communications with residents</li> </ul>
<b>Leverage Partnerships and Build Relationships – Value our Volunteers</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> </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 ongoing</li> </ul>