

Township of Tiny

Environmental Scanning

Strategic Plan Update

July 11, 2015



STEEP ASSESSMENT:

- S** Socio-Cultural Trends (Demographics)
- T** Technological Trends
- E** Economic Trends
- E** Environmental Trends
- P** Political & Geo-Political Trends & Drivers



GATHERING INFORMATION...

About the External & Internal Environment
to assist in charting a Roadmap for the future... **your** future



**HOW TO
IDENTIFY
STRATEGIC
ISSUES?**

Environmental Scanning – Process Evolution

1960s & 1970s

(Inside Out)

Organizations are 'closed systems', independent of the environment around them (Mechanistic mindset)

"We have all the important information we need within our own organization"

1980s:

(Outside In)

Some external monitoring

"There may be some external trends that will impact our organization"

Systems theory emerges – organizations are 'open systems'

Current:

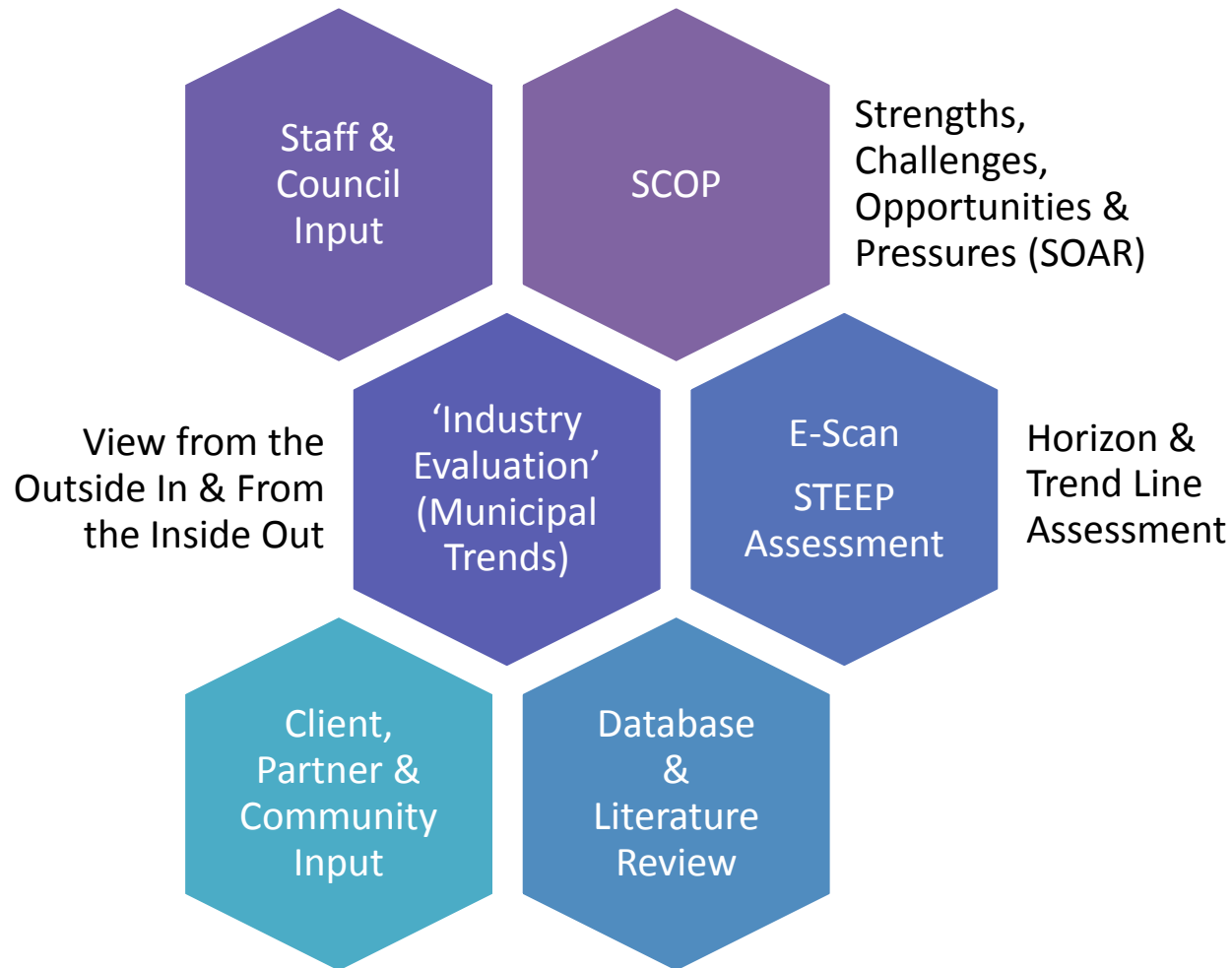
(Systemic)

Organizations are 'open systems'

Organizations are directly influenced by external factors

Systemic approach to scanning (We thrive in an increasingly uncertain and unstable environment ...behavior, strategy, technological advances, regulatory policies, economic conditions, social values are shifting and changing...)

Environmental Scanning - Techniques



The Value of Environmental Scanning

- Business decisions are influenced by...
Internal Factors (the Internal Environment) &
External Factors (the External Environment)
- The 'business environment' presents two challenges:
 - The challenge to address threats
 - The challenge to exploit opportunity



Internal Environment

- Value System
- Mission and Objectives
- Management Structure & Governance
- Resources (Human & Fiscal)
- Image & Branding
- Other Factors

(e.g. Physical Assets, R & D, Technological Capabilities)

External Environment

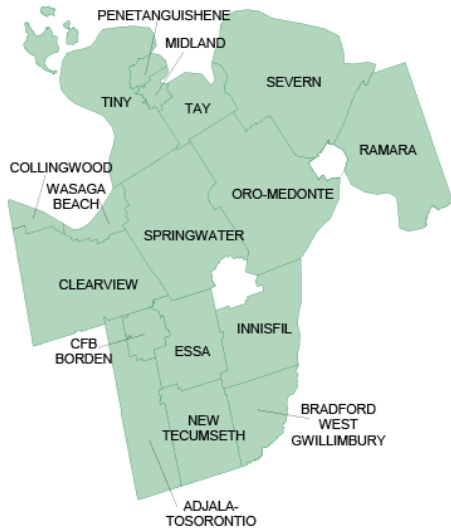
- **Micro Environment**
 - Township of Tiny's immediate operating environment
 - Focus: Staff, Council, clients, partners, other Municipalities, other levels of government and the public
- **Macro Environment**
 - Larger societal and global factors that affect your micro environment
 - Social/Cultural (including demographic)
 - Technological
 - Economics
 - Environmental/Ecological
 - Political (including geo-political)



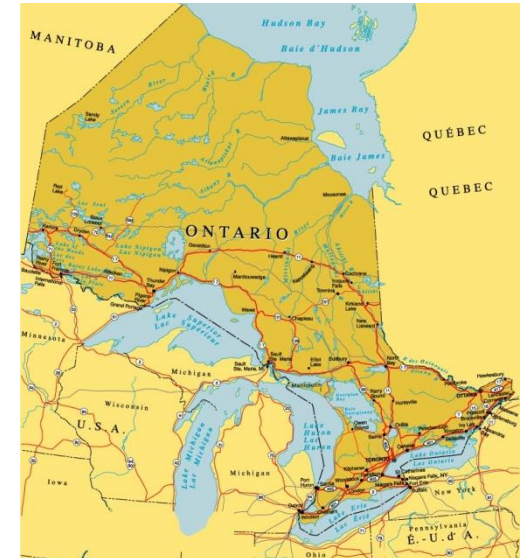
GLOBAL



NATIONAL



REGIONAL



PROVINCIAL

How Will the Township of Tiny Change?

Some Municipal & County-Based Demographics

DEMOGRAPHICS...

SOCIAL/CULTURAL TRENDS & DRIVERS



Another Year Older...

7.2 BILLION PEOPLE

53% live in urban areas

Most Populous Countries, 2014 & 2050

2014

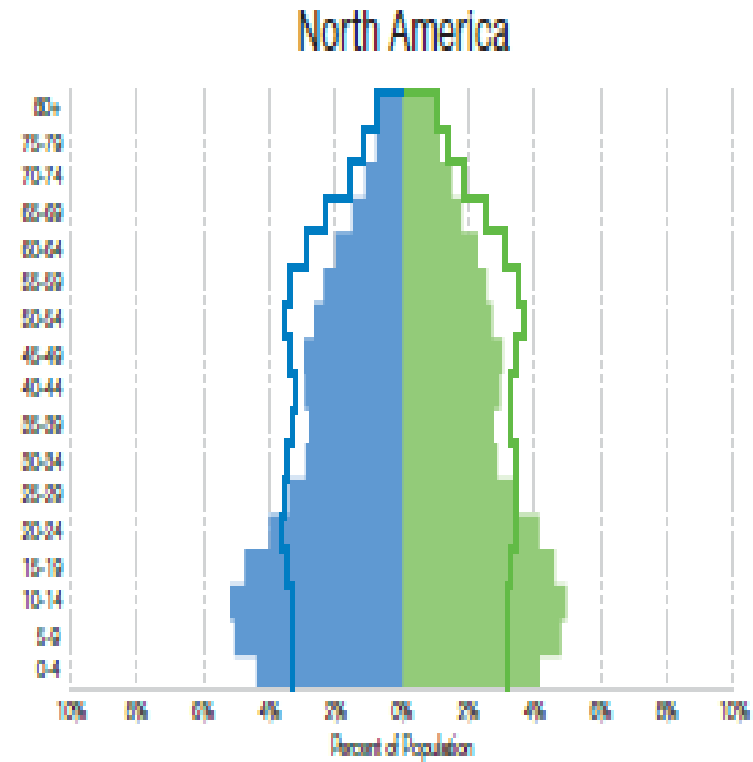
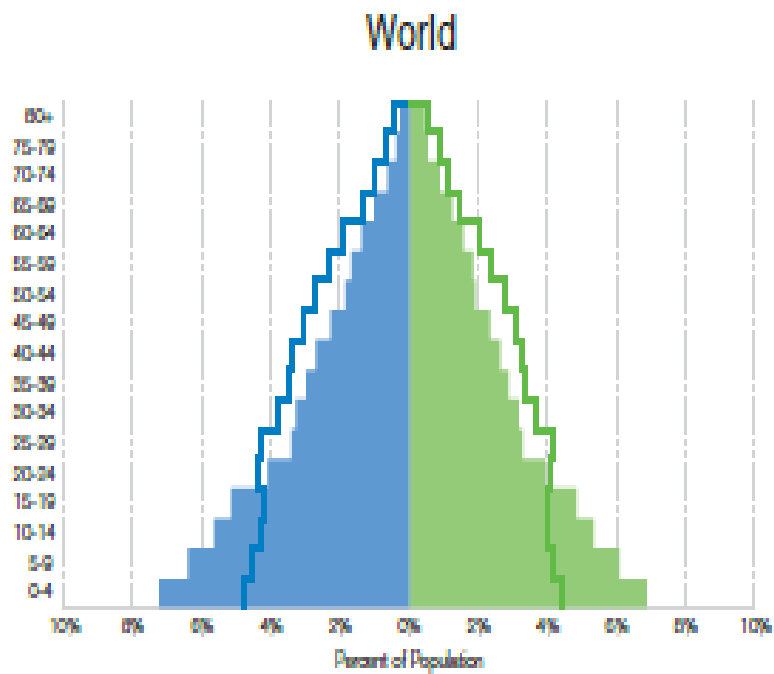
Country	Pop'n (Millions)
China	1,364
India	1,296
United States	318
Indonesia	251
Brazil	203
Pakistan	194
Nigeria	177
Bangladesh	158
Russia	144
Japan	127

2050

Country	Pop'n (Millions)
India	1,657
China	1,312
Nigeria	396
United States	395
Indonesia	365
Pakistan	348
Brazil	226
Bangladesh	202
Dem. Republic of Congo	194
Ethiopia	165

Age Structure – Globally and N.A.

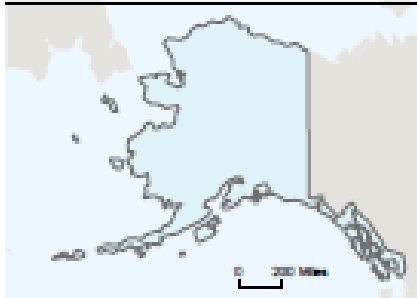
1970 Male Female 2014 Male Female



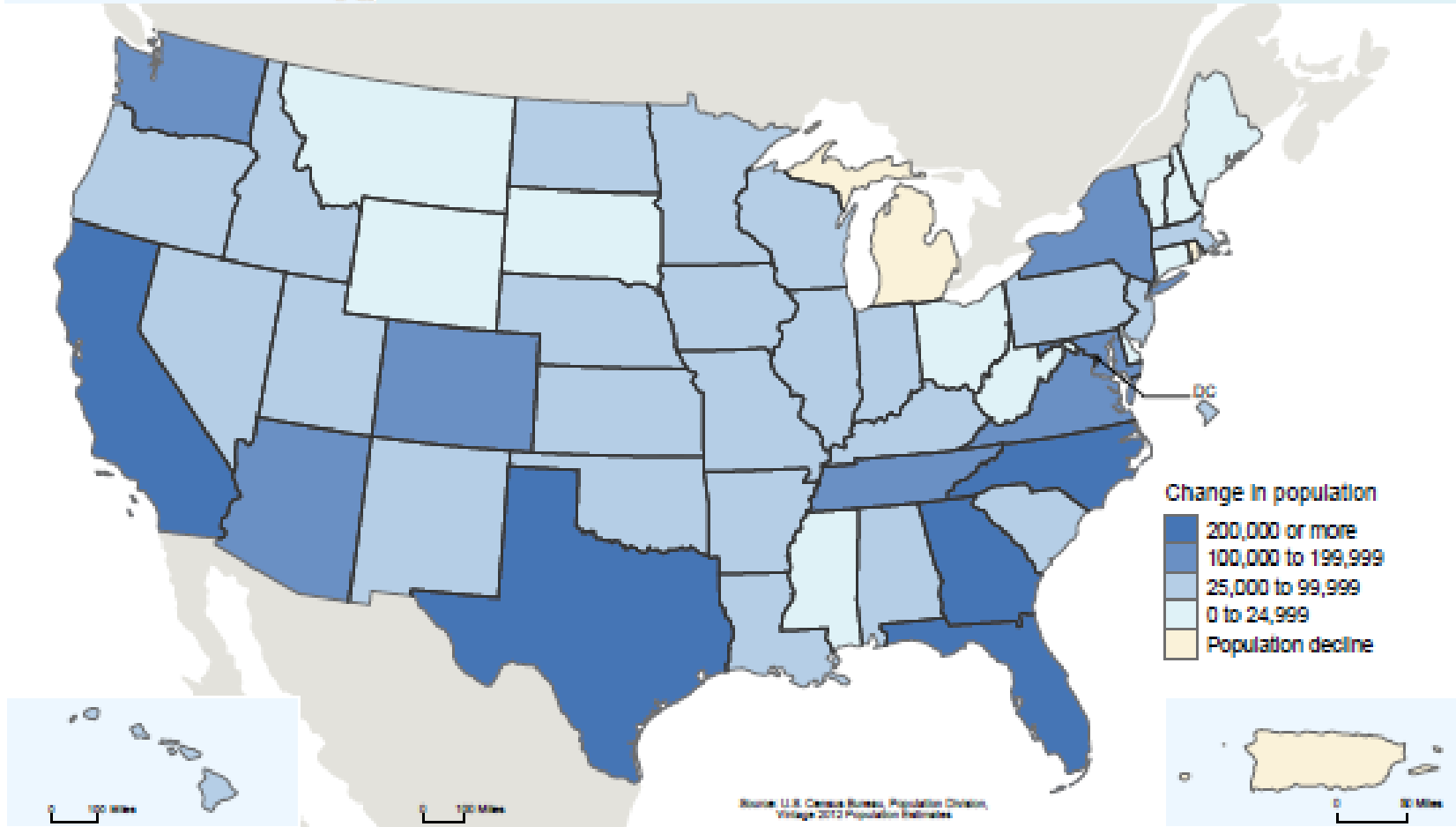
Source: UN Population Division, World Population Prospects: The 2012 Revision (NY: UN, 2013).

We are a World of Demographic Extremes...

- The developed world is aging
- The developing world is young and growing
 - Half of the global population is under the age of 25
 - The world is currently populated by the largest number of adolescents in history
 - 1.8 billion youth today (the shapers of our global future)



Numeric Change in Population for States and Puerto Rico: April 1, 2010 to July 1, 2012



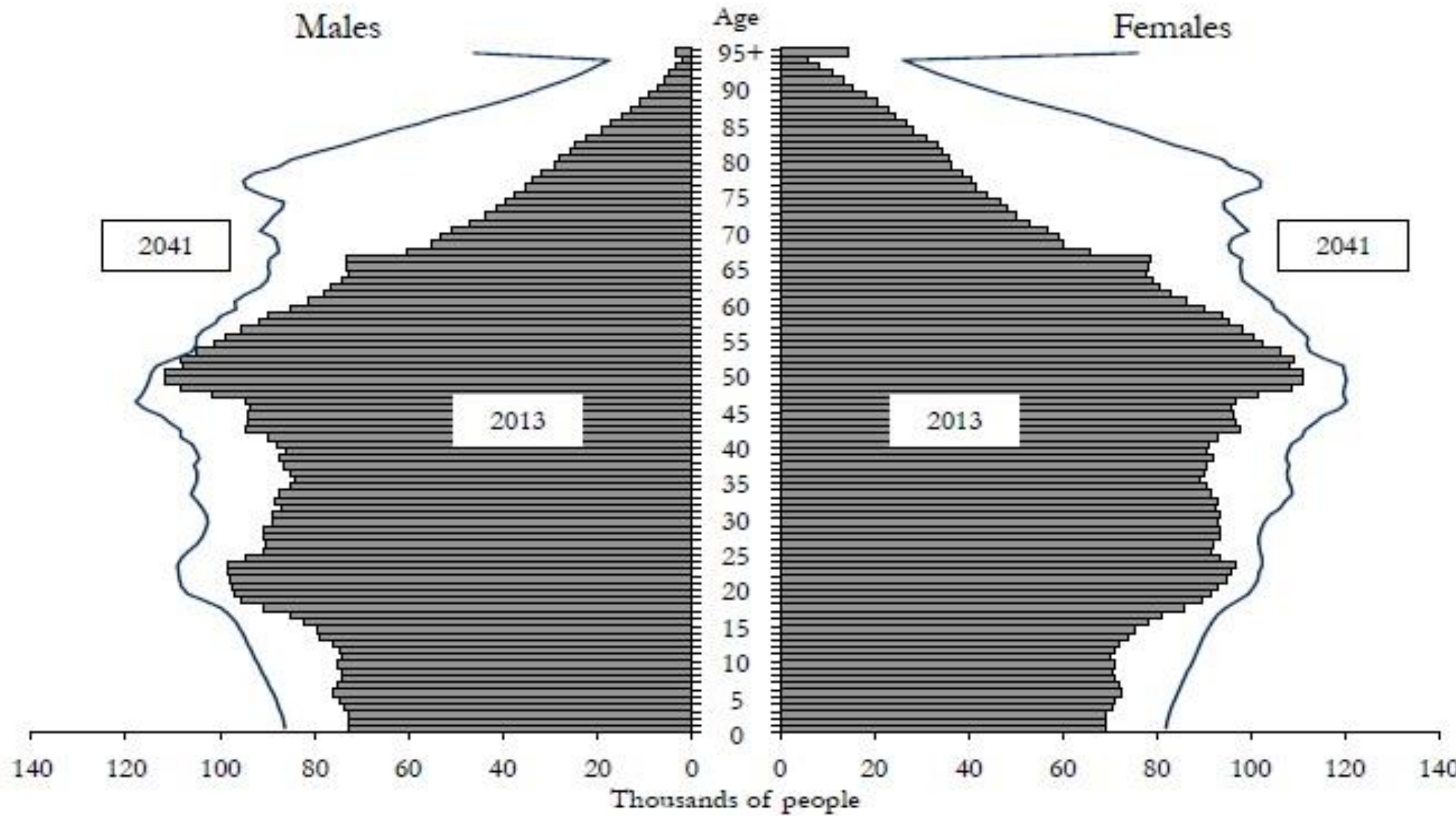
What Else Do We Know About the U.S.?

- Most of the population lives along the ecologically fragile coastline
- U.S. is among the most densely populated countries in the world:
 - N/E Seaboard – 767 people/square mile
- Fastest growing states: Texas, Florida & California

Ontario's Demographic Outlook

- 13.6 million now
- 16.7 million expected by 2030
- Immigration will continue to drive growth

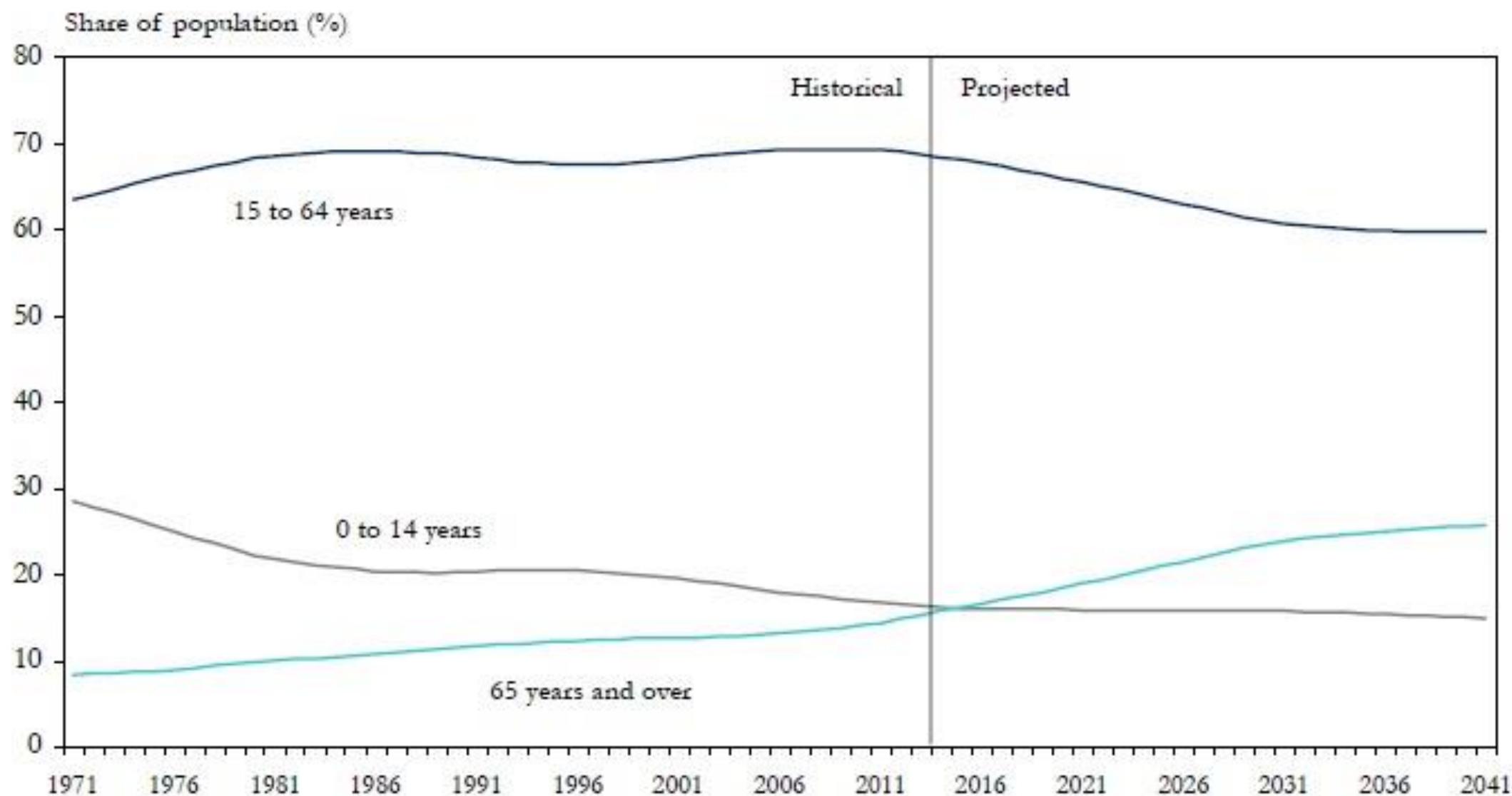
Chart 4
Age pyramid of Ontario's population, 2013 and 2041



Sources: Statistics Canada, 2013, and Ontario Ministry of Finance projections.

Chart 5

Proportion of population aged 0–14, 15–64 and 65+ in Ontario, 1971 to 2041

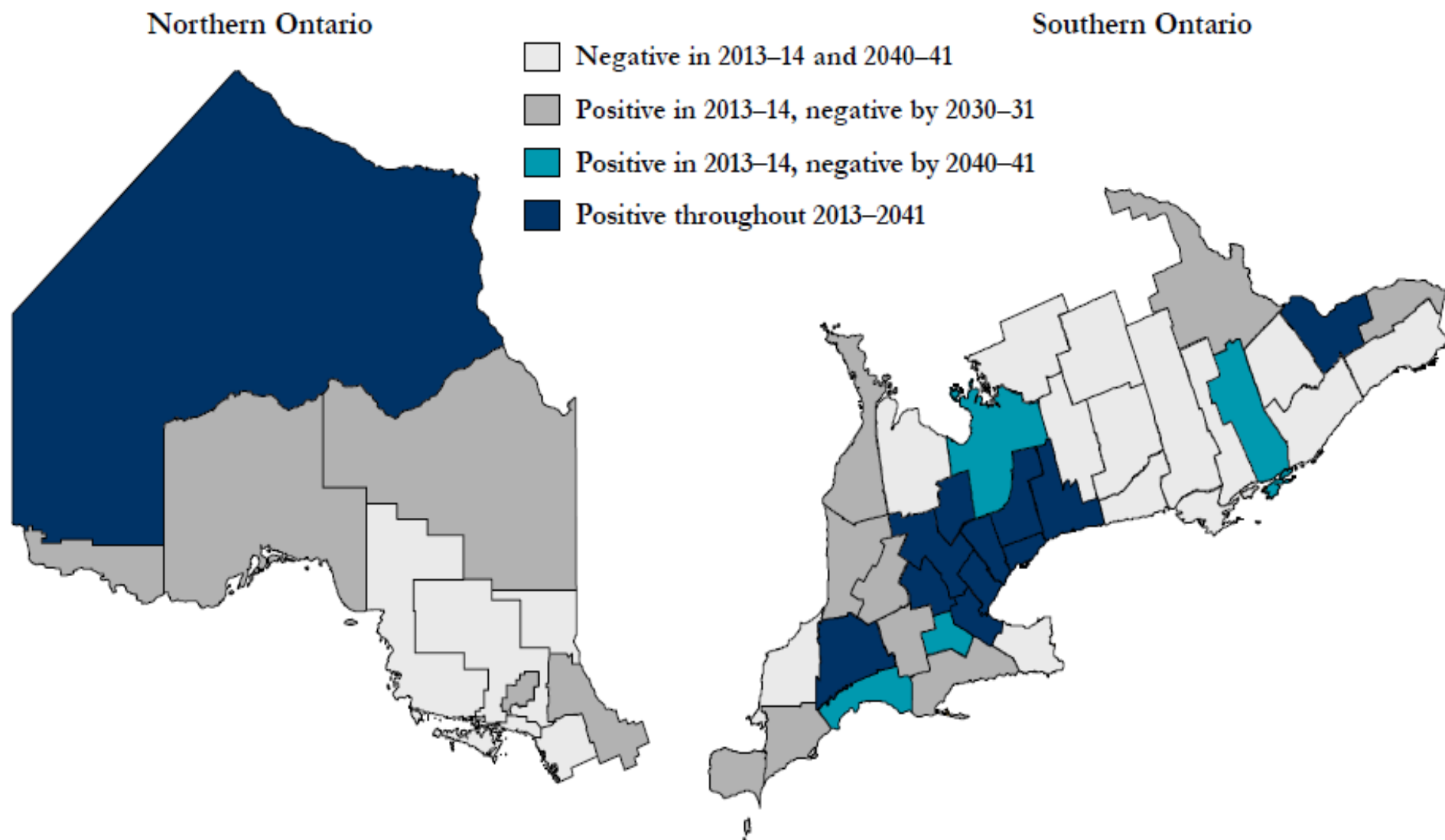


Sources: Statistics Canada, 1971–2013, and Ontario Ministry of Finance projections.

Regional Population Projections & Trends

- GTA population to increase 31.3% from 2013-2041
- Growth in Durham, Halton, Peel and **York** will be significantly faster than the Ontario average
- Three census divisions surrounding the GTA will experience growth above the provincial average: **Simcoe County (36.0%)**, Waterloo (33.3%) and Dufferin (32.0%)
- Halton projected to be the fastest growing census division in Ontario – 72.7% growth rate to 2041; Peel population will increase 52.2% from 2013-41.

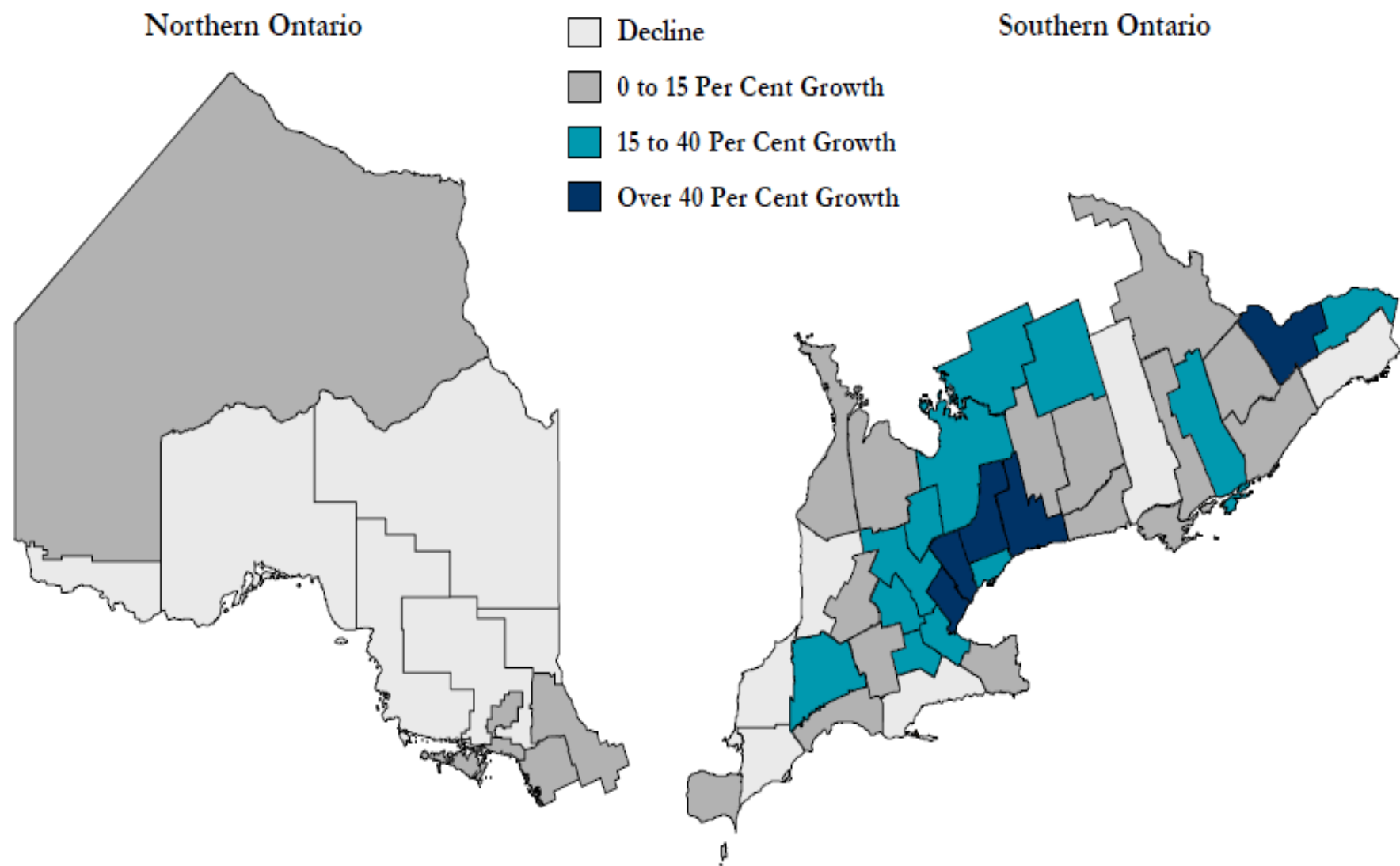
Evolution of natural increase by census division, 2013 to 2041



Source: Ontario Ministry of Finance projections.

Chart 9

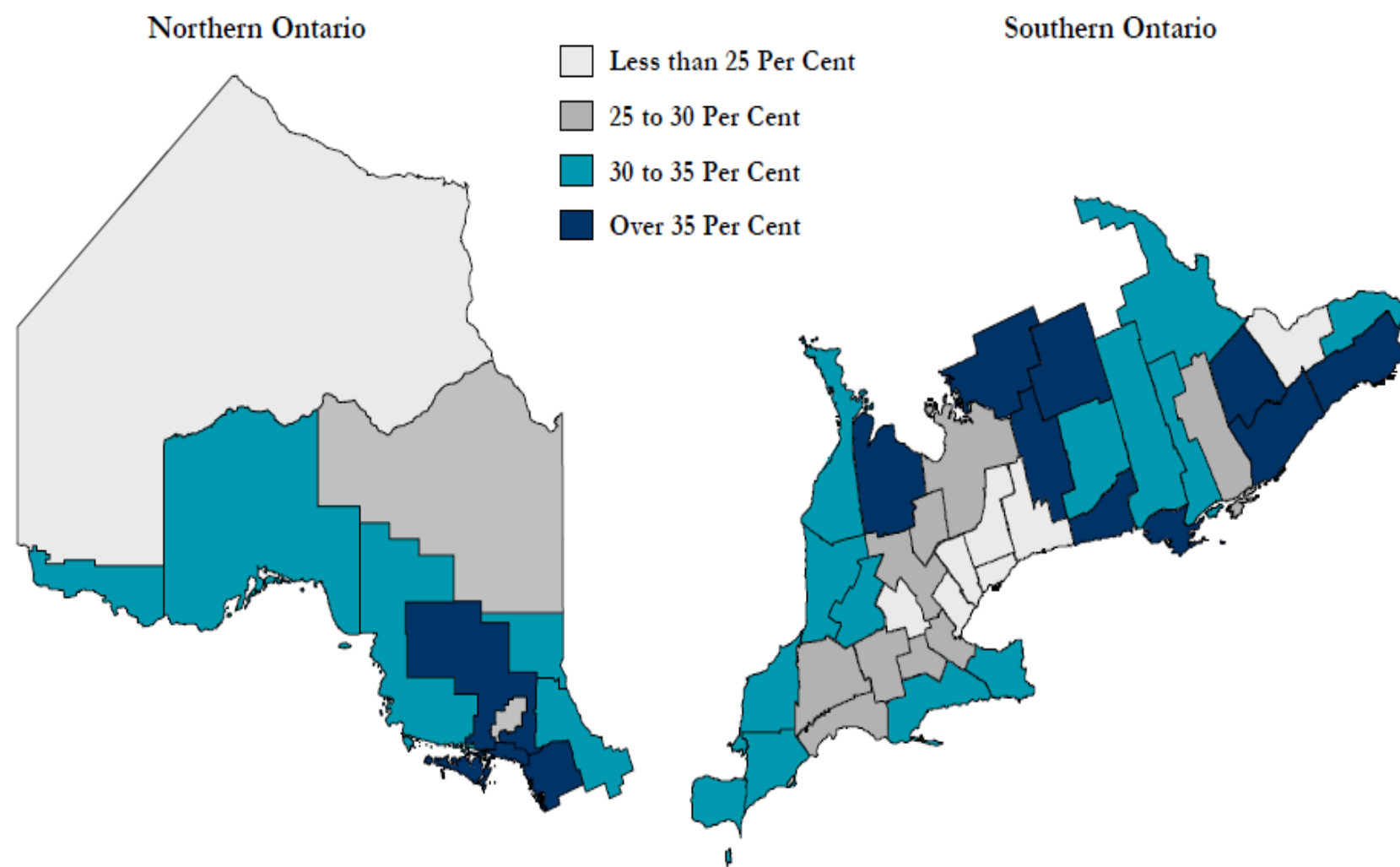
Population growth/decline by census division over 2013 to 2041



Source: Ontario Ministry of Finance projections.

Chart 10

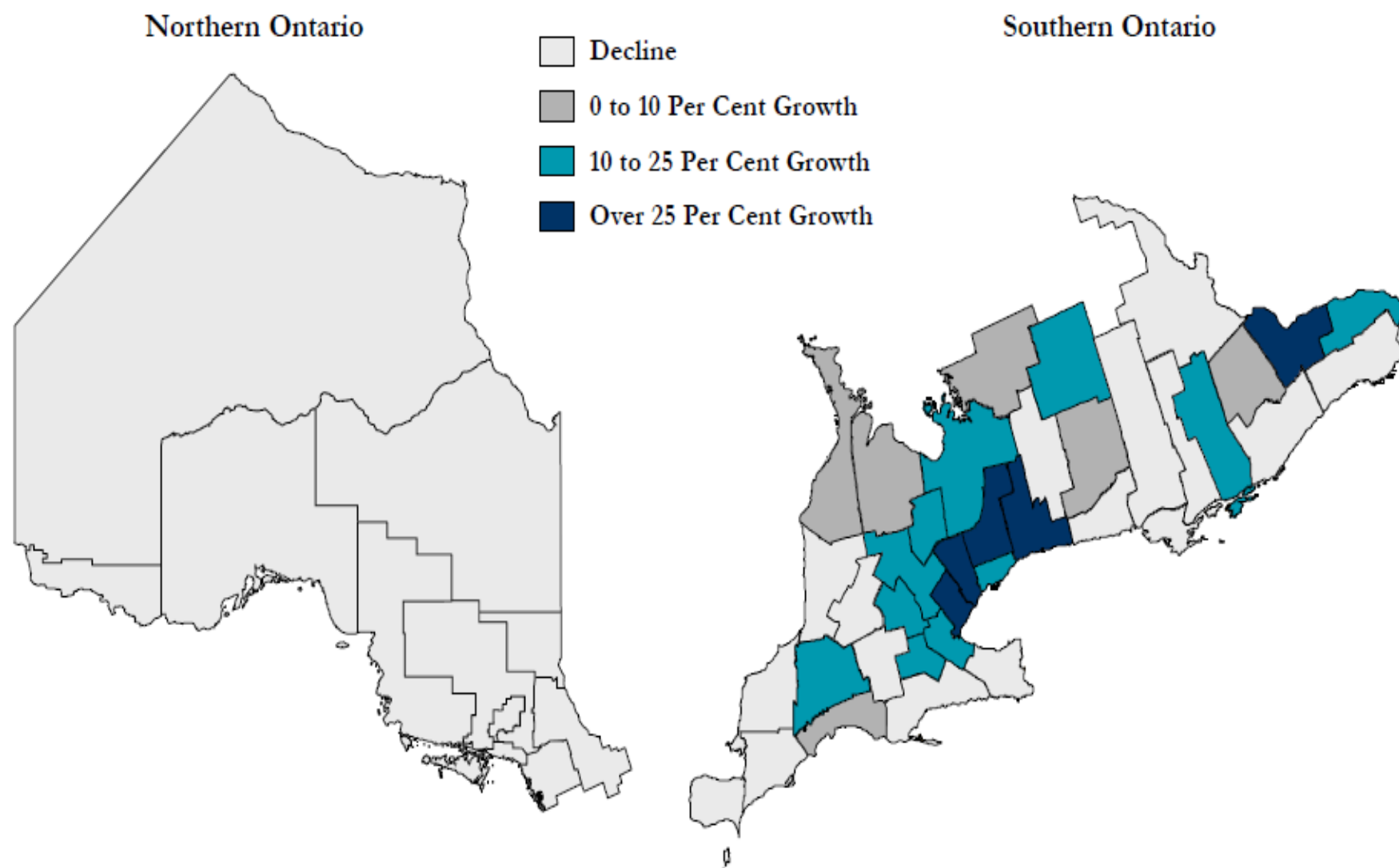
Share of seniors in population by census division in 2041



Source: Ontario Ministry of Finance projections.

Chart 12

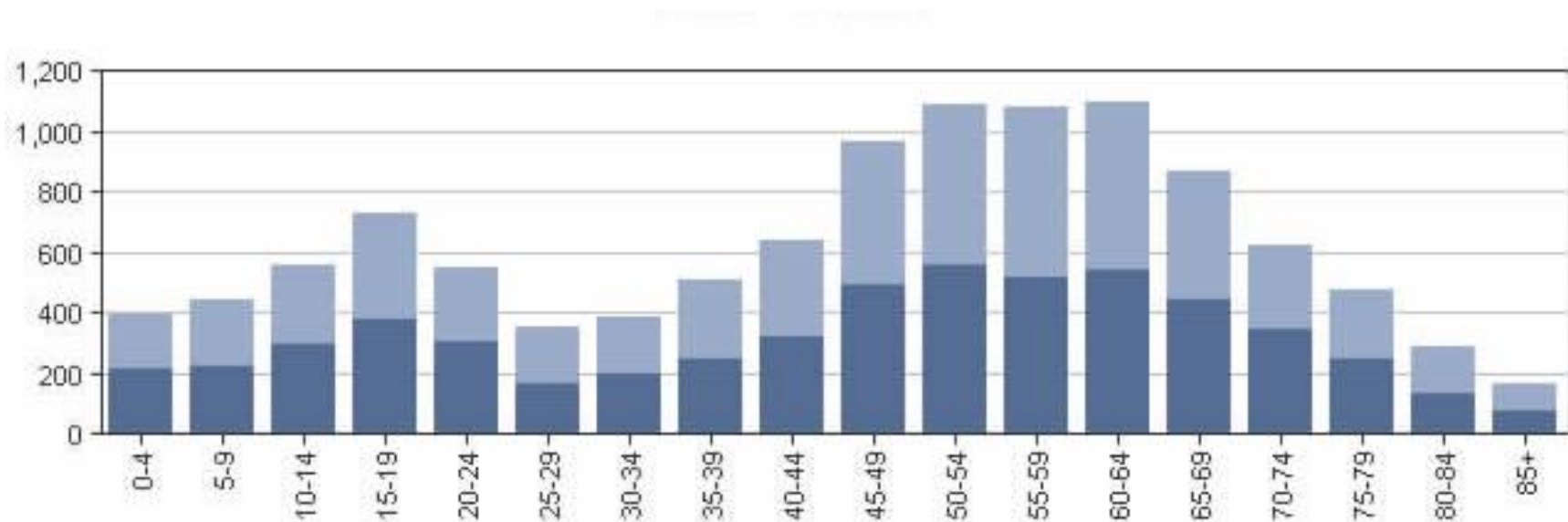
Growth/decline in number of children aged 0–14 by census division, 2013 to 2041



Source: Ontario Ministry of Finance projections.

TINY DEMOGRAPHICS:

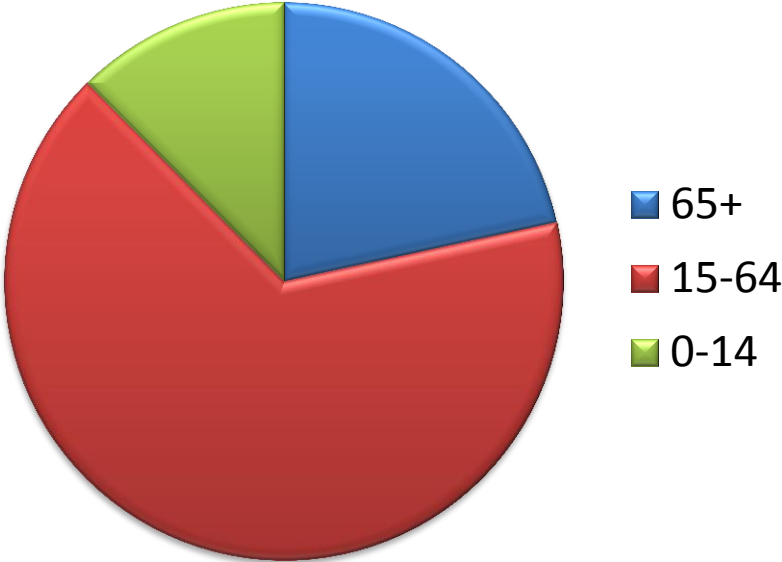
2011 TINY POPULATION DISTRIBUTION



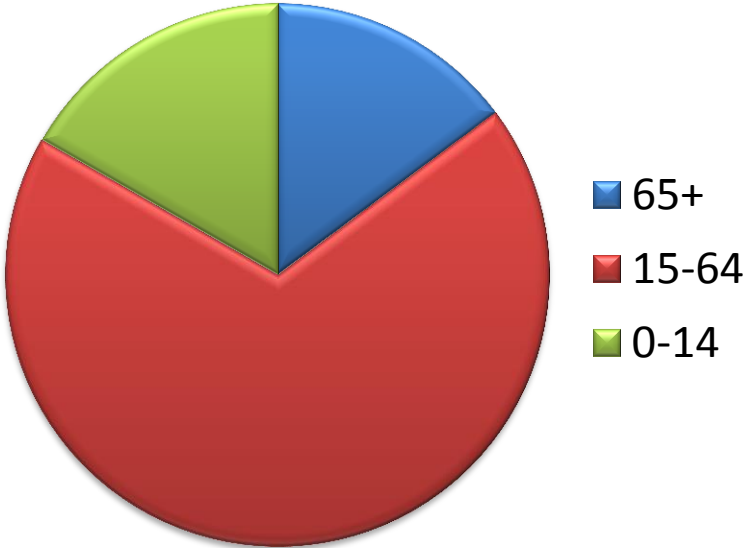
(Source: Statistics Canada, 2011)

TINY AGING POPULATION (2011)

Tiny Township



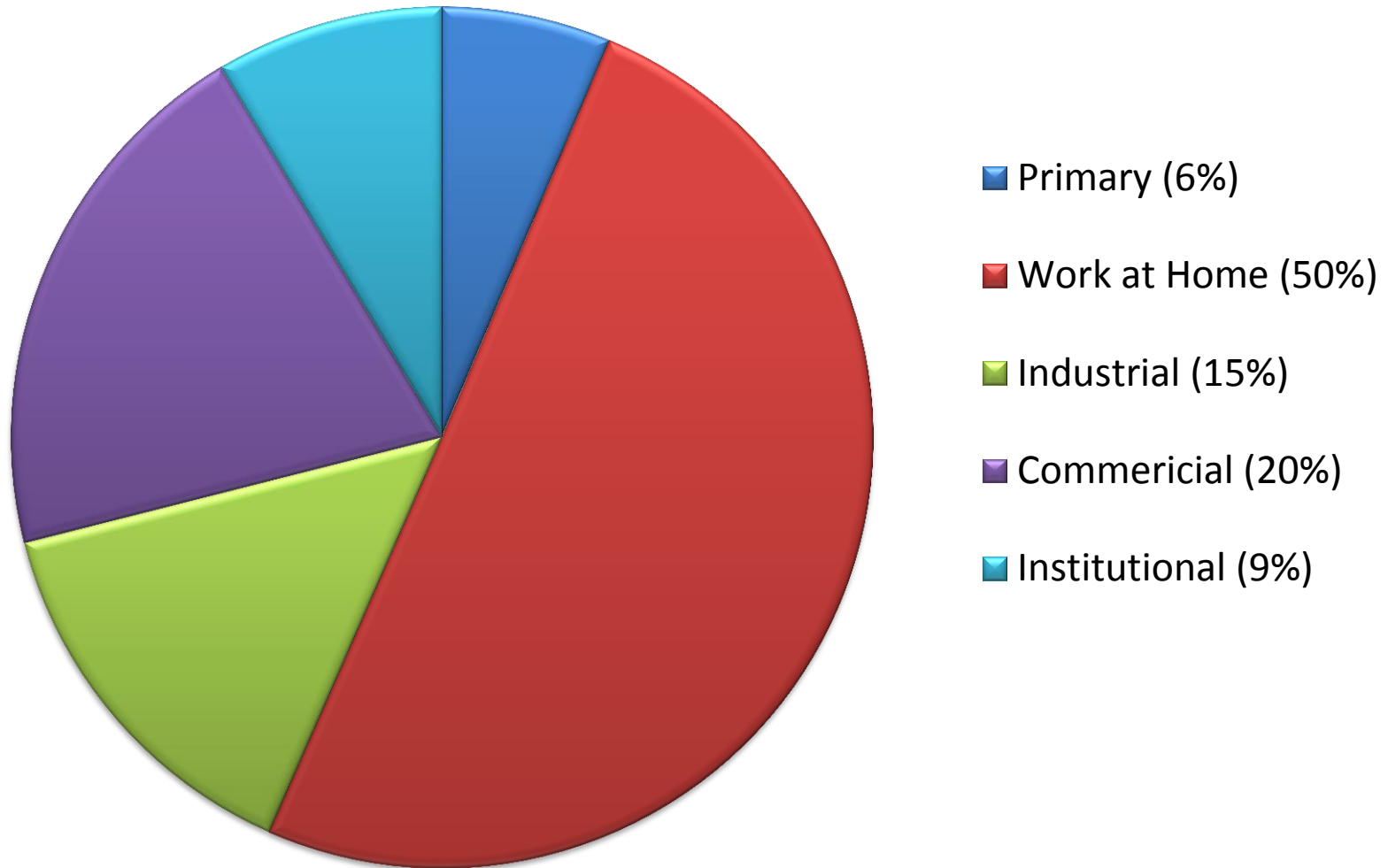
National Age Distribution Average



Population Age	Tiny	National Average
0-14	12.4%	16.7%
15-64	66%	68.5%
65+	21.6%	14.8%

TINY EMPLOYMENT

2015 Employment



TINY DEMOGRAPHICS: DEVELOPMENT

SIMCOE COUNTY OFFICIAL PLAN

The Growth Plan projections for the Township of Tiny to 2031 is 12,500 persons and 1,700 for employment.

TINY DEVELOPMENT CHARGES BACKGROUND STUDY (2015)

Anticipated that 69 new housing units per year will occur over the next 20 years.

Average dwelling size is 2.77 p.p.u. for low density residential units.

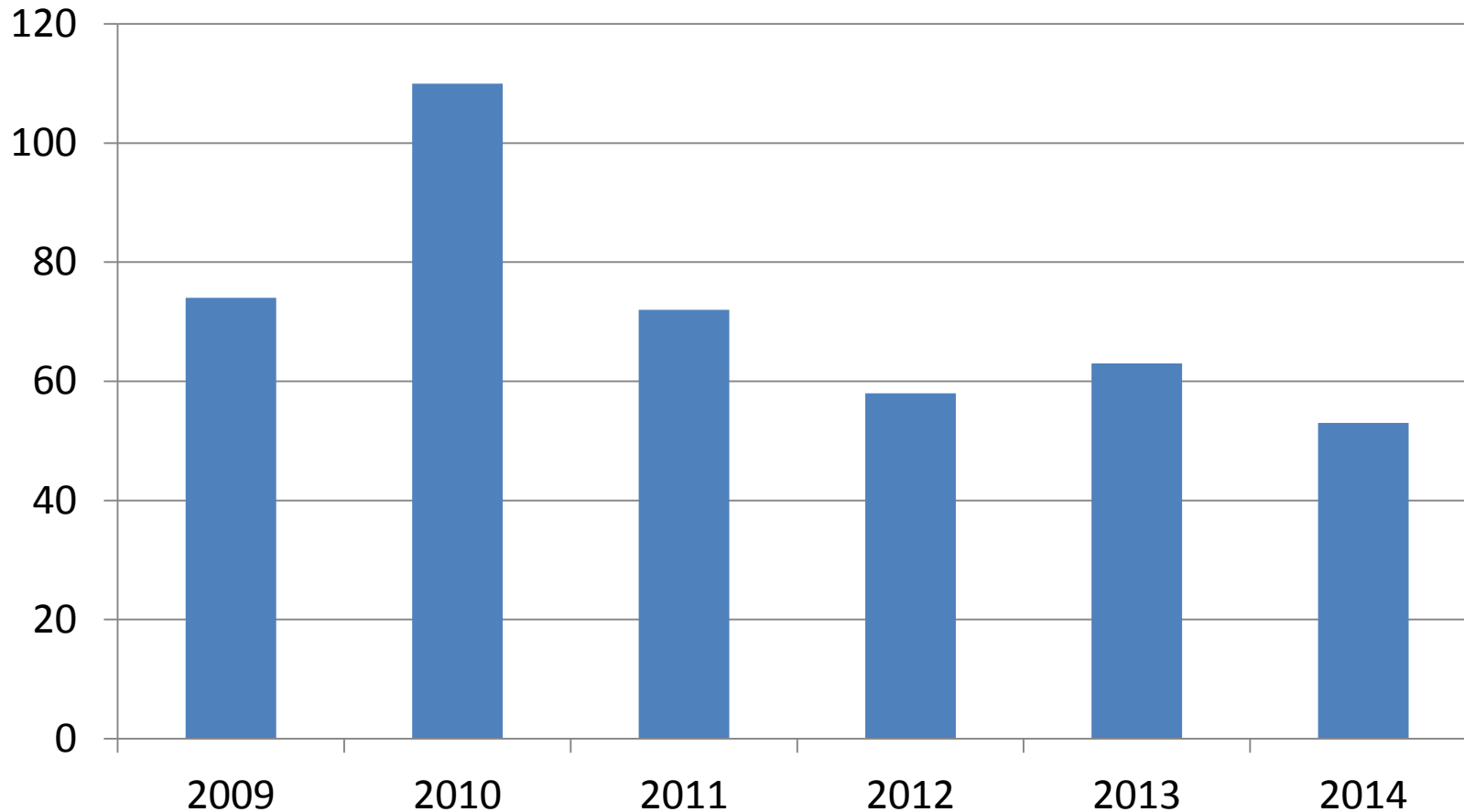
Average dwelling size is 3.66 p.p.u. for seasonal residential units.

Forecasted growth to be 44% urban and 56% rural from 2015-2035.

Anticipated non-residential growth for the next 20 years (G.F.A):

- Industrial – 4,378 square feet
- Commercial/ population related – 11,048 square feet
- Institutional – 3,930 square feet

TINY DEVELOPMENT – RESIDENTIAL BUILDING PERMITS



(Source: Development Charges Study, 2015)

TINY DEMOGRAPHICS- HOUSING

	TINY	TAY	ONTARIO
Single-detached	97.6	94.2	55.6
Semi-detached	0.2	0.8	5.7
Row House	0	0.8	8.5
Apartment (>5 storeys)	0	0	16.2
Apartment (<5 storeys)	0.8	2.5	10.2
Apartment (duplex)	1.2	0.5	3.3
Other-single detached	0.2	0.0	0.2
Movable Dwelling	0.0	1.3	0.3

(Source: Statistics Canada, 2011)

TINY DEMOGRAPHICS: PERMANENT AND SEASONAL RESIDENTS

	2006	2011	Total Increase
Permanent Population	10,760	11,232	+4.4%
Seasonal Population	17,330	18,100	+4.4%

(Source: Statistics Canada, 2011)

Tiny has generally experienced a higher growth rate in comparison to the surrounding municipalities. Springwater has experienced 4.4% increase and Midland's population has increased by 1.5% while Tay and Penetanguishene have experienced a decrease in growth, -0.1 and -2.6 respectively.

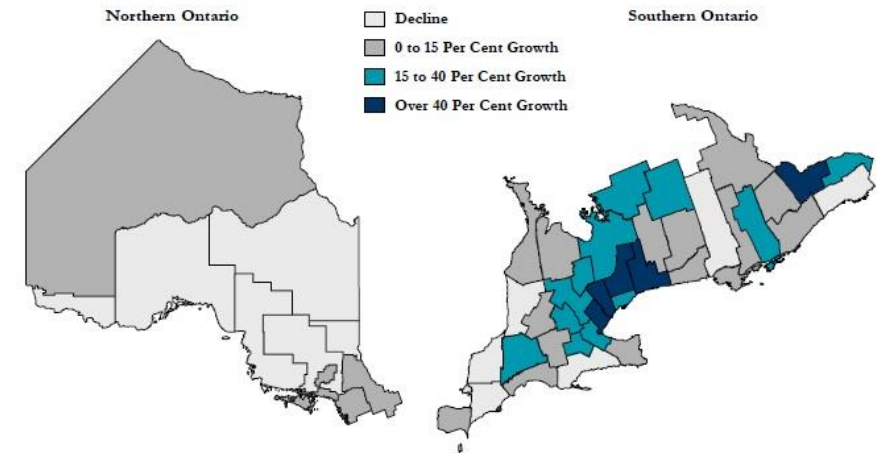
TINY DEMOGRAPHICS: PROJECTED POPULATION GROWTH

	2015	2020	2025	2030
Permanent	11,525	11,594	11,704	12,038
Seasonal	18,635	19,180	19,805	20,445
Total	30,160	30,774	31,509	32,483

(Source: Development Charges Study, 2015)

Chart 9

Population growth/decline by census division over 2013 to 2041



Source: Ontario Ministry of Finance projections.

TINY DEMOGRAPHICS SUMMARY

The Growth Plan projections for the Township of Tiny to 2031 is 12,500 persons and 1,700 for employment.

Higher proportion of 65+ in Tiny Township (21.6% vs. 14.8% Nationally).

Tiny has a significantly higher proportion of single-detached homes which represent 97.6% of the housing whereas Ontario has 55.6% and nationally they represent 55% of the market.

High proportion of seasonal residents that is continuing to steadily increase over permanent residents.



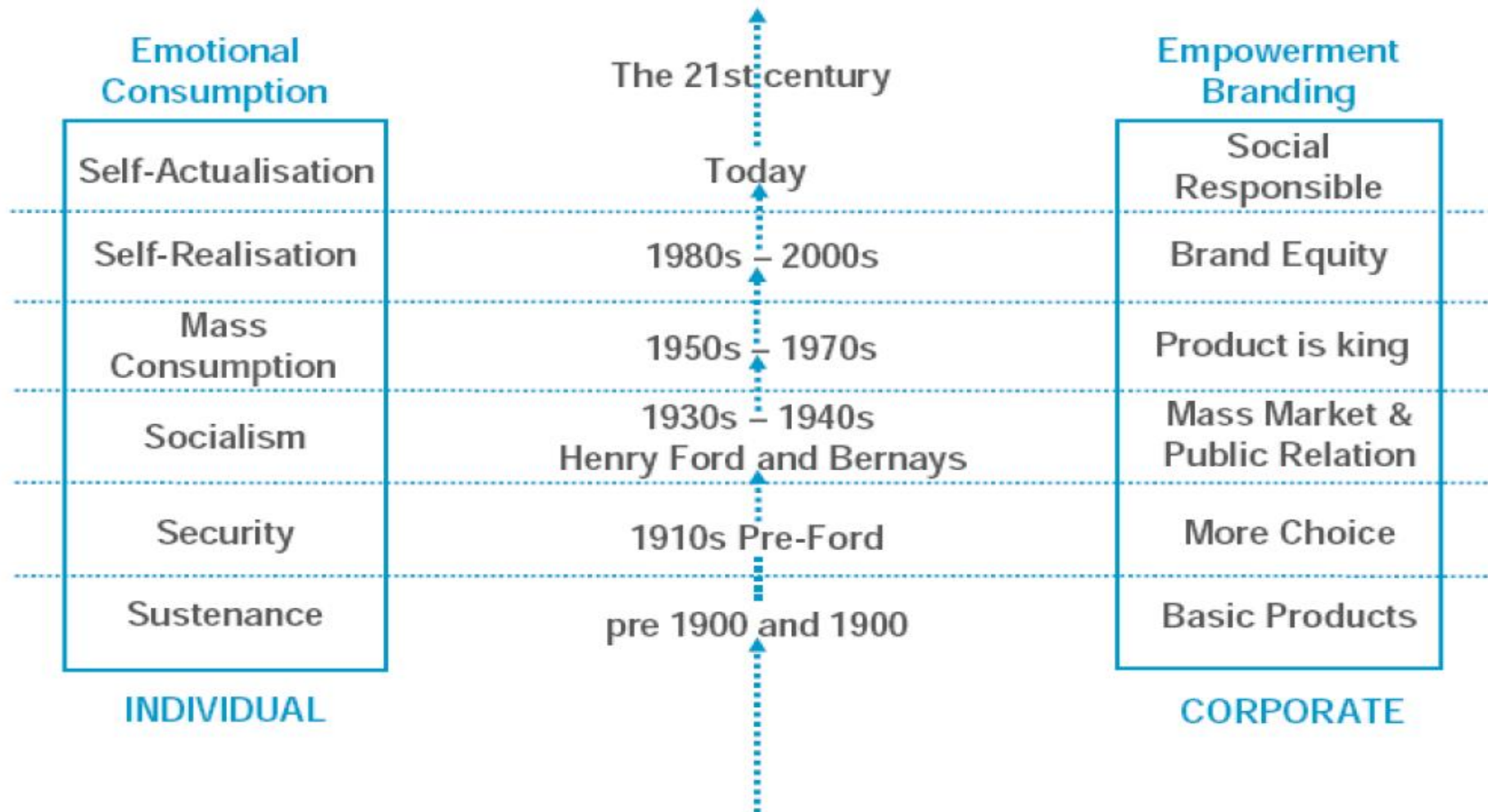
Community & Society: A Diverse & Complex Perspective

SOCIO-CULTURAL TRENDS

Socio-Cultural Observations: Globally

- **Health, Wellness & Wellbeing**
 - Heightened public awareness and concern with **health, safety and security**
 - Terrorism
 - Rise in violent crime
 - Spread of infectious disease
- Geo-Socialization (Six Degrees of Separation)
- **Reverse Brain Drain** – Human Capital in Reverse from more developed to less developed countries

Evolution of Society From a Values Lens...



Socio-Cultural Trends & Drivers

The Global Picture

Oprah Winfrey: “Leadership is about empathy. It is about having the ability to relate and to connect with people for the purpose of inspiring and empowering their lives.”

- We are entering a new era – VALUE SETS are shifting
- Multi-dimensional world – Contrast & Controversy Rule
- Emotional Consumers are emerging... “How Can I Get More Out Of My Life”
 - self-empowerment is a personal goal
 - Social responsibility and transparency is top of mind
 - 2 Principles Today: Efficiency & Effectiveness & Ideal of Happiness and Quality of Life

Socio-Cultural Drivers (continued)

- Key Trends: Globalization; Global Connectivity; Free Capital Flow; Friendship Networks – People are forming ‘tribes’ across cultures, beliefs & borders; Transparency and ‘traceability’ = more meaning
- Global sustainers – (“The Jolie/Pitt Factor”) influential and informed individual practices and personalities -- to be successful, we need an attractive green policy and an ethical and caring attitude
- Facts + Empathy & Empowerment
- Emergence of Empowerment Companies (Apple, Unilever, Ikea, INNOCENT) – all focusing on empowering and engaging their audience...
- They practice... **Multidimensional Thinking** (Emotional, Spiritual, Social & Scientific)

Socio-Cultural Drivers

Multidimensional Thinking

(Anne Lise Kjaer)

- Goods & Services that cater to values, beliefs, interests and lifestyles
- Need to reach people in meaningful ways – engaging on all levels will be critical moving forward





Hyper Connectivity

Instantaneous Transfer of Information & Knowledge

Multi-Innovation

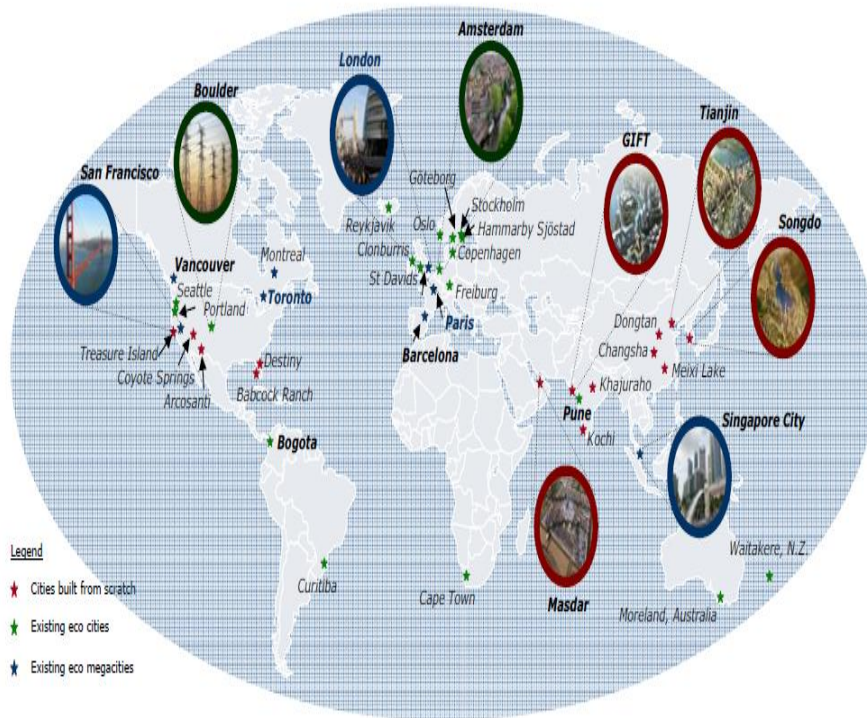
TECHNOLOGICAL TRENDS & DRIVERS

Technological Trends & Drivers

- Technology is driving the pace of change
 - Instant Skills
 - Fast-Laning (The end of the line for waiting in line)
 - The Internet of Shared Things – new connections, new behavior and new opportunities
- Technology will drive political and consumer agenda
- For municipalities...
 - Instantaneous transfer of 'real time' data places all of us in a position of increased scrutiny
 - Costs will need to be controlled
 - Service will need to be enhanced
 - Risks will need to be managed

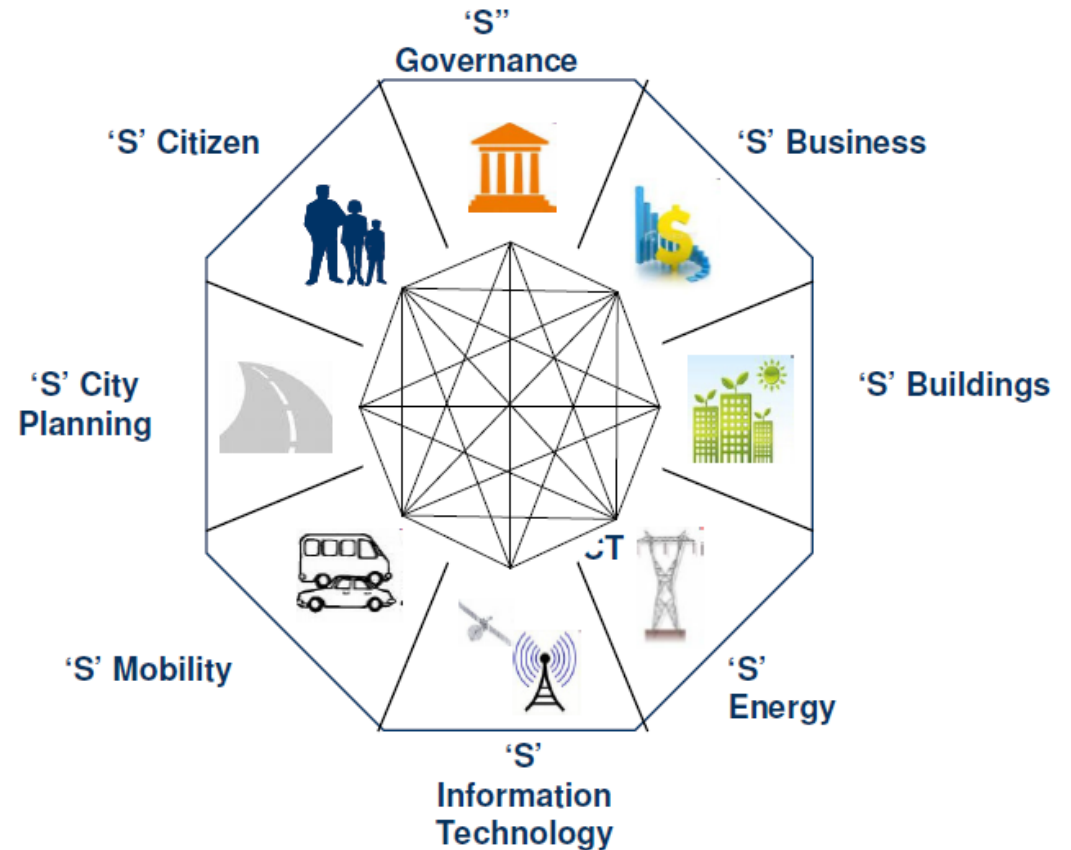
Move From 'Green' to 'Smart'

(Frost & Sullivan; Sarwant Singh)



Source: Frost & Sullivan

Smart Diamond to define Smart city





ECONOMICS

The State of the World Economy

The State of the Nation

The State of the Regional Economy

Economic Trends & Drivers:

The Global Picture

- National scene is still dominated by the state of the economy
- Global economic environment remains volatile - considerable uncertainty
- Shifts in the global economy are emerging – globalization is a key driver
- Global giants are emerging in China and India
- Shift in the North American economy from manufacturing to service based economy:
 - Manufacturing Sector Job Losses (U.S. News)
 - 2.7 million jobs lost to China in 10 years (2001-2011)
- From Knowledge has power to Knowledge is Power

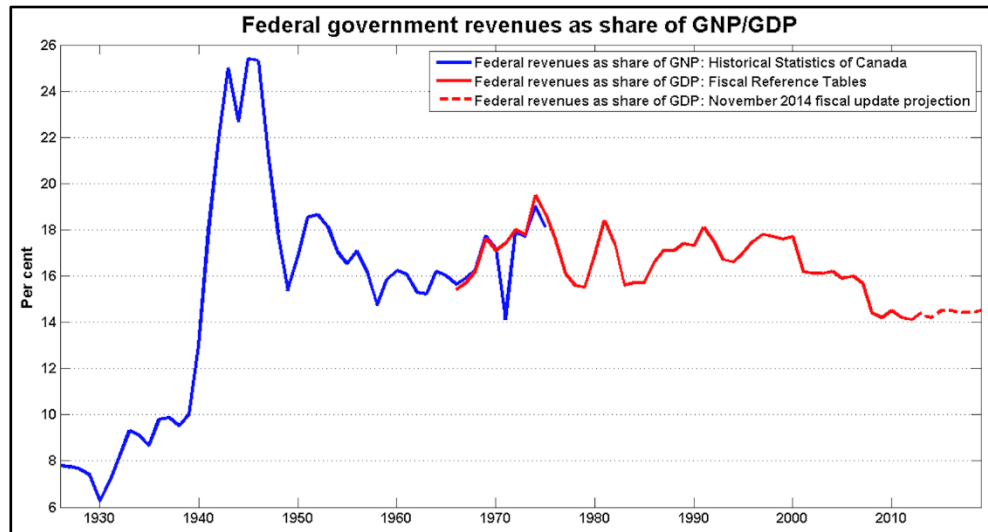
Economics: Globally

Uncertainty, Volatility

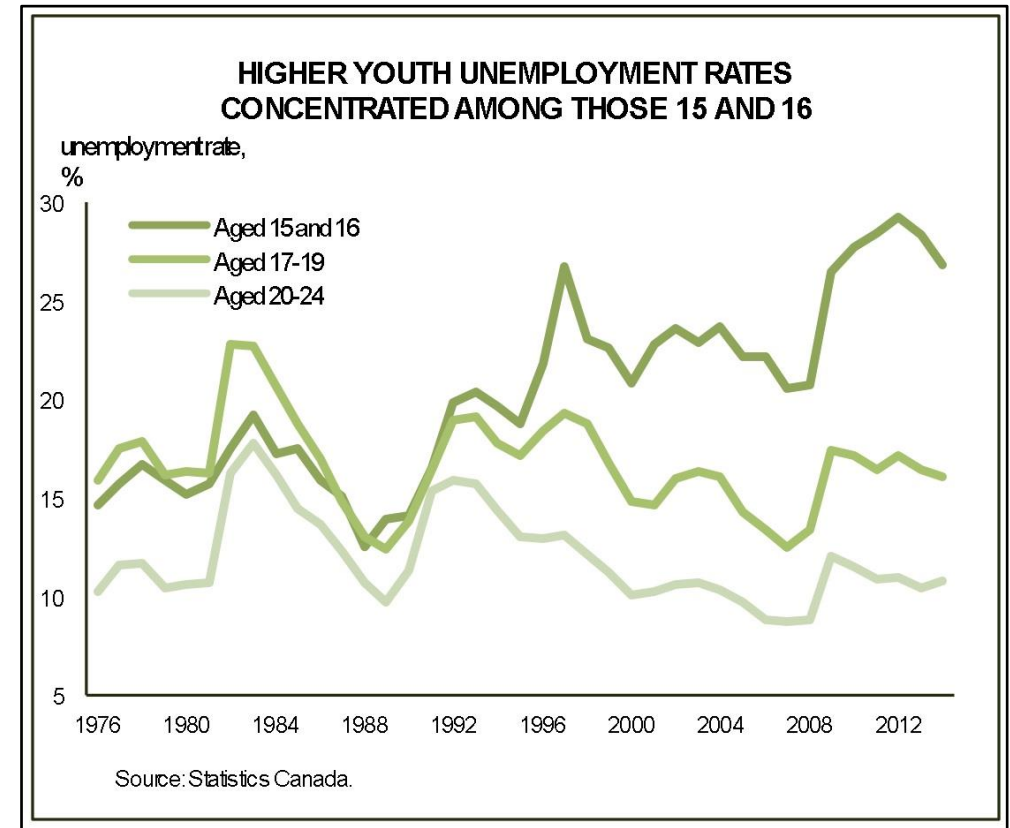
- Global volatility and uncertainty – global economic recovery is uneven and slow
- Weakness in Europe; slowing growth in China; recession in Brazil and Russia
- Expect overall to see a lift in global growth

Canadian Economics...

(Jason Kirby, MacLean's – April 20, 2015)

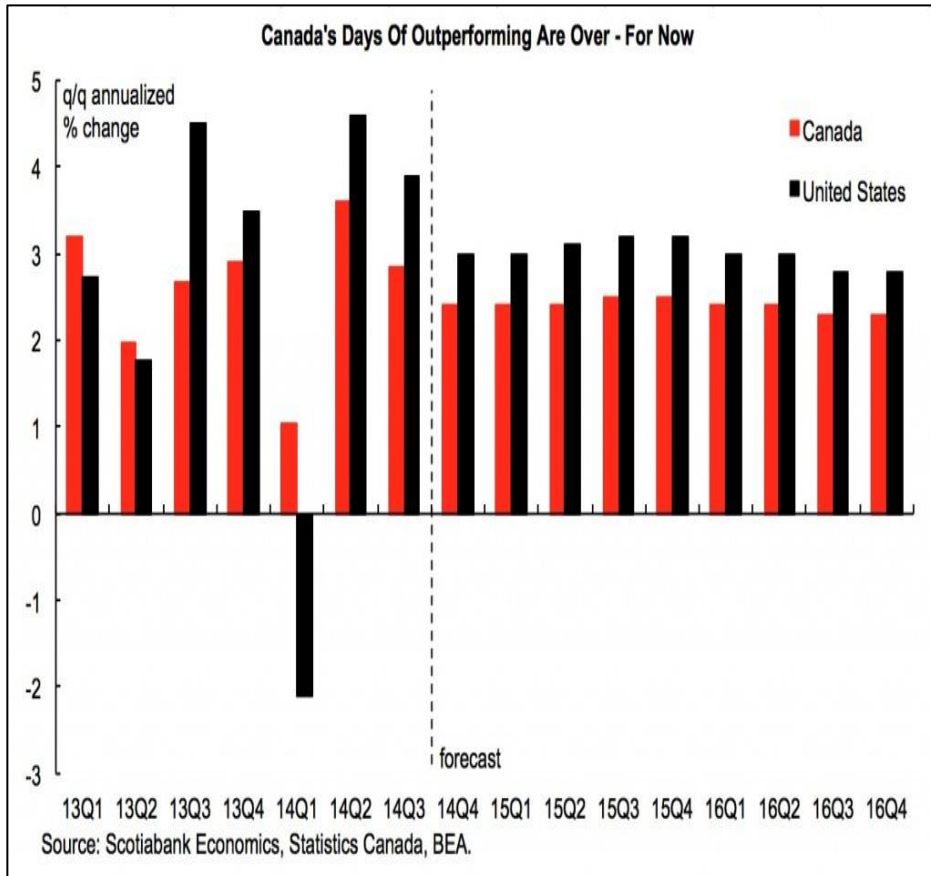


Stephen Gordon, Universite Laval

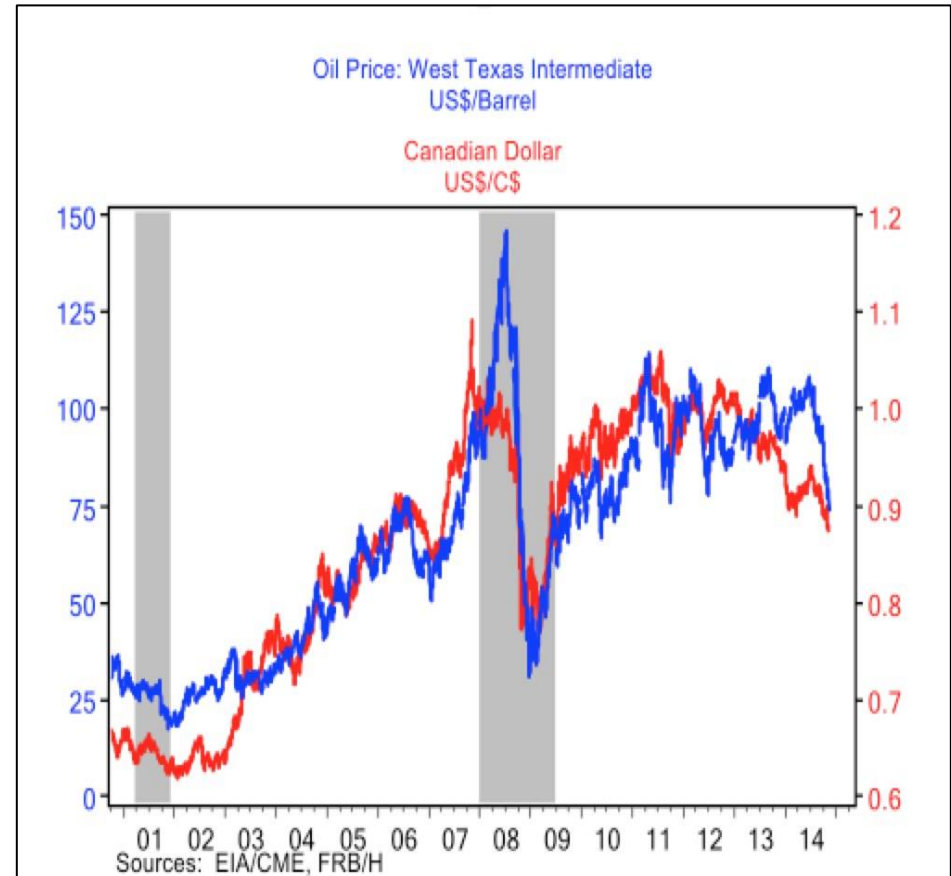


Derek Burleton, TD Economics

Canadian Economy



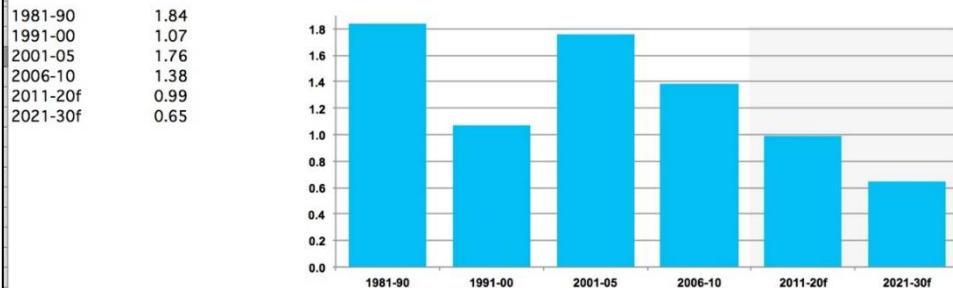
Derek Holt, Scotiabank Economics



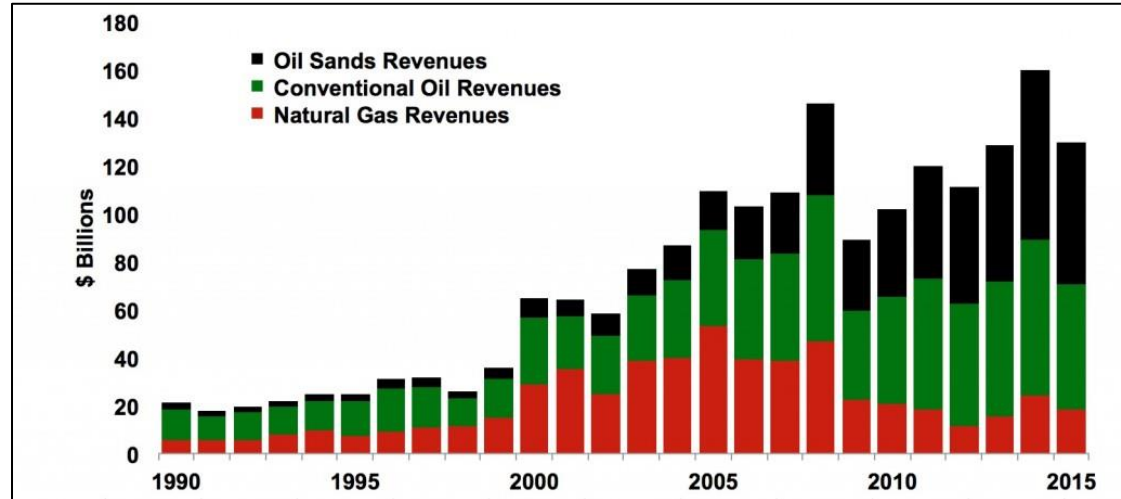
Doug Porter, BMO Capital Markets

Canadian Economy

Canadian Employers Need to Adjust to a New Reality
Labour force growth projection, average annual compound growth



Glen Hodgson, Conference Board of Canada



Peter Tertzakian, ARC Financial Corp.

Economics – Nationally & Regionally

- Canadian economy has remained buoyant as a result of its sheer size
- Economic issues remain top of mind Provincially (transformation, modernization)
- Some municipalities focusing on transforming and repositioning themselves as service facilitators rather than service providers
- The role of government is changing

Ontario Economy

- Higher US growth, Lower Canadian dollar, Lower oil prices will push up Ontario's real GDP to 2.7% in the next two years. (Compared to 1.9% in 2014 and 1.3% actual in 2013).
- **Key Issues:**
 - **Fiscal Uncertainty**
 - **Fiscal Responsibility**
 - **Fiscal Accountability**
 - **Sustainable Funding**





Uncertainty & Unknowns

Risk & Resiliency

Demand for Science and Knowledge

ENVIRONMENTAL TRENDS & DRIVERS

Environmental Trends

Uncertainty

- Much debate about the climate crisis
- Reinsurance Sector monitoring for atmospheric instability and changing patterns of precipitation
- Implications for groundwater recharge, availability, adaptation

Risk

- By 2025, water shortages anticipated in nearly half the world
- More than 80 countries now face water shortages
- Only the US uses more water than Canada
- Huge focus in Ontario (and elsewhere) on risk management (e.g. Source Protection Planning)

Key Environmental Issues

Global Issues:

- Climate Change Mitigation
- Energy-Efficiency
- Renewable Energy
- Alternative Fuels
- Eco-Innovation
- Environmental Management Practices

Provincial Issues

- All of the above plus...
- Species At Risk
- Source Water Protection
- Green Energy
- Provincial Plan Review
- Growth Plan for the Greater Golden Horseshoe
- Growth Plan for Northern Ontario

Demand for Science & Knowledge & Information

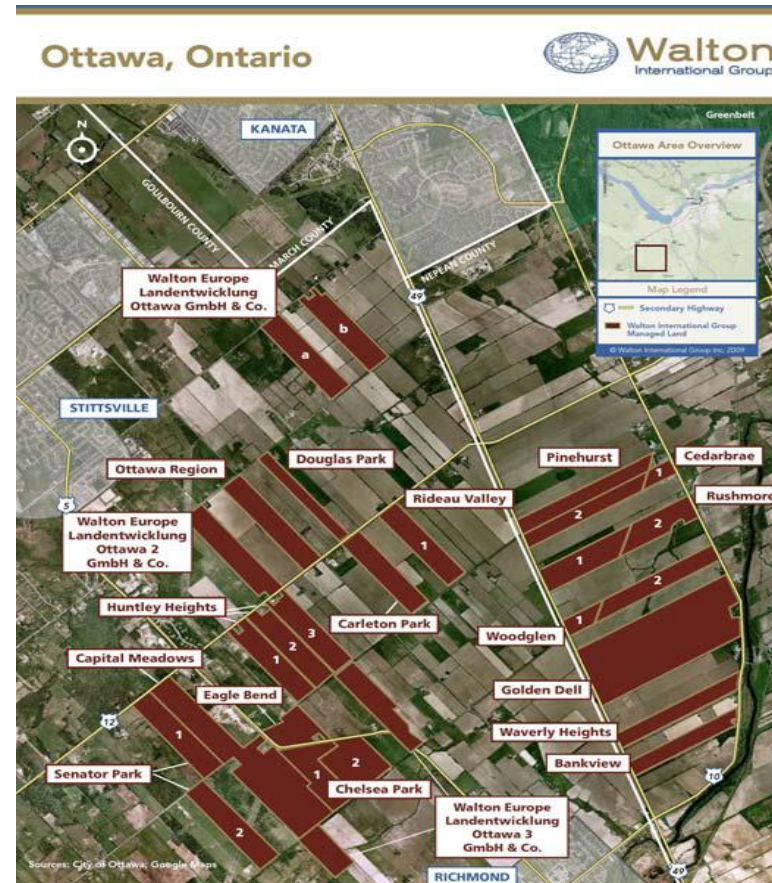
- Strong linkage being made between environmental health and human health (Walkerton; Local Food Movement; 100 Mile Diet; Farm to Fork)
- Scientific knowledge and information is key to 'getting the answers' to what we don't know
- Meteoric rise in environmental monitoring, mitigation and adaptation
- Huge focus on risk management (e.g. source water protection)

Land Banking

According to the company, “Ottawa . . . has a ‘greenbelt’ that was designed to protect open space and parkland surrounding the core area of the City. The result is an increase in prices, and lack of development opportunity inside the Greenbelt, and a proven desire from the consumer and residents to locate outside of the Greenbelt in lower cost, single family neighbourhoods. . . . True to Walton's acquisition strategy, Walton has successfully assembled the largest land position in the target area and is

actively pursuing entitlements and growth plans for the area.”

Walton has plans to buy additional farms and farmland across Ontario and Alberta.



Environmental Changes – Some Observations

- Changes in the outer loop – the 905 already established as a suburban hinterland
- Increased interest in the 705 as a potential commuter-shed beyond the greenbelt – consider new development that is affecting Twp. of Georgian Bay; marginal properties in Collingwood; growth that is taking hold in Uxbridge

Environmental Changes – Some Observations

- Re-investment in many smaller communities
 - Older adults who cottaged here as children are returning to retire
 - Conversion of cottages to year-round use
 - The arrival of the FLT's – Finally Left Toronto
 - Infusion of ex-urbanites looking for a small Town feel; a more 'pristine' existence
 - Investment in the 705 loop by those concerned with finding 'Attainable Housing'
- Changes to the agricultural fabric
 - Decrease in livestock and increase in row cropping; enhanced interest in biofuels and green energy

Agricultural Opportunities

- The 100 Mile Diet
- Organic Farming & Organic Markets
- New immigrant demands
- New Institute of Food Processing Technology at Conestoga College, Cambridge
- Innovation is expected:
 - Food
 - Health
 - Environment
 - Energy
 - Bioproducts

Shifts Happen

GEO-POLITICS



Global Political Trends

- Global volatility
- Uncertainty and instability
- Traditional forums appear less able to manage current political climate - more polarized positions; greater degrees of conflict and complexity
- U.S. demographic shifts are impacting the electoral results

Geo-Politics: The U.S.

Centre of political gravity is **shifting south and west**

- Reflected in every Presidential election
- Since George Bush Sr. was elected, 27 Electoral College Votes have shifted to the s/w states, now accounting for 59% of national growth in eligible voters since the last election
- First time in 38 years, the US has a President that does not come from Texas, Arkansas, Georgia or California

Geo-Politics: Canada

- Voter preference more difficult to predict
- Winds of Political change continue to blow at gale force in Canada
- We have just seen change in municipal government
- Majority government for Kathleen Wynne's Liberals
- Upcoming Federal election

Politics & Government in Canada

- Evolution of Government - role changing from social democratic model to non-interventionist role (downloading, offloading, partnerships)
- More demands for 'entrepreneurial styles of government' (electronic park reservations; banking by internet) – 24/7 services
- Issues of trust prevail – Senate Scandal

Implications & Opportunities for Municipalities

Growth Pressures

Greater value on natural places and spaces as the GTA continues to urbanize.

Competing interests from a range of uses and users.

Pressure to monitor environmental impacts.

Changing Demographics

Aging society – changing demands from a recreational and watershed management lens?

Mobile workforce – recruitment and retention at Move from stakeholder management to stakeholder engagement (Co-Creative).

Exemplary operating practices and reporting.

Stewardship initiatives and partnership opportunities.

Technology

New ways of doing business?

Increased scrutiny from 'outside'; new challenges to manage issues; implications for consistency in approach and practice?

Opportunity for public private partnerships?

Open Data? R & D implications?
New ways of solving issues? Access to global experts?

Fiscal Prudence & Cost Containment

Sustainable Funding?

Different service delivery models?

Environmental Uncertainty

More complex issues. Is a different skill set needed (e.g. convener; facilitator; settlement broker).

Demands for scientific certainty, knowledge and information.

JURISDICTIONAL SCAN – MUNICIPAL & COUNTY STRATEGIC PLANS

SIMCOE COUNTY 2014-2024 STRATEGIC PLAN

- A. Growth Related Service Delivery
- B. Strengthened Social, Health and Educational Opportunities
- C. Economic & Destination Development
- D. Environmental Sustainability
- E. A Culture of Workplace and Operational Excellence
- F. Responsive and Effective Governance

JURISDICTIONAL SCAN – MUNICIPAL & COUNTY STRATEGIC PLANS

SPRINGWATER STRATEGIC PLAN 2012-2014

Guiding Principles

1. Community Development
2. Growth Management
3. Infrastructure, Financial
Management and Service Delivery

Supporting Guiding Principles

Green Agenda- continued
implementation of Township's
Sustainability Plan

Communication- continue
Corporate Communications Policy
and effort, encourage community
engagement and educational
promotion of municipal
government.

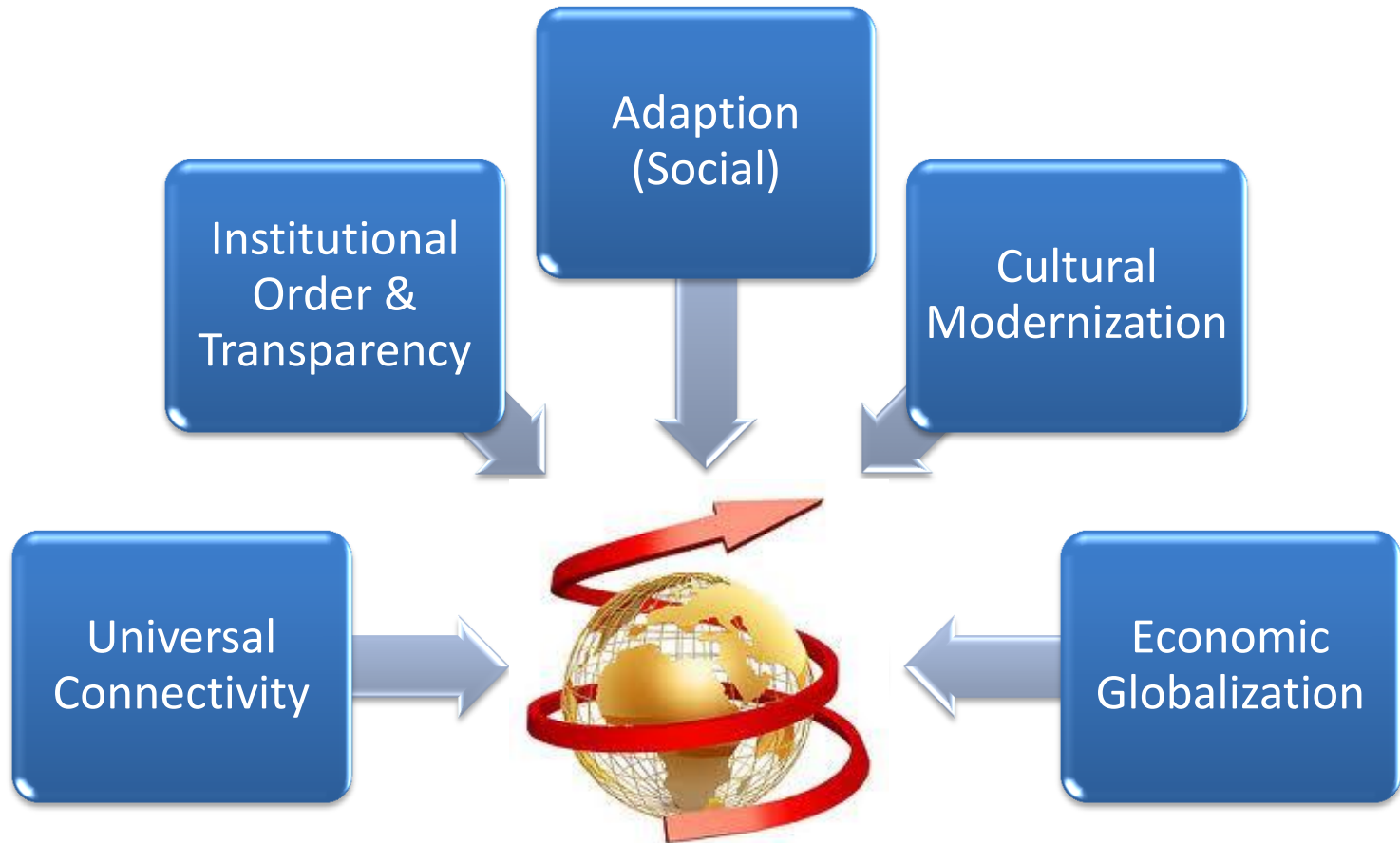


What “Meta-Trends” Are We Noticing?

CATALYTIC GLOBAL CHANGES

Some Observations...

Change is no longer linear or sequential –
it is converging & catalytic



Meta: Greek word meaning a transformation or transcendent phenomenon

System Wide Global Trends

Risks are simply an anticipation of future events...

**YOU CAN'T MANAGE
WHAT YOU DON'T MEASURE &
YOU CAN'T MEASURE
WHAT YOU DON'T IMAGINE...**

“The wise leader exploits the inevitable.”

Sun Tzu, Mythic Chinese General

HOW WILL YOU CAPTIALIZE ON CHANGE?

Thank You...

Questions, Comments, Thoughts?