



Township of Tiny

Strategic Plan 2015-2020

December 2015

Township of Tiny



Bella McMillan

“The full measure of a culture embraces both the actions of a people and the quality of their aspirations, the nature of the metaphors that propel their lives. And no description of a people can be complete without reference to the character of their homeland, the ecological and geographical matrix in which they have determined to live out their destiny. Just as a landscape defines character, culture springs from a spirit of place.”

Wade Davis, Canadian Anthropologist/Author

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Message from the Mayor and CAO

On behalf of the Council and staff of the Township of Tiny, we are pleased to present our new Strategic Plan. This document represents our compass to the future. As a roadmap for strategic change, this new Strategic Plan reflects Council's collective commitment to action. At the same time, this document will guide the actions of staff and the allocation of both human and fiscal resources to ensure that our objectives, individually as community leaders and as Township staff will be aligned in keeping with the priorities contained herein. This Strategic Plan will guide the actions of Council over the balance of this term of Council. It will however, also offer a platform for future Councils to act on the priorities identified by our community.

The development of this document has been led by Township Council but at every stage in its development, it has been informed by our community members – the taxpayers we serve and our community partners. We have a great deal to be proud of and despite the different roles we play – as elected community leaders, as community partners, as taxpayers and community member and as staff – we share a common objective: to value what we have and to make it better.

As Wade Davis so eloquently stated, 'culture springs from a spirit of place.' We will work together to advance the strategic initiatives contained in this document and in so doing, we will enhance the spirit of our community and create an even better place to call home.

Council's Vision

What is Council's vision?

- ✓ A moderately growing, progressive and innovative community.
- ✓ An open, transparent and accountable Council.
- ✓ An effective, efficient and valuable Municipal administration.

How will the Township of Tiny realize this vision?

- Improving current municipal services and exceeding customer service standards for residents, ratepayers and investors.
- Building a sustainable legacy for our municipality.
- Providing municipal staff with clear direction and support.

Township of Tiny – Our Strengths, Challenges & Opportunities

The Township of Tiny has many strengths, not the least of which is our proximity to Georgian Bay, our cultural diversity, our rural community charm, our strong connection to the natural environment and the strength of our agricultural and tourism sectors. We have committed staff who are dedicated to making a difference and we have a Council that is united in its desire to do what is right for the Township by building the foundation for a great future.

At the same time, we face a number of challenges. We need to find ways to ensure that our communities – the Township as a whole – remains viable and sustainable for the long term. We need to continue to invest in and manage our municipal assets and fund service improvements so that the level of service we offer is exemplary. We need to strengthen and enhance our economic development efforts in all areas working with our neighbouring municipal partners. We need to enhance our engagement activities to promote open and inclusive decision making and engage more with our clients and community members. We need to build and strengthen our partnerships and identify new investors. We need to protect our environment and continue to improve our quality of life. Finally, we need to continue to support services for our seniors and identify opportunities for our youth.

STRENGTHS

Close knit community of diverse communities
Pristine natural environment with recreational opportunities
Proximity to large service centres
Rich agricultural heritage
Rural & agricultural lifestyle; charm and character
Quality of Life
Focus on customer service
Skilled municipal staff

CHALLENGES

Limited local employment opportunities
Lack of transportation services
Lack of retail and personal services
Lack of support programs for seniors and youth
Aging infrastructure (Town Hall, Roads, Equipment)
Aligning staff resources with public expectations
Access to technology across the Township
Departments require direction for the future

Strengths, Challenges, Opportunities & Pressures

OPPORTUNITIES

Create a more connected community with stronger partnerships
Improve community accessibility through technology and transit
Offer a higher level of municipal services and programs
Outdoor recreation (multi-use trails, active lifestyles, beach facilities)
Improve beach access (parking)
Too much beach access (parking)
Protect the environment and water quality in particular
Affordable and attainable housing
Economic development; agriculture, tourism and culture/arts to attract investment
Examine Municipal ownership (land and road allowance)
Organizational Capacity (Human Resources Management Strategy)

PRESSURES

Youth Retention
Aging Population
Water Quality issues
Improve beach access (parking)
Too much beach access (parking)
Environmental Legacy issues (septage)
Climate change & Environmental Uncertainty
Special Interest Groups and Associations
Access to technology
Finance (Providing expanded services)
Tax Rates – Too High or too low?

Our Mission & Vision Statement

Vision Statement:

An environmentally focused diverse family of communities providing an economically sustainable and healthy lifestyle.

Mission Statement:

A committed team providing extraordinary municipal services.



Grace Lee Caston, Art Contest Winner, JK/SK Category



Isabelle Garneau, Art Contest Winner, Grade 1-3 Category



Neil Fex, Art Contest Winner, 4-6 Category



Bella McMillan, Art Contest Winner, Grade 7-8 Category



Elizabeth Pratt, Art Contest Winner, Grade 9-12 Category

Corporate Values

Operational Performance Excellence. We are committed to providing services that are affordable to our ratepayers while protecting future generations from the burden of debts and deficits. We are committed to delivering efficient and extraordinary municipal services including the ability to manage and mitigate both man-made and natural emergencies.

Building Strong & Vibrant Communities. We are committed to supporting our diverse communities and to making decisions that are in the best interests of all Township residents. As our Township grows, we will work hard to provide a safe and accessible community with recreational opportunities for all.

Growing Our Local Economy. We are committed to healthy economic growth and to supporting our strong local economy.

Respect for our Rural Environment. We will ensure that growth across the Township is sustainable and in keeping with existing rural character and charm. We will address legacy issues that threaten our environmental health.

Responsible and Responsive Government. We are committed to finding collaborative and creative solutions. We will operate in an open, honest and transparent manner to offer equitable services to all of our clients. We will work hard to engage our community members and strengthen our partnerships with others.

Technology. We are committed to improving technology for our clients through collaboration with our municipal partners and exploring opportunities for expanded service.

Our Strategic Goal Areas

Building on the importance of creating a sustainable, 'Quality of Life' community, we will focus over the next three years and beyond on achieving the following strategic goals:

- **Deliver Efficient & Exceptional Municipal Services:** Manage our municipal assets to offer better (more efficient, more effective) services to our clients. Demonstrate good governance and value for the tax dollar.
- **Build Prosperity** through economic growth and development. Attracting new business and expanding existing businesses.
- **Healthy Environment & Sustainable Community Planning.** As the Township grows we will protect our environment which is the foundation for healthy communities and a healthy population.
- **Support Community Health, Safety & Well-Being.** Promote wellness and active lifestyles. Improve access to healthcare services and improve connectivity across the Township. Build well-planned Communities that are healthy, diverse and safe.
- **Community Engagement.** Promote a better connected and more engaged community. Keep our citizens engaged by promoting open, inclusive decision making and governance.



Our Strategic Priorities

The goals, objectives and implementation priorities as set out herein, are the result of community, staff and Council collaboration and professional judgement based on best practices. The following pages provide a menu of tasks to be accomplished by Council and staff. While we recognize that these new initiatives will require the allocation of fiscal and human resources, we have focused our efforts on identifying a mix of priorities that we believe will further the growth of the community.

Deliver Efficient & Exceptional Municipal Services	Build Prosperity	Healthy Environment & Sustainable Community Planning	Support Community Health, Safety & Well Being	A Well-Connected & Engaged Community
<p>Improve efficiency and effectiveness</p> <p>Open, accountable and responsible government</p> <p>Build organizational resilience</p>	<p>Grow the economy</p> <p>Strengthen local businesses</p> <p>Advocate for advancements in technology</p>	<p>A healthier environment</p> <p>A resilient environment</p> <p>Improve the quality of municipal infrastructure and invest in municipal facilities</p> <p>Commit to sustainable community planning throughout the Township</p>	<p>Support community/ population health and wellness</p> <p>Develop recreational opportunities across the Township</p> <p>Enhance community services for community members (seniors, youth)</p> <p>Strengthen cultural and heritage assets</p> <p>Deliver effective and efficient safety and security services (Police, Fire and EMS) and appropriate public education programming.</p>	<p>A more engaged community</p> <p>A more cohesive community</p> <p>An open communication system</p>

Our Strategic Priorities & Actions

Our Strategic Plan is a collective roadmap intended to provide guidance for our community to flourish. The hallmark of a good community are the people that make the Township special. A good Community Strategic Plan understands the importance of building a collective community vision and working together to realize a better, healthier and more sustainable future.

Our purpose in developing a Community Strategic Plan is to establish where our community as a whole, wants to be in the future and what actions we will take to get there. It has been developed to articulate our shared priorities so that we can make decisions today that will allow us to shape a prosperous future.

The strategic priorities that are included in this Plan reflect initiatives that are over and above the flow of important, ongoing work that is carried out by the Township in each of its departments. These priorities are reflective of the actions that staff, Council and community members believe must be a collective focus. These are the key actions that will allow the Township of Tiny to continue to transform and evolve. We will align our resources – human and fiscal – to address these key areas and, in so doing, we will address existing but also emerging challenges. We will use this document to champion change and to move our community forward collectively. Moreover, we will view this as a living document and we will review and report annually on our accomplishments to ensure that progress is realized.

The following “Recommended Actions” represent a comprehensive five year action plan as approved by Council. These “Recommended Actions” will be reviewed during the Township’s annual budget process and strategic plan review over the next five years. For specific information and progress on each “Recommended Action”, please refer to the Township of Tiny Budget Report and Project Update Reports.

Goal 1: Deliver Efficient and Exceptional Municipal Services

Objectives	Summary of Recommended Actions	Ongoing	Short Term (1-2 years)	Medium Term (3-5 years)	Long Term (5+ years)
Improve Efficiency & Effectiveness	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)		√		
	Explore opportunities to improve internal communications between Staff and Departments	√	√		
	Update the financial operating systems currently in place at the Township		√		
	Undertake a review of the Township Procedural By-law	√	√		
	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	√	√		
	Explore opportunities to generate additional funding (i.e. grants) as opportunities arise	√			
	Make decision to renovate existing or construct a new Township Office to meet current health and safety standards, improve accessibility and customer service		√		
	Implement renovation/construction of Township Office				√
Open, Accountable & Responsible Government	Continue to host Town Hall meetings on a regular basis	√			
	Explore opportunities to increase community engagement on local issues by creating Community Roundtables and/or Advisory Panels on specific issues		√		
Build Organizational Resilience	Complete a comprehensive Human Resources Management Plan focusing on staff recruitment and retention, staff training and development	√			
	Complete a comprehensive Human Resources Management Plan focusing on succession planning		√		
	Complete a Staff Training Needs Assessment to identify gaps in staffing needs.	√			
	Develop and implement a Corporate Training Strategy including Team Building	√			
	Review Performance Management System				√

Goal 2: Build Prosperity

Objectives	Summary of Recommended Actions	Ongoing	Short Term (1-2 years)	Medium Term (3-5 years)	Long Term (5+ years)
Grow the Economy	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.	√	√		
	Support the efforts of EDCNS and our current economic development initiatives	√			
	Focus commercial and industrial development to existing designated lands	√			
	Recognize and support the retention and expansion of existing local businesses	√			
	Work with EDCNS to Identify opportunities to strengthen and support local businesses.	√			
	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.)	√			
	Work with partners to establish a local Food Hub to promote local product processing		√		
	Work with partners to explore opportunities to create value-added agriculture (e.g. create a distribution hub and supply local stores).		√		
	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			√	
	Work as a key partner with others to develop an Agricultural Food Strategy for Central Ontario (County of Simcoe, Georgian College)				√
Advocate for Advancements to Technology	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)	√	√		

Goal 3: Healthy Environment & Sustainable Community Planning

Objectives	Summary of Recommended Actions	Ongoing	Short Term (1-2 years)	Medium Term (3-5 years)	Long Term (5+ years)
A healthier environment	Work with key partners to find an alternative to untreated septage spreading	√	√		
	Address the issue of public beach access by implementing a comprehensive Beach Enjoyment Strategy for Tiny (Project BEST)	√	√		
	Protect existing water quality by continuing to implement Source Water Protection	√	√		
	Explore opportunities to advance the Township’s Environment First philosophy (shoreline protection, sand dune and cobble beach preservation; tree cutting by-law)	√			
A resilient environment	Develop Official Plan policies that promote balanced growth and environmental sustainability		√		
	Continue to support research into conditions that cause invasive species (Lake Huron Centre for Coastal Conservation)	√			
Improve the quality of municipal infrastructure & improve the use of existing municipal facilities	Continue to invest in and manage municipal assets through ongoing implementation of the Township Municipal Asset Management Strategy (roads, bridges, parks)	√			
	Identify opportunities to enhance facilities at existing municipal parks with an emphasis on beachfront parks and public spaces	√	√		
	Develop a strategy to promote increased use of existing community facilities and Community Centres		√		
Commit to sustainable community planning throughout the Township	Partner with the County of Simcoe to support the development of an Affordable Housing Strategy			√	
	Master Plan implementation (Lafontaine, Balm Beach, Wyevale and Wyebridge)	√	√	√	√
	Review the existing permitting and planning process with a view to streamlining and simplifying the approval process		√		

Goal 4: Promote Community Health, Safety & Well-being

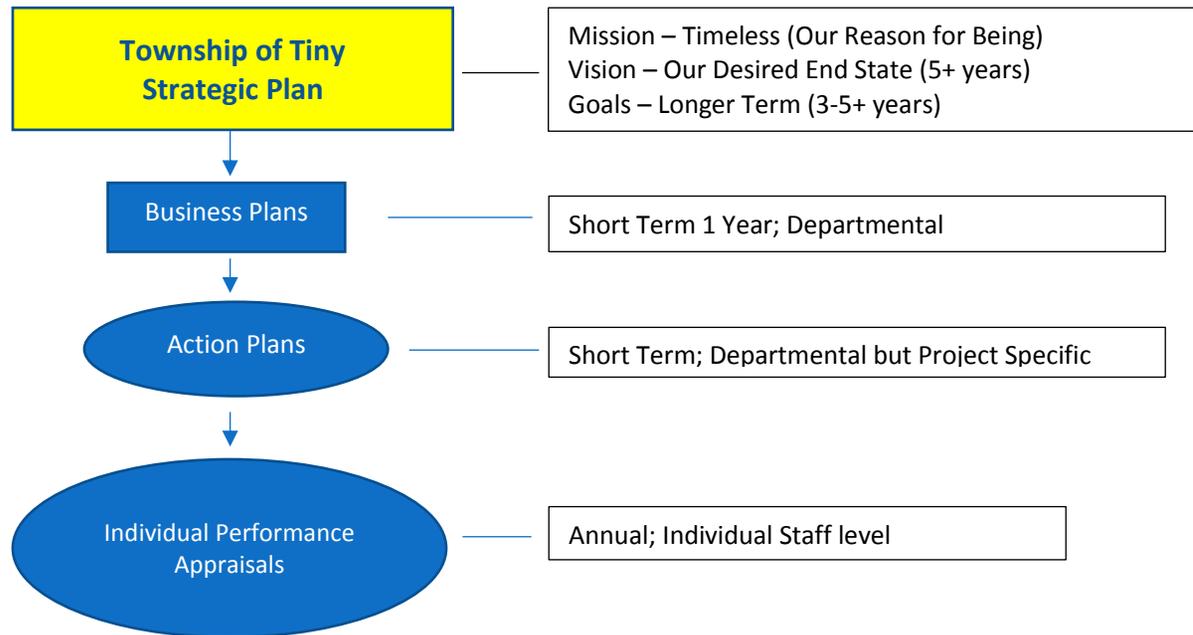
Objectives	Summary of Recommended Actions	Ongoing	Short Term (1-2 years)	Medium Term (3-5 years)	Long Term (5+ years)
Support community/ population health and wellness	Advocate for better health care for residents by working collaboratively to recruit primary health care community clinics and clinicians to the Area	√			
Develop recreational opportunities across the Township	Complete a Parks & Recreation Master Plan		√		
	Implement the Trails and Active Transportation Plan to improve walkability and active lifestyles	√			
	Expand cycling routes and multi-use trails (Lake Loop) with signage (Share the Road)	√	√		
Enhance community services for community members (seniors, youth)	Explore opportunities to enhance senior services by completing a Seniors Strategy through the establishment of a Senior Advisory Committee	√	√		
	Explore opportunities to improve Youth Programming by establishing a Youth Advisory Council			√	
	Work with adjacent municipalities to improve public transportation within the Township and across the County and beyond			√	
Strengthen cultural and heritage assets	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	√			
	Improve wayfinding and signage throughout the Township and beyond by promoting a consistent and high quality standard	√	√		
Enhance the public safety and security of residents and visitors	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			√	
	Continue to develop emergency planning and preparedness programs to enhance community safety and resiliency			√	
	Assess and validate emergency response core services to meet or exceed reasonable public expectations.			√	

Goal 5: A Well-Connected & Engaged Community

Objectives	Summary of Recommended Actions	Ongoing	Short Term (1-2 years)	Medium Term (3-5 years)	Long Term (5+ years)
A more engaged community	Develop a Community Engagement Strategy to re-engage Volunteers, Youth and to promote broader community engagement	√	√		
	Identify opportunities to improve outreach, education and community engagement	√			
	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	√	√		
A more cohesive community	Consider methods of resolving conflicts through mediation and collaborative issue resolution	√	√		
An open communication system	Develop a Communications Protocol to ensure Township messaging is consistent and that there is an assigned point of contact on key issues.	√	√		
	Develop customer service standards to obtain feedback on municipal services from those we serve.	√	√		

Implementation

A Strategic Plan is an important document for any municipality but the development of the document is only the first step. The real measure of success lies in the implementation and adherence to the initiatives and priorities that are contained in this document. Both Council and Township staff are of the view that this Strategic Plan will exist as a living document. We will review the Strategic Plan annually and continue to advance the priorities contained in this document. At the same time, we will work with our community partners to realize the priorities that have been identified as top of mind by the constituents we serve. At the Township, we recognize that the most critical ingredient of success is commitment and we are committed to realizing this document. We will integrate this Plan with our business planning, our performance management and our budgeting process. The following schematic shows the relationship between the Strategic Plan and our business planning process.



We will ensure that this document is aligned with staff and fiscal management reporting to ensure that we make and report on our progress annually. In addition, we will require all staff reports that proceed to Council to identify how they uphold the vision and the goals identified in this document. In this way, we will ensure that we monitor our progress on an ongoing basis and that we demonstrate and document how our efforts are continuing to realize our long term vision.