

**THE CORPORATION OF THE TOWNSHIP OF LAKE OF BAYS
REPORT**

TO: Mayor and Members of Council
FROM: Stefan Szczerbak, Planner
DATE: October 13, 2009
SUBJECT: Township of Lake of Bays Community-Based Strategic Plan

Recommendation

Be it resolved that Council adopt By-law # 09-125 approving the attached Community-Based Strategic Plan for the Corporation of the Township of Lake of Bays and direct staff, through the Chief Administrative Officer, to adhere to the following established process for implementation:

- Allocate staff time and funds annually to coordinate the implementation of the projects and initiatives contained in the Plan, subject to authorization by Council;
- Allocate staff time and funds annually to support ongoing community volunteer involvement in setting goals for each strategy;
- Track the various departmental and community volunteer activities directly related to the Strategic Plan in a semi-annual summary progress report;
- Thank the members of the Public Advisory Group and those who provided public input in a formal manner.

Origin

During the 2009 Township Budget Process, Council approved the development of a Community-Based Strategic Plan process. ICA Associates was awarded the contract to facilitate this process under the assistance and support of the Public Advisory Group (PAG). The PAG consisted of the following six members (along with Township staff which provided resources and assistance to the Group with logistical matters):

- Councillor Burgess
- Deb Cumming – LOBA
- Marie Poirier – Franklin, Dwight Business Owner
- Kelly Haywood – Sinclair – Lake of Bays/Huntsville Chamber of Commerce
- Herb Hickling – Ridout – Dorset
- Fred Landry – McLean - Baysville

Background

The process to develop this Community-Based Strategic Plan was as follows:

- a) ICA Associates (ICA) was hired to commence with the strategic planning work plan as outlined in their successful proposal (May, 2009);
- b) ICA meet with Township staff to review the proposal and ensure a common understanding of the desired outcomes, process plans, roles and timelines (May 2009);
- c) The PAG was formed to assist ICA with the process mainly through the formulation of a communications strategy to ensure as many members of the public were made aware of this process and encouraged to participate (May 2009);
- d) Four successful public meetings were conducted together with the formulation of an questionnaire which was made available in paper format and online (July-August, 2009);
- e) The Community Demographic Profile was created and distributed to understand the existing and future population trends within the Township (July, 2009); and
- f) Data analysis which included input from over 350 sources including a special meeting to review the data with the members of PAG, various staff and Council members (August, 2009).
- g) On September 15, 2009, the Finance and Corporate Services Committee pass the following Resolution:

"BE IT RESOLVED THAT the Finance and Corporate Services Committee hereby recommends that the Council of the Corporation of the Township of Lake of Bays adopt the Community-Based Strategic Plan."

Analysis

The purpose of this Community-Based Strategic Planning process is to re-affirm the Vision Statement and associated Values for the Township. This Plan creates a roadmap for the Township illustrating the needs and wants of the community and how it can work with its community partners to enhance our social, economic, environmental aspects of the community in an effort to improve the overall quality of life found here in the municipality. By working efficiently and systematically over the next several years, the Township of Lake of Bays can enhance its community while maintaining its core Values in an effort to maintain the Vision for our Township.

As Council and previous Council's have historically acknowledged the value of involving the community in all of our Visioning, Official Plan and By-law processes to shape this community, Council unanimously agreed to move forward with a community-based approach to ensure the voices of the community were heard through discussions in various public and private (unanimous) forums. Ideas were expressed to build a common understanding of the community today and where the public sees the municipality in the future which is guided by the Township's Vision Statement.

The input for a municipality with a permanent population of approximately 3700 permanent residents and 11,000 seasonal residents has been exceptional in this regard.

Generally, when reviewing this Plan, although the Vision Statement remains relatively the same which tells us that the Community is generally satisfied with this overall direction, it is important to note and pay particular attention to the shifted priorities as presented by the community.

Process

As outlined in the Strategic Plan, nearly all of the strategies identified in this document will require the engagement of a number of community organizations, and members of the public, beyond the Township of Lake of Bays itself for effective implementation. The Township is currently seeking volunteers and contacting the public to assist the Township in this regard. A full day of Community Action Planning has been set for October 16, 2009.

It is recommended that Council, through the Chief Administrative Officer allocate staff time and allocate funds in the annual Municipal Budget Process to support ongoing community volunteer involvement in setting goals for each strategy.

Once the Strategic Plan has been adopted by Council and referred to staff, the Plan will be used as a guide for the development of short and long-term strategies, and as a means to establish annual priorities/progress reports and departmental business plans. The formulation of the various departmental business plans has been initiated and they are expected to be created prior to the start of the Township's 2010 Budget process. The Strategic Plan will guide and formulate the basis for the 2010 municipal budget process.

It is recommended that Council, through the Chief Administrative Officer allocate staff time and allocate funds in the annual Municipal Budget Process to coordinate the implementation of the projects and initiatives contained in the Strategic Plan, subject to authorization of Council.

Ongoing monitoring and evaluation is imperative by staff, Council as well as the community to ensure the Plan is being utilized and implemented appropriately. A communication program should be developed by the Chief Administrative Officer which would include regular reports to Council and the public regarding the activities of the various departments as well as the activities of the Community to implement this Plan.

Township staff will also add a section in each of their reports to Council and the various Committees which clearly displays the linkage of the content of the report to the Community-Based Strategic Plan. Other ideas related to this communication plan are welcomed and should be developed in an effort to ensure the future Township initiatives will create an economically, socially, culturally and environmentally sustainable community.

It is therefore recommended that an on-going communication program be undertaken to ensure that the members of the public and Council are kept informed regarding the status of the plan and the future Township's initiatives.

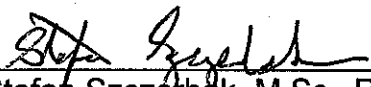
Alternative Consideration

Council could recommend that the Community-Based Strategic Plan not be adopted at this time and recommend that the Plan be referred back to the Consultant and/or staff for modification. This alternative is not recommended due to the success of the community consultation and as this plan has been developed based on the information developed through the extensive consultation and review process.

Financial Implications

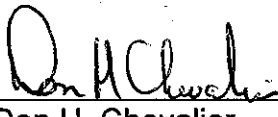
This Community Based Strategic Plan was budgeted in the 2009 budget process and although a request has been submitted to FedNor for additional funding, a decision on this request has not been made to date. The implementation of the Plan will be a consideration through the 2010 Municipal Budget process. Detailed financial information will be included in report to Committee and Council when bringing forward recommendations for implementation.

Respectfully submitted by:



Stefan Szczerbak, M.Sc., RPP, MCIP
Planner

Reviewed by:



Don H. Chevalier
CAO/Treasurer

Appendix "A"

Community-Based Strategic Plan, October, 2009

Due to the size of this document, a full copy of the Plan can be found at the Township's Website:

www.lakeofbays.on.ca