



community-based strategic plan

Phase I Report:

Community-Based Strategic Plan for the Township of Lake of Bays

Date: September 2009

Client: The Township of Lake of Bays Ontario

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DRAFT, pending acceptance by the Township of Lake of Bays Council

Funded in part by:



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Alphabetically, members of this “Project Advisory Group” were:

- Virginia (Ginny) Burgess
- Deb Cumming
- Kelly Haywood
- Herb Hickling
- Fred Landry
- Marie Poirier

Staff leadership on this project must also be acknowledged. Special thanks to

- Stefan Szczerbak for his project leadership,
- Jennifer Schnier for her community outreach and meeting arrangements,
- Amanda Masulka and Joanne Crabtree for website editing,
- and all the staff of community centres and summer camp programs who helped set up the meeting spaces and provide child minding service that made it possible for more people to attend.

Andrew West and Ashley West must be thanked for their gracious hosting of one of the public meetings at Tally-Ho Resort.

Last but not least the Township of Lake of Bays is grateful for the financial support of Government of Canada’s FedNor program.

....*john miller*
(ICA Associates Inc.)

Acknowledgements

Grateful acknowledgement must be made of the hundreds of community volunteers who participated in this process and particular gratitude towards the small group of volunteers who helped design the process and communicate in a way that stimulated widespread involvement from across the community.

Background

In 2008 the Council of the Township of Lake of Bays Ontario decided it needed a strategic plan that adds direction to an existing Vision statement in a way that ensures the Township's actions reflect the community's sense of priorities. In February of 2009 they put in motion a community-based strategic planning process that included a series of public consultations where the citizens themselves drafted strategies rather than just being asked for opinions. This document contains what has been created.

This is the second major report arising from the community-based strategic planning process, the first being a Demographic Report released in July 2009, just prior to the public meetings. A third report will contain departmental plans developed by management and staff in a way that reflects the new strategies. A future public meeting (mid-October) will give the whole community an opportunity to pursue the strategies with practical action plans to be communicated as well.

Citizens created these strategies so it is anticipated that this document will inform and influence the actions of many community organizations, neighbouring governments and agencies, as well as spark ongoing community involvement.

Approximately 170 people worked hard in four public meetings, 180 people filled out a questionnaire either online or on paper, and 14 volunteers spent a day with three Township Councilors and four management staff reviewing all the input in order to draft the strategies contained in this document. Throughout the process a core team of six volunteers gave

invaluable advice on fine-tuning the consultation process and providing essential outreach to the community.

For a Township with a small and varied population they generated an amazing level of involvement and quality of insights. It does not stop here. Teams of volunteers will be encouraged to work on these strategies themselves, beyond what the Township itself is able to work on internally.

Process

The consultation process began at the end of April 2009 with the hiring of consultants to assist the Township. The basic process involved the following steps:

- 1) Recruit volunteers to a Project Advisory Group. Revise the process, communication and outreach plans.
- 2) Research existing documents containing relevant data about the Township. Consolidate a Demographic Report for stimulating thinking and informing a sense of priorities.
- 3) Provide questionnaires (paper and online) for people who cannot attend public meetings. The answers were compiled and included with the public meeting results.
- 4) Facilitate highly interactive, *working* public meetings (not "open house" or "town-hall" style) scheduled on three different days and times of day, one in each of three villages. Produce first draft strategies that: a) deal with the issues and obstacles, and b) enable the Vision.
- 5) Facilitate a full day of "pulling ideas and community together" with volunteers from across the Township, all three public meetings, and a few Councilors and management staff to make sure the community's messages were heard. They reviewed every comment, found the

underlying patterns, and created a second draft of seven strategies and strategy statements.

- 6) Facilitate an interactive working meeting with resort owners. (Since this meeting was added in response to public requests, the integration of their ideas has occurred subsequent to the step above, delaying slightly the following step.)
- 7) Edit the strategies to ensure they reflect what the community has been saying and ready them for Township policy process. These strategies are the important part of this document before you.
- 8) Council proceeds with its policy adoption process in September and October, seeking public input through a Finance and Corporate Services Committee meeting and tabling a policy for adoption by the Council.
- 9) At the same time, management staff work together on business or operational plans for each department, ensuring they reflect the community's vision and strategies.
- 10) Soon after the strategies are adopted as Township policy there will be a public meeting inviting volunteers to create short-term action plans for each strategy.
- 11) Proposed: Semi-annual or quarterly reviews and make new short-term action plans.

What Was Accomplished

Practically speaking, the people of Lake of Bays refreshed their vision, put their issues and obstacles on the table, and came up with meaningful strategies that will deal with the obstacles and make room for their vision to emerge. These strategies provide common direction and a framework for goal setting that remains aligned.

Conceptually, think of strategic planning as a tightening lasso. The vision is a very broad and expansive outer boundary circle, providing common context. Strategies are a tighter circle, providing common direction. Now Lake of Bays is at the point where concrete, short-term goals can be set and implementation timelines created, both inside and outside the Township government. This is the tightest circle where behaviours actually change.

Refreshed Vision. Citizens of Lake of Bays like and are committed to the existing (1996) Vision but want to underline a couple of shifts in focus. Most importantly, citizens want to ensure that “economic development” occurs but not at the expense of the one thing they value most about living in Lake of Bays: the beautiful, natural environment.

Secondly, their image of “quality of life” in Lake of Bays has shifted to reflect their concern for the health of an aging population and the housing needs in the community.

Clarified Trends. After discussing the lists of current issues and trends facing the area, participants answered the question: “What have you heard us saying are the Major trends driving change that need to be factored into our thinking about the future?”

1. Us-versus-them attitudes [E.g. seasonal vs. permanent residents, taxpayers vs. municipality, etc.] erect barriers that prevent us from just dealing with the issues
2. Increasing multiple pressures on the environment, for example: from development AND climate change AND current behaviours, etc. could exaggerate the speed and

impact of changes. Disrespect for the environment frightens and angers many people.

3. Increasingly expensive infrastructure that some people feel is more for wealthy urban people than is called for in this kind of location. Rising taxes do not seem to produce tangible benefits for average residents.
4. Aging population (a general demographic trend) added to retirement to Lake of Bays (in-migration of seniors) leads to increasing health care and other service needs.
5. Growth in population; telecommuting possibilities.
6. Increasing economic disparity
 - What do we do with the people who get left behind?
 - Affordable housing is becoming a very serious barrier to living and working here
7. Youth
 - They are not getting properly served and educated, right now, so they leave or lose direction.
 - There is a huge drug and alcohol problem that is not being discussed (not just with youth perhaps).

Clarified Issues. The issues and obstacles faced by the community that stood in the way of the vision became clear to everyone who participated.

- 1) First, the population is aging like everywhere else. However, an in-migration of older adults, retired and semi-retired, compound this trend. Compared to many other communities this “double whammy” will put greater than normal strain on the services that help people remain comfortable and healthy at home. What softens the trend is that some of the in-migration is from familiar “seasonal” residents choosing to stay longer and longer.
- 2) Along with this trend, it is becoming harder for young adults and their families to stay and make a life for

themselves because decent jobs are few and low paying and housing is scarce and expensive.

- 3) One of the concerns voiced most angrily was framed as a “leadership” problem. People have no patience for political bickering and poor communication. Neither do they have patience for poor service, bureaucratic inflexibility, and lack of consultation.
- 4) A contradiction that had most people stumped was the steadily increasing demand for more and better service yet lower taxes at the same time.
- 5) A most fundamental issue was raised about the sheer size of the Township – with a giant lake in the middle. It is difficult to think of Lake of Bays as a single “community” when the components of it are far apart, the population dispersed, and oriented to Huntsville in the north-west and Bracebridge in the south-west.
- 6) Time and time again it was clear that there is a basic rupture in Lake of Bays between people who see themselves as “permanent” residents and those who see themselves as “seasonal” residents. This is experienced as class, income, and attitudinal differences. This issue has not been successfully addressed in the past so it festers somewhat. However, in the public meetings there were several examples of how this attitudinal problem dissolves and becomes discussable face-to-face when the “other” people became humanized again.

Meaningful Strategies. Participants grappled with the issues and obstacles on 5 separate occasions: 4 public meetings and the full-day “pulling ideas and community together” meeting. As a result, their hundreds of ideas for actions were not a mere “wish list” for other people to do. Participants were put in a position to really listen to one another, build on each other’s

ideas, and reach a consensus that tried to hold everyone's insight. So these strategies will make a difference in Lake of Bays. The long list of ideas for action in the Appendices is a gold mine to be dug up whenever new goals need to be set.

As for priorities, it became clear that the most ***important*** strategies had to do with **sustainable local economic development** and **dealing with some of the pressing social issues** that are outside the sole jurisdiction of the Township government.

However, the most ***urgent*** strategies had to do with communication and collaboration because these skills and are what seem to be lacking and what will make everything else possible. **Improved communication, collaboration and financial transparency** will break through political logjams and harness the resources of partners.

Strategies

- Engage and Communicate Openly with the Community.
- Develop a Sustainable Local Economy that Supports Our Vision.
- Ensure Sound, Innovative, Transparent Financial Planning.
- Develop Long-Term Land, Lake, and Community Plans that are Balanced and Adaptive.
- Protect, Preserve, and Promote Our Healthy Natural Environment.
- Work in Collaborative Partnerships.
- Develop Our Capacity to Provide Social Services.

Methodologies

The communication plan included word of mouth outreach by the Project Advisory Group, advertising in the local newspapers and radio stations, using the Township's existing website as a place for all notices and documents to be made available to the public, placing posters in public places, distributing flyers and questionnaires, erecting a display board in public places, and seeking feedback through links to online survey tools.

The facilitation plan took a strongly methodological approach to ensure that final products were produced that actually used the words and insights of participants. For example, it is possible to trace every idea participants wrote onto index cards during public meetings (Documented in Appendix 1) back to the strategies proposed below. As can be seen in the evaluation comments in Appendix 4, participants at the August 6th "pulling ideas and community together" meeting were exhausted yet ultimately amazed that they were able to review every piece of data and pull it together into useful products.

The community-based strategic planning consultation process was highly customized to fit the Lake of Bays context in response to the advice of the Project Advisory Group volunteers. It blended elements of the following powerful and well-known group facilitation methodologies.

*World Café*¹ was adapted for two-thirds of each of the three public meetings in July. Participants experienced this as

¹ Juanita Brown & David Isaacs, *The World Café*, Berrett-Koehler Publishers Inc., San Francisco, 2005.

1. Small groups write their ideas/answers to one question on a paper tablecloth,
2. Rotate seating to a different table,
3. review what was written there,
4. discuss the next question with a slightly different group, and
5. repeat rotations and group mixing for the next question.

The remaining third of those meetings and components of the “pulling ideas and community together” meeting used the *Consensus Workshop Method*², part of the Technologies of Participation™ or ToP™ Methods. Participants experience this as:

1. Silent individual brainstorming,
2. Picking your favourite ideas,
3. Discussing individual lists in small groups,
4. Writing a number of diverse ideas onto index cards,
5. Sharing the index card ideas with the whole group, sticking them on the wall,
6. Looking for similarities among the ideas on index cards,
7. Naming the larger patterns and clusters of ideas,
8. And reflecting on the final product to figure out what to do with it next.

The order of the larger questions and workshops reflected the *Participatory Strategic Planning*³ model, another ToP™

² Brian Stanfield, *The Workshop Book*, New Society Publishers and The Canadian Institute of Cultural Affairs, 2002.

³ Laura Spencer, *Winning Through Participation*, Kendal-Hunt Publishing, 1989.

Method. It is more natural and less bureaucratic than conventional strategic planning because it focuses on questions and dialogue, and reflects an understanding of “how people *think* strategically” as in:

1. “What do you want to see in the future of Lake of Bays?” (vision)
2. “What might stand in our way of that future?” (obstacles)
3. “What can be done to deal with the issues that might stand in our way, and enable our vision for the future?” (strategy)

The *Focused Conversation Method*⁴ is a “small” but essential process used to sequence questions in a way that helps groups reach well-considered conclusions. For example, discussing the list of gripes and complaints to come up with the deeper issues and root causes. Participants experience this as:

1. Questions about clarification, facts and data first
2. Reactions, emotions, and associations second
3. Implications, options, values, meaning, etc. (heavy thinking) comes third
4. And decisions come last once people have been heard and explored the ideas.

*Task Force Action Planning*⁵ is proposed to be used as the basic construct for facilitating the staff planning meetings *and* adjusted to fit the needs of the day of community action planning later in October. Participants will experience this as:

1. Clarifying the topic or strategy they are working on.

⁴ Brian Stanfield, *The Art of Focused Conversation*, The Canadian Institute of Cultural Affairs, 2000.

⁵ Unpublished training materials, ICA Associates Inc.

2. Assessing their own strengths and weakness in pursuit of their chosen strategy.
3. Brainstorming a list of possible accomplishments by a particular date.
4. Discussing the list of possible accomplishments to agree on the one(s) this team is absolutely committed to completing.
5. Estimating resource needs.
6. Assigning individual tasks.

Perhaps most importantly, some *Participation Guidelines* were posted on the wall and reviewed before starting the meetings. These statements of values confined and defined the role of the facilitator and equipped people to participate more openly:

- There are no “wrong” answers.
- Everyone has wisdom.
- We need everyone’s wisdom to produce the wisest results.
- The whole is greater than the sum of its parts.
- Everyone will “hear” each other and “be heard” by others.

Recommendations

1. **Vision.** As a result of in-depth conversations with a large number of citizens within the community we recommend that the Township’s vision statement be revised slightly to read as follows, with the change in sequence of what “we value” and word changes as indicated in [blue](#).

Vision Statement

"The Residents of the Township of Lake of Bays will nurture and sustain clean water, fresh air, natural shorelines, healthy forests and wetlands that will be the pride of the province. We will offer an outstanding combination of economic opportunity, peaceful living and recreation. This is our dream and legacy for our grandchildren's children."

We Value...

*Responsible Leadership
A Healthy [Sustainable Natural](#) Environment
A Sound Economy
Quality of Life [for All](#)
The Allure of our Surroundings
Our Heritage*

2. **Strategy.** As a result of building a broad consensus on answers to the question, “What can be done to deal with our issues and obstacles and enable our vision for Lake of Bays to emerge?” seven strategies were created. Therefore the following strategies be adopted as policy of the Township with a high degree of confidence that they reflect the community’s ideas. It is currently recommended that the strategies be ranked in the following order because “leadership” is the highest

priority for the community at this point in time. It was made clear by participants in the process that leadership starts with what they called “engaging and communicating openly”.

Strategies

- Engage and Communicate Openly with the Community.
- Develop a Sustainable Local Economy that Supports Our Vision.
- Ensure Sound, Innovative, Transparent Financial Planning.
- Develop Long-Term Land, Lake, and Community Plans that are Balanced and Adaptive.
- Protect, Preserve, and Promote Our Healthy Natural Environment.
- Work in Collaborative Partnerships.
- Develop Our Capacity to Provide Social Services.

3. **Detailed Descriptions.** The existing detailed descriptions of each vision element were revised in response to feedback from the consultations, and volunteers drafted fresh explanations of why each strategy is important to pursue. The first draft explanations of volunteers were edited to produce the statements included in this document. We recommend that both sets of detailed descriptions be adopted as policy by the Township to ensure that the people creating action plans and departmental business are fully equipped to reflect community priorities.

4. **Continuity and Reporting.** We recommend that community action planning events be scheduled routinely throughout the

year (quarterly or semi-annually) using the strategies inside this document as a framework. A team of facilitators from the community could be recruited and supported to assist. Teams of additional volunteers would sign up to work on each of the strategies, setting short-term goals and implementation plans for themselves. An appreciative, participatory review/evaluation at the beginning of each action planning event would ensure celebration, shared accountability, and learning from experience. The Township should act as convener, promote widespread volunteering and collaboration, and empower staff to participate on a case-by-case basis as it fits with the corporate business plans. Staff would not be disallowed from participating as citizen volunteers if they wish too.

We recommend that the strategies become another filter for communications between Council and Management. Council should request occasional reports from Management that use the strategies as reporting categories to check how the Township’s activities are aligned with community priorities.

We recommended that the vision elements (“We value...”) be used as a framework for annual impact evaluation, asking the questions: “How have we enabled each of these elements to grow and emerge?” and “How have we dealt with our issues and obstacles this year?”

The following two pages contain the proposed policy.

A Strategic Plan for Lake of Bays

Vision Statement

"The Residents of the Township of Lake of Bays will nurture and sustain clean water, fresh air, natural shorelines, healthy forests and wetlands that will be the pride of the province. We will offer an outstanding combination of economic opportunity, peaceful living and recreation. This is our dream and legacy for our grandchildren's children."

We Value...

- Responsible Leadership
- A Healthy Sustainable Natural Environment
- A Sound Economy
- Quality of Life for All
- The Allure of our Surroundings
- Our Heritage

Strategies:

- Engage And Communicate Openly With The Community.
- Develop A Sustainable Local Economy That Supports Our Vision.
- Ensure Sound, Innovative, Transparent Financial Planning.
- Develop Long-Term Land, Lake, And Community Plans That Are Balanced And Adaptive.
- Protect, Preserve, And Promote Our Healthy Natural Environment.
- Work In Collaborative Partnerships.
- Develop Our Capacity to Provide Social Services.

Vision Details

We value...

RESPONSIBLE LEADERSHIP

Our people want responsive local government and active community involvement. The Township Council and staff will be accountable, with a focus on customer satisfaction and no-fuss service. Township business will be conducted to allow participation of both permanent and seasonal residents. We value open and honest government, affordable taxes and access to essential services.

A HEALTHY SUSTAINABLE NATURAL ENVIRONMENT

The Township offers a rich landscape of lakes, forests and wetlands filled with a diversity of wildlife. We are dedicated to the conservation and enhancement of this our most important resource.

A SOUND ECONOMY

The Township will strengthen its economy through sensitive land use and development that enhances our greatest asset: the natural environment. We will promote tourism, business and light industry to ensure employment opportunities for all – especially youth and young families.

QUALITY OF LIFE FOR ALL

The Township will collaborate on the provision of accessible, inclusive opportunities for health, housing, recreation, life-long learning and personal development to people of all ages and backgrounds.

THE ALLURE OF OUR SURROUNDINGS

The Township's un-crowded shorelines and superior landscape offer the sense of space and beauty that attracts people from all walks of life. We wish to preserve the natural panorama of the land and lakes, and the sense of community that we inherited.

OUR HERITAGE

Our heritage is the history of how the Township came to be and why people settled here, from First Nations to cottagers and residents. The Township will promote its heritage by restoring, protecting and researching the history of our area.

Strategy Detailed Statements

Preamble. The people of the Lake of Bays Township want leadership in the politics and administration of the Township itself and throughout the community's volunteer organizations, businesses, and other governments and agencies. Everything relies on developing *leadership that has a collaborative style, meaningful goals, fiscal prudence and transparent accountability*. To achieve a shared Vision and deal with the underlying issues in the community, the following strategies shall be used to guide frequent short-term goal setting. These strategies will keep the Township's departments aligned with the community priorities and ensure that community actions keep moving in the same directions for years to come.

1. **Engage and Communicate Openly with the Community.** It is essential for the Township to focus on improving communication because it will improve service, and deal with the perception of different needs between seasonal and permanent residents and among the various geographic communities. Open communication and dialogue equips people to work together on building a sound, sustainable community that enhancing quality of life for all.
2. **Develop a Sustainable Local Economy that Supports Our Vision.** There is a shortage of meaningful year-round employment in the area and a growing gap between rich and poor. Economic development is essential but must not come at the expense of our clean, natural environment. The two goals can work hand-in-hand. We need to be pro-active about sustainable economic development to meet the increasing need for services and to diversify tax sources away from 97% residential.
3. **Ensure Sound, Innovative, Transparent Financial Planning.** With a small population spread over a large geographic area, a limited tax base, and increasing demands for services, priorities need to be set with trade-offs acknowledged. Making sure peoples' needs are addressed requires both a hard-nosed attention to controlled spending *and* an openness to new funding ideas and cost-sharing partnerships.
4. **Develop Long-Term Land, Lake and Community Plans that are Balanced and Adaptive.** We need to protect and enhance our character, identity, and "sense of place." Communities could easily lose their character if we take them for granted. Plans provide guidance, flexibility and fairness for the different needs of residents. Good plans enable our vision for a healthy sustainable natural environment, a sound economy, improved quality of life for all, and actually add to our heritage.
5. **Protect, Preserve, and Promote Our Healthy, Natural Environment.** The environment remains our most important asset yet we risk destroying it with inappropriate or poorly planned development. While development is essential to the local economy, citizens insist that the environment be treated with great respect.
6. **Work in Collaborative Partnerships.** Citizens want to see results. To be effective requires a new level of cooperation and collaboration that focuses on results. Partnerships help the whole community afford the programs and services that people need. Collaboration helps us share in our vision of a healthy environment, the allure of our surroundings, responsible leadership, and quality of life for all.
7. **Develop Our Capacity to Provide Social Services.** Lake of Bays has issues like everywhere else: an aging population, lack of affordable housing, substance abuse, and mental health problems. Just because these issues fall outside the jurisdiction of the Township government does not mean we can afford to ignore them. Dealing with the social issues creates economic opportunities as well as costs while helping us achieve a healthy, safe, sustainable community and improved quality of life for all.

Strategy Validation

1. They Are Meaningful

The thought process embedded in the entire process encouraged participants to think of ends first (vision) to narrow the focus of discussions about issues and obstacles. Facilitators encouraged participants to take their discussion beyond normal griping and blaming and come to terms with some of the deeper issues. The discussion of strategies was stimulated by the question of what actions can be taken to deal with the deeper issues and obstacles first, and then think about how to make the vision happen. Therefore on August 6th when volunteers pulled together a first draft of strategies they were asked to perform a reality check: which element of the vision does each strategy address and which issue and obstacle does it address. If a strategy does not address more than one of each, it would be called into question.

Based on this impressionistic test it looks like “Develop Long-Term Land, Lake, And Community Plans That Are Balanced And Adaptive” might have the greatest impact.

The strategy todeals ___ with issues and obstacles...	...& enables ___ vision elements
Engage And Communicate Openly With The Community.	3	3
Develop A Sustainable Local Economy That Supports Our Vision	3	3
Ensure Sound, Innovative, Transparent Financial Planning	4	3
Develop Long-Term Land, Lake, And Community Plans That Are Balanced And Adaptive	5	5
Protect, Preserve, And Promote Out Healthy Natural Environment	3	5
Work In Collaborative Partnerships	2	4
Develop Our Capacity to Provide Social Services	4	3

2. These Strategies are Representative

The Township's seven strategies were the result of layers of consensus building. People brainstormed and categorized their ideas for action during the public meetings. Representatives from each of the public meetings participated in the "pulling ideas and community together" meeting. They used all the ideas generated in the first set of meetings and the questionnaires. The following chart shows how each strategy arose *from* the strategies conceived in several public meetings.

- Engage and Communicate Openly with the Community.
 - Getting involved (Baysville)
 - Getting politically involved (Baysville)
 - Strengthen public involvement and communication (Baysville)
 - Communicate and hold accountability for vision (Baysville)
 - Improving communication and all-citizen involvement (Dwight)
 - Lifelong learning (Baysville)
 - Genuine public engagement (Dorset)
 - 30 questionnaire responses
 - 3 more ideas from resort owners
- Develop a Sustainable Local Economy that Supports Our Vision.
 - Develop sustainable local economy (Dorset)
 - Business and economic development
 - Create employment incentives (Dwight)
 - 21 questionnaire responses
 - 6 more ideas from resort owners
- Ensure Sound, Innovative, Transparent Financial Planning.
 - Enhance fiscal accountability (get more money *and* exercise fiscal restraint) (Dorset)
- Get involved in the economic processes: know where the money goes (Baysville)
- 26 questionnaire responses
- 2 more ideas from resort owners
- Develop Long-Term Land, Lake, and Community Plans that are Balanced and Adaptive.
 - Sharpening land-use and lake-use controls (Dorset)
 - Governance: Ensure reasonable balanced regulations (Dwight)
 - Create responsive, proactive plans and monitor them (Dwight)
 - Target Business and Economic Development to our Vision (Baysville)
 - 39 questionnaire responses
 - 4 more ideas from resort owners
- Protect, Preserve, and Promote Our Healthy Natural Environment.
 - Green, clean branding (Dorset)
 - Protecting and preserving a healthy natural environment (Dwight)
 - 26 questionnaire responses
 - 3 more ideas from resort owners
- Work in Collaborative Partnerships.
 - Encourage creative partnerships (consultations) (Dwight)
 - Finding leaders and partners to collaborate on big issues (Dorset)
 - 13 questionnaire responses
 - 3 more ideas from resort owners
- Develop Our Capacity to Provide Social Services.
 - Deal with the social, housing, health, drug issues (Not related to "title" cards but drawn from sub-points in all 3 workshops and questionnaire).
 - 1 questionnaire response.

Appendices

1. Strategy Workshops (keep for ideas for action plans)
2. Detailed comments from public meetings (a treasure trove of insights behind the strategies)
3. Detailed comments from questionnaires (another source for great ideas)
4. Evaluation comments from meetings (helping to gauge quality of involvement)
5. Meeting notes from August 6th, “Pulling Ideas and Community Together” (where the first draft strategies emerged)
6. Demographic Report assembling data about Lake of Bays from various sources
7. Executive Summary (4 pages instead of 13)