



GRAVENHURST

GATEWAY TO MUSKOKA

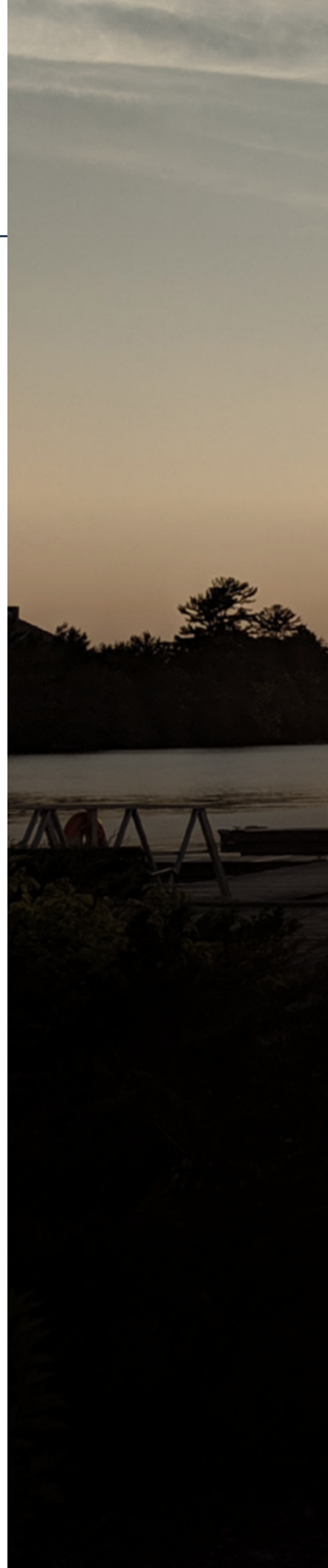
TOWN OF GRAVENHURST

Strategic Plan

2023-2027

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Land Acknowledgement

We acknowledge the First Peoples, who, for thousands of years before us, were and are still the keepers and caretakers of this land where we now live and work and in particular the Chippewas of Rama, Wahta Mohawk First Nations and the Moon River Metis.

We are dedicated to honouring Indigenous history and culture and committed to moving forward in the spirit of reconciliation and respect with all First Nation, Metis and Inuit people.

We recognize all the generations of Indigenous people and their historic connection to this place and we are grateful for the opportunity to gather here at this time.

Message from the Mayor & CAO

On behalf of Council and Town staff, we are pleased to present Gravenhurst's Strategic Plan for 2023-2027.

Our Vision for the future is that Gravenhurst will be a sustainable and innovative community where everyone is welcome to visit, stay and grow with us. It acknowledges everyone in our community, both current and future residents, as well as the visitors and tourists who come for a weekend or season to experience everything our Town has to offer.

Our Strategic Plan will support us in building on Gravenhurst's strengths and seizing new opportunities to enhance the prosperity and quality of life in our community. Over the next several years, this plan will act as a guiding document for Council and Town staff as we seek to make decisions and invest our resources to serve the community's best interest.

Based on consultation and collaboration with Council, staff, and the community, the Town's 2023-2027 Strategic Plan has three main strategic pillars, each with specific goals, planned initiatives for advancing them, and performance measures to monitor and track progress:

Community Vibrancy | **Sustainable Growth** | **Effective Municipal Services**

As the Town continues to grow and attract new residents due to our beautiful lakes, vibrant arts scene, and rich cultural heritage, we will need to work to balance the protection of these attributes with the economic prosperity, cultural richness, and spirit of opportunity that growth brings.

At the same time, Gravenhurst is also wrestling with the challenges facing many municipalities of all shapes and sizes across Ontario, including the availability and affordability of housing, economic and inflationary pressures, pressures on the healthcare system, and the continuing threat of climate change. This Strategic Plan provides a roadmap for us to help navigate these challenges as we work towards our collective vision and build a community where everyone can thrive.

As we look towards implementing the Strategic Plan, it is critical that we regularly track, evaluate, and update the Plan, treating it as a "living document" that is responsive to new or changing circumstances in our community and in the Town's administration. Reporting on progress toward initiatives and performance against our goals to Council and the public is key to this Plan's success.

We would like to thank members of Council, Town staff, and the community who participated in this process and provided their input on the future of our Town. We look forward to continuing this collaborative work in the years ahead.

Sincerely,



Heidi Lorenz, Mayor



Scott Lucas, Chief Administrative Officer

Introducing Our Strategic Plan

Strategic planning involves setting a future course and vision for the municipality. A robust plan articulates Council's strategic direction, guides staff in their planning activities, and communicates the planned trajectory to the community.

Gravehurst's 2023-2027 Strategic Plan serves as the comprehensive roadmap for the Town, shaping the next four years and

beyond. It informs the Town's budgets, policies, and service plans, and provides a framework for ensuring accountability in advancing priorities.

This Plan delineates specific objectives for the Town while allowing for the flexibility to respond to changing circumstances in the community including new opportunities or emerging threats.



THE PROCESS FOR SETTING THE TOWN'S PRIORITIES

Gravenhurst's strategic planning process launched in Spring 2023 and involved the following activities:

- A review of the Town's operating environment.
- Consultation with community and Town staff through surveys.
- Workshops with Council to update and validate the Town's Mission, Vision and Values and identify key priorities and goals for the Town for the next four years.
- Collaboration with the Town's Senior Leadership Team to identify supporting initiatives and performance measures to track and monitor progress.

READING THE PLAN

This Strategic Plan includes the following key elements:

- **Mission and Vision Statements** that describe the day-to-day purpose of the organization and define the Town's aspiration for the future.
- Six **Value Statements** to support the Town's Vision and act as guiding principles in day-to-day operations and decision-making.
- Three **Strategic Pillars** that delineate the Town's priorities for advancing the Mission and Vision.
- Twelve **Goals** that give effect to each Strategic Pillar.

Each Goal includes a clear implementation roadmap that describes specific Initiatives the Town will undertake to realize progress against the Goal as well as performance measures to support ongoing monitoring and reporting of progress against the Strategic Plan.



Our Strategic Plan on a Page



VISION

Gravenhurst: A sustainable and innovative community where everyone is welcome to visit, stay and grow with us.

MISSION

Enhancing quality of life in Gravenhurst through responsible municipal service delivery.

VALUES

- Accountability
- Collaboration
- Integrity
- Service Excellence
- Respect
- Stewardship

PILLARS & GOALS

Community Vibrancy

Goal 1 | Promote community safety, health and wellbeing for all residents

Goal 2 | Establish the downtown and wharf as a local meeting point and attraction

Goal 3 | Continue to foster the Town's Indigenous, cultural and heritage assets

Goal 4 | Celebrate Gravenhurst as a welcoming and equitable community where all can thrive

Sustainable Growth

Goal 5 | Enable responsible growth that supports quality of life and complete communities

Goal 6 | Encourage the development of diverse housing options to meet community needs

Goal 7 | Continue to adapt and mitigate the impacts of climate change

Goal 8 | Create an "open for business" environment across the Town to support job and business growth

Effective Municipal Services

Goal 9 | Continue to deliver best-in-class, responsive, efficient, and effective services

Goal 10 | Ensure continued prudent financial and asset management planning

Goal 11 | Establish the Town as an innovative and preferred employer

Goal 12 | Drive two-way communication and engagement with all community members

VISION.

Gravenhurst: A sustainable and innovative community where everyone is welcome to visit, stay and grow with us.

MISSION.

Enhancing quality of life in Gravenhurst through responsible municipal service delivery.





ACCOUNTABILITY

We are accountable to those we serve. We are responsible and responsive.

COLLABORATION

We work together as a team. We value our community partners.

INTEGRITY

We are open, honest and transparent.

RESPECT

We are inclusive and welcoming. We value diversity and we treat everyone fairly and with respect.

STEWARDSHIP

We are committed to creating a sustainable community that respects and protects the natural environment.

SERVICE EXCELLENCE

We strive to improve our services and to enhance our practices.

Strategic Pillars, Goals & Initiatives

PILLAR 1 | Community Vibrancy

We strive to be an inclusive and welcoming community where all residents can be happy, healthy and thrive.

Goal 1 | Promote community safety, health and wellbeing for all residents

INITIATIVES

- 1 Explore conducting a Community Wellbeing Assessment to understand core needs in the community and how the Town can support in addressing those needs.
- 2 Advocate for improved local access to healthcare and mental health services.
- 3 Explore opportunities to establish community hubs in publicly owned facilities.
- 4 Continue to invest in enhancing sustainable and active transportation networks.
- 5 Implement the Parks, Recreation and Trails Master Plan.

PERFORMANCE MEASURES

- Completion of Community Wellbeing Assessment
- No. of community programs and/or partnerships to support community safety and well-being
- Annual \$ invested in promoting increased healthcare access
- No. of new km of active transportation annually (trails, cycling lanes, sidewalks, etc.)
- No. of surveillance cameras

Goal 2 | Establish the downtown and wharf as a local meeting point and attraction

INITIATIVES

- 1 Continue to implement the Wharf Revitalization Plan.
- 2 Advance the Transit Plan to support access and connectivity to the downtown and wharf.
- 3 Refresh the Community Improvement Program for the downtown to promote local street activation.

PERFORMANCE MEASURES

- No. of actions completed from the Wharf Revitalization Plan
- Completion of a refresh of the Community Improvement Program
- Annual transit ridership

Goal 3 | Continue to foster the Town's Indigenous, cultural and heritage assets

INITIATIVES

1. Continue to support and invest in community events, festivals and programming.
2. Work with the Heritage Committee and other organizations, including Indigenous groups, to support and celebrate the Town's long history, including its Indigenous heritage.
3. Continue to foster partnerships with community groups, organizations and volunteers to deliver on community priorities.

PERFORMANCE MEASURES

- No. of designated Heritage properties
- No. of community events and festivals
- Attendance and participation rates in municipal-organized programming
- No. of community sponsorships

Goal 4 | Celebrate Gravenhurst as a welcoming & equitable community where all can thrive

INITIATIVES

1. Develop a Corporate Diversity, Equity and Inclusion (DEI) Plan and continue to participate in the District's IDEA initiatives.
2. Create an Access and Inclusion Policy for Town programs and services.
3. Publicly promote Gravenhurst an inclusive and equitable community and workplace for all.
4. Continue to work towards full compliance with the Accessibility for Ontarians with Disabilities Act (AODA) for Town infrastructure and assets.

PERFORMANCE MEASURES

- Completion of a Corporate DEI Plan
- AODA compliance reporting



PILLAR 2 | Sustainable Growth

We enable growth in a way that balances and supports our community, natural heritage, and economic prosperity.

Goal 5 | Enable responsible growth that supports quality of life and complete communities

INITIATIVES

- 1 Review and update Official Plan and Zoning By-laws to support residential, commercial and industrial growth.
- 2 Update the Town's cash-in-lieu of parkland policy/approach.
- 3 Review and establish or update, where necessary, policies to protect environmentally sensitive areas (e.g., waterfront, sensitive rural areas, wetlands, etc.).

PERFORMANCE MEASURES

- Completion of Official Plan update
- No. of Zoning By-law updates related to responsible growth
- Area of protected lands in the municipality, or occasions of better delineation of sensitive areas

Goal 6 | Encourage the development of diverse housing options to meet community needs

INITIATIVES

- 1 Conduct a Housing Needs Assessment and define the Town's role in the provision of housing.
- 2 Develop a Housing Action Plan to help address community needs.
- 3 Advocate for provincial and federal funding to support impactful housing initiatives in municipalities like Gravenhurst.

PERFORMANCE MEASURES

- Completion of a Housing Needs Assessment
- No. of housing starts and completions annually
- No. of housing units approved by Council annually

Goal 7 | Continue to adapt and mitigate the impacts of climate change

INITIATIVES

- 1 Implement Gravenhurst's Climate Action Plan and integrate the Town's adaptation and mitigation efforts with regional initiatives and other municipal counterparts in Muskoka.
- 2 Support the District in advancing its community-based initiatives on sustainability.
- 3 Work with area municipalities to develop a Climate Change Mitigation Plan for Muskoka.
- 4 Formalize climate resiliency policies for infrastructure planning and asset management.

PERFORMANCE MEASURES

- Town energy consumption (YoY)
- No. of green retrofits or replacement of Town infrastructure, fleet and equipment

Goal 8 | Create an "open for business" environment across the Town to support job and business growth

INITIATIVES

- 1 Continue efforts to support local business retention and expansion.
- 2 Explore the feasibility of expanding serviced industrial land to encourage new or expanded industries in Gravenhurst.
- 3 Continue to support the development planning of provincially owned land for disposition (Muskoka Regional Centre lands and Ontario Fire College lands), including advocacy for the Town's priorities for these lands.
- 4 Implement a Tourism Destination Plan.

PERFORMANCE MEASURES

- No. of new businesses opened annually
- Annual \$ on initiatives to support Town businesses
- Km² of serviced industrial and commercial lands
- Visitor spending – per Tourism Destination Plan



PILLAR 3 | Effective Municipal Services

We responsibly and collaboratively deliver the programs and services our community relies on.

Goal 9 | Continue to deliver best-in-class, responsive, efficient, and effective services

INITIATIVES

- 1 Review and ensure strategic alignment of organizational resources to the Town's strategic priorities.
- 2 Advance modernization and digitization initiatives to improve service delivery and internal workflows/processes.
- 3 Continue to review and advance opportunities to focus on value-for-money in the Town's purchasing policies.
- 4 Continue to mature corporate performance measurement and reporting.

PERFORMANCE MEASURES

- No. and type of resident/customer inquiry and resolution time (through "report it" and other tools)
- Completion of customer service delivery and organizational review

Goal 10 | Ensure continued prudent financial and asset management planning

INITIATIVES

- 1 Apply a lens of climate risk management in all financial and asset management planning and reporting.
- 2 Engage Council and staff in the development of a consolidated long-term financial plan to guide future decisions and investments.
- 3 Continue to regularly update and invest in the Town's Asset Management Plan.

PERFORMANCE MEASURES

- Compliance with climate risk analysis in all financial reporting
- State-of-Good-Repair backlog (YoY)
- No. of annual financial reports to Council

Goal 11 | Establish the Town as an innovative and preferred employer

INITIATIVES

- 1 Improve employee engagement and communication.
- 2 Develop a Municipal Excellence Program to build the internal talent pipeline and support a best-in-class approach to employment.
- 3 Conduct a review of the Town's compensation and benefits package.
- 4 Consider ways to increase staff recognition initiatives.

PERFORMANCE MEASURES

- Annual employee retention rate
- Satisfaction indicators in employee survey
- No. of staff recognition initiatives

Goal 12 | Drive two-way communication and engagement with all community members

INITIATIVES

- 1 Implement the Town's Communication Strategy to support ongoing education and engagement with residents and service users.
- 2 Ensure the Town's website is updated on an ongoing basis to ensure currency and user-friendliness.

PERFORMANCE MEASURES

- Completion of website refresh
- Engagement metrics on the Town website and social media





Town Contact Information

Town of Gravenhurst, 3-5 Pineridge Gate, Gravenhurst, ON P1P 1Z3

www.gravenhurst.ca
info@gravenhurst.ca

705-687-3412
(toll free) 1-855-687-3412