



GEORGINA



Georgina's Game Plan

2023-2027 Corporate Strategic Plan

Table of Contents

Land acknowledgement	3
A message from the Mayor	4
A message from the CAO	5
Our community	6
Our team and services	8
Introduction to the strategic plan	10
The strategic planning process	12
Vision, Mission and Values	16
Delivering Service Excellence	17
Ensuring Balanced Growth	19
Diversifying Our Local Economy	21
Creating a Vibrant, Healthy and Safe Community For All	23
Advancing Environmental Sustainability	25
Town of Georgina 2023-2027 Corporate Strategic Plan	27
Putting the plan into action and measuring our success	28
Appendices	29
Appendix 1: Strengths, weaknesses, opportunities and threats analysis	30
Appendix 2: Community and staff surveys – key findings and insights	34

Land acknowledgement

The Town of Georgina recognizes and acknowledges that we are on lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, and on behalf of the Mayor and Council, we would like to thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our close neighbour and friend, one with which we strive to build a cooperative and respectful relationship.

We also recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands, and we join them in these responsibilities.



A Message from the Mayor



On behalf of my fellow members of Council, I am pleased to present the Town of Georgina's 2023-2027 Corporate Strategic Plan.

The plan will act as the overarching document for the Town and Council as we plan for the years ahead. Georgina is a vibrant community that is growing and evolving, and with that comes new challenges and opportunities that we must address collectively and with intention. Managing our growth while preserving what sets our community apart and makes it a wonderful place to live, work and visit is vital to our continued success.

The new 2023-2027 Corporate Strategic Plan will guide the direction of our organization but also give us the flexibility we need to adapt to whatever comes our way, whether that be legislative changes or external events that impact our community. The plan recognizes our role as a community builder – we deliver municipal-wide programs, services and infrastructure that meet the needs of community members today and builds resiliency for the future.

I would like to thank my Council colleagues and our Town's leadership team and staff for their contribution to the development of this strategic plan and for their service to our community every day. I also extend my thanks to the many residents, businesses and community groups who shared their perspectives on the future of Georgina. We are also honoured and thankful for the participation of the Chippewas of Georgina Island First Nation in this process as we continue to strengthen our relationship and take action on the Truth and Reconciliation Commission's (TRC) Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

This plan provides the blueprint as to how we will drive success on what matters most to the community. Council and Town staff will continue to work collaboratively on implementing the new plan, finding innovative solutions to emerging issues and reporting on our progress.

Whether delivering service excellence, striving for a greener future or building a safe, healthy, and inclusive community, we know that we can achieve our vision as we work together. It is our great privilege to serve the community of Georgina and we look forward to the work ahead.

Margaret Quirk, Mayor

A Message from the CAO



Under the leadership of the Mayor and Council, the Corporation of the Town of Georgina works to provide high-quality programs and services we know residents expect.

We are proud of what we have accomplished to make Georgina a vibrant community and enhance quality of life for all who live, work or visit here. But there is always more to do.

The 2023-2027 Corporate Strategic Plan will guide the Mayor, Council and the Town administration as we make decisions and direct our resources where they are needed most. It will ensure that the day-to-day work of the Town is aligned with community needs and priorities and will contribute to the long-term resiliency of our organization and our community.

Some of the goals and initiatives included in the strategic plan fall within the jurisdiction of the Town to deliver, regulate or invest in, while the full achievement of others will require collaboration with York Region, the Province of Ontario, Government of Canada and other partners. Everything in this plan, however, is integral to the continued success and sustainability of our community.

At the same time, however, we consider the strategic plan to be a living document that will be revisited and updated over time to ensure it is reflective of and responsive to evolving circumstances and opportunities, both internal and external to the organization.

As we embark on the journey to implement our strategic plan, accountability will be front and centre. Town staff will be responsible for implementing the initiatives that will help us deliver on our defined goals, and we commit to regularly reporting to Council and the community on our progress through the indicators and status of initiatives provided in this plan.

On behalf of the Senior Leadership Team and all Town staff, I would like to thank everyone who contributed to this important initiative and took the time to share their valuable input. As we implement the strategic plan, we will continue to foster meaningful engagement with our community and stakeholders.

Together we can shape Georgina's future.

Ryan Cronsberry, Chief Administrative Officer

Our community

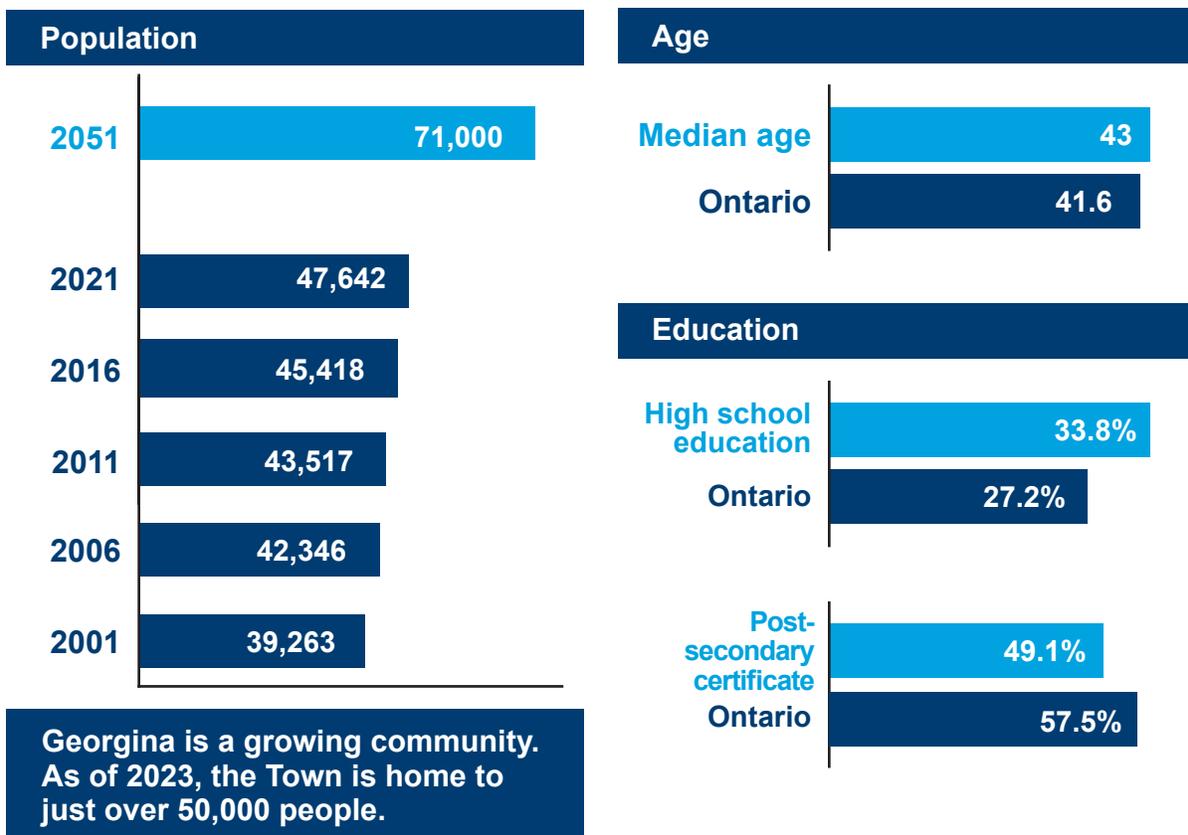
The Town of Georgina is geographically one of the largest municipalities in York Region, situated one hour north of Toronto on the southeast shores of Lake Simcoe.

The municipality is comprised of a number of lakefront communities, small rural hamlets and three larger communities: Keswick, Sutton/Jackson's Point and Pefferlaw. Keswick is the largest community, with a population representing more than half of Georgina's total population.

Known for its lakeside living close to Toronto, Georgina is the perfect pairing of cottage country "feel" and urban convenience. With ample year-round recreation and a business environment that fills all service and product needs, Georgina is a desired location to live, work and play.

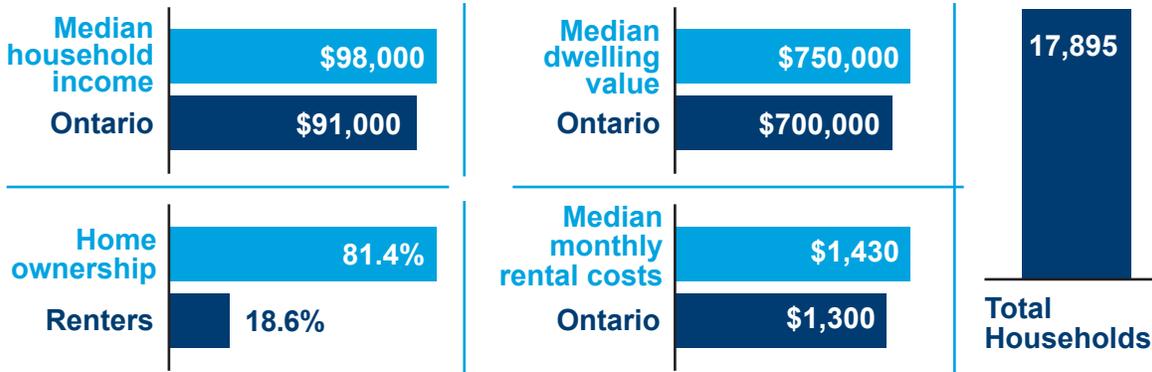
Population and demographics

The data and information below is from the following sources: [Statistics Canada Census Data](#); [Town of Georgina Community Profile](#); [Province of Ontario Labour Market Report](#); York Region Population Estimate (March 31, 2023), 2022 York Region Employment Survey.



Household and earnings

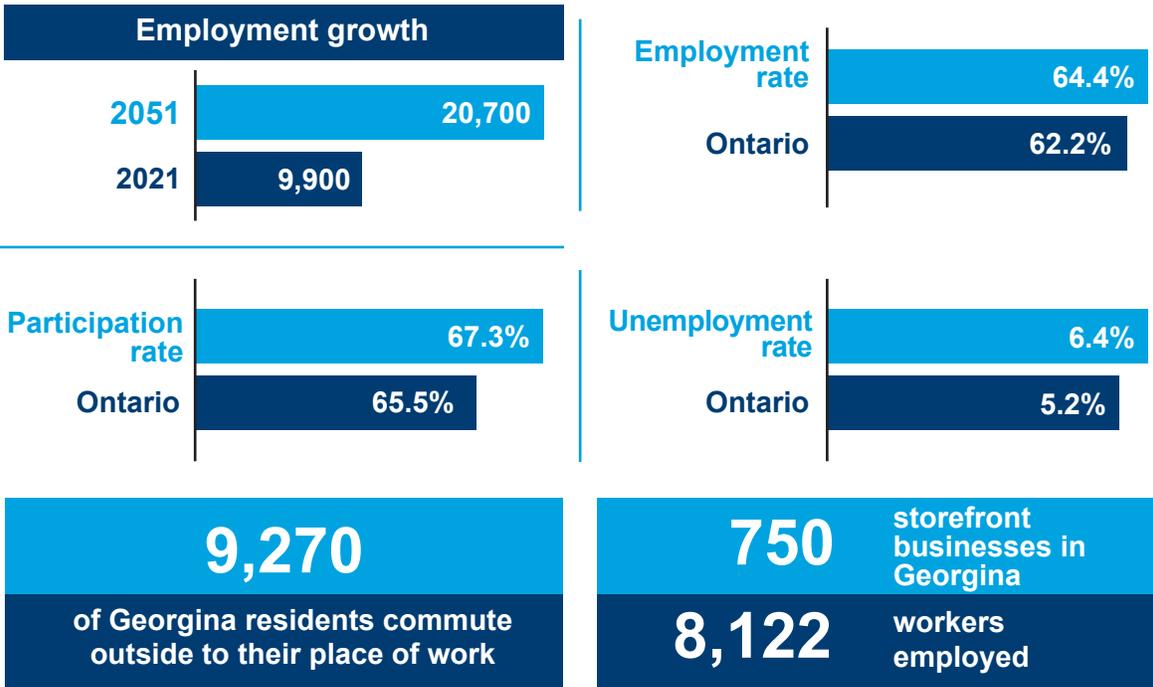
76.5% of Georgina’s population spend less than 30% or more of total income on shelter costs, with 23.5% spending more than 30% (compared to 75.8% and 24.2%, respectively, in Ontario).



Labour force and local economy

Georgina's Top 5 Employment Sectors:

1. Accommodation and Food Services
2. Retail Trade
3. Health Care and Social Assistance
4. Arts, Entertainment and Recreation
5. Educational Services



Our team and services

At the Town of Georgina, our talented team delivers high-quality programs and services that residents, businesses and visitors rely on each and every day.

Our people are the Town administration's greatest asset. We are committed to fostering an organizational culture that is inclusive, respectful and collaborative and helping our employees grow and thrive.

Public service is at the heart of what we do. At the Town, we are focused on delivering services that are community-centric, responsive to local needs and accessible for all.

Town services

Community Services



- Arts and Cultural Services
- Cemetery Services
- Client and Business Services
- Facilities Operations
- Horticultural Beautification
- Parks, Trails and Beaches
- Recreation Services
- Special Events
- Sponsorship Development

Operations and Infrastructure



- Asset Management
- Capital Delivery
- Operations
 - Roads Services
 - Water/Wastewater Services
 - Forestry Services
- Fleet Services
- Waste Management
- Storm Water Management

Fire and Rescue Services



- Public Education
- Fire Code Inspection and Enforcement
- Community Risk Reduction
- Fire Suppression and Investigation
- Hazardous Materials Responses
- Fire Alarm and Public Assist Responses
- Medical Aid and Motor Vehicle Accident Responses
- Ice/Water Rescue
- Mutual Aid
- Emergency Management

Legislative Services



- Municipal Law Enforcement Division
- Clerk's Division
- Procurement Services
- Legal Services

Development Services



- Building
- Development Planning
- Development Engineering
- Planning Policy

Strategic Initiatives



- Corporate Communications
- Corporate Strategy and Transformation
- Service Excellence (Service Georgina)
- Economic Development and Tourism
- Capital Projects – Strategic Initiatives

Human Resources



- Benefit Administration
- Compensation Management
- Disability Management
- Health and Safety
- Employee Recruitment
- Employee and Labour Relations
- Learning and Development
- Employee Wellness Initiatives
- Workforce Planning
- Performance Management
- Payroll Support

Office of the Deputy CAO



- Financial Controllership and Reporting
 - Financial Reporting
 - Internal Controls
 - Payroll
- Financial Strategy and Planning
 - Budgeting and Forecasting
 - Accounting for Capital Assets
 - Reserves and Investment Management
- Taxation and Revenue
- Information Technology

Georgina Public Library



- Social and Literacy-Based Programming
- Creative Tools and Technology
- Materials and Books Lending Program
- Mobile Hot Spots and On-Line Resources
- Homework and Reference Databases
- Practical Skills Development
- Ontario Parks Day-Use Permits
- Spaces to Meet and Study

Introduction to the strategic plan



Our Corporate Strategic Plan is our commitment to continue to support our community, collaborate with our partners and improve quality of life for Georgina’s community members, businesses and visitors. It is the responsibility of municipal government to provide services to the community, to represent its diverse voices and needs, and to advocate on its behalf.

The strategic plan is the Town’s overarching document – its north star – that informs and shapes all other corporate planning documents, such as the Official Plan, master plans and strategies, and the corporation’s annual business plans and budgets. It is also one of our most important tools for communicating our priorities to the public we serve.

A strategic plan typically focuses on the major opportunities, challenges, issues and decisions facing a community, such as how to better leverage local opportunities and assets to bring new jobs and businesses and how to address the housing supply and affordability crisis. Many of the issues that have the most meaningful impact on our community neither fall neatly into the four-year terms of Council nor are within the sole jurisdiction of the Town to address. Rather, tackling the big issues requires sustained planning, commitment and investment across a longer planning horizon.

At the same time, Georgina’s 2023-2027 Corporate Strategic Plan is a living document that can adapt and evolve to changing circumstances, such as legislative changes or unforeseen events. Flexibility is built into this Plan to ensure that it remains responsive to the needs of both the community and the administration.

The structure of the 2023-2027 Corporate Strategic Plan includes:

- A refreshed collective future vision for both the administration and community.
- An updated mission that articulates the Town’s fundamental purpose in serving the community of Georgina and its path to achieving the vision.
- The values that guide the Town and everything it does, from delivering services, making investments, developing and implementing policies, and engaging with residents, municipal partners, employees, businesses, the Chippewas of Georgina Island First Nation, and other community members.
- Five strategic pillars that are key to the success of the Town’s mission and specific goals that will help achieve progress against the pillars.
- Action-oriented initiatives to support implementation and realization of the Town’s goals.
- Progress indicators for each goal that will enable the Town to monitor and evaluate progress as well as gain insight into where it may need to course-correct to keep the community on track to realizing its shared vision.



The Town’s strategic plan is directly linked to work the Town administration does each and every day. It will inform departmental work plans, resource planning, and the annual budget, which is the accelerator pedal by which Council can decide where the Town goes and how quickly.



The strategic planning process

The journey to develop the Town of Georgina's 2023-2027 Corporate Strategic Plan included an extensive stakeholder engagement process, and in-depth analysis of the Town's internal and external environment. This inclusive consultation process was thoughtfully conducted with the Mayor and Council, Town staff, the community, the Chippewas of Georgina Island First Nation, local businesses, municipal partners and community/culture organizations through a series of engagement opportunities between December 2022 and May 2023.

The strategic plan includes the collaborative input of over 1,200 stakeholders, representing a diverse range of perspectives. The engagement process involved the following key activities:

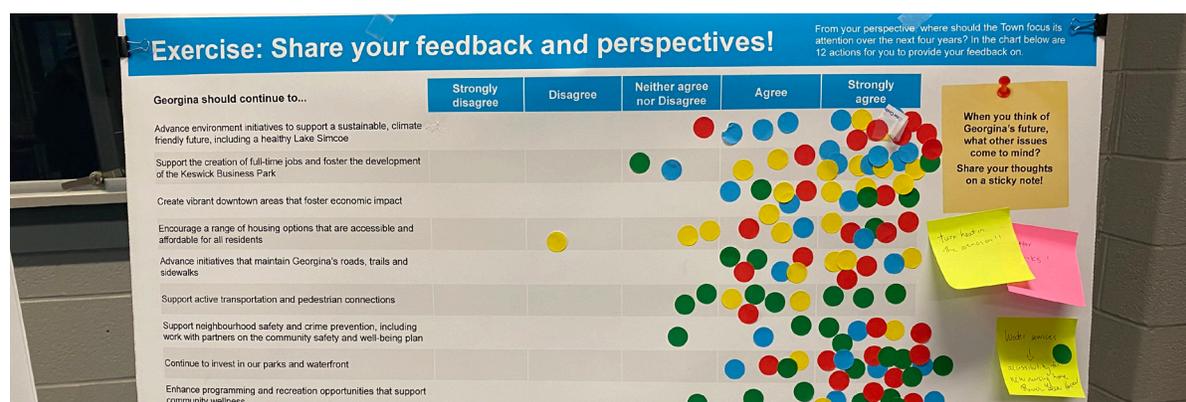
- Twenty-four (24) interviews with Mayor, Council and Town staff
- Two (2) workshops with Mayor and Council
- Two (2) workshops and twenty (20)+ sessions with the Town's Senior Leadership Team/Managers
- An environmental scan of (20)+ municipalities
- A digital community survey that received 692 responses from residents and community members
- An internal staff survey that received 95 responses from Town of Georgina employees
- Two (2) community pop-up events that engaged 400+ residents and community members in real-time
- Two (2) focus groups with community organizations and local businesses
- One (1) workshop with the Chippewas of Georgina Island First Nation

Through this comprehensive engagement process, the Town of Georgina was able to create a 2023-2027 Corporate Strategic Plan that is grounded in the needs, aspirations, and priorities of its various stakeholders. Moving forward, we will continue to communicate and engage the community as we work to deliver on the goals and initiatives within the Plan.

What we heard

The strategic planning process included extensive research, engagement and consultation. The information gathered through the planning process revealed the following key insights and themes, forming the basis for the strategic pillars, goals and initiatives contained within the Town of Georgina 2023-2027 Corporate Strategic Plan.

This is not an exhaustive list of everything we heard, but rather a summary of all shared input and feedback. For additional details on the findings from the engagement process, please refer to the Appendices of this document.



Georgina is growing and will continue to grow, and it should plan for that growth with intention. Georgina is positioned for significant long-term growth based on the York Region Official Plan and regional growth targets. To enable this growth and ensure that the Town's services and infrastructure can effectively meet increasing growth demands, there is an opportunity for the Town to proactively plan how and where this growth should occur. Proactive and responsible growth management can also ensure the long-term sustainability of the Town and its key assets by strengthening existing communities, supporting environmental and climate change goals and attracting new economic development opportunities. The Town can – and must – grow, but it can do so in such a way that also celebrates and sustains everything that makes Georgina great, including its continued strong agricultural presence.

Like everywhere else, the housing crisis has reached Georgina. Like many other municipalities across Ontario, and even Canada, the Town is facing challenges with respect to the availability and affordability of housing. Although the Town may be more affordable than the other municipalities in York Region, there remains concern about ensuring sufficient attainable and affordable housing options – including both ownership and rental – to meet the community's needs. While work is already underway at the Town to explore innovative strategies to address local housing challenges, it is clear that 'no stone should be left unturned' and that the toolkit must include a range of options from enabling more diverse housing types and streamlining the development approvals review process to considering new public, private or not-for-profit partnership opportunities and engaging in advocacy with other levels of government.

Lake Simcoe is a prized asset in the community with significant potential for the future. Lake Simcoe is at the centre of community identity and well-being – it is Georgina’s “crown jewel” and strongest asset in attracting people and businesses to the Town. The lake is also a crucial component of the Town’s unique quality of life, offering recreational opportunities and outdoor activities that help people stay active and healthy. Moving forward, there may be opportunities to better leverage the lake to further enhance quality of life in the community and drive business attraction, tourism and investment in the Town. While the Town continues to explore these opportunities through plans and strategies such as the Waterfront Master Plan, it is also essential that Lake Simcoe, as a critical natural asset in Georgina, continue to be protected from pollution, climate change impacts and other adverse impacts.

Advancing economic development and growth opportunities continues to be a top priority. While progress has been made in attracting industry through initiatives such as the Keswick Business Park, there is more work ahead to bolster the local economy in Georgina by supporting business attraction, retention and expansion and creating more jobs for local residents. A continued focus on economic growth can also help ensure a demographically diverse community or a “community of all ages” by attracting young families and working age community members. There are other benefits as well, including diversification of Georgina’s tax base, which is currently heavily reliant on residential taxes. As it looks to spur future economic development, the Town will need to ensure it is creating the conditions essential for an “open for business” environment. This includes continuing to expand broadband access across the Town, for example, which is critical to attracting more live/work professionals and ‘remote workers’ in the new post-COVID environment.

As the community grows and evolves, the Town will need to ensure alignment of programs, services and infrastructure. As Georgina grows, there will be increased demand and pressure on its existing services, amenities and infrastructure. The Town has made significant investments in recent years, with construction of the Multi-Use Recreation Complex – the largest project in Georgina’s history – well underway and the Town’s plan to replace the aging Civic Centre approved in March 2023. As it plans for the long-term future of the community, there is a need to continue to invest in facilities, such as ice rinks, libraries and other recreational amenities, along with corresponding programming, that enhance livability and the social fabric of the community. At the same time, the Town must also continue to advance and invest in asset management, ensuring that it is maintaining existing infrastructure, like roads and bridges, and tackling its state-of-good-repair backlog.



Continuing to advance the commitment to Indigenous reconciliation is crucial.

The Town of Georgina and the Chippewas of Georgina Island First Nation continue to build a strong relationship based on the principles of two-way communication, transparency and accountability. This partnership should continue to grow and flourish, particularly as the Town looks to take meaningful action to advance the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Commission’s (TRC) Calls to Action.



Georgina has a strong sense of community and civic pride. Even as it grows, Georgina has held onto its “small town” roots and has a vibrant sense of community and connectedness. There is a strong culture of volunteerism in which community members collaborate with the Town to foster civic pride and community cohesion. Moving forward, as part of continuing to build on Georgina’s “pride of place”, there may be opportunities to improve the aesthetics of local streets and public assets to ensure that the Georgina of the future remains the beautiful, clean and safe community it is today.

The Town administration embodies a culture of public service and continuous improvement. The Town administration is led by a dedicated staff team that has helped create a strong foundation for the future success of the community. Town staff are committed to a culture of continuous improvement and will continue to explore opportunities to drive innovation and transformation in order to enhance customer service and ensure efficiency, effectiveness and value-for-money in service delivery for residents.

Sustainability must be integrated into Town operations and decision-making. Although the Town has several initiatives underway to advance climate change action and sustainability in the corporation, there is an opportunity to prioritize sustainability in the Town of Georgina by embedding a robust and flexible sustainability lens into decision-making processes. This would mean integrating sustainability into everything the Town does, as well as renewing environmental and climate change commitments, leading by example within the corporation to reduce greenhouse gas emissions and energy use, and exploring opportunities to drive or incentivize community sustainability and behavioural change.

All of this input and feedback shaped the priorities that are at the core of the Town of Georgina’s 2023-2027 Corporate Strategic Plan. We heard from many voices, and what follows is our game plan to act on what we heard.



Vision

The vision is the shared aspiration for the future of Georgina.

To be the most progressive, inclusive and vibrant growing community on Lake Simcoe, with a balance of rural and urban character.

Mission

The mission statement articulates the Town of Georgina's core purpose and how it will work to achieve its future vision.

To promote a high quality of life for our community through the delivery of exceptional services, inclusive engagement and a commitment to support a thriving economy and sustainable environment.

Values

We are guided as a Council and as an administration by a core set of values that are foundational to how we work together, make decisions, and serve our community. These values underpin all that we do and will be at the forefront of all the actions we take to achieve our shared vision for Georgina.

Respect: We are empathetic, fair, welcoming and inclusive.

Excellence: We strive to go the extra mile.

Communication: We actively listen and are responsive to what we hear.

Teamwork: We achieve our goals together.

Accountability: We are transparent and take responsibility for our actions and decisions.

Resilience: We can adapt to whatever comes our way.

Delivering Service Excellence



1. Commit to citizen-centric service delivery

1. Implement the Customer Service Strategy
2. Continue to modernize and digitize internal and external processes and services
3. Implement the 2023-2026 Corporate Communications Plan
4. Develop and implement the Business Continuity Plan, aligned with the Emergency Management Plan
5. Conduct statistically significant Resident Satisfaction Surveys
6. Update the Recreation and Culture Master Plan

Measured by:

- % of first contact resolution
- % of calls answered live by Service Georgina
- Resident Satisfaction Survey scores
- Average time for building permit issuance/permit type

2. Support employee engagement, development and well-being

1. Refresh and implement the Human Resources Strategy
2. Develop and implement an Equity, Diversity and Inclusion Strategy

Measured by:

- # of total staff trained
- Employee Engagement Survey results

3. Ensure continued financial sustainability and accountability

1. Develop and implement a long-range financial plan
2. Continue to strengthen the Corporate Grants Program to acquire grants on behalf of the Town
3. Conduct a review and implement a streamlined Municipal Funding Program for Community Agencies
4. Implement the Corporate Sponsorship Program

Measured by:

- \$ spent in accordance with approved budgets
- \$ generated through the Corporate Sponsorship Program
- \$ generated through the Corporate Grants Program

4. Build a future-focused, results-driven organization

1. Establish centralized project oversight for corporate transformation initiatives
2. Develop and implement internal service standards
3. Develop a Data Management Strategy
4. Develop and implement a Delegated Authority By-law to help streamline processes and approvals
5. Review and refresh the Town's procurement policy
6. Support implementation of the Library Strategic and Master Plans

Measured by:

- # of service standards established and tracked

5. Proactively manage infrastructure and assets to ensure service continuity

1. Improve and modernize Public Works
2. Continue to modernize, maintain, and enhance accessibility of facilities and spaces
3. Develop and implement the Asset Management Plan for non-core assets, including creation of an Invest/Divest Strategy for facilities and vacant lands
4. Continue to advance the Lake Drive Shoreline Jurisdiction Action Plan

Measured by:

- % of assets in good condition (by asset class)
- % of building condition assessments with average rating of "good"

Ensuring Balanced Growth



1. Promote and ensure responsible growth and long-term planning

1. Complete Official Plan Review
2. Complete Phase 1 – Countryside By-law
3. Complete Phase 2 – Comprehensive Zoning By-law Review
4. Review and update the Town's sanitary sewer and water allocation
5. Conduct various studies and update fees to plan for growth:
 - Complete User Fee By-law Update
 - Complete Stormwater Fee Study
 - Complete Development Charges (DC) Study
 - Complete Water and Wastewater Fee Study
6. Explore additional revenue opportunities
7. Update the municipal design engineering standards

Measured by:

- \$ total investment in capital reserves
- % increase of ICI (Industrial, Commercial, Institutional) tax base
- \$ total construction value
- # of building permits issued
- % reduction in rezoning applications in countryside



2. Support a diversity of housing types in Georgina

1. Complete and/or update Secondary Plans (Keswick, Pepperlaw, Sutton)
2. Update zoning by-laws to implement provisions for additional residential units
3. Advocate for and support building new residential units with a range of affordability and explore opportunities for partnerships and collaboration with York Region
4. Review the Town's development approvals process to identify potential opportunities for streamlining
5. Advocate for timely construction and delivery of regional water and sewer servicing infrastructure to facilitate growth

Measured by:

- # of households in Georgina that spend less than 30% of income on housing
- ratio of approved housing mix (#, size, tenure)
- # of advocacy efforts initiated to support housing supply and affordability

3. Improve physical and communications infrastructure

1. Enhance public transportation options in Georgina in collaboration with other governments:
 - Advocate for improved public transit
 - Continue to advocate to the Province for the Hwy 404 extension into Keswick Business Park in collaboration with York Region
 - Align with regional transportation goals
2. Continue to implement the Corporate Broadband Roadmap

Measured by:

- # of advocacy efforts initiated to enhance local/regional transportation
- Broadband coverage in Georgina (Results from Resident Satisfaction Survey)

Diversifying Our Local Economy



1. Support investment attraction, job creation, business retention and expansion, including within our agricultural sector

1. Refresh and begin implementation of the Economic Development and Tourism Strategy and Action Plan
2. Support expedited approvals for ICI (Industrial, Commercial, Institutional) developments and small and medium sized enterprises (SMEs) that encourage job creation and an increase in the non-residential tax base
3. Develop an investment attraction program (i.e., trade shows, marketing, investment micro-site, etc.)
4. Advocate to increase post-secondary and skill/training programs for Georgina including pursuing the extension of YSpace and the Entrepreneurship Hub Pilot in collaboration with York University

Measured by:

- # of new businesses
- increase in ICI (Industrial, Commercial, Institutional) floor area
- % net employment growth



2. Continue to support Georgina's tourism sector as an economic driver

1. Deliver the Waterfront Master Plan and apply recommendations for future development considerations
2. Enhance partnerships with private sector tourism stakeholders
3. Implement BIA beautifications and enhance placemaking/revitalization efforts through infrastructure and streetscaping projects
4. Continue to enhance Georgina's brand as a tourism destination

Measured by:

- # of partnerships with private sector tourism stakeholders
- # and size of events that attract visitors from outside Georgina
- # of improvements to infrastructure that enhance the visitor experience

Creating a Vibrant, Healthy, and Safe Community for All



1. Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation

1. Engage in regular consultations with the Chippewas of Georgina Island First Nation to strengthen the partnership and understand how to best support the advancement of UNDRIP, TRC Calls to Action and other key priorities
2. Establish employee training and learning opportunities to support relationship building and staff learning and development
3. Continue to support the Chippewas of Georgina Island First Nation with the addition to the reserve process, including the advancement of a municipal service agreement

Measured by:

- To be developed in consultation with the Chippewas of Georgina Island First Nation
- # of employee training/learning opportunities/# of employees trained



2. Support a safe, healthy and inclusive community

1. Advance implementation of the Fire Services Master Plan
2. Advance recommendations from the Joint Fire Services Assessment in collaboration with East Gwillimbury
3. Continue to evaluate and revise the Community Risk Reduction Plan in relation to the risks
4. Advocate for enhanced health and wellness services, partnerships and investment attraction for Georgina
5. Update the Active Transportation Master Plan, including trails and expansion of the traffic and road safety program
6. Update the 2018-2022 Multi Year Accessibility Plan, including AODA (Accessibility for Ontarians with Disabilities Act) compliance
7. Create a Town of Georgina Anti-Racism Policy

Measured by:

- # of emergency calls responded to
- # of fire safety inspections completed
- # of accessible parks, facilities, and services
- Resident Satisfaction Survey results

3. Continue to invest in community spaces and amenities

1. Complete construction of the MURC and open to the public
2. Complete design and construction of the Civic Centre
3. Update and implement the ROC and LINK Business Plans
4. Create the Parks Master Plan
5. Continue to optimize and invest in improvements to local parks, facilities, and recreational amenities

Measured by:

- # of new or improved local parks, recreation amenities and community spaces

Advancing Environmental Sustainability



1. Celebrate and respect Georgina's natural environment, including Lake Simcoe

1. Work with Lake Simcoe Region Conservation Authority on watershed health, including improving stormwater management to reduce pollutants entering Lake Simcoe
2. Advocate and support the advancement of [Council's 2023 resolution](#) related to the federal government's Freshwater Action Plan Fund and in particular funding related to Lake Simcoe
3. Review and update the Town's tree preservation and compensation policy
4. In partnership with the Environmental Advisory Committee and environmental stakeholders, coordinate an annual Earth Day event and other educational and awareness opportunities
5. Advocate for the construction of the Holland Marsh phosphorus recycling facility

Measured by:

- Lake Simcoe Region Conservation Authority approved indicators
- # of new and/or replacement trees planted
- # of environmental educational and awareness initiatives coordinated by the Town



2. Support Georgina's resilience through environmental sustainability and climate mitigate and adaptation

1. Update Energy Conservation Demand Management Plan
2. Develop Climate Change Action Plan to define a path forward for the Town that focuses on high value initiatives
3. Conduct a feasibility study to consider opportunities and options to greening the fleet
4. Continue to implement the Waste Management Plan (corporate and community)

Measured by:

- % of energy and water consumption reduction in Town facilities
- # of environmental sustainability initiatives developed and implemented by the Town

2023-2027 Corporate Strategic Plan

Vision

To be the most progressive, inclusive, vibrant and growing community on Lake Simcoe, with a balance of rural and urban character.

Mission

To promote a high quality of life for our community through the delivery of exceptional services, inclusive engagement and a commitment to support a thriving economy and sustainable environment.

Values

Respect | Excellence | Communication | Teamwork | Accountability | Resilience

Delivering Service Excellence

1. Commit to citizen-centric service delivery
2. Support employee engagement, development and well-being
3. Ensure continued financial sustainability and accountability
4. Build a future-focused, results-driven organization
5. Proactively manage infrastructure and assets to ensure service continuity

Ensuring Balanced Growth

1. Promote and ensure responsible growth and long-term planning
2. Support a diversity of housing types in Georgina
3. Improve physical and communications infrastructure

Diversifying Our Local Economy

1. Support investment attraction, job creation, business retention and expansion, including within our agricultural sector
2. Continue to support Georgina's tourism sector as an economic driver

Creating a Vibrant, Healthy and Safe Community for All

1. Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation
2. Support a safe, healthy and inclusive community
3. Continue to invest in community amenities and spaces

Advancing Environmental Sustainability

1. Celebrate and respect Georgina's natural environment, including Lake Simcoe
2. Support Georgina's resilience through environmental sustainability and climate mitigation and adaptation

Putting the plan into action and measuring our success

The Town of Georgina’s 2023-2027 Corporate Strategic Plan is a roadmap for the future, designed to:

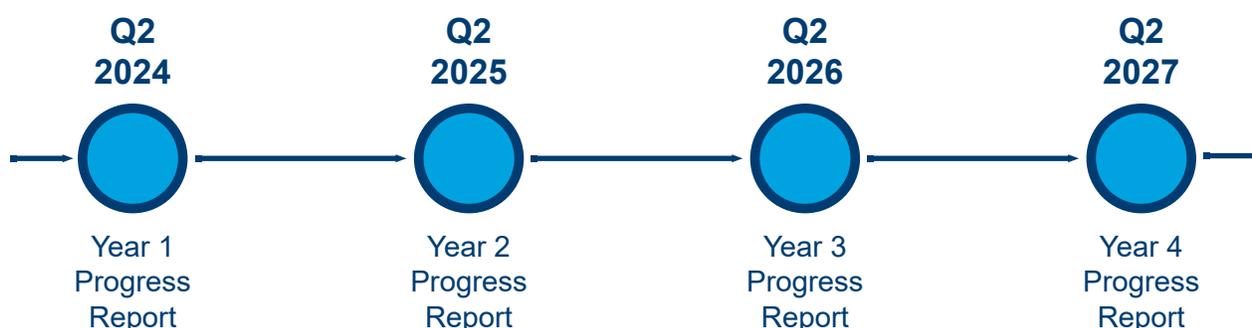
- Support and guide Council and Town administration’s decision-making;
- Directly inform budget and development of departmental work plans;
- Shape advocacy efforts with other levels of government and partnerships, relationships and collaborations with residents, community stakeholders and the Chippewas of Georgina Island First Nation; and,
- Provide clear, measurable indicators to enable Council and the Town administration to monitor and evaluate progress on the defined strategic pillars and goals.

This Strategic Plan represents the Town’s commitment to Georgina’s residents, the Chippewas of Georgina Island First Nation, businesses, visitors, and key partners. It is the public declaration of our shared vision for the future of the community. Over the coming months and years, the Town will actively work to foster awareness of the Plan within the community and communicate our shared successes.

To support implementation of the Town of Georgina 2023-2027 Corporate Strategic Plan, staff have developed an implementation plan that articulates high-level timelines, resource requirements and corporate performance measures for each strategic initiative that will be updated on an annual basis.

We will remain accountable to Council and all our stakeholders through the provision of annual progress reports over the lifecycle of the strategic plan. These annual reports will highlight our achievements and measure and evaluate progress. They will also provide an opportunity to share achievements and progress against the indicators identified in the Plan. Reporting to Council and, by extension, the community we serve, is critical to our success and making certain that we are working towards our goals and delivering on the desired outcomes.

Monitoring and measuring our success



APPENDICES

Strengths, weaknesses, opportunities and threats analysis

The following SWOT (strengths, weaknesses, opportunities, and threats) analysis was prepared as part of the first workshop with Georgina Town Council that occurred on February 15, 2023. The strengths, weaknesses, opportunities, and threats outlined below reflect a synthesis of the feedback received at the time of the workshop. It is not an exhaustive list of everything we heard. Rather, the SWOT aggregates all of the input with us through engagement activities – including interviews, pop-ups, surveys, and more - and presents key themes.

Strengths

Town administration

- **Effective, committed staff teams across the organization** – Town staff are committed, passionate, and creative professionals dedicated to doing things differently
- **Strong Council-Staff relations** – Council regularly supports staff recommendations and there is recognition of their respective roles and responsibilities
- **Openness to driving internal change** – Staff and Leadership are willing to drive change towards improving customer service and deliver services more efficiently
- **Fiscally healthy** – Georgina is financially stable, with a significant amount of \$\$\$ in reserves, and is proactive in securing grants and attracting developer funding
- **Strong existing policy foundations** – Current strategic plan was a major milestone. Many existing plans that support the Town’s progressive growth and new strategic directions
- **Steps forward in economic development to attract industry** – For example, Keswick Business Park

The community

- **Lake Simcoe is a prized asset of the community** – Close proximity to the Lake is the basis of local tourism, community identity and local arts
- **Increasingly active, year-round community** – Dedicated winter programming and sports (e.g., ice fishing, snowmobiling, etc.)
- **Many major municipal projects on the go right now** – (e.g., MURC) bringing about community buzz and civic pride
- **Georgina is (still) growing** – The Town is a strategic location for work-ers/commuters (near Highway 404/400) and has seen new residential developments in Keswick and Sutton

- **Highly engaged community with a strong culture of volunteerism** – Traditional small-town roots meant that people naturally want to be more connected, and this characteristic has held true even with growth
- **Innovative community-centered hubs** – (e.g., The Link, MURC, Ice Palace, YSpace Georgina)
- **Relatively safe community** – Residents feel they can participate in their communities (e.g., go for walks in their neighbourhood) without fear of personal safety

Weaknesses

Town administration

- **Land/Facility Portfolio Management** – There is an opportunity to place a higher priority on reviewing Town land/facility holdings
- **Customer service and resident engagement** – An opportunity exists to improve customer service, and staff responsiveness to boost civic cohesion
- **Future of waterfront** – Municipality is working towards an approach on how to leverage waterfront and beaches to drive economic development outcomes
- **Organizational structure and capacity** – A comparatively lean organization and structure with opportunities for further optimization
- **Town is a stepping stone to other organizations for staff** – Opportunity to improve succession planning and staff retention
- **Heavy reliance on residential tax** – Municipality does not benefit significantly from commercial/industrial taxes currently
- **Slow organizational readiness towards new technology** – Opportunity to improve tech adaptation and modernization

The community

- **Some community divides and tensions** – Between residents and tourists, urban and rural residents, and long-time residents vs. newcomers
- **Housing** – Georgina is working towards providing more attainable and affordable housing options
- **Rural residents** - Perception that residents in rural areas are often “forgotten” about
- **Concern about growth** – Some residents are concerned about the environmental and community impacts of development
- **A “bedroom community”**– A significant number of residents leave the community daily for work, school, etc.
- **Beautification and cleanliness** – There is an opportunity to improve maintenance of Town streets and assets (e.g., signs, flower beds)
- **Varying levels of broadband access** – While improvements are underway, additional enhancements needed for consistent broadband access
- **Competition for community and rec programming** – Service adjustments may be required as the Town grows

Opportunities

Town administration

- **Results-based organizational culture** – Improve accountability through achievable metrics that track and evaluate progress
- **Enhanced focus on customer service** – Develop standardized response times and a process to track requests
- **Corporate sustainability** – Integrate a sustainability lens to renew environmental commitments within the organization
- **More effective growth management** – Identify how and where future development should occur to reinforce existing communities, attract new opportunities and protect the environment
- **Implement the Waterfront Parks Master Plan (once completed)** – To support livability, tourism, and public space renewal opportunities
- **Improve organizational resiliency** – Focus on staff succession planning, improved recruitment and retention strategies
- **Embrace diversity, equity and inclusion** – Support a more inclusive, accessible workplace where all staff feel a sense of belonging
- **Work strategically with other levels of government, and local partners** - Can help address challenges out of the Town's control/jurisdiction (e.g., healthcare, housing, mental health)
- **An aspirational and implementable strategic plan** - Build a plan that is both ambitious but also grounded in the realities of the organization

The community

- **Enhanced communication and engagement with the community** – Supports and enables greater transparency and awareness about what the Town does/is doing
- **Align on a shared future vision** – “What will Georgina be in 10 years?”
- **Advance commitment to Indigenous relations and reconciliation** – Build better relationships with Indigenous communities and implement standard initiatives that support UNDRIP and the TRC Calls to Action
- **Broadband expansion** – Attract more live/work professionals, entrepreneurs as part of shift away from “bricks and mortar”
- **Identify future recreation facilities and programs needed** – Ice pads, future community / recreation centres, public libraries
- **Grow community sustainability initiatives** – To drive resilience in the community and support climate change adaptation and mitigation
- **Better leverage the Town's strategic location** – Consider opportunities to support quality of life (e.g., waterfront patios)
- **Support job creation and economic development** - Build a thriving community where people want to relocate and/or invest
- **Federal and provincial support for community and social services** - Particularly in areas outside the Town's jurisdiction such as healthcare, affordable housing, etc.

Threats

Town administration

- **High inflation rates** – Capital projects are more expensive, and it will cost the Town more to deliver the same services as in previous years
- **Changing provincial-municipal relationship** – Provincial legislation continues to impact services – e.g., planning, waste management – and will have direct implications for municipal finances
- **Growth pressure is here now** – Although growth may have slowed somewhat in recent years, the Town still has growth targets it needs to meet and needs a plan to proactively plan and manage growth that future growth
- **Aging capital infrastructure** – Like many places, Georgina must continue to invest in capital renewal and expansion
- **Climate change** – Increasing extreme weather events incur clean-up costs for the Town and lead to deteriorating roads and assets at a higher rate
- **Staff shortages in the municipal sector** – Difficulties in staff recruitment and long-term retention pose knowledge transfer issues for the organization

The community

- **Lack of affordable / attainable housing** – A critical foundation for future job attraction and economic development
- **Lack of a diversified local economy** – Creates additional pressure on the residential tax base
- **Cost of living and affordability** – Inflation, rising interest rates and the increasing cost of living has made everyday life more difficult for many residents
- **Increasing resident expectations mismatched with current financial realities** - Including a belief that taxes are “too high”
- **Climate change** – Given its geography and natural features, homes and businesses are exposed to the long-term impacts of climate change and extreme weather events
- **Community tension and “us vs them” mentalities regarding visitors/tourists to Georgina** – Creates additional difficulty in promoting local tourism (e.g., if visitors don’t feel welcomed, they’ll find somewhere else to visit) and poses risks to social cohesion and community spirit
- **Shortage in healthcare services/physicians** – Like many other municipalities, there is a concern about access to appropriate healthcare services

Community and staff surveys – key findings & insights

The Community Survey was hosted on SurveyMonkey and was open from December 7, 2022 – January 6, 2023. The survey received a total of 692 responses from residents and community members. The key findings are summarized below.

Key Findings and Insights

692
Total Survey
respondents

65% of participants identified they had lived and/or worked in Georgina for 10+ years. The majority of participants were from Keswick (65%).

More than
90%
of respondents

Identified that a healthy Lake Simcoe, community safety and well-being, and parks and waterfront were their most top-of-mind issues.

More than
80%
of respondents

Agreed or strongly agreed that over the next 4 years, the Town should focus on supporting neighbourhood safety and crime prevention, continue to invest in parks and waterfront, and support the creation of full-time jobs.

57%
of respondents

Identified that the access to natural features, the lake, trails, parks and greenspace are what they liked most about living in Georgina.

67%
of respondents

Agreed or strongly agreed with the current Vision Statement. 77% of respondents also Agreed or Strongly Agreed with the Mission Statement.



In open text questions, respondents emphasized the need for more affordable housing in Georgina, including community housing, seniors-oriented housing, and higher density living.

The Town Staff Survey was hosted on SurveyMonkey and was open from December 7, 2022 – January 13, 2023. The survey received a total of 95 responses from municipal staff at the Town of Georgina. The key findings are summarized below.

Key Findings & Insights

95
Total Survey
respondents

48% are newer to the Town (employed for 0-4 years), with 25% of respondents having been with the administration for 10+ years.

74%
of respondents

Agreed or strongly agreed with the current Vision Statement. 79% of respondents also Agreed or Strongly Agreed with the Mission Statement.

More than
65%
of respondents

Agreed that clear information and guidance on implementation, as well as clear structure and organization of the document, are key elements of a useful Strategic Plan.

More than
70%
of respondents

Identified Accountability, Continuous Improvement, and Financial Sustainability as their top organizational principles to inform the Strategic Plan.

36%
of respondents

Agreed that the Town’s 4 existing priorities are equally important. Staff also identified infrastructure, culture and heritage planning, waterfront planning, and proactive Town communications as other key priorities.



In open text questions, respondents suggested that there should be stronger focus on: the environment, public infrastructure, efficient service delivery, and alignment of programs to local growth and demographics.



GEORGINA

Town of Georgina
26557 Civic Centre Rd.,
Keswick, ON L4P 3G1
info@georgina.ca