

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. CAO-2021-0020

**FOR THE CONSIDERATION OF
COUNCIL**

November 17, 2021

SUBJECT: THE 2019-2023 CORPORATE STRATEGIC PLAN UPDATE

1. RECOMMENDATION:

That Council receive Report No. CAO-2021-0020 prepared by the Office of the CAO dated November 17, 2021 respecting the 2019-2023 Corporate Strategic Plan update.

2. PURPOSE:

The purpose of this report is to provide Council with a mid-point check-in of the progress on the actions undertaken by staff in support of the 2019 – 2023 Corporate Strategic Plan ('Strategic Plan').

3. BACKGROUND:

On May 29, 2019, Council approved the Town's 2019 – 2023 Corporate Strategic Plan (Attachment 2). The Strategic Plan outlines the collective focus of Council for its term of office. There are six parts to the Town's Strategic Plan:



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

Mission To promote a high quality of life for our residents through exceptional municipal service, community engagement and a framework which supports a thriving economy.

- Priorities and Objectives**
- Grow our economy
 - Increase employment and investment
 - Improve both transportation and broadband connectivity
 - Promote Town identity
 - Promote a high quality of life
 - Build a healthy, safe and accessible community
 - Promote responsible growth

- Engage our community and build partnerships
 - Establish and strengthen partnerships
 - Engage our community
- Deliver exceptional service
 - Ensure exceptional service delivery
 - Manage our finances and assets proactively
 - Support staff development and excellence

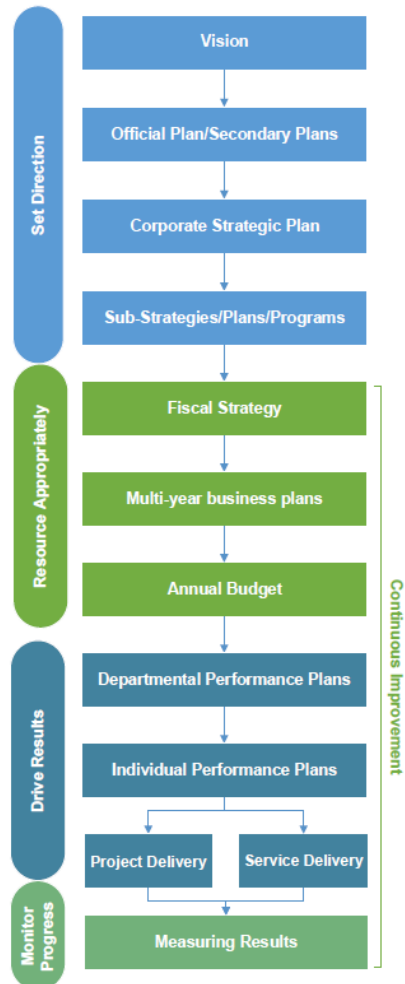
Actions 39 actions were identified to achieve the objectives under the four priorities.

Measures and Indicators Performance measures help monitor our overall progress towards achieving the Town’s vision, priorities and objectives, and identify where adjustments regarding resource allocation and strategy may be required.

The Corporate Strategic Plan is a key direction setting component of the Service Excellence Framework

The Service Excellence Framework (on the right) highlights the relationship between the Town’s strategies, programs, departmental business and performance plans, and budget. Alignment between elements within the Service Excellence Framework helps ensure decisions and actions serve to help achieve the strategic direction and vision for the Town.

The Corporate Strategic Plan—combined with the Town’s Official Plan, sub-strategies and fiscal strategy—helps drive the implementation of the Town’s vision as a “progressive and vibrant growing community” and the mission of “providing exceptional municipal services.”



4. ANALYSIS:

2020/2021 will be remembered as the years of the COVID-19 pandemic. It created logistical and financial challenges, impacted Town services and led to the cancellation of many programs. The Town had to re-prioritize efforts and resources to support the pandemic response, including hosting a vaccination clinic in partnership with York Region. Business continuity of essential services, along with ensuring staff and customer safety, became the top priority for Council and management.

Staff have made significant strides toward the completion of the actions within the 2019–2023 Plan

Given the COVID-19 situation, this is the first status update on the Corporate Strategic Plan. It’s essentially a mid-point check-in. As of now, 74.3% of the actions in the Strategic Plan are completed/in-progress/ongoing and 25.7% of actions are scheduled for 2022–2023.

The table below categorizes the 39 actions by those that are completed/in-progress/ongoing and those that remain on track to be completed/started in 2022 and 2023:

Status	# of actions	% of total
Completed	8	20.5
In progress	13	33.3
Ongoing	8	20.5
Scheduled for 2022	6	15.4
Scheduled for 2023	4	10.3
TOTAL	39	100%

Key 2019 – 2021 accomplishments to-date

Attachment 1 to this report “2019-2023 Corporate Strategic Plan update” provides the detailed breakdown of all actions within the Corporate Strategic Plan and the key accomplishments associated with each action. Provided below are the top highlights accomplished to-date:

While the COVID-19 response was not anticipated within the Corporate Strategic Plan, it is important that the key accomplishments in relation to responding to the COVID-19 pandemic are noted:

- Operated **Emergency Operations Centre (EOC)** from March 2020 to September 2021 to manage the COVID-19 situation. 256 meetings were held by a combination of the EOC Working Group and EOC Control Group from March 13, 2020 to September 29, 2021.
- **Vaccination clinics** were implemented by York Region Public Health and the Community Services Department to provide the vaccine to residents of the community and York Region.
- The **Pivot Planning Squad** was launched in October 2020. It was developed to help with recovery efforts, and assisted local businesses with one-on-one virtual consultations to provide marketing support and help them move to online commerce platforms.
- The **Temporary Patio Program and Grant** was launched in June 2020 to assist restaurants throughout the Town with recovery efforts.
- The **Community Improvement Plan Program** was expanded to help with recovery efforts by business owners in the Keswick, Sutton and Jackson's Point Business Improvement Areas to address operations during the pandemic.
- The **Development Rebate Building Permit Fee Program** was created to provide additional assistance to the business community and to help with business recovery efforts by providing a rebate for building permit fees.
- **Georgina Emergency Response Benefit** was approved by Council and administered to support local businesses with \$250,000 of grant funding.
- A grant program was initiated to **support not-for-profit and charitable organizations** with lease or rent payments.
- Library service was different from non-pandemic times, however library staff created **virtual programming** for all ages, online books, music and learning resources, and, starting in June 2020, curbside pickup.
- Recreation Services developed the **Recreation at Home program** to provide activities, games, recipes and workouts for the community. **Virtual recreation programs** and workshops were developed for children and adults, as well as drop-in summer programs at Town parks which were modified to ensure health precautions were followed. The **Canada Day celebration** in 2020 was transformed into a successful virtual event and broadcast on Facebook.
- Georgina Fire introduced the **virtual Home Safe Home program** and provided fire education during the pandemic. Georgina was the first fire service to conduct smoke alarm and CO checks virtually with homeowners using FaceTime, Zoom and Skype.

In parallel to above, departments drove forward with progress on the Strategic Plan, with highlights including:

- **A Multi-use Recreation Complex (MURC)** was approved and construction has started. The MURC will include such amenities as a lap, therapy and leisure pool, double gymnasium, walking track, activity studio, programming/multi use rooms and a discovery library branch.
- Construction and opening of a new **Fire Station in Pefferlaw** (Stn 1-8) has been completed.
- Purchased a **Fire Rescue Boat** in partnership with the Chippewas of Georgina Island to enable Georgina Fire and Rescue to further assist in and have a timely response to Georgina, Fox and Snake Islands as well as increased protection along our waterfront.
- In 2020, Council approved the Town's first-ever **Broadband Strategy and Action Plan**. A key element of the plan is to leverage the more than 100 kilometres of YorkNet fibre and leasing the Town's Broadband tower infrastructure.
- **A Waterfront Master Plan** (phase 1) was developed and endorsed by Council in October 2021.
- **A Customer Service Strategy** was completed and endorsed by Council in October 2020, and implementation is in progress.
- Staff launched a **Continuous Improvement Program** in June 2020. Business Process Modernization is well underway. The core components of this initiative include expanding online self-serve options through the introduction of automated forms and additional online payment options, as well as website enhancements.
- Created a **Business Continuity Plan** and updated the **Emergency Plan**. Both plans supported the Town in responding to the COVID-19 pandemic and associated emergency orders.
- Implementation of the **I.T. Strategic Plan** is underway with a new electronic records management system in place and a new cloud-based Human Resource Information and Payroll System being acquired through a request for proposal.
- The **Development Charges By-law** was updated and endorsed by Council in June 2021.
- Design of a replacement **Civic Centre** is in progress.
- Supported Health Georgina with the rebuild of the **Nurse-Led Practitioner Clinic**.
- Added initiative: A Corporate Grant Committee was established with **\$1.521 million in competitive grants received** across multiple applications and another \$2.369 million in applications awaiting a decision.
- Added initiative: The new **Business Bounce Back Program** was launched in June 2021 in partnership with York University's YSPACE and East Gwillimbury to provide free entrepreneurial training programs.
- Added initiative: Georgina Council passed a **Licensing By-law regulating Short-term Rental Accommodations** (STRA) within the Town.

A report on measures and indicators will be provided in 2022

As a result of staff redeployments to the COVID-19 operational response and the temporary disruption to various Town programs and services, some performance measures were impacted by the pandemic and source data was not available. Staff will report separately on the measures and indicators in 2022 when the programs restart, source data becomes available and more 2021 census information is released.

5. RELATIONSHIP TO STRATEGIC PLAN:

As this report relates to the Strategic Plan itself, details are highlighted within the analysis section of this report.

6. FINANCIAL AND BUDGETARY IMPACT:

Costs associated with the delivery of the 2019 - 2023 Corporate Strategic Plan are aligned with the multi-year budget. Any request for resources related to actions with the plan are brought forward for Council consideration through the annual budget process.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

There are no public consultation or notice requirements associated with this report.

8. CONCLUSION:

Despite the global pandemic and the need to re-assign resources to initiatives such as the vaccination clinic and recovery efforts, staff have been able to make significant progress on the 39 actions within the Corporate Strategic Plan. As of now, 74.3% of the actions in the Strategic Plan are completed/in-progress/ongoing and 25.7% of actions are scheduled for 2022–2023.

APPROVALS

Prepared By: Olga Lawton, Lead, Corporate Transformation
Recommended By: Shawn Nastke, Deputy Chief Administrative Officer (acting)
Approved By: Ryan Cronsberry, Chief Administrative Officer (acting)

Attachments:

Attachment 1: Progress update on Strategic Plan actions
Attachment 2: 2019-2023 Corporate Strategic Plan

#	2019-2023 Strategic Plan Action Items	Status	Target completion date	Comments
Grow our economy				
1	Refresh Economic Development Strategy	Scheduled for 2023	2023	<ul style="list-style-type: none"> - Economic development resources were redirected to support COVID-19 response/recovery, including Pivot Planning Squad, expanded Community Improvement Plan Program, Temporary Patio Program, Development Application Rebate, Georgina Emergency Response Benefit - Additional support has been provided to the business improvement areas to facilitate an online presence - The new Business Bounce Back Program was launched in June 2021 in partnership with York University's YSPACE and East Gwillimbury to provide free entrepreneurial training programs
2	Refresh Investment Attraction Strategy	Scheduled for 2023	2023	<ul style="list-style-type: none"> - Economic development resources were redirected to support COVID-19 response/recovery - Updated web pages with Choose Georgina branding - Ongoing discussions with Business Park owners to develop joint marketing efforts - Business class program is ongoing to support new development in the Keswick Business Park and other locations across Georgina - Investment attraction program updates are ongoing
3	Develop Broadband Strategy	Completed	2020	<ul style="list-style-type: none"> - The Broadband Strategy was completed and endorsed by Council in 2020 - The Strategy put the Town in a strong position to drive key connectivity enhancements for residents/businesses - Implementation is underway and a status update was provided to Council on May 5, 2021 - Directly supported two different ISPs in leveraging the YorkNet network to provide fibre-to-the-home internet service to the community of Udora and surrounding area - Work continues to leverage the South Shore Community Broadband tower infrastructure by leasing it to ISPs to provide better service in underserved areas - The Town is working with YorkNet to attract ISPs to utilize its fibre infrastructure to provide enhanced broadband service throughout Georgina
4	Explore strategies to extend Hwy 404 north into Keswick Business Park	Ongoing support for the provincial project	Ongoing	<ul style="list-style-type: none"> - The Town is supporting and advocating for the Hwy 404 north extension into the Keswick Business Park - Discussions with York Region and the Province are ongoing

#	2019-2023 Strategic Plan Action Items	Status	Target completion date	Comments
5	Advocate for 400/404 link	Ongoing	Ongoing	<ul style="list-style-type: none"> - Ongoing initiative identified in the growth plan - Council re-affirmed its support for the Bradford Bypass in 2021, subject to a transparent environmental review process (Resolution No. C-2021-0246)
6	Create a plan to strengthen Georgina's Brand	Scheduled for 2022	2023	<ul style="list-style-type: none"> - Efforts are ongoing to strengthen Georgina's brand, including Business Spotlights, online blog, introduction of Instagram channel to engage businesses and create a sense of community pride - The Stay Strong Georgina campaign was launched to connect the community by bringing people together and keeping them apart at the same time during the COVID-19 pandemic - A business case has been put forward for 2022 to enhance Georgina's marketing efforts (awareness of Georgina as a place to live, work and play) - Formed a partnership with York University (YSPACE) to deliver entrepreneur programming (increases awareness of Georgina's desire for innovation)
Promote a high quality of life				
7	Develop a Waterfront Strategy	In progress	2023	<ul style="list-style-type: none"> - In October 2021, Council endorsed in principle the Waterfront Parks Master Plan – Part 1 report, prepared by The Planning Partnership - Part 2 and Part 3 are to be completed in 2023
8	Update the Recreation and Cultural Services Master Plan	Scheduled for 2023	2023	<ul style="list-style-type: none"> - This initiative will commence in 2023 - Community Services resources were redirected to support COVID response
9	Refresh Trails & Active Transportation Study	Scheduled for 2023	2024	<ul style="list-style-type: none"> - This initiative will commence in 2023 - Community Services resources were redirected to support COVID response
10	Design & Construct MURC	In progress	2023	<ul style="list-style-type: none"> - The new Multi-use Recreation Complex (MURC) will include a lane pool, therapy and leisure pool, double gymnasium, walking track, activity studio, programming/multi use rooms and a discovery library branch - Construction is underway with the target completion in 2023
11	Refresh Municipal Cultural Plan	Scheduled for 2022	2022	<ul style="list-style-type: none"> - This initiative is scheduled for 2022
12	Implement Library Master Plan	In progress	Ongoing	<ul style="list-style-type: none"> - Discovery library branch at the MURC has been approved - Library website update complete - The interior space updates in all library branches are in progress - Increased staff hours for programming for all ages - Implemented a Wi-Fi hotspot lending program for residents

#	2019-2023 Strategic Plan Action Items	Status	Target completion date	Comments
13	Advocate for Age-in-place & healthcare services	In progress	2022	- The Town is supporting Health Georgina with the re-build of the new nurse-led practitioner clinic in Sutton - The new nurse-led practitioner clinic is scheduled to open in 2022
14	Implement Fire Services Master Plan	In progress	Ongoing	- Constructed new Fire Station in Pefferlaw (Stn 1-8)- 10 of 14 recommendations related to facilities/fire stations have been completed; remaining 4 in progress - 11 of 24 recommendations related to administration, suppression, fire prevention, education and training have been completed; remaining 13 in progress - Recommendations related to fire underwriters survey (FUS) are ongoing and are reviewed by FUS representatives
15	Refresh Emergency Preparedness Plan	Completed	2019	- Completed in Q2, 2019 - The purpose of the Emergency Plan is to lead the Town through a disaster and help to support our community by providing important services - Utilized the Plan in responding to the COVID-19 pandemic and the associated emergency declared by the Town
16	Develop Innovative Housing Strategy	In progress	2022	- Reserve of Sanitary sewer and water servicing allocation has been set aside and endorsed by Council in May 2021 - The Housing Policies in the Keswick Secondary Plan are being updated through the Keswick Secondary Plan review process
17	Update Secondary Plans (Keswick, Pefferlaw, Sutton/Jackson's Point and being conformity review of Official Plan)	Ongoing	Ongoing	- Keswick Secondary Plan review to be completed in 2022 - Council adoption is anticipated in Q2, 2022 - Draft 1 is posted online at www.georgina.ca/KSPR - Draft 2 (for public release) is in progress. - The timing is impacted by The Regional Municipal Comprehensive Review process
18	Update Zoning By-law (2 phases)	In progress	2023	- Phase 1 (rural) will be completed in 2022 - Report to Council will be submitted on December 8, 2021
19	Develop Sustainability Plan	Scheduled for 2022	2022	- This initiative is scheduled for 2022 - A business case has been put forward for 2022 to develop a Corporate Sustainability Plan

#	2019-2023 Strategic Plan Action Items	Status	Target completion date	Comments
Engage our community and build partnerships				
20	Develop Corporate Sponsorship Program	Completed	2021	<ul style="list-style-type: none"> - The Corporate Sponsorship Program has been created - Implementation of the program is ongoing
21	Continue Collaboration with other municipalities/levels of government	Ongoing	Ongoing	<p>The Town collaborates extensively with various levels of government. Some highlights include:</p> <ul style="list-style-type: none"> - The N6 municipalities continue to collaborate and partner on numerous initiatives (e.g. waste collection, employee training and development, etc.) - The Town received \$1.521 million in competitive grants from the Province and Federal Government - The Town of Georgina has partnered with York University and East Gwillimbury to deliver a Business Bounce Back program to assist with economic recovery - Joint Fire Services review with the Town of East Gwillimbury will be initiated in 2022 (pending grant funding approval) - All municipalities worked closely on COVID-19 response and economic recovery efforts - A lead generation technology tool was implemented for EcDev to ensure consistent collaboration amongst N6 municipalities
22	Continue Collaboration with community agencies, the Chippewas of Georgina Island, etc.	Ongoing	Ongoing	<ul style="list-style-type: none"> - Joint purchase of a fire boat with the Chippewas of Georgina Island First Nation in 2019. The fire boat is in service to support emergency response and water rescue - In Q2, 2020 the Fire Protection Agreement with the Chippewas of Georgina Island First Nation was updated and a bylaw adopted - Truth and Reconciliation event in partnership with the Chippewas was held on September 30, 2021 - An Every Child Matters crosswalk has been planned in collaboration with the Chippewas - Providing financial and/or in-kind resources to various organizations through the budget process, including GTTI, Routes, Military Museum, Chamber of Commerce, Art Gallery and Cultural Centre, Farmers Market and Ontario Water Centre
23	Prepare annual engagement plan	Completed	Refreshed annually	<ul style="list-style-type: none"> - The 2021 Plan is complete, refreshed annually - The Plan serves to coordinate effective engagement with the residents across of all our departments and key initiatives
24	Update 2018-2020 Communications Plan	Scheduled for 2022	2022	<ul style="list-style-type: none"> - This initiative is scheduled for 2022

#	2019-2023 Strategic Plan Action Items	Status	Target completion date	Comments
Deliver exceptional service				
25	Create Customer Service Strategy	Completed	2020	<ul style="list-style-type: none"> - This initiative was completed and endorsed by Council on October 21, 2020 - The action-oriented strategy will deliver 15 initiatives over the next 3 years and recognizes that customer service extends well beyond the front counter and includes all touchpoints that customers have with the Town. Progress is already underway on a number of initiatives.
26	Launch Continuous Improvement Plan	Completed	2020	<ul style="list-style-type: none"> - This initiative was completed and endorsed by Council on June 10, 2020 - The main focus of the program is on streamlining and modernizing business processes and increasing online self-serve options - Through an \$84,000 provincial grant, retained a consultant to review 15 business processes and integration opportunities as well as identify required functionality for a new phone system - Received an additional \$292,000 provincial grant for implementing online self-serve and new Human Resource Management (HRIS) system - Implementation of the online self-serve initiative is underway and HRIS technology procurement is in progress
27	Implement recommendations of Development & Building Process Review	Ongoing	Ongoing	<ul style="list-style-type: none"> - Business process review was completed in 2020 by AtFocus consultant - Process automation is in progress, Site Alteration and Entrance Permit application processes are now automated - Partnered with York Region to conduct a needs analysis for a future Development and Tracking System
28	Establish Business Continuity Plan	In progress	2021	<ul style="list-style-type: none"> - Completed comprehensive business impact analysis with the support of York Region - Prepared more comprehensive business continuity plans for Fire Suppression, Crisis Communications, Supervisory Control and Data Acquisition system (SCADA), and payroll services - Winter maintenance plan is being prepared
29	Implement IT Strategic Plan	In progress	2023	<ul style="list-style-type: none"> - Restructured ITS department to better support the needs of the organization - Server room upgrades (fire suppression system installation) were completed in 2019 - Disaster Recovery plan is in progress - HRIS/payroll/time and attendance technology solution procurement is in progress - Office 365 is scheduled for 2022 - Development Tracking System procurement and budget approval are scheduled for 2023

#	2019-2023 Strategic Plan Action Items	Status	Target completion date	Comments
30	Implement Record Management Review	In progress	2022	- Procured a records management technology platform in 2020 - Implementation is in progress - Historical files will continue to be scanned/purged over the next 1-2 years
31	Implement key financial strategies	Completed	Ongoing	- Key Financial Strategies were approved by Council in 2018 - Implementation is ongoing through the annual budget process
32	Update Development Charges By-law	Completed	2021	- Completed and endorsed by Council in Q2, 2021
33	Update the Long Range Financial Plan	Scheduled for 2022	2022	- Scheduled for 2022
34	Update the Municipal Asset Management Plan	In progress	Phase 1 – June 2022 Phase 2 - July 2023	- Phase 1 is in progress and scheduled to be completed in June 2022. The update is to comply with the regulation O.Reg 588/17 - Phase 2 will see the rest of the Town’s assets captured in the Asset Management Plan. It will commence in 2022 and be completed by July 2023
35	Design & Construct replacement Civic Centre	In progress	2023	- Council approved work on a re-design for a smaller building to reflect a future hybrid work model that will include both in-office and remote work - Re-design is in progress
36	Conduct Surplus Vacant Land Study	Ongoing	2023	- Consolidated vacant land inventory has been completed - Commence evaluation and prioritization in 2022
37	Conduct an Invest/Divest Facilities Review	In progress	Ongoing	- Consultant secured to conduct Building Condition Assessment - Draft 2021 Building Condition Assessment update to Council in Q4, 2021
38	Continue efforts to address Lake Dr. jurisdictional issue	Ongoing	Ongoing	- Judicial review/litigation in progress
39	Refresh Human Resources Strategy	Scheduled for 2022	2022	- This initiative is scheduled for 2022 - HR resources were redirected to support COVID response/recovery - To ensure the safety of employees during the COVID-19 pandemic, HR implemented a Telework Guideline to assist all departments with a hybrid work model. - As the Province entered into phase 2 of the government’s reopening plan, HR led the Reopening Framework Working Group that looked at the spaces of each workplace to determine the physical changes that needed to occur when the workplace reopens.



GEORGINA

STRATEGIC PLAN

2019-2023



GEORGINA

georgina.ca/StrategicPlan
#ChooseGeorgina



GROW our economy



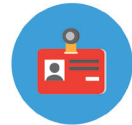
Increase employment and investment

- Refresh the Economic Development Strategy and Action Plan
- Refresh the Investment Attraction Strategy



Improve both transportation and broadband connectivity

- Develop a Broadband Strategy
- Explore strategies to extend Hwy 404 north into Keswick Business Park
- Advocate for the 400/404 link



Promote Town identity

- Create a plan to strengthen Georgina's brand

PROMOTE a high quality of life



Build a healthy, safe and accessible community

- Develop a Waterfront Strategy
- Update the Recreation and Cultural Services Master Plan
- Refresh the Trails and Active Transportation Study
- Design and construct a Multi-use Recreation Complex (MURC)
- Refresh the Municipal Cultural Plan
- Implement the Library Master Plan
- Advocate for improved age-in-place and health care services
- Implement the Fire Services Protection Master Plan
- Refresh the Emergency Preparedness Plan



Promote responsible growth

- Develop an Innovative Housing Strategy
- Update secondary plans for Keswick, Pefferlaw and Sutton/Jackson's Point and begin a conformity review of the Official Plan
- Update the zoning by-law
- Develop a Sustainability Plan



ENGAGE & BUILD our community & partnerships



Establish and strengthen partnerships

- Develop a Corporate Sponsorship Program
- Continue collaboration with other municipalities and levels of government
- Continue collaboration with community agencies, the Chippewas of Georgina Island, associations, not-for-profits, authorities, etc.



Engage our community

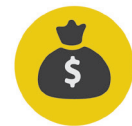
- Prepare an annual community engagement plan
- Update the 2018 – 2020 Communications Plan

DELIVER exceptional service



Ensure exceptional service delivery

- Create a Customer Service Strategy
- Launch a Continuous Improvement Program
- Implement the recommendations of the Development and Building Process Review
- Establish a Business Continuity Plan
- Implement the IT Strategic Plan
- Implement the Records Management Review findings



Manage our finances and assets proactively

- Implement key financial strategies
- Update the development charges by-law
- Update the Long-range Financial Plan
- Update the Municipal Asset Management Plan
- Design and construct a new Civic Centre
- Conduct a Surplus Vacant Land Study
- Conduct an Invest/divest Facilities Review
- Continue collaborative efforts to address jurisdiction along Lake Drive



Support staff development and excellence

- Refresh the Human Resources Strategy

VISION

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

MISSION

To promote a high quality of life for our residents through exceptional service, community engagement and a framework which supports a thriving economy.