

# Strategic Plan

2025 - 2028

Prepared by  
**Sarah Galick**  
Economic Development Officer



# Executive Summary

The Central Manitoulin Strategic Plan 2025–2028 outlines Council's priority areas for the current term and provides a practical framework to guide municipal decision-making.

Developed with input from Council, staff, and the community, the Plan reflects long-standing community values while responding to current pressures such as infrastructure needs, housing demand, waste management, and financial sustainability. It recognizes the importance of transparency, community well-being, and preserving local identity as the municipality plans for the future.

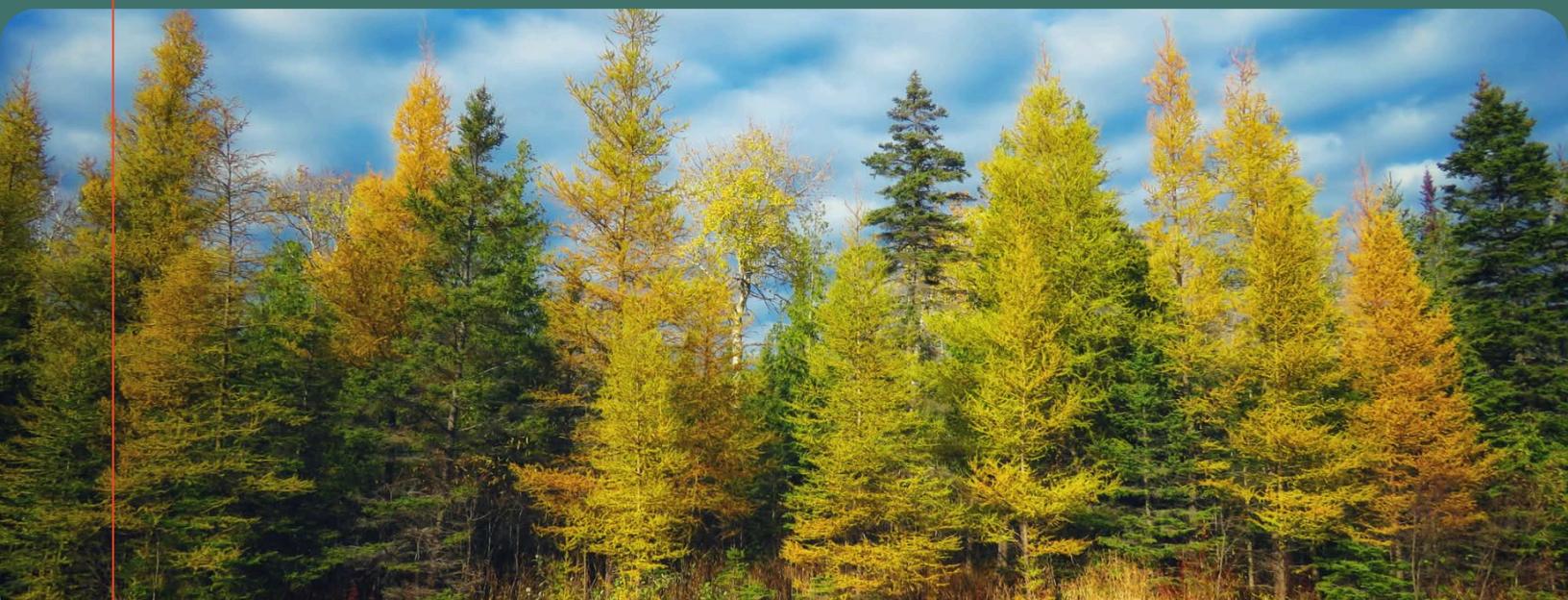
To improve clarity and implementation, Council has consolidated priorities into six Strategic Goals. These goals will guide policy decisions, investments, and partnerships, ensuring municipal efforts remain focused, achievable, and aligned with available resources.



# Table of Contents

---

- 02** Executive Summary
- 04** Introduction, Vision, Mission, Values
- 05** Strategic Goals
- 06** Strategic Priorities & Initiatives
- 12** Implementing and Monitoring the Strategic Plan
- 13** Photo Information and Credits



# Introduction

This Strategic Plan guides Council and staff throughout the 2025–2028 term, focusing on areas where additional attention or coordinated action is needed. Core municipal services will continue as usual. The Strategic Goals provide direction while allowing flexibility in implementation, and the Plan may be updated to respond to changing circumstances, emerging challenges, or new opportunities.

# Vision, Mission & Values

## Vision

Central Manitoulin will create an environment for sustainable growth while maintaining a strong relationship with the community.

## Mission

Central Manitoulin is an inclusive, progressive municipality providing quality services for our communities.

## Values

### Community

Supporting residents, volunteers, and shared spaces

### Leadership

Responsible, informed decision-making

### Service

Reliable and effective municipal services

### Growth

Sustainable economic and community development

### Accountability

Transparency and fiscal responsibility



# Our Strategic Goals

Previous strategic planning and community engagement identified ten common themes important to Central Manitoulin. For the 2025–2028 term, Council has consolidated these themes into six Strategic Goals that reflect current priorities while still encompassing the broader values expressed by the community.

## Infrastructure & Essential Services

Infrastructure that supports community and growths

## Housing & Land Development

Housing that supports community needs

## Waste Management & Environmental Stewardship

Responsible, cost-effective waste management

## Community, Recreation & Quality of Life

A healthy, inclusive community for all ages

## Economic Development & Community Vitality

A strong economy with development-ready land and community spaces

## Effective Municipal Governance & Operations

Accountable governance and effective operations



# Infrastructure & Essential Services



## Key Priorities & Initiatives

- Assess current water and sewer capacity to support planned and future development
- Maintain accurate, up-to-date information on available water and sewer servicing capacity
- Develop a multi-year capital program to address water, sewer, and core infrastructure needs
- Seek federal and provincial funding to support infrastructure expansion and replacement
- Initiate priority infrastructure expansions as funding and approvals allow

### Purpose

Focus on maintaining, improving, and planning municipal systems so they remain reliable, cost-effective, and capable of supporting both current needs and future development.

### Goal

Infrastructure that reliably supports residents, services, and future growth.



# Housing & Land Development



## Key Priorities & Initiatives

- Work with developers and community partners to support the creation of affordable and rental housing
- Identify and assess municipal-owned lands and properties for housing development opportunities
- Encourage a greater mix of housing types, including senior-oriented and accessible housing
- Undertake or support housing needs assessments to inform future planning and investment
- Align housing development with available water, sewer, and road capacity

### Purpose

Enable development conditions that support a range of housing options and ensure land use planning aligns with community needs and infrastructure capacity.

### Goal

A diverse supply of housing that supports residents, workforce recruitment, and aging in place.



# Waste Management & Environmental Stewardship



## Key Priorities & Initiatives

- Develop a clear waste management approach that addresses remaining disposal needs and long-term capacity
- Reduce reliance on outsourcing while increasing municipal oversight and cost control
- Investigate recycling opportunities within the municipality, including potential use of the Monument Road site
- Assess alternative waste management solutions, including waste-to-energy, where feasible
- Evaluate opportunities for increased use of municipal staff and resources in waste operations

### Purpose

Improve how waste and environmental responsibilities are managed to reduce costs, protect natural assets, and support long-term sustainability.

### Goal

Environmentally responsible and cost-effective waste management while protecting natural resources.



# Community, Recreation & Quality of Life



## Key Priorities & Initiatives

- Develop a comprehensive Leisure and Recreation Plan to guide future investment and programming
- Ensure recreation planning reflects the needs of seniors, youth, and families
- Consider the full range of recreational activities and facilities across the municipality
- Incorporate demographic trends, including an aging population, into recreation and facility planning
- Establish short- and long-term planning horizons, including five- and ten-year outlooks for recreation services
- Support volunteer organizations and community-led initiatives

### Purpose

Support community well-being by planning facilities, programs, and spaces that respond to changing demographics and strengthen social connections.

### Goal

A healthy, active, and inclusive community for residents of all ages.



# Economic Development & Community Vitality



## Key Priorities & Initiatives

- Support commercial and industrial development through land readiness and servicing coordination
- Work with partners to attract and retain businesses that support community needs and employment
- Leverage tourism, events, and cultural assets to support local economic activity
- Improve wayfinding, signage, and key destination areas to enhance visitor experience
- Encourage initiatives that strengthen downtowns, waterfronts, and community hubs

### Purpose

Create conditions that encourage investment, support local businesses, and strengthen key community areas.

### Goal

A strong, resilient local economy supported by development-ready lands and vibrant community spaces.

# Governance, Leadership & Operations



## Key Priorities & Initiatives

- Strengthen Council–Staff strategic working sessions
- Enhance access to municipal information through improved communication tools and digital platforms
- Increase public notification and engagement opportunities
- Review the Community Improvement Plan every five years
- Support staff development, succession planning, and organizational capacity

### Purpose

Ensure municipal decision-making and operations are transparent, well-coordinated, and responsive to community expectations.

### Goal

Accountable governance supported by effective communication and efficient municipal operations.



# Implementing & Monitoring the Strategic Plan

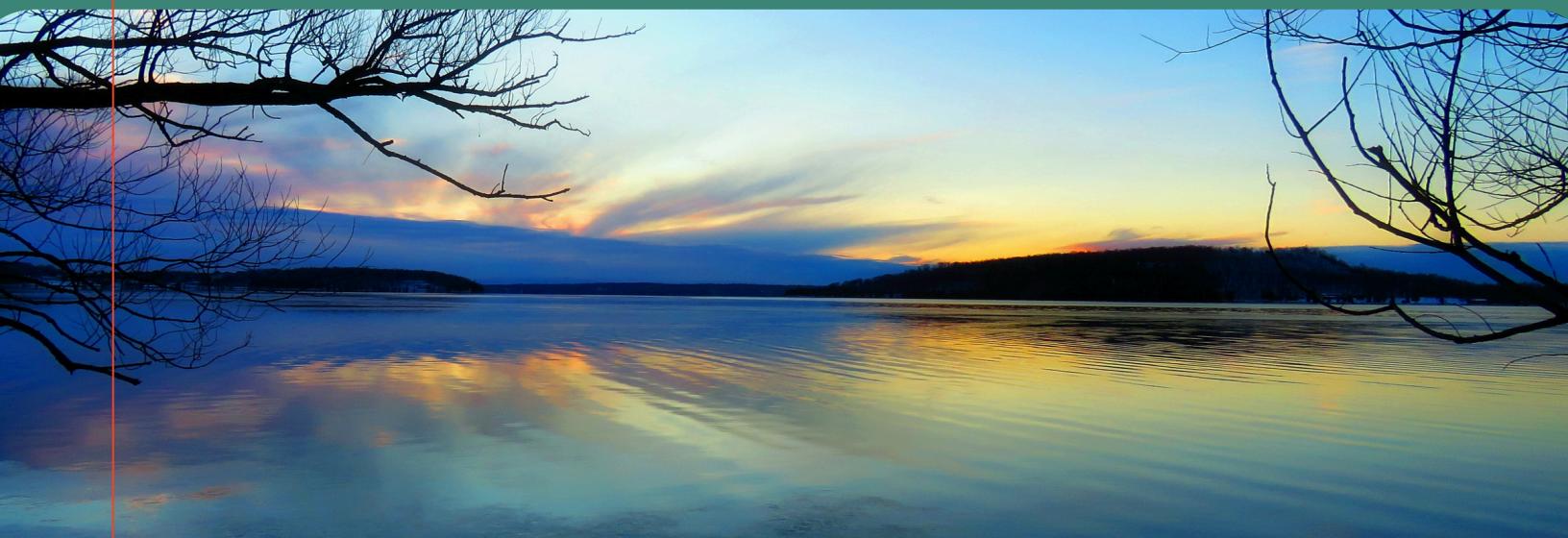
---

This Strategic Plan will serve as a guiding framework for Council and staff throughout the 2025–2028 term.

Council decisions, staff work plans, and municipal budgets will be aligned with the Strategic Goals identified in this Plan. Progress will be monitored through regular reporting and annual review by Council.

Staff will use the Plan to inform recommendations and to ensure municipal actions remain focused on Council's priorities. As a living document, the Strategic Plan may be adjusted by Council to respond to changing conditions or emerging opportunities.

At the conclusion of the term, Council will encourage a review of the Plan to support continuity and provide direction for the incoming Council.



# Photo Information and Credits

---

**Page 1** Providence Bay Beach Sunset. Photo Credit Brittany Bovin.

**Page 2** Village of Mindemoya. Robert Maxwell, Digital Peasent Media.

**Page 3** Main intersection in Mindemoya. Photo credit Holly Scott.

**Page 4** Younge Street, Mindemoya. Photo Credit Gail Andrews.

**Page 5** Spring Bay. Robert Maxwell Digital, Peasent Media.

**Page 6** Providence Bay. Robert Maxwell, Digital Peasent Media.

**Page 7** Lake Manitou. Robert Maxwell, Digital Peasent Media.

**Page 8** Mindemoya Government Dock Beach.

**Page 9** Photo Credit Manitoulin Island Cycling Advocats.

**Page 10** Providence Bay Beach. Photo Credit Petra Wall

**Page 11** MCM Council Chambers. Photo Credit Marcus Mohr.

**Page 12** Mindemoya Lake. Photo Credit Gail Andrews.

**Page 13** Lake and Shoreline. Photo Credit Tanya Giles.

