

# STRATEGIC PLAN

2022-2026



## MUNICIPALITY OF CENTRAL MANITOULIN

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PREPARED BY MARCUS MOHR,

COMMUNITY DEVELOPMENT AND OUTREACH COORDINATOR



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## EXECUTIVE SUMMARY



When the Municipality of Central Manitoulin Strategic Plan 2016 - 2021 expired a plan was put in place to develop a new five-year plan. Input from Municipal Council, Municipal staff and the community was gathered and used to identify priorities and the long-term goals of the municipality. The themes that emerged are listed below.

The new strategic plan process had three focus group meetings to reflect on our community history and envision a greater future, to identify our strengths, and to begin to set priorities based on what was heard. These sessions were held separately with municipal staff, municipal council and the community in November and December of 2022.

There were some common values expressed by all three focus groups. The top three are Municipal infrastructure/services, affordable housing along with an assisted living facility to allow for aging in place. In the case of Municipal infrastructure most people expressed a very strong desire to utilize our many buildings more efficiently. The waste management strategy and closing of the landfill was also a very precise part of the discussions. A call for more Municipal Government openness and transparency from a group of citizens in the public meeting will be added to the plan as a reinvigorated principal commitment and continued improvement of information access opportunities. Working together as one community was expressed again by many participants; however, the Municipality still struggles with maintaining individual community identity and preserving history in the face of calls for efficiency in services, buildings, a centralized core coupled with ever rising costs.

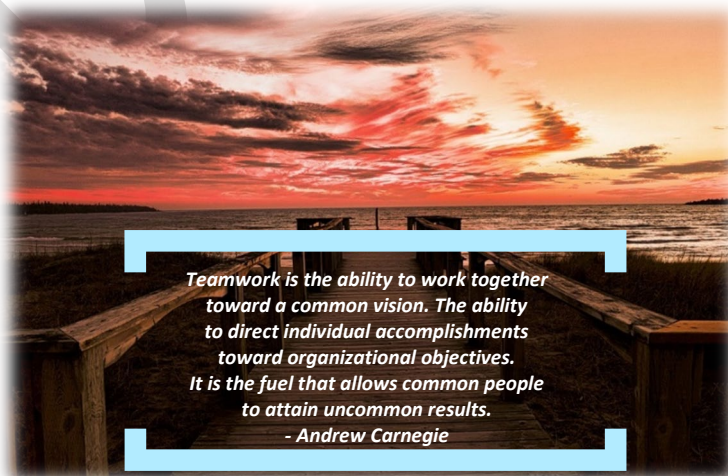
The historical timeline indicated people remember our history and were most proud of infrastructure upgrades and community events. Volunteers, the people and the sense of community were often mentioned. After all it is the people that make the community.



The 10 common themes that emerged from the focus groups were, in no priority:

1. Municipal Infrastructure and Services
2. Affordable Housing and Assisted Living
3. Events and Recreation
4. People, Community and Volunteers
5. Environment and Natural Resources
6. Government Openness and Transparency
7. Tourism
8. Economy, Commercial Development and Employment
9. Growth in a Centralized Core While Maintaining Individual Community Identity
10. Zoning and Land Development

The COVID-19 pandemic has played a major role in shaping the past few years and visions of the future with its effects on health, society, and the economy. In response to the pandemic our priorities changed to address the health and safety of the community as well as the preservation of our economy and business community. The pandemic caused many short- and long-term goals to be moved to the backburner while immediate needs were addressed. With this new strategic plan, we pledge to get all our visions for the community back on track.



*Teamwork is the ability to work together  
toward a common vision. The ability  
to direct individual accomplishments  
toward organizational objectives.  
It is the fuel that allows common people  
to attain uncommon results.  
- Andrew Carnegie*

## VISION STATEMENT

“With deep roots, the sky is our only limit”  
Central Manitoulin will create an environment for sustained growth in the community and in all municipal services while maintaining a strong relationship with the community. The municipality will be both fiscally and environmentally responsible.



## MISSION STATEMENT

Central Manitoulin is a progressive municipality that provides quality services, well maintained infrastructure, supports economic development and is a friendly community for both seniors and families to live.



## PRINCIPLES

We will be fiscally, environmentally, and socially responsible.  
We will be forward-thinking and innovative.  
We will treat all people respectfully, with equality and fairness.  
We will be accountable at all times.  
We will support our local economy.

## VALUES

1. Community
2. Stability
3. Leadership
4. Balance
5. Citizenship
6. Service
7. Growth





# STRATEGIC PRIORITIES SUMMARY

## 1. Municipal Infrastructure and Services



To address many aging buildings and assets in the community.

- i. Continue and complete the economic and usage feasibility study stage for a comparison on the Municipality's multiple buildings and study a new fully accessible multi-use facility that is a recreation, event, and community space.
- ii. Plan for and implement mandated accessibility upgrades on all infrastructure. Make communities more accessibility friendly through sidewalk investment.
- iii. Collect data, complete, and utilize a comprehensive municipal asset management database.
- iv. Have shovel ready projects ready for funding opportunities.
- v. Promote, install, and apply for grants for electric vehicle charging stations.
- vi. Advocate for faster timelines for rural and town internet and cellular phone upgrades.
- vii. Provide timely updates and consultation with the public on the waste diversion and the waste management plan. Research and implement cost effective solutions to waste management.
- viii. Explore collaboration with neighbouring Municipalities and First Nations for shared assets and infrastructure.
- ix. Advocate for investment in Provincial and Federal infrastructure such as improvements to roads, and additions of sidewalks and bike paths.

## 2. Affordable Housing and Assisted Living Facility



To ensure residents of Central Manitoulin can remain in the community throughout their life.

- i. Feasibility of creating an Economic Development Corporation to facilitate land use for projects such as an assisted living facility.
- ii. Support opportunities for the development of assisted living facility to allow community members to age in their community.
- iii. Support and help facilitate an increase in the of number of available and affordable housing units.
- iv. Advocate for zoning of diverse housing options such as multiple dwellings and tiny homes.

## 3. Events and Recreation



Promoting healthy and safe active living lifestyles for residents and to attract professional and investment.

- i. Facilitate, support, and promote active living and recreation for all ages and abilities in all communities.
- ii. Promote safe connections of separated parts of communities through the creation of transit, trails, sidewalk, and bike path investment.
- iii. Continue to invest and develop in outdoor recreation opportunities such as beaches and trail systems making them a destination for residents and visitors alike.
- iv. Provide support to municipal and third-party events from organizations, associations, individuals, and service clubs that provide a sense of community, culture entertainment, fundraising opportunities, and economic spinoffs.

- v. Sell a local lifestyle through recreation and events to attract professionals and investment.
- vi. Promote and invest in Arts and Culture.

#### 4. People, Community and Volunteers



Creating attractive, friendly communities that support all ages and abilities.

- i. Create communities that support the elderly and aging in place, at home or in the community.
- ii. Create communities that support and attract young families through promotion of daycare programs and programming.
- iii. Promote and advocate for volunteerism.
- iv. Attract professionals, particularly young professionals to work and live in our communities.
- v. Be inclusive, supportive, and welcoming of all individuals and family types.
- vi. Provide and advocate for safe communities through a more local and increased policing presence.
- vii. Enforcement of Municipal by-laws.
- viii. Address and provide supports for root causes of drug, alcohol and opiates abuse. Address crime in communities.
- ix. Promote unity and collaboration of all Central Manitoulin communities.
- x. Recruit health care professionals to the community.



## 5. Environment and Natural Resources



- i. Protect and preserve our land, freshwater resources, fisheries, and shorelines from pollution, over harvesting, erosion, nutrient overloading and invasive species through by-law enforcement, education, and support for environmental protection and improvement groups.
- ii. Plan for, mitigate, and educate on the effects of climate change.

## 6. Municipal Government Openness and Transparency



Keeping the public informed in a timely manner.

- i. Continue to improve on access to information through use of technology such as website upgrades, recording and streaming of meetings.
- ii. Increase notification and public consultation processes.

## 7. Tourism



Promoting our area for tourism in a sustainable manner for the benefit of business and residents.

- i. Promote and support sustainable tourism practices.
- ii. Provide financial support to tourism, organizations, infrastructure, assets and advertising.
- iii. Collaborate with neighbouring communities to offer better end user tourism experiences.
- iv. Continue to support investment in fixed roof accommodations through the Community Improvement Plan.

## 8. The Economy, Commercial Development and Employment



Addressing changes in the local and global economy. Making it easier to do business in Central Manitoulin and attracting all levels of employees to the area.

- i. Create an environment for small business investment and growth.
- ii. Continue to fund and administer the Community Improvement Plan
- iii. Advocate for remedies to and plan for major external factors such as cost of living increases, retention of business in competition with chain and online stores, unemployment and upper-level government policies on district services.



- iv. Diversify the local economy with creation of an Economic Development Corporation.
- v. Update and implement a Town of Providence Bay revitalization plan.
- vi. Business section planning for the town of Mindemoya, striking a balance between mixed residential and commercial.

## 9. A Balance: Centralized Core and Individual Community Identities



Addressing the need for major services and amenities without losing individual community identity.

- i. Keep small town, look feel and charm.
- ii. Invest more in outlying communities.
- iii. Provide efficiency in service in Centralized Core. Small bedroom communities benefiting from centralized core.

## 10. Zoning and Land Development



Responsible and strategically planned growth for the Municipality.

- i. Sustainable, planned growth and expansion.
- ii. Allow for Municipal facilitation of land use planning through an Economic Development Corporation.
- iii. Aid and work with private investors and developers.
- iv. Investigate feasibility of opening public access to Carter Bay.



# STRATEGIC PLAN DETAILED FRAMEWORK

Within each Strategic Priority Area we have identified a number of Goals along with Actions to move them ahead. This is how they are laid out in this document:

## 1) Theme

### i) Specific strategic priority.

#### How will we make this happen?

Action Item – Specific actions that we will undertake to reach the goal

Within the strategic document there are priorities for the municipality to deliver. Some of these priorities may require the support and involvement of others. The following legend identifies the Municipality of Central Manitoulin's role:



**Provide:** The municipality leads the work



**Partner:** The municipality works with others to deliver



**Facilitate:** The municipality will encourage others to deliver



**Advocate:** The municipality will actively lobby and promote other decision makers

**Priority Ranking:** Based on likelihood to succeed, the municipality's ability to provide or whether it is the responsibility of another entity, staff capacity and time, progress to date, upper-level government mandates and financial viability. Priority 1 being the highest priority and/ or most likely to succeed, must be completed or is mandated. Priority 2 being a need in the community and/or likely to succeed. Priority 3 being a want in the community and/or less likely to succeed.

**Responsibility:** Staff member assigned. It is assumed the CAO/Clerk is overseeing staffs assigned time and progress, however in certain priorities would see the CAO/Clerk leading or contributing to the project. It is assumed Council has an inherent role in guiding the decision-making process to complete the priorities.

**Timeline:** Ongoing, short (under one year), medium (one to ten years) and long-term (over 10 years) or specific year if applicable. Based on the Municipalities ability to provide or whether it is the responsibility of another entity, staff capacity and time, progress to date, upper-level government mandates and financial viability.

**Performance Indicators:** High level progress indicators have been identified for each Strategic Priority Area. These are indicators that we will be monitoring throughout the life of the plan. Maintained,

improved, or created/reduced. Often indicated by number of items created or reduced. Also indicated by progress in a process to completion.

## 1) Municipal Infrastructure and Services

To address many aging buildings and assets in the community.

- i) **Continue and complete the economic and usage feasibility study stage for a comparison on the Municipality's multiple buildings and study a new fully accessible multi-use facility that is a recreation, event, and community space.**

**How will we make this happen?**



**Provide:** Complete the RFP.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects

**Timeline:** TBD

**Performance Indicator:**

- Request for proposals created for consulting services to prepare a comprehensive feasibility study comparing existing facilities to a new multi-use recreation facility.
- Feasibility study completed.
- Study findings implemented.

- ii) **Plan for and implement mandated accessibility upgrades on all infrastructure. Make communities more accessibility friendly through sidewalk investment.**

**How will we make this happen?**



**Provide:**

- Plan for, create studies for and budget for accessibility upgrades in public buildings and spaces.
- Multi-year accessibility reports every two years.

**Priority:** 1

**Responsibility:**

- CAO/Clerk

- Municipal Coordinator - Special Projects

**Timeline:** Short-term. The goal of AODA is for the province of Ontario to be accessible to people with disabilities by 2025.

**Performance Indicator:**

- Continued creation of accessibility reports every two years.
- Maintain existing accessibility infrastructure.
- Amount of investment in accessibility in public buildings and spaces.
- Amount of sidewalk investment.
- Number of accessibility upgrades.

### iii) Collect data, complete, and utilize a comprehensive municipal asset management database.

How will we make this happen?



**Provide:**

- Execute hiring of asset management intern.
- Train municipal employees on asset management software.

**Priority:** 1

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Maintenance Supervisor
- Roads Superintendent

**Timeline:** Ongoing

**Performance Indicator:**

- Hiring of intern.
- Number of completed asset management software data inputs by asset.

### iv) Have shovel ready projects ready for funding opportunities.

How will we make this happen?



**Provide:** Have studies completed on priority future projects.

**Priority:** TBD



**Responsibility:**

- All Staff

**Timeline:** Ongoing

**Performance Indicator:** A priority project list created. Number of completed studies for shovel ready projects.

### v) Promote, install, and apply for grants for electric vehicle (EV) charging stations.

**How will we make this happen?**



**Provide:** Plan for and apply for funding for EV chargers at key municipal properties that can accommodate parked cars.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator-Special Projects
- Community Development and Outreach Coordinator
- Maintenance Supervisor.

**Timeline:** Ongoing

**Performance Indicator:**

- Number of funding opportunities applied for and received.
- Number of Municipally owned EV chargers installed on Municipal property.



**Partner:** Partner with third party EV charger providers on Municipal property.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator/Special Projects
- Community Development and Outreach Coordinator
- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:**

- Number of funding opportunities applied for and received.
- Number of Municipally owned EV chargers installed on Municipal property.



**Facilitate:** The Municipality will encourage commercial businesses to invest in and apply for funding for EV chargers.

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator.

**Timeline:** Ongoing

**Performance Indicator:**

- A priority project list created.
- Number of completed studies for shovel ready projects.

#### vi) Advocate for faster timelines for rural and town internet and cellular phone upgrades.

**How will we make this happen?**



**Advocate:**

- Advocate for upper-level government funding for internet and phone service infrastructure in the following:
  - Fibre Internet - Eastlink and with Huron Shores and Manitoulin Island Community Own Fibre Infrastructure (H&M COFI).
  - Satellite and tower internet - Xplore and Starlink.
  - Cellular companies - Rogers Wireless, Telus Mobility, and Bell Mobility upgrades.

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator

**Timeline:** Ongoing. Specific to high-speed internet the Government of Canada targets include: Provide high-speed internet access to 98 per cent of Canadians by 2026 and achieve the national target of 100 per cent access by 2030 at 50 Mbps for downloads 10 Mbps for uploads.

**Performance Indicator:**

- Number of households brought to Government of Canada targets for high speed.
- Total financial investment of private and upper-level government investment in internet upgrades.
- Amount of increased cellular phone coverage and towers erected.
- Private and upper-level government financial investment in wireless upgrades and coverage.

**vii) Provide timely updates and consultation with the public on the waste diversion and the waste management plan. Research and implement cost effective solutions to waste management.**

**How will we make this happen?**



**Provide:**

- Provide cost effective solutions for waste management diversion.
- Provide frequent updates and consultation opportunities to the public.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Supervisor of Solid Waste/Utilities

**Timeline:** TBD

**Performance Indicator:**

- Implemented waste management solutions.
- Number of updates and consultation opportunities provided to the public.



**Partner:** Partner with other Municipalities to research the feasibility and implement cost effective island-wide waste management solutions.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Supervisor of Solid Waste/Utilities

**Timeline:** TBD

**Performance Indicator:** Number of waste management partnerships established and maintained.



**Advocate:** The Municipality will actively lobby upper levels of government and agencies such as the Ministry of Environment for solutions.

**Priority:** TBD



**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Supervisor of Solid Waste/Utilities

**Timeline:** TBD

**Performance Indicator:**

- Number of new funding opportunities announced, and funding opportunities maintained.
- Successful negotiations and solutions created with Ministries of upper-level government.

### viii) Explore collaboration with neighbouring Municipalities and First Nations for shared assets and infrastructure.

**How will we make this happen?**



**Partner:** The Municipality works with other Municipalities and First Nation communities to implement collaborative solutions.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Solid Waste Operations Supervisor
- Maintenance Supervisor
- Community Development and Outreach Coordinator
- Roads Superintendent
- Council representatives

**Timeline:** Ongoing

**Performance Indicator:** Number of collaborations maintained and created.

### ix) Advocate for investment in Provincial and Federal infrastructure such as improvements to roads, and additions of sidewalks and bike paths.

**How will we make this happen?**



**Partner:** The Municipality will partner with the Ministry of Transportation (MTO) for shared fiscal responsibility of sidewalk improvements on Provincial Highways and winter maintenance. Continuing and improving upon the current agreement.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Roads Superintendent

**Timeline:** Ongoing

**Performance Indicator:**

- Number of metres of roads, sidewalks and bike lanes maintained and created.
- Number of people served through expansion.
- Amount of increased investment from the Provincial Government.
- Opportunities created i.e. Residents and visitors able to access an amenity increasing the usage of the amenity.
- Number of metres of expansion of sidewalks in Mindemoya and Providence Bay.
- Number of metres of expansion of bike lanes and/or designations on MTO and Municipal roads.



**Advocate:** Advocate for more frequent and increased Provincial investment in roads, sidewalks and for bike lanes

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Roads Superintendent

**Timeline:** Ongoing

**Performance Indicator:** Amount of Provincial investment.

## 2) Affordable Housing/Assisted Living Facility

To ensure residents of Central Manitoulin can remain in the community throughout their life.

- i) **Feasibility of creating an economic development corporation to facilitate land use for projects such as an assisted living facility.**

**How will we make this happen?**



**Provide:** The Municipality creates a report on costing and feasibility.

**Priority: 1****Responsibility:**

- Community Development and Outreach Coordinator.

**Timeline:** Short - 2024

**Performance Indicator:**

- Report with costing a feasibility produced.
- If created, hiring of lawyer to create corporation.
- Creation of a board.
- Implemented plans.

**ii) Support opportunities for the development of an assisted living facility to allow community members to age in their community.**

**How will we make this happen?**

**Provide:**

- The Municipality takes the lead in providing supports financially through programs like the Community Improvement Plan for developers to build an assisted living facility.
- Bringing together key stakeholders to understand immediate and long-term investor needs and requirements.
- Fast-tracking the development process and permitting applications. Taking into consideration permitting fees.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Chief Building Official
- Community Development and Outreach Coordinator

**Timeline:** Medium

**Performance Indicator:**

- Studies and plans created.
- Assisted Living Facility planned phases completed.
- Facility built.
- Number of facility spaces available.
- Number of jobs created.
- Partnerships/assistance offered to and used by developers.



**Facilitate:** The Municipality will encourage developers to build and invest in our communities.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk, Municipal Coordinator - Special Projects
- Chief Building Official
- Community Development and Outreach Coordinator

**Timeline:** Medium

**Performance Indicator:**

- Assisted living facility planned phases completed.
- Facility built.
- Number of facility spaces available.
- Jobs created.
- Partnerships/assistance offered to and used by developers.
- Meeting(s) with developers.



**Advocate:** The Municipality will actively lobby upper levels of government to invest in a facility.

**Priority:** TBD

**Responsibility:**

- Council, CAO/Clerk
- Municipal Coordinator - Special Projects
- Chief Building Official
- Community Development and Outreach Coordinator

**Timeline:** Medium

**Performance Indicator:** Amount of investment, policy created to facilitate assisted living facilities in our communities.

**iii) Support opportunities for the development of an assisted living facility to allow community members to age in their community.**

**How will we make this happen?**



**Facilitate:**

- The Municipality will encourage developers through incentives.



- Create by-laws to control straining elements on the housing market such as Short-Term Accommodations.
- Facilitate meetings with developers, creating an environment in which businesses and developers want to invest in our communities.
- Triaging the investment process by bringing together key stakeholders to understand immediate and long-term investor needs and requirements.
- Fast-tracking the development process and permitting applications. Taking into consideration permitting fees impact on potential growth opportunities to allow increased housing and rental starts in the Municipality.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Chief Building Official
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- The Municipality continues to administer the Community Improvement Plan which has components to assist developers including a 5-year tax increment grant and a planning and related fees grant for multi-residential housing.
- The ways in which the Municipality continues to remain competitive in services offered to attract investment.
- Meeting(s) with developers.



**Advocate:** The Municipality will actively lobby upper levels of government to provide legislation and funding for affordable housing.

**Priority:** TBD

**Responsibility:**

- Council, CAO/Clerk
- Chief Building Official
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Legislation passed.
- Amount of funds available to the Municipality and developers.
- Funds accessed by the Municipality.

#### iv) Advocate for zoning of diverse housing options such as multiple dwellings and tiny homes.

How will we make this happen?



**Provide:** The Municipality takes the lead on creating and providing input a zoning by-law that includes diverse housing options including secondary dwellings on a property.

**Priority: 1**

**Responsibility:**

- CAO/Clerk
- Chief Building Official
- Planning Board Representative

**Timeline:** Short - 2024

**Performance Indicator:**

- Diverse housing options such as multiple dwellings and tiny homes added to the zoning documentation.
- The number of dwellings built.



**Advocate:** The Municipality will actively lobby and promote diversifying housing options such as tiny homes and secondary dwellings with the Manitoulin Planning Board.

**Priority: 1**

**Responsibility:**

- CAO/Clerk
- Chief Building Official
- Planning Board Representative

**Timeline:** Short - 2024

**Performance Indicator:**

- Updated and beneficial legislation passed.
- Diverse housing options such as multiple dwellings and tiny homes added to the zoning documentation.
- The number of dwellings built.

### 3) Events and Recreation

Promoting healthy and safe active living lifestyles for residents and to attract professional and investment.

#### i) Facilitate, support, and promote active living and recreation for all ages and abilities in all communities.

How will we make this happen?



**Provide:**

- The Municipality takes the lead on facilitating Municipal events for all ages and abilities.
- Promote active living through investment in new recreation opportunities such as hiking trails.
- Continued investment into existing recreation infrastructure such as the Providence Bay Boardwalk, swimming areas, beaches, arenas, community halls and ball fields.
- Continue to provide Municipal led Summer Fun Program, swimming lessons and exercise classes.
- Provide support for community events.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Events Coordinator
- Community Development and Outreach Coordinator
- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:**

- Maintenance of and new investment by the Municipality into recreation infrastructure.
- Number of events, diversity of events.
- Age and ability diversification of events.



**Partner:** The Municipality works with associations, groups to provide quality events for residents and visitors.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Events Coordinator
- Community Development and Outreach Coordinator

- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:**

- Number of third-party events held in our communities.
- Increase in rentals of Municipal facilities.



**Facilitate:** The Municipality will encourage others to host classes and events in our communities.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Events Coordinator
- Community Development and Outreach Coordinator
- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:**

- Number of third-party events held in our communities.
- Increase in rentals of Municipal facilities.

**ii) Promote safe connections of separated parts of communities through the creation of transit, trails, sidewalk, and bike path investment.**

**How will we make this happen?**



**Provide:** The Municipality takes the lead in expanding sidewalks on Municipal roads. Safe areas to travel to and from amenities.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Roads Superintendent
- Maintenance Supervisor

**Timeline:** Ongoing



**Performance Indicator:**

- Transit solutions implemented, trails, sidewalks and bike paths connected together.
- Opportunities created i.e. Residents and visitors able to access an amenity increasing the usage of the amenity.



**Partner:** The Municipality works with MTO to create sidewalk networks.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Roads Superintendent
- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:**

- Number of metres of sidewalks and bike paths connected together.
- Opportunities created i.e. residents and visitors able to access an amenity increasing the usage of the amenity.
- Amount of MTO investment and number of partnerships created.



**Facilitate:** The Municipality will encourage others to make connecting links from one path of travel to another if feasible.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Roads Superintendent
- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:**

- Transit solutions implemented, trails, sidewalks and bike paths connected together.
- Opportunities created i.e. Residents and visitors able to access an amenity increasing the usage of the amenity.
- Number of public travel systems created and maintained.



**Advocate:** The Municipality will actively lobby upper levels of government to invest in transit and commuting/recreation paths.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Roads Superintendent
- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:** Number of upper level government decisions/changes and investments in safe connections.

**iii) Continue to invest and develop in outdoor recreation opportunities such as beaches and trail systems making them a destination for residents and visitors alike.**

**How will we make this happen?**



**Provide:**

- The Municipality takes the lead in maintaining recreation infrastructure and planning for the future.
- Conduct Providence Bay beach cleanup activities through the management plan.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Maintenance Supervisor

**Timeline:** TBD

**Performance Indicator:**

- Repair and replacement in the Providence Bay Boardwalk as a major tourism draw for the Municipality.
- Continued to invest in and enhancement of Wagg's Woods Trail.
- Conduct condition assessments and implement the recommendations for recreation infrastructure such as arenas and community centres.

- Continue to maintain and invest in ballfield infrastructure, festival and event spaces.

**iv) Provide support to Municipal and third-party events from organizations, associations, individuals, and service clubs that provide a sense of community, culture, entertainment, fundraising opportunities, and economic spinoffs.**

**How will we make this happen?**



**Provide:**

- The Municipality takes the lead on providing quality community venues and infrastructure.
- The Municipality provides a suite of municipal led events.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Events Coordinator
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:**

- Municipal investment into maintained and new infrastructure for hosting events in our communities.
- Have policy changes implemented in a timely manner.
- Number of Municipal events, people attracted, promotion of the community and economic spinoffs.
- Investment back into the community from fundraising by groups/associations.
- Number of accessibility upgrades completed.



**Partner:** The Municipality works with others to deliver events in our communities.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Events Coordinator
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:**

- Number of third-party/Municipal partnerships in events.
- Number of people attracted to the community.
- Promotion of the community and economic spinoffs.
- Investment back into the community from fundraising by groups and associations.



**Facilitate:** The Municipality will encourage others to deliver events in our communities.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Events Coordinator
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Maintenance Supervisor

**Timeline:** Ongoing

**Performance Indicator:**

- Number of third-party events.
- Number of people attracted to the community.
- Promotion of the community and economic spinoffs.
- Investment back into the community from fundraising by groups and associations.

**v) Sell a local lifestyle through recreation and events to attract professionals and investment.**

**How will we make this happen?**



**Provide:** The Municipality takes the lead by highlighting and promoting the municipality through social media, website and print advertising. The Municipality creates a suite of events unique to the area.

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator
- Events Coordinator

**Timeline:** Ongoing



**Performance Indicator:**

- Metrics on promotions/advertising.
- Google analytics, social media analytics and distribution numbers.
- Municipal programming created including seniors and youth and community events.
- Creating new recreation infrastructure.
- Funding accessed.
- Amount of promotion of businesses, services in the Municipality.



**Partner:** The Municipality works with others like tourism partners to promote the area and to create quality experiences.

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator
- Events Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Number of recreation opportunities maintained and created.
- Number of events maintained and created.



**Facilitate:** The Municipality will encourage local employers to create advertising content and attractive communities.

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator
- Events Coordinator

**Timeline:** Ongoing

**Performance Indicator:** Amount of business and third-party advertising content.

## vi) Promote and invest in arts and culture.

**How will we make this happen?**



**Provide:** The Municipality takes the lead in administering an arts and culture mandate and fund.

**Priority:** 2

**Responsibility:**

- Community Development and Outreach Coordinator
- Events Coordinator

**Timeline:** Short - 2024

**Performance Indicator:**

- Creation of an Arts and Culture mandate and grant application process.
- Budget for an annual arts and culture program.
- Number of culture, film, music, performance events, art installations, sculpture, murals and artist events in the community.



**Facilitate:** The Municipality will encourage others to create arts and culture events/installations and promote them.

**Priority:** 2

**Responsibility:**

- Community Development and Outreach Coordinator
- Events Coordinator

**Timeline:** Short - 2024

**Performance Indicator:** Number of third-party cultural activities, film, music, performance events, art installations, sculpture, murals and artist events in the community.

## 4) People Community and Volunteers

Creating attractive, friendly communities that support all ages and abilities.

### i) Create communities that support the elderly and aging in place, at home or in the community.

**How will we make this happen?**



**Provide:**

- The Municipality takes the lead by building senior friendly communities that are accessible for mobility issues.
- Provide seniors programming including exercise and classes for healthy aging and safety.
- Provide an environment where seniors can age in place either at home or remain in their community through for example an assisted living facility.

**Priority:** 1

**Responsibility:**

- CAO/Clerk
- Events Coordinator
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Maintenance Supervisor
- Roads Superintendent
- Chief Building Official

**Timeline:**

- Short - Accessibility. The goal of AODA is for the province of Ontario to be accessible to people with disabilities by 2025.
- Ongoing health and wellness investment by the Municipality.

**Performance Indicator:**

- Regarding Accessibility: Continued creation of Accessibility reports every two years. Municipal investment into accessibility in public buildings and spaces.
- Municipal sidewalk investment.
- Research and implementation into an assisted living facility.

**Facilitate:**

- The Municipality will create an environment for health and wellness investment into the community and encourage others to provide services for the elderly and aging in our communities such as dentists, optometrists, hearing specialists, pharmacies, mobility device sales.
- The Municipality will encourage developers to build seniors housing and rentals to allow transitions in living accommodations throughout a residents lifetime through the Community Improvement Plan, policy, permitting and fee schedule.
- Facilitate by encouraging developers to build housing and an assisted living facility.

**Priority: 1****Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Chief Building Official

**Timeline:** Ongoing**Performance Indicator:**

- Number of age-related businesses and services maintained or added.
- Number of senior friendly housing units and assisted living units.



**Advocate:** The Municipality will actively lobby upper levels of government and District Services Boards for investment in hospitals, hospital staff, social services, emergency services senior friendly communities, housing and facilities.

**Priority:** 1

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:** Upper-level government investment in hospitals, healthy ageing and safety.

**ii) Create communities that support and attract young families through promotion of daycare programs and programming.**

**How will we make this happen?**



**Facilitate:**

- The Municipality will encourage Manitoulin Family Resources to continue and expand daycare programs.
- The Municipality will encourage early childhood education accreditation of community members.
- The Municipality will encourage local and nearby post secondary institutions to offer early childhood education courses.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:** Increase in daycare spots available in the Municipality.



**Advocate:** The Municipality will actively lobby and promote for investment in Manitoulin Family Resources daycare facilities and home daycare in our communities.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator

**Timeline:** Ongoing**Performance Indicator:** Increased investment and training for daycare spots available in the Municipality.**iii) Promote and advocate for volunteerism.****How will we make this happen?**

**Partner:** The Municipality works with volunteers and volunteer organizations to achieve goals of the community.

**Priority:** TBD**Responsibility:**

- All staff

**Timeline:** Ongoing**Performance Indicator:**

- Number of events.
- Amount of money raised, in kind support.
- Community infrastructure donated through 3rd party fundraising.
- Number of volunteers in the community.
- Number of volunteer groups and associations maintained or created.

**Facilitate:**

- The Municipality will encourage volunteerism through the Municipality on sub committees and through special events and projects.
- The Municipality will encourage and support third party organizations and volunteers to fundraise and host events in our communities.

**Priority:** TBD**Responsibility:**

- All staff

**Timeline:** Ongoing



**Performance Indicator:**

- Number of volunteers participating in Municipal-led events.
- Number of volunteers trained through the Municipality.
- Number of volunteers on municipal sub committees.
- Number of hours volunteered.

**iv) Attract professionals, particularly young professionals to work and live in our communities.**

**How will we make this happen?**

**Provide:** The Municipality will create a community that attracts and supports professionals through Municipal services and recreation offered.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Events Coordinator
- Maintenance Supervisor
- Roads Superintendent

**Timeline:** Ongoing

**Performance Indicator:**

- Municipal services, recreation and commercial services maintained or created that attract professionals.
- Number of employment opportunities generated and occupied in the community.
- Professionals and families relocated to the community.



**Facilitate:** The Municipality will encourage and support services, businesses, entertainment and recreation investment in the community to attract professionals.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Events Coordinator
- Maintenance Supervisor
- Roads Superintendent

**Timeline:** Ongoing

**Performance Indicator:**

- Number of 3rd party services, recreation and commercial services maintained or created that attract professionals.
- Number of employment opportunities generated and occupied in the community.
- Professionals and families relocated to the community.

**v) Be inclusive, supportive, and welcoming of all individuals and family types.**

**How will we make this happen?**



**Provide:** The Municipality will continue to be an inclusive work place and lead by example through policy and decision making.

**Priority:** TBD

**Responsibility:**

- All staff.

**Timeline:** Ongoing

**Performance Indicator:**

- Improved inclusivity, support and welcoming attitude within Municipal administration, departments, and Council.
- Examples of policy and promotion of inclusivity.



**Facilitate:** The Municipality will encourage others to be inclusive, supportive and welcoming.

**Priority:** TBD

**Responsibility:**

- All staff

**Timeline:** Ongoing

**Performance Indicator:** Improved inclusivity, support and welcoming attitude in the community.

**vi) Provide and advocate for safe communities through a more local and increased policing presence.**

**How will we make this happen?**

**Provide:** The Municipality will continue to be represented on the Community Policing Advisory Committee (CPAC).

**Priority: 1**

**Responsibility:**

- Council CPAC Representative.
- CAO/Clerk.
- Safety Security and Health Staff Member (By-Law Officer)

**Timeline:** Short

**Performance Indicator:**

- Number of Municipal priorities for policing met.
- Increased policing and local presence.
- Statistical reduction in local crime.



**Advocate:** The Municipality will actively lobby upper levels of government to increase policing presence in our communities.

**Priority: 1**

**Responsibility:**

- Council CPAC Representative.
- CAO/Clerk.
- Safety Security and Health Staff Member (By-Law Officer)

**Timeline:** Short

**Performance Indicator:**

- Increased policing and local presence.
- Statistical reduction in local crime.

## vii) Enforcement of Municipal by-laws.

**How will we make this happen?**

**Provide:** The Municipality will continue to enforce by-laws and be represented on the Provincial Offences Board of Management.

**Priority: 1**

**Responsibility:**

- CAO/Clerk
- By-Law Officer
- Chief Building Official
- Fire Chief
- Council member for Provincial Offences Board of Management.

**Timeline:** Ongoing

**Performance Indicator:** By-laws enforced, warnings given and instances of education.

**viii) Address and provide supports for root causes of drug, alcohol and opiates abuse.  
Address drug and addictions related crime in communities.**

**How will we make this happen?**



**Provide:** The Municipality will continue to provide funding for the Board of Health for the Sudbury and District Health Unit.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Safety, Security and Health staff member(By-law Officer)

**Timeline:** Ongoing

**Performance Indicator:** Statistical reductions in substance abuse related overdoses, deaths and crime.



**Facilitate:**

- The Municipality will encourage health organizations to continue to provide addiction supports.
- The Municipality will support programs of Manitoulin Family Resources.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Safety, Security and Health staff member(By-law Officer)

**Timeline:** Ongoing

**Performance Indicator:**

- Statistical reductions in substance abuse related overdoses, deaths, and crime.
- Addiction supports maintained and expanded upon.



**Advocate:** The Municipality will actively lobby upper levels of government to increase funding addiction supports and policing in our communities.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Safety, Security and Health staff member(By-law Officer)

**Timeline:** Ongoing

**Performance Indicator:**

- Statistical reductions in substance abuse related overdoses, deaths and crime.
- Addiction supports maintained and expanded upon.
- Funding allocated.
- Policy and supports created.

## ix) Promote unity and collaboration of all Central Manitoulin communities.

**How will we make this happen?**



**Provide:** The Municipality will take the lead in the community creating an example of unity and collaboration.

**Priority:** TBD

**Responsibility:** All staff

**Timeline:** Ongoing

**Performance Indicator:**

- Number of collaborations.
- Reduction in capital and operating costs for overlap where feasible.
- Examples of collaboration within the Municipality.



**Facilitate:** The Municipality will encourage groups and communities to work together for the betterment of the whole community.

**Priority:** TBD



**Responsibility:**

- All staff

**Timeline:** Ongoing

**Performance Indicator:** Number and examples of collaborations.

### x) Recruit health care professionals to the community.

**How will we make this happen?**



**Provide:** The Municipality takes the lead the community in annually funding health care positions and actively participating in the Manitoulin Island Clinician Recruitment & Retention (MICRRC).

**Priority:** 1

**Responsibility:**

- CAO/Clerk
- Safety Security and Health Staff Member (By- Law Officer)

**Timeline:** Ongoing

**Performance Indicator:** Number of health care professionals recruited and retained in our community.



**Advocate:** The Municipality will actively lobby upper levels of government to increase funding hospitals and staff in our community.

**Priority:** 1

**Responsibility:**

- CAO/Clerk.
- Safety Security and Health Staff Member

**Timeline:** Ongoing

**Performance Indicator:** Amount of funding and staff for hospitals and clinics.

## 5) Environment and Natural Resources

Protecting our natural environment that we rely heavily upon.

### i) Protect and preserve our land, freshwater resources, fisheries and shorelines from pollution, over harvesting, erosion, nutrient overloading and invasive

## species through by-law enforcement, education, and support for environmental protection and improvement groups.

How will we make this happen?



### Provide:

- The Municipality takes the lead the community in enforcing land, shoreline water and environmental protection by-laws.
- The Municipality will actively educate the public about environmental protection.
- Provide seniors programming including exercise and classes for healthy aging and safety.

**Priority: 1**

### Responsibility:

- CAO/Clerk
- By-law Officer
- Chief Building Official
- Events Coordinator
- Community Development and Outreach Coordinator
- Supervisor of Solid Waste/Utilities

### Timeline:

- Ongoing

### Performance Indicator:

- Instances of by-laws enforced, warnings given, and tickets written.
- Number of Natural resources protected.
- Amount of public education.



**Partner:** Partner with other Municipalities to research the feasibility and implement cost effective island-wide waste management solutions.

**Priority:** TBD

### Responsibility:

- CAO/Clerk
- By-law Officer
- Chief Building Official
- Events Coordinator
- Community Development and Outreach Coordinator
- Supervisor of Solid Waste/Utilities

**Timeline:** Ongoing

**Performance Indicator:** Partnerships and funding provided to organizations that specialize in environmental protection and improvement.

## ii) Plan for, mitigate and educate on the effects of climate change.

**How will we make this happen?**



### **Provide:**

- The Municipality takes the lead on implementing recommendations in the Community Energy and Emissions Plan.
- Continue to implement energy and emission reduction technology in buildings, fleets and infrastructure.

**Priority:** TBD

### **Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Maintenance Supervisor
- Roads Superintendent

**Timeline:** Ongoing

### **Performance Indicator:**

- Measurable reduction in municipal fleet energy and emissions.
- Measurable reduction in municipal building energy and emissions.
- Amount of public education conducted.



**Facilitate:** The Municipality will encourage others to deliver and meet carbon reduction targets.

**Priority:** TBD

### **Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Maintenance Supervisor
- Roads Superintendent

**Timeline:** Ongoing

**Performance Indicator:** Amount and types of carbon and energy reduction partnerships. Amount of private investment locally for climate change mitigation.



**Advocate:** The Municipality will actively lobby and promote other decision makers to mitigate the causes of climate change.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Maintenance Supervisor
- Roads Superintendent

**Timeline:** TBD

**Performance Indicator:**

- Upper-level government policy created.
- Funding allocated.

## 6) Municipal Government Openness and Transparency

Keeping the public informed in a timely manner.

- i) **Continue to improve on access to information through use of technology such as website upgrades, recording and streaming of meetings.**

**How will we make this happen?**



**Provide:**

- The Municipality takes the lead on implementing a new Municipal website.
- Municipality continues to inform the public through social media.
- Municipality records and streams meetings providing online and in person meeting attendance options.

**Priority:** 1

**Responsibility:**

- CAO/Clerk
- All committee staff
- Community Development and Outreach Coordinator.

**Timeline:**

- 2023/2024

**Performance Indicator:**

- New website created providing the public with improved access.

- Increase in social media and website news, events, and information sharing.
- Live online and in person access to meetings.
- Online access to meeting recordings.

## 7) Tourism

Promoting our area for tourism in a sustainable manner for the benefit of business and residents.

### i) Promote and support sustainable tourism practices.

How will we make this happen?



**Provide:** The Municipality takes the lead on promoting sustainable tourism taking into account current and future economic, social and environmental impacts, addressing the needs of visitors, industry, the environment and host communities.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Maintenance Supervisor

**Timeline:**

- Ongoing. Specific to Providence Bay Beach Management, the permit and plan is valid until 2041

**Performance Indicator:**

- Amount of funding for maintenance of and improvements to tourism assets and attractions.
- Number of projects completed.
- Number of adjustments implemented for over tourism that may occur.
- Number of by-laws enforced, warnings given, tickets written.



**Facilitate:** The Municipality will encourage others to adopt sustainable tourism practices.

**Priority:** TBD

**Responsibility:**

- Municipal Coordinator - Special Projects
- Maintenance Supervisor
- Community Development and Outreach Coordinator

**Timeline:** Ongoing



**Performance Indicator:**

- Amount of information provided.
- Number of sustainable tourism practices implemented and maintained.
- Number of related policy and by-laws adopted.
- Amount of financial and in-kind support provided.

## ii) Provide financial support to tourism organizations, infrastructure, assets and advertising.

**How will we make this happen?****Provide:**

- The Municipality takes the lead on providing financial support and staffing for the Central Manitoulin Welcome Centre and Discovery Centre.
- The Municipality provides support for tourism related infrastructure including beaches, boat launches, hiking trails, parks and public washrooms.
- Tourism advertising.

**Priority:** TBD**Responsibility:**

- Municipal Coordinator - Special Projects
- Maintenance Supervisor
- Community Development and Outreach Coordinator

**Timeline:**

- Ongoing

**Performance Indicator:**

- Some overlapping performance indicators with 7 i.
- Amount of Municipal funding for maintenance of and improvements to tourism assets and attractions.
- Number of new projects completed or maintained.
- Amount of advertising in tourism publications and online.

**Partner:** The Municipality works with others to deliver seasonal amenities.**Priority:** TBD**Responsibility:**

- Municipal Coordinator - Special Projects
- Maintenance Supervisor
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Number of amenities established or maintained.
- Amount of Municipal support provided.
- Number of partnerships with tourism organizations and funders.

**iii) Collaborate with neighbouring communities to offer better end user tourism experiences.**

**How will we make this happen?**



**Partner:** The Municipality works with others to deliver tourism collaborations.

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator
- Events Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Number of projects completed among organizations, businesses, neighbouring Municipalities and First Nations.
- Reestablishment of a lead tourism organization like a Destination Marketing and Management Organization.



**Facilitate:** The Municipality will encourage business and event organizers to partner with other organizations across Manitoulin Island to provide quality tourism experiences.

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator
- Events Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Partnerships maintained and established.

- Number of projects.

#### iv) **Provide financial support to tourism organizations, infrastructure, assets and advertising.**

**How will we make this happen?**



**Provide:** The Municipality takes the lead in funding and administering the Community Improvement Plan (CIP) to expand available accommodations and to support renovations to extend rental seasons.

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator

**Timeline:**

- Ongoing

**Performance Indicator:**

- An increased number of accommodation units available in the Municipality.
- Number of fixed roof accommodation related CIP contracts.

## 8) **The Economy, Commercial Development and Employment**

Addressing changes in the local and global economy. Making it easier to do business in Central Manitoulin and attracting all levels of employees to the area.

#### i) **Create and environment for small business investment and growth.**

**How will we make this happen?**



**Provide:**

- The Municipality takes the lead on providing business supports.
- Regular updates on external funding opportunities and regulation change.
- Administer the funding and the Community Improvement Plan (CIP).
- Retain a business registry.
- Provide opportunities for business events.

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator
- Events Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Amount of information provided to the business community.
- Number of commercial CIP contracts.
- Increase in private sector investment.
- Number of businesses registered.
- Number of business events.

**ii) Continue to fund and administer the Community Improvement Plan.**

**How will we make this happen?**



**Provide:**

- The Municipality will fund and administer the Community Improvement Plan (CIP).

**Priority:** TBD

**Responsibility:**

- Community Development and Outreach Coordinator

**Timeline:**

- Ongoing

**Performance Indicator:**

- Number of CIP contracts.
- Number of commercial Façade, Landscape and Signage improvements.
- Building restoration, renovation and improvement.
- Planning and related fees grants.
- Fixed roof accommodation improvements, multi-unit residential development.
- Brownfield environmental site assessment.
- Overall increase in private sector investment.

**iii) Advocate for remedies to and plan for major external factors such as cost of living increases, retention of business in competition with chain and online stores, unemployment and upper-level government policies on district services.**

**How will we make this happen?**



**Partner:** The Municipality works with others to deliver job fairs and employment related events.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- The number of job seekers that have been introduced to employers.
- The number of employment opportunities filled.



**Advocate:** The Municipality will actively lobby upper levels of government to remedy external factors affecting the economy and employment.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Cost of living rate balance.
- Amount of business retention and expansion.
- The unemployment rates.

**iv) Diversify the local economy with creation of an economic development corporation.**

**How will we make this happen?**



**Provide:** The Municipality will take the lead in creating an economic development corporation for providing one or more economic development services.

**Priority:** 1

**Responsibility:**

- CAO/Clerk
- Community Development and Outreach Coordinator



**Timeline:** Short - 2024

**Performance Indicator:**

- Report with costing a feasibility produced.
- Hiring of lawyer to create corporation.
- Creation of a board.
- Implemented plans.

**v) Update and implement a Town of Providence Bay Revitalization Plan.**

**How will we make this happen?**



**Provide:**

- The Municipality will take the lead in updating the plan either through staff or a consultant and implementing its recommendations.
- The project would include the Providence Bay Beach, parking, community centre, park area and Boardwalk Master Plan.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Maintenance Supervisor

**Timeline:** TBD

**Performance Indicator:**

- Providence Bay Beach Waterfront Masterplan RFP created.
- Consultant hired.
- Funding secured.
- Implementation milestones.

**vi) Business section planning for the town of Mindemoya, striking a balance between mixed residential and commercial.**

**How will we make this happen?**



**Provide:**

The Municipality will take the lead in continuing to follow the Community Improvement Plan documentation that has provided a plan on how to achieve this goal.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Manitoulin Planning Board representative
- Chief Building Official
- By-law Officer

**Timeline:** Ongoing

**Performance Indicator:**

- Number of core commercial building stock remaining core commercial.
- Number of new build commercial.
- Number of conversions from residential to commercial.
- Instances of education, warnings and enforcement of the Building Act and property standards by-laws.



**Facilitate:**

- The Municipality will promote the adaptive re-use and redevelopment of these properties for commercial uses.
- To facilitate the development of downtown Mindemoya as a vibrant core of social, commercial and recreational activity, with the general intent to ensure commercial on "Main Street."

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Community Development and Outreach Coordinator
- Manitoulin Planning Board representative
- Chief Building Official
- By-law Officer

**Timeline:** Ongoing

**Performance Indicator:**

- Number commercial building stock that remains core commercial.
- Number of new build commercial.

- Number of conversions from residential to commercial.

## 9) A Balance: A Centralized Core and Individual Communities

Addressing the need for major services and amenities without losing individual community identity.

### i) Keep small town, look, feel, and charm.

How will we make this happen?



**Provide:**

- The Municipality takes the lead in working with developers and the Manitoulin Planning Board.
- The Municipality will enforce by-laws pertaining to property standards.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator-Special Projects
- Chief Building Official
- By- law Enforcement Officer
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Communities retain their small town, look feel and charm.
- Enforcement of building and property standards.



**Facilitate:** The Municipality will encourage others to "keep the small-town look, feel and charm."

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator-Special Projects
- Chief Building Official
- By- law Enforcement Officer
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:** Instances of small-town look, feel and charm preserved in buildings, quality of life and community atmosphere.

## ii) Invest more in outlying communities.

**How will we make this happen?**



**Provide:**

- The Municipality takes the lead in investing in infrastructure in outlying communities.
- The infrastructure includes but not limited to the feasibility of sidewalks, improved roads, sewer and water, and recreation/leisure infrastructure.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Roads Superintendent
- Maintenance Supervisor
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Number of maintained and improved Infrastructure and services in outlying communities.
- Examples include sidewalks, roads, sewer and water, and recreation infrastructure.



**Facilitate:** The Municipality will encourage developers, businesses, and services to invest in outlying communities.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Roads Superintendent
- Maintenance Supervisor
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:** Number of business retained, new businesses, institutions and upper level government services in outlying communities.

### iii) **Provide efficiency in service in centralized core. Small bedroom communities benefiting from centralized core.**

**How will we make this happen?**



**Provide:**

- The Municipality takes the lead investing in infrastructure and attracting business and services in the town of Mindemoya offering a centralized core.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Roads Superintendent
- Maintenance Supervisor
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Number of metres/kilometres of sidewalks, improved roads, sewer and water.
- Number of recreation infrastructure maintained, improved and created.
- Number of businesses retained and attracted.



**Facilitate:** The Municipality will encourage others to invest in Mindemoya and Central Manitoulin.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Roads Superintendent
- Maintenance Supervisor
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:** Number of business retained, new businesses and services, institutions and upper level government services in centralized core.



**Advocate:** The Municipality will actively lobby and promote other decision makers to invest in core services in Mindemoya that benefit the whole Municipality as well as neighbouring Municipalities and First Nations.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Roads Superintendent
- Maintenance Supervisor
- Community Development and Outreach Coordinator

**Timeline:** TBD

**Performance Indicator:** Institutions maintained or added, such as hospitals, institutions, and government service offices. Amount of funding received for new or updated Municipal infrastructure.

## 10) Zoning and Land Development

Responsible and strategically planned growth for the Municipality of Central Manitoulin

### i) Sustainable, planned growth and expansion.

How will we make this happen?



**Provide:**

- The Municipality takes the lead in spearheading initiatives to sustainably expand community services and amenities both private and public for the whole community.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Municipal Coordinator - Special Projects
- Chief Building Official
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Amount of planned growth conducted.



- Amount of new rental units, new home builds, commercial and residential areas.
- Desired services or infrastructure maintained, improved, or added.



**Partner:** The Municipality works with the Manitoulin Planning Board. Facilitate The Municipality will encourage others such as developers to invest in our communities.

**Priority: 1**

**Responsibility:**

- CAO/Clerk
- Community Development and Outreach Coordinator

**Timeline:** Short 2024

**Performance Indicator:**

- Instances of consultation with the Manitoulin Planning Board.
- Maintained representation on the planning board.
- Amount of private investment in the community.

**ii) Allow for Municipal facilitation of land use planning through an economic development corporation.**

**How will we make this happen?**



**Provide:**

- The Municipality takes the lead in creating an economic development corporation for providing one or more economic development services.

**Priority: 1**

**Responsibility:**

- CAO/Clerk
- Community Development and Outreach Coordinator

**Timeline:** Short 2024

**Performance Indicator:**

- Produce a report with costing and feasibility of an economic development corporation.
- Hiring of lawyer to create corporation.
- Creation of a board.
- Number and type of implemented priorities.

### iii) Aid and work with private investors and developers.

How will we make this happen?



**Provide:**

- The Municipality takes the lead in creating an environment in which businesses and developers want to invest in our communities.
- Triaging the investment process by bringing together key stakeholders to understand immediate and long-term investor needs and requirements.
- Fast-tracking the development process and permitting applications.
- Taking into consideration permitting fees impact on potential growth opportunities.
- Continue to provide incentive programs such as the Community Improvement Plan.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Chief Building Official
- Community Development and Outreach Coordinator

**Timeline:** Ongoing

**Performance Indicator:**

- Stakeholder meetings, action taken to fast-track development and permitting.
- Reduction in fees producing growth results.
- Number of renovations, number of new rental units, homes, commercial and industrial investment.
- Community Improvement Plan agreements and amount of funding distributed.
- Amount of private sector investment.

### iv) Investigate feasibility of opening public access to Carter Bay.

How will we make this happen?



**Provide:**

- The Municipality takes the lead commissioning feasibility studies and if adopted, implementing its recommendations.

**Priority:** TBD

**Responsibility:**

- CAO/Clerk
- Chief Building Official

- Roads Superintendent
- Community Development and Outreach Coordinator

**Timeline:** Medium to Long term

**Performance Indicator:**

- Feasibility study created.
- Actions taken from the recommendations.

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