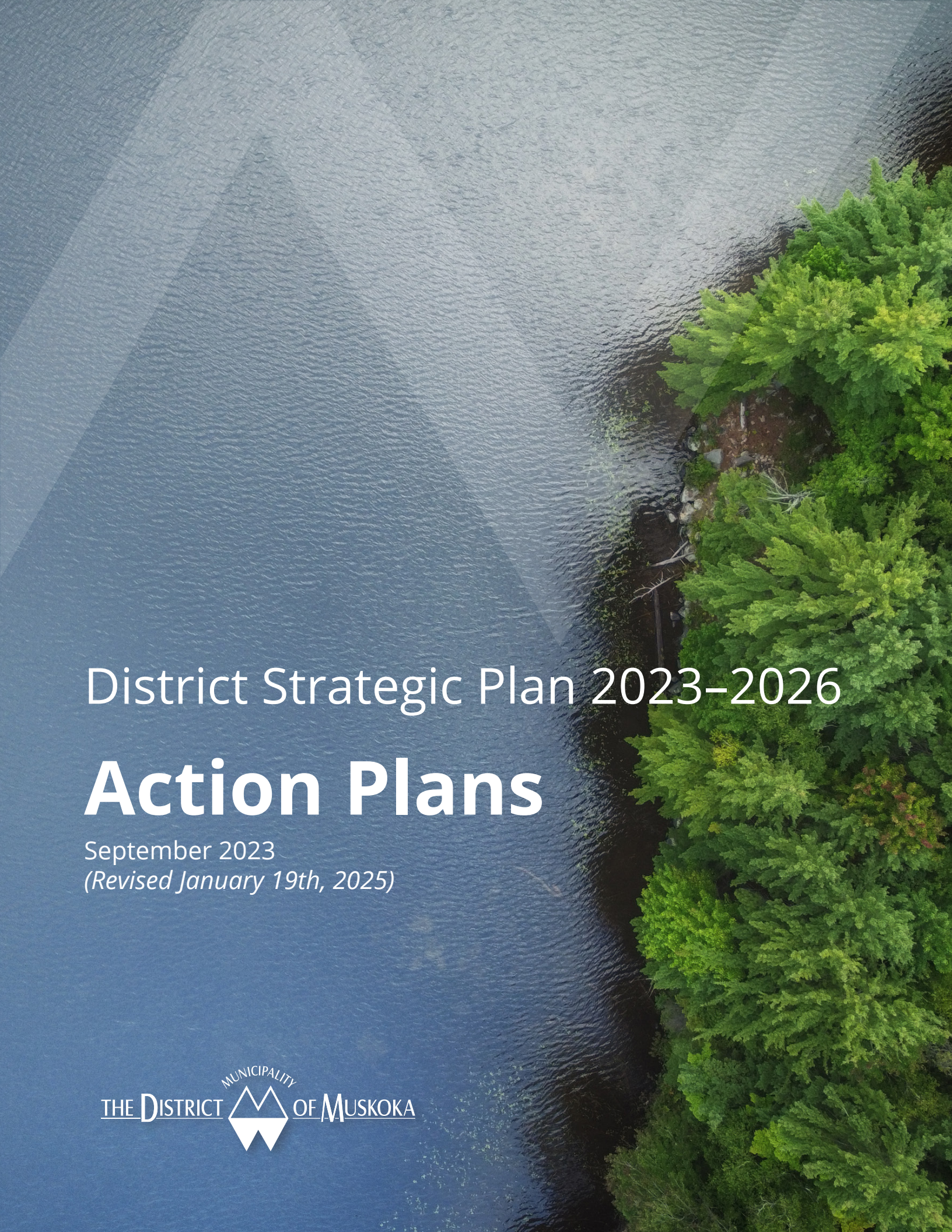


District Strategic Plan 2023–2026

# Action Plans

September 2023
*(Revised January 19th, 2025)*

THE DISTRICT MUNICIPALITY OF MUSKOKA

# A Shared Strategy

Developed together with District Council, staff and community.

## DISTRICT COUNCIL



**Back row, left to right:** Peter Koetsier, District Councillor (Township of Georgian Bay); Dan Armour, District Councillor (Town of Huntsville); Peter Johnston, District Councillor (Town of Gravenhurst); Guy Burry, District Councillor (Township of Muskoka Lakes); Brian Bochek, District Councillor (Township of Georgian Bay); Peter Kelley, District Councillor (Township of Muskoka Lakes); Jeff Lehman, District Chair; Peter Cooper, District Councillor (Township of Georgian Bay); Brenda Rhodes, District Councillor (Town of Bracebridge); Tatiana Sutherland, District Councillor (Town of Bracebridge); Scott Morrison, District Councillor (Town of Huntsville); Robert Lacroix, District Councillor (Township of Lake of Bays); Terry Glover, District Councillor (Township of Lake of Bays)

**Front row, left to right:** Allen Edwards, District Councillor (Township of Muskoka Lakes); Don Smith, District Councillor (Town of Bracebridge); Nancy Alcock, District Councillor (Town of Huntsville); Erin Strength, District Councillor (Town of Gravenhurst); Heidi Lorenz, District Councillor (Town of Gravenhurst); Sandy Cairns, District Councillor (Town of Gravenhurst); Ruth Nishikawa, District Councillor (Township of Muskoka Lakes); Michael Peppard, District Councillor (Township of Lake of Bays); Rick Maloney, Deputy District Chair and District Councillor (Town of Bracebridge); Bob Stone, District Councillor (Town of Huntsville)

## DISTRICT STRATEGIC LEADERSHIP TEAM



**Back row, left to right:** James Steele, Commissioner of Engineering and Public Works; Arfona Zwiers, Commissioner of Community and Planning Services; Jamie Clow, District Solicitor; Suzanne Olimer, Commissioner of Finance and Corporate Services; Norm Barrette, Commissioner of Health Services

**Front row, left to right:** Catherine Glover, Director of Human Resources; Jeff Lehman, District Chair; Julie Stevens, Chief Administrative Officer

# Message from the Chair

## *Why build a plan together?*

The District has been delivering services across Muskoka for more than 50 years.

We were formed in 1971 to connect Muskoka's communities and provide services that bring more value and efficiency when they are delivered at a regional level. Our role and responsibilities have evolved over time—expanding services to meet new needs and taking on the big challenges our communities are facing—to benefit Muskoka as a whole.

A lot has changed in 50 years—and even more so in the last three years. Muskoka is facing new challenges, and it feels like the right time for us to connect.

We asked you to help us build a new strategic plan for Muskoka together. A plan that looks at where we started, where we are today, and where we need to go next. Your input will shape a better future for Muskoka together—Council, Staff, and the Community.

We asked you to:

- ✓ Review the District's vision, mission and values
- ✓ Look at regional services that will best connect our communities and bring value to residents
- ✓ And look at new priorities—initiatives that can bring value and connect Muskoka in different ways than we have considered before

*Jeff Lehman, Muskoka District Chair*

# Table of Contents


A Shared Strategy..... **2**

Message from the Chair..... **3**

Strategic Plan Highlights..... **4**

District Planning Framework..... **5**

How to Read This Plan..... **6**

Priorities and Objectives..... **7**

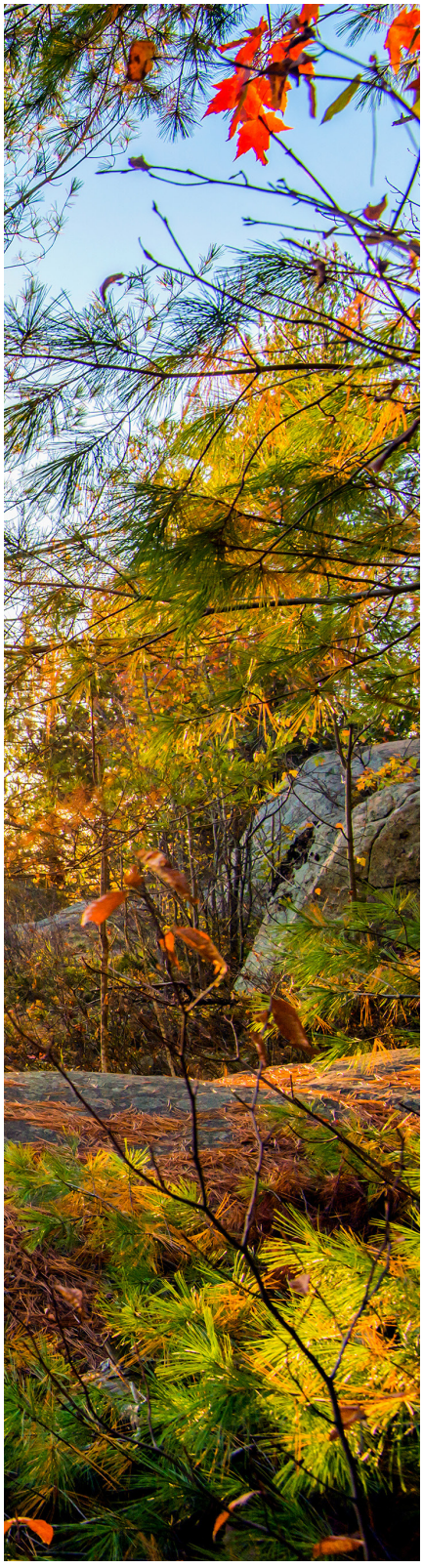
Priority Area: Our Environment..... **8**
*Objective: Taking action together* *9*
*Objective: Walking the talk* *10*

Priority Area: Our Communities..... **11**
*Objective: Housing for everyone* *12*
*Objective: Good jobs and workers to fill them* *13*
*Objective: Community health and wellbeing* *14*

Priority Area: Our Services..... **15**
*Objective: Service alignment* *16*
*Objective: Service excellence* *17*
*Objective: Future thinking* *18*

Priority Area: Our Team..... **19**
*Objective: Investing in our people* *20*
*Objective: Better together* *21*

# Strategic Plan Highlights



## Our Vision

A  welcoming, connected, sustainable Muskoka.

## Our Mission

We deliver services and lead change toward a welcoming, connected, and sustainable Muskoka. We serve and support our residents and build a better Muskoka by delivering excellent value and evolving what we do.

## Our Values

**RESPECT** The value we demonstrate in how we treat each other, the appreciation we show when we recognize the contributions of others, and the careful regard we hold for the feelings, rights and traditions of others.

**INNOVATION** The value we create when we share ideas, look for solutions and work together to make improvements happen.

**SERVICE** The value that our residents, clients and customers experience in the care we provide, the services we deliver, and the support they receive.

**EQUITY** The value we feel when action is taken to make sure all voices are heard, individual needs are seen, and circumstances are recognized.

# District Planning Framework

## DISTRICT PLANNING FRAMEWORK

The Strategic Plan and Action Plans 2023-2026 reflect what our communities and residents have told us are more important to them. The plan sets the objectives that will help achieve our vision for Muskoka. The strategic planning process connects Council priorities and regional plans and strategies with our corporate and department planning, processes, budget, and business plan.




## HOW WILL THIS STRATEGIC PLAN BE USED?

- ✓ Define the District's priorities to guide Council and senior leadership decision-making
- ✓ Prioritize budget and resource allocations
- ✓ Provide context for staff reports to Council
- ✓ Inform the District's communication, customer service and public engagement strategies
- ✓ Evaluate corporate performance

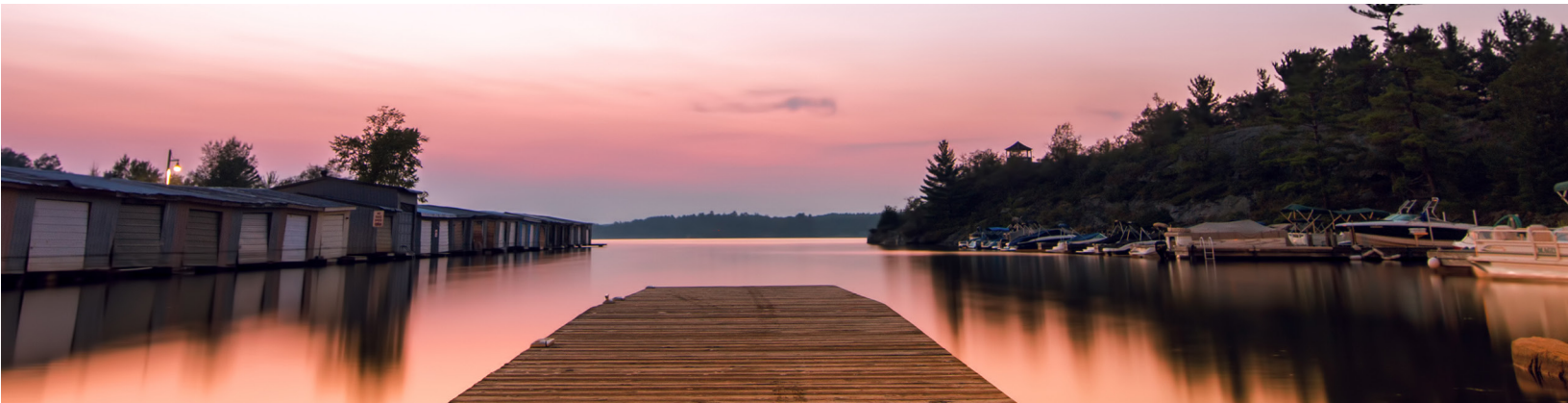
## HOW WILL WE MEASURE SUCCESS?

Staff will provide a Progress Report every year for Council and the community's review. These annual progress reports will highlight progress on the action plans and measure outcomes to date for each objective. It will also showcase some key council, staff, and service achievements from the year in review.

## MID-TERM ACTION PLAN REVIEW

The Action Plan outlined on the pages that follow was developed by staff to realize the Strategic Plan's Priorities and Objectives. A full review of the action plans will be completed mid-term, and we expect some action areas and measures to be adjusted at that time.

**Why?** The priorities and objectives identified in the strategic plan are very important to Council, staff, and our residents. The action plans reference several strategies that will be updated or to be developed, and new tools that will be created to measure progress. Reassessing the action plans mid-term will allow staff to adjust action areas or measures where there is an opportunity to improve intended outcomes and meet the strategic plan's objectives.



# How to Read This Plan

## PRIORITY AREAS

There are four interconnected Priority Areas, each identified by Council, the community and staff as important areas of focus toward achieving the Strategic Plan's Vision.




**OBJECTIVE:**

The impact we want to have on each Priority Area.

**You told us success looks like:**

- ✓ A summary of what the community, Council and our staff told us they would like to see for each objective

| Action Areas | Measures |
|---|---|
| The action required to meet the objective | |
| • The specific steps needed and the roles required | • The results we want to see |

# Our Priorities and Objectives

## OUR ENVIRONMENT

*It's why we're here.*

Taking steps to respect, protect and restore our most valuable assets—our places and spaces.

**Taking action together**
Preserve and protect our natural environment, take climate action and be more resilient to its impacts

**Walking the talk**
Lead by example, celebrate what Muskoka is doing and encourage us all to do more

## OUR COMMUNITIES

*It's what makes us want to stay.*

Helping to make sure our communities have what they need to remain prosperous, safe, connected and healthy for our residents to enjoy and to welcome others.

**Housing for everyone**
Create more safe, attainable, and sustainable housing to call home—and transportation between our places and spaces

**Good jobs and workers to fill them**
Stimulate a year-round, diverse economy and develop the workforce needed to sustain it

**Community health and wellbeing**
Connect residents—all ages, stages, and circumstances—to the health and social supports they need

## OUR SERVICES

*It's what we do and how we do it.*

Making sure we deliver good value, efficient, customer-centred services and have the sustainable infrastructure to meet Muskoka's needs—today and tomorrow.

**Service alignment**
Modernize municipal services and deliver them in the way that makes most sense—best value, efficiency, and outcomes for residents

**Service excellence**
Improve how we communicate, create better customer experiences, and encourage residents to provide input and share their ideas

**Future thinking**
Plan and invest so that we have the services and infrastructure our residents and communities need—now and in the future

## OUR TEAM

*It's each of us doing our part.*

Working together—exceptional staff, invested leadership and engaged partners—to realize our vision for Muskoka.

**Investing in our people**
Attract great people, develop their talents, and provide work experiences that make them want to stay

**Better together**
Strengthen relationships and build partnerships that will make Muskoka better



PRIORITY AREA

# Our Environment

*It's why we're here*

Taking steps to respect, protect and restore our most valuable assets—our places and spaces

# Our Environment

**OBJECTIVE: TAKING ACTION TOGETHER**

Preserve and protect our natural environment, take climate action and be more resilient to its impacts.

## You told us success looks like:

- ✓ Continuing to monitor the health of our natural environment and taking steps to address threats
- ✓ Making the best use of land in urban areas
- ✓ Reducing waste going into our landfills and protecting our drinking and recreational water sources
- ✓ Lowering our greenhouse gas emissions – corporately and in the community
- ✓ Being more resilient to the impacts of climate change and severe weather

| Action Areas | Measures |
|---|---|
| 1.1 Mitigate climate change in our community | |
| • Review progress on the **New Leaf Climate Action Plan** and prioritize implementation to focus on public education initiatives and efforts to reduce climate impacts associated with development and transportation<br>• Collaborate with partners to implement regional-level initiatives in Muskoka's **Green House Gas (GHG) Reduction Plan** | • Reduced community greenhouse gas emission levels (20% reduction by 2026 toward the goal of net zero by 2050) |
| 1.2 Preserve and protect Muskoka's natural environment | |
| • Refine the **Lake System Health Water Quality Monitoring** program based on updated scientific evidence<br>• Maintain the **highest provincial drinking water and wastewater treatment standards** and raise awareness of source water protection efforts<br>• Review progress and update the **Waste Management Strategy**, prioritizing efforts to improve diversion, better manage organic waste, and explore innovative disposal alternatives that can reduce reliance on landfills<br>• Continue to **remediate closed landfills** to protect Muskoka's Natural Environment | • Enhanced ability to measure lake health across the watershed<br>• Maintained strong compliance record for provincial standards for drinking water<br>• Reduce residential solid waste generation rates.<br>• Increased number of closed landfills with remediation plans |
| 1.3 Be more resistant to the impacts of the climate change and severe weather | |
| • Implement District-led portions of **Muskoka's Regional Climate Change Adaptation Plan**, prioritizing public education and emergency preparedness efforts and incorporating adaptive infrastructure design into District assets<br>• Support our Area Municipalities' adaptation efforts<br>• Collaborate with partners to implement **Integrated Watershed Management projects** and expand **Flood Plain Mapping** | • Reduced service interruptions and associated capital costs<br>• Improved asset resiliency<br>• Increased mapping and tools |

# Our Environment

**OBJECTIVE: WALKING THE TALK**

Lead by example, celebrate what Muskoka is doing, and encourage us all to do more

## You told us success looks like:

- ✓ Thanks to the growing collective efforts of invested residents, communities, and partners, Muskoka continues to be recognized as a leader in environmental stewardship
- ✓ Sharing innovative policies, programs, and partnerships with other communities - so we all succeed together
- ✓ Council and staff continue to prioritize minimizing the environmental and climate impacts of our municipal services, programs, and infrastructure

| Action Areas | Measures |
|---|---|
| 2.1 Accelerate efforts to reduce corporate climate impacts | |
| • Implement the **Green House Gas (GHG) Reduction Plan** initiatives focused on reducing corporate emissions by prioritizing planned capital improvements and modifying delivery methods<br>• Consider establishing a Climate Change Fund or increasing investment in existing District **Reserve Funds** to accelerate the implementation of activities that increase resiliency and mitigate corporate GHG emissions | • Reduced **corporate** Greenhouse Gas Emission levels (25% reduction by 2026 toward the goal of net zero by 2050) |
| 2.2 Share our approach and boost our collective efforts | |
| • Encourage smart growth and the best use of land in urban areas to protect our natural environment through the **Muskoka Official Plan**, including the development and implementation of sustainable building standards, green development standards, and performance checklists<br>• Showcase Muskoka's recognition as a municipal leader for its **innovative policy, program and partnerships approach** and share our best practices with other municipalities<br>• Continue our partnership with **Muskoka Watershed Council** and look for more ways to collaborate with community partners<br>• Encourage more of Muskoka's highly engaged residents to get involved in District and community-led **stewardship and climate action initiatives and volunteer opportunities** | • Increased number of **New Leaf Climate** actions undertaken. |



PRIORITY AREA

# Our Communities

## *It's what makes us want to stay*

Making sure our communities have what they need to remain prosperous, safe, connected, and healthy—for our residents to enjoy and to welcome others

# Our Communities

**OBJECTIVE: HOUSING FOR EVERYONE**

Create more safe, attainable, and sustainable housing to call home—and transportation between our places and spaces

## You told us success looks like:

- ✓ More affordable housing is available (for rent or for sale)—homes that our low and middle-income residents and families can afford to live and thrive in
- ✓ Fewer residents are homeless or living in precarious housing
- ✓ The environment is a priority in the strategies and solutions we develop
- ✓ More transportation or transit is available between our communities to help connect residents to employment and education opportunities and to access health care

| Action Areas | Measures |
|---|---|
| **3.1 Increase supply/stock of purpose-built, affordable rental and market housing** | |
| • Review and update Muskoka's **10-year Housing and Homelessness Plan** to address expanding supply needs<br>• Enhance the **Muskoka Affordable Housing Program (MAHIP)** by expanding program eligibility and reducing application barriers<br>• Support the **Housing Task Force 2.0's** efforts to advocate for funding, increase housing supply and options for those facing homelessness, explore alternative housing options, and encourage supportive land planning policies<br>• Collaborate with Area Municipalities to best position Muskoka communities to maximize available funding opportunities by creating an inventory of suitable surplus land, helping projects become shovel-ready, and acquiring abandoned, vacant, or underutilized land | • Increased affordable housing units completed—120 by 2026<br>• Increased number of households supported by rent supplements and housing benefits<br>• Increased new dwelling unit occupancy permits issued by Area Municipalities<br>• Increased investment, land available and shovel-ready projects |
| **3.2 Expand supports to address increasing homelessness** | |
| • Advocate for federal and provincial funding to increase shelter and housing options and expand support services for individuals who are homeless or at risk of experiencing homelessness<br>• Review and update Muskoka's **10-year Housing and Homelessness Plan** to address the increasing need for long and short-term shelter spaces and more transitional/supportive housing options<br>• Implement **Human Service Integration** and expand outreach activities to make it easier for those in need to connect to resources | • Reduced number of individuals without shelter or at risk of homelessness. Reduced emergency shelter nights<br>• Enhance integrated Human Services delivery model to expand outreach and client support capacity<br>• Expanded outreach and funding for supportive and transitional housing and support services (advocacy and service model improvement) |
| **3.3 Enhance transit options to better connect residents across our communities** | |
| • Review and update the **Community Transportation Plan** to prioritize demand-responsive options, creating better rider experiences and enhancing passenger safety and mobility<br>• Collaborate with private and Area Municipal partners to connect more users to existing transportation/transit options through route planning and collaborative marketing efforts | • Increased ridership and improved revenue-cost ratio including an increased coverage area within the District of Muskoka boundary and beyond<br>• Reduced passenger wait times and travel times |

# Our Communities

**OBJECTIVE: GOOD JOBS AND WORKERS TO FILL THEM**

Stimulate a year-round, diverse economy and develop the workforce needed to sustain it

## You told us success looks like:

- ✓ Muskoka's economy is diversifying, becoming less seasonal, and creating more well-paying, stable jobs. Businesses have resources to help them innovate and grow
- ✓ The District's role in regional economic development is clear, and regional strategies are aligned with Area Municipal goals
- ✓ Skilled workers are available to fill vacancies and partners are working together to meet Muskoka's long-term workforce needs and address regional barriers (i.e., transportation, housing, child care)
- ✓ New workers and diverse cultures are being welcomed and supported in our communities

| Action Areas | Measures |
|---|---|
| 4.1 Help stimulate economic growth in diverse, year-round sectors | |
| • Collaborate with private and public sector partners to confirm regional-level priorities and develop a strategy to create the economic environment needed to stimulate a thriving, diverse, year-round economy<br>• Redefine/expand the District's economic development role to complement existing area municipal and partner roles, boost regional efforts, and fill any gaps identified in the strategy<br>• Review progress on Muskoka's **Regional Broadband Strategy** and reprioritize activities to support workforce development, education, and business expansion needs across the region<br>• Implement **Airport Master Plan** to encourage business expansion and development of airport lands | • Increased employment diversification as reflected in the statistical data<br>• Increased broadband coverage<br>• Increased development opportunities tied to Muskoka Airport. |
| 4.2 Help address regional workforce challenges and build future capacity | |
| • Collaborate with partners to implement the regional **Workforce Development Strategy** in development and ensure that the District's **sector-specific workforce strategies** (Early Childhood Development and Long-Term Care) feed into the regional efforts<br>• Establish settlement/immigration services and expand community supports to welcome newcomers, including the **Inclusion Diversity, Equity and Anti-Racism (IDEA) Advisory Group (IAG)' s 2022-2026 Strategic Action Plan** (see Action Areas 10.2)<br>• Expand access to high quality, licensed child care by implementing the **ECE Workforce Development Strategy** and the **Canada-wide Early Learning and Child Care** Directed Growth Strategy<br>• Advocate/partner/invest in innovative approaches to address other barriers contributing to current labour shortages, including **housing and transportation** (see Action Areas 3.1 and 3.3) | • Reduced reported labour shortages in the public and private sectors |

# Our Communities

**OBJECTIVE: COMMUNITY HEALTH AND WELLBEING**

Connect residents—all ages, stages, and circumstances—to the health and social supports they need

## You told us success looks like:

- ✓ More mental health services are available, and residents can connect to them through District programs and services
- ✓ More access to long-term care is available, and more care is being delivered in the community.
- ✓ Long-term planning to make local health care services more financially sustainable and to support the needs of our aging population
- ✓ Our residents' social determinants of health are being influenced (i.e., income, housing, childhood experiences, education, social support, food security) and we are taking special care of our most vulnerable residents

| Action Areas | Measures |
|---|---|
| **5.1 Help improve access to mental health, addiction, and primary care services** | |
| • Collaborate with partners to advocate for more local mental health, addiction, and primary care services and resources<br>• Collaborate with partners on wayfinding efforts to help residents find and access locally available health care resources | • Increased access to health care services and programs including increased funding<br>• Increased referrals via District programs to mental health services |
| **5.2 Expand access to District delivered health care services and programs** | |
| • Increase access to long-term care by **redeveloping and expanding Fairvern Long-Term Care Home**<br>• Implement the **Muskoka Paramedic Services 10-year Master Plan**<br>• Secure funding for local community-based care to maintain and expand the District's **Community Paramedicine (CP), Seniors, and Health Link** programs | • Increased access to municipal long-term care with 84 new beds by 2026<br>• Improved paramedic response times |
| **5.3 Build capacity to fund health care costs and inform future planning** | |
| • Advocate for sustainable health care funding models<br>• Collaborate with partners on **strategies to finance the local share/ community contribution** required to fund the redevelopment of Muskoka Algonquin Health Care (MAHC)<br>• Advocate for community needs and influence planning for local health services through a leadership role and support to the **Muskoka Area Ontario Health Team (MAOHT)** | • Increased funding provided to health services serving Muskoka residents<br>• Increased allocation to meet District's commitment for the redevelopment of two new hospital sites |
| **5.4 Proactively influence social determinants of health and encourage wellbeing** | |
| • Implement a quality-of-life measurement tool to benchmark and measure community well-being outcomes<br>• Work with community and public health partners to improve the quality of life of our most vulnerable residents, prioritizing programs related to **income support, homelessness prevention, food security, early childhood development (Early ON), and resources to support young families and seniors**<br>• Encourage healthy, active lifestyle options by expanding the **Active Transportation network** in collaboration with the Area Municipalities | • Increased ability to measure community wellbeing outcomes<br>• Increased supports available to help improve the quality of life of vulnerable residents<br>• Increased Active Transportation options |



PRIORITY AREA

# Our Services

## *It's what we do and how we do it*

Making sure we deliver good value, efficient, customer-centred services and have the sustainable infrastructure to meet Muskoka's needs—today and tomorrow

# Our Services

**OBJECTIVE: SERVICE ALIGNMENT**

Modernize municipal services and deliver them in the way that makes most sense—best value, efficiency, and outcomes for residents

## You told us success looks like:

- ✓ Services are being delivered by the level of municipal government that is best positioned to provide them - to get the best results and demonstrate value for residents and communities
- ✓ Sharing services with Area Municipalities or working with partners to deliver programs or services when there are clear benefits to working together
- ✓ Staff are using technology and process improvement to continuously improve and modernize service delivery

| Action Areas | Measures |
|---|---|
| 6.1 Streamline service delivery to maximize value and outcomes | |
| • Work together with Area Municipalities to examine service areas where both levels of government have shared responsibilities or mutual interests and identify three service areas or delivery models to review during this term of Council<br>• Establish a formal review process that confirms service performance goals/standards, explores potential improvements to existing delivery models, and considers alternative delivery options (i.e., updated delivery responsibilities, new partnerships) | • Increased value, efficiency, performance outcomes or customer satisfaction achieved from service delivery improvements while maintaining regulatory requirements |
| 6.2 Modernize service delivery and operations using innovation and technology | |
| • **Integrate back-office operations** and onboard existing and new long-term care employees<br>• Review and update **IT strategy**, prioritizing software implementation (asset management, work orders, and human resources), technical requirements associated with **Fairvern LTC redevelopment**, and enhancing **cyber-security**<br>• Encourage staff innovation through the **Continuous Improvement Unit**, prioritizing projects and initiatives that help teams streamline day-to-day processes and improve service outcomes | • Increased efficiency and improved financial oversight<br>• Improved annual security testing results and decreased security incidence rate<br>• Increased ability to measure productivity, efficiency, and capacity from software improvements |

# Our Services

**OBJECTIVE: SERVICE EXCELLENCE**

Improve how we communicate, create better customer experiences, and encourage residents to provide input and share their ideas

**You told us success looks like:**

- ✓ The public is aware of our programs and services and want to learn more
- ✓ It is easier for clients/customers to navigate and access our services, when and how they want, using digital and self-serve options
- ✓ Residents are aware of service interruptions or improvements that could impact their day-to-day activities
- ✓ Residents are telling us more about their needs, providing ideas, and are more engaged in our planning and Council decisions

| Action Areas | Measures |
|---|---|
| 7.1 Establish a corporate mindset for service excellence | |
| • Review progress and reprioritize the **Customer Service and Communication strategies** and consider merging to create a corporate-wide Service Excellence Strategy that sets performance goals for how the District serves, communicates, and engages with residents, clients, customers, and partners<br>• Establish and implement consistent, **corporate-wide standards** for customer service, communication, and public engagement, provide training to help staff understand their roles, and create tools to measure and report progress in meeting Service Excellence goals | • Increased ability to measure and enhance customer service, communications and engagement outcomes |
| 7.2 Make residents more aware of our services and engaged in Council priorities | |
| • Develop a communication plan that prioritizes the **Strategic Plan's** objectives and reports on action plan progress annually<br>• Execute **campaigns to raise awareness of programs and services and encourage public engagement** in Council decision-making<br>• Enhance the District's profile/brand with the community and our partners by **sharing stories that showcase Council and staff's commitment to Service Excellence**<br>• Expand our reputation as a trusted, reliable "news" source by sharing **timely, regular Council and program updates** and improving how residents are notified of planned improvements, service interruptions and emergency situations | • Increased awareness of District Services through increased subscriptions to news feeds, social media and engagement platforms and apps<br>• Increased subscriptions to service alerts and emergency notification tools |
| 7.3 Create better experiences accessing our services | |
| • Redevelop the **staff information portal (SIMON)** to enhance staff access to information and resources to help better serve customers or deliver services<br>• Collaborate with Area Municipalities to help residents better understand which services are delivered through the District and which services are available from their area municipality<br>• Leverage technology to create more self-serve options and evaluate the expansion of customer service hours | • Increased customer satisfaction ratings of service provided as "good" or "excellent" |

# Our Services

**OBJECTIVE: FUTURE THINKING**

Plan and invest so that we have the services and infrastructure our residents and communities need—now and in the future

## You told us success looks like:

- ✓ Investments, careful management, and planned savings are keeping our financial health very strong
- ✓ We are well-positioned to access the best possible borrowing rates if we need them.
- ✓ We have long-term plans to manage and sustain our assets
- ✓ Proactively maintain our infrastructure (roads, bridges, water and wastewater, landfill, facilities, equipment, and internal systems)
- ✓ More access to funding programs or financial tools that will reduce costs for our residents and customers

| Action Areas | Measures |
|---|---|
| 8.1 Continue to strengthen our financial health | |
| • Create debt and reserve policies to support financial health and credit rating<br>• Review and update corporate procurement practices and increase the use of existing procurement efficiencies (i.e. buying groups)<br>• Implement multi-year budgets to forecast requirements over the term of Council<br>• Educate the public on the District's financial health and encourage more public input in the budget process<br>• Engage the **Joint Operational Leadership Team** to enhance the corporate-wide planning framework, integrating the strategic action plans into the budget process, corporate and department business planning, and corporate performance measuring | • Maintained Credit Rating Aa1<br>• Maintained strong financial health<br>• Increased collaborative procurements<br>• Increased public engagement in the budget process |
| 8.2 Increase capacity to fund infrastructure and ongoing operating costs | |
| • Review and update the **Asset Management Plan** to prioritize sustainable financing planning<br>• Implement a life cycle costing approach to **the capital budget and forecast** linked to the **Asset Management Plan**<br>• Develop **long-term infrastructure plans** (e.g. Master Servicing Strategy, Transportation Master Plan, Solid Waste Master Plan) to ensure efficient use of capital while supporting growth<br>• Implement a new **Development Charges By-law** and create incentives for building within areas with existing water and sewer services to focus growth in urban areas | • Increased percentage of assets with formal condition assessments completed<br>• Maintained percentage of core assets with condition rating of good or better<br>• Reduced number of District Road segments with a Pavement condition Index below 55 |



PRIORITY AREA

# Our Team

*It's each of us doing our part*

Working together—exceptional staff, invested leadership and engaged partners—to realize our vision for Muskoka

# Our Team

**OBJECTIVE: INVESTING IN OUR PEOPLE**

Attract great people, develop their talents, and provide work experiences that make them want to stay

## You told us success looks like:

- ✓ Our RISE values shine through in all we do—how we work together, provide services, and how our leaders' lead
- ✓ We are attracting qualified staff to fill our jobs and working with partners to develop Muskoka's future workforce
- ✓ Our staff are developing leadership skills and see opportunities to progress in their careers without leaving
- ✓ Our staff have the tools, training, and internal support services they need to be most effective in their work
- ✓ Teams are actively looking for ways to innovate, improve processes/systems, and are supported during changes

| Action Areas | Measures |
|---|---|
| 9.1 Attract a skilled workforce to meet current and future service needs | |
| • Develop and implement a corporate Recruitment and Retention Strategy and establish/expand innovative internal workforce development and training/learning programs<br>• Collaborate with partners to collectively address existing regional workforce challenges and build future workforce capacity across Muskoka (see Action Area 4.2) | • Reduced year-over-year vacancy rate (i.e., vacancies as a percentage of total staff complement compared to the same month in the previous year) |
| 9.2 Create exceptional work experience to engage and retain staff | |
| • Implement the **Staff IDEA Advisory Group (SIAG) 2023-2026 Strategic Action Plan** and promote IDEA principles - Inclusion, Diversity, Equity and Anti-Racism across the corporation<br>• Expand leadership and professional development opportunities for all staff groups, including mentoring/coaching<br>• Develop an internal communication plan and update the **staff information portal (SIMON)** to support engagement activities, address internal customer service needs, and improve Information sharing across teams<br>• Complete facility accommodation review to modernize and revitalize office workspaces<br>• Develop a staff-led RISE Action Plan to promote corporate values and celebrate corporate culture enhancements | • Reduced unplanned turnover<br>• Maintained ratio of promoting from within and hiring externally |

# Our Team

**OBJECTIVE: BETTER TOGETHER**

Strengthen relationships and build partnerships that will make Muskoka better

## You told us success looks like:

- ✓ Council, staff and our partners are focused on regional priorities—tackling the big issues best solved together
- ✓ We are strengthening our relationships with Muskoka's Indigenous Nations
- ✓ Our Council and staff are regularly engaging our area municipal and community partners, building relationships with all levels of government, and are taking on leadership roles in the community and municipal sector

| Action Areas | Measures |
|---|---|
| 10.1 Strengthen our relationships with the Indigenous communities with ties to Muskoka | |
| • Engage with the **Muskoka Area Indigenous Leadership Table (MAILT)** to update the **Strengthening Municipal-Indigenous Relations Strategy** for implementation<br>• Work with Area Municipalities to identify pan-Muskoka actions aimed at reconciliation to expand the reach and impact of these efforts<br>• Develop a framework to work with, support and seek feedback from urban Indigenous community members who are not otherwise connected to MAILT members | • Increased MAILT action (collaboration and partnerships) aimed at reconciliation across Muskoka. |
| 10.2 Strengthen our role in encouraging diversity, equity and inclusion | |
| • Implement the **IDEA Advisory Group (IAG) 2022-2026 Strategic Action Plan** (IDEA principles - Inclusion, Diversity Equity and Anti-Racism)<br>• Expand partnerships to promote IDEA principles, raise awareness of the work of the IAG across Muskoka, and encourage more community members to get involved | • Decreased community-based hate crimes and hate incidents<br>• Increased partnerships and participation in IAG initiatives |
| 10.3 Strengthen our role in the municipal sector and community capacity building | |
| • Enhance our relationships with our area municipalities, our neighbouring municipalities, community, private and public-sector partners, and with the provincial and federal levels of government<br>• Encourage and support Council and Staff to participate and take on **leadership roles in regional, provincial, and federal municipal-sector associations** and import best practices learned<br>• Celebrate community volunteerism and support staff to take on volunteer or leadership roles in their communities | • Increased project and partnership agreements and sharing of best practices<br>• Increased Council and staff leadership roles in the municipal sector and increased staff volunteerism |

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