

THE DISTRICT MUNICIPALITY OF MUSKOKA

2023 - 2024 Strategic Plan Report Card

The District Municipality of Muskoka

Report To The Community

The Strategic Action Plan outlines the District's priorities for the 2023-2026 term and the actions required to achieve its goals. A total of 81 actions have been identified, with the following progress acheived in 2023-2024:

14
Actions in-progress within ***Our Environment***

18
Actions in-progress within ***Our Services***



10
Actions in-progress within ***Our Team***

23
Actions in-progress within ***Our Communities***

7%
(6 actions) have been completed

80%
(65 actions) are currently in-progress and advancing as expected

12%
(10 actions) scheduled to begin in 2025 and to be reported on in the future



Our Environment

- **Moving Strategies Forward:** Continuing to advance the New Leaf Climate Strategy, which includes 112 action items. By the end of 2024, 43 actions were completed, 47 were in progress, and only 22 remain to be started

- **Taking More Action:** Adopting the District Corporate Climate Change Action Plan, which includes a climate change reserve fund to support initiatives that will reduce corporate andcommunity greenhouse gas emissions. The fund will support a new "Climate Hero" program, focused on community outreach and education on climate action

- **Engaging Residents:** Involving Muskoka residents in climate action and stewardship through 100 outreach events (2023–2024), including shoreline rehabilitation activities, lectures and presentations and community and classroom workshops

- **Collaborating with Partners:** Strengthening partnerships with the Muskoka Watershed Council and Muskoka Steamships Discovery Centre. Continuing collaborative efforts to support the Lakes System Health monitoring program and working to establish new community collaborations

- **Improving Emergency Preparedness:** Increasing public awareness by adding 804 new subscriptions for the Voyent Alert emergency notification system in 2024, and 1,021 new subscriptions in 2023

What success looks like

In 2023, staff were contacted by a resident who owns property along the shoreline of the Muskoka River in an area that had previously experienced flooding.

The resident had seen the new floodplain mapping available on the District's GeoHUB and was interested in using that information to inform options for floodproofing their home. Staff were able to walk the resident through the mapping tools and assist them with identifying the extent to which floodwaters may extend onto their property.

This information was critical for informing engineering options for new structures and for improving existing ones.

25

Increasing the Resiliency of District facilities: through 25 climate-adaptive design elements and building upgrades in 2023-2024, including Fairvern Long-Term Care Home, 100 Pine Street and the new West Paramedic Station



What success looks like

Jane, a senior in Gravenhurst, is part of the Community Paramedicine (CP) remote monitoring program, where her daily vitals are checked by the CP team.

When her readings showed signs of heart failure, CPs visited her home, adjusted her medication with her doctor's guidance, and helped her avoid an emergency room visit.

A follow-up visit confirmed her improvement, and the CP team coordinated ongoing care with her doctor.

Our Communities

- **Community Transportation:** Improving public transportation with the launch of the District Demand-Responsive Transit (DRT), a new service that will connect rural residents to urban centers and allow riders to transfer to other local transit or community transportation options like the District's Corridor 11

- **Growing Our Workforce:** Partnering with Muskoka's local Economic Development Officers to implement the Regional Workforce Development Strategy. Some early initiatives include the launch of www.muskokajobboard.ca, a muskoka-focused job board with an interactive job map

- **Increasing Access to Quality Child Care:** Adding 181 new licensed child care spaces through Muskoka's Canada-Wide Early Learning and Child Care Directed Growth Strategy

- **Enhancing Paramedic Services:** Continuing to implement the Muskoka Paramedic Services 10-Year Master Plan, which will expand coverage in both West and East Muskoka and includes a new paramedic station in Glen Orchard to help maintain response times as call volumes continue to rise

- **Big Move on Housing:** Getting housing built by committing up to 35 million over five years to support deepest needs, attainable housing supply and build capacity in the housing sector. Early achievements in 2023/24 include 88 new affordable housing units, and supporting approximately 200 households annually through rent supplements

35M will be invested in attainable housing throughout the next 5 years. This is a part of the District's Big Move on Housing



What success looks like

Road pavement conditions are assessed annually to make sure our roads are safe and reliable. By updating the old manual process with AI-supported analysis software this year staff were able to scan the entire road network in the same amount of time it used to take to scan only a portion of the roads.

Because of this innovative process improvement, staff can look at the District's entire road network when they are planning for improvements and have access to significantly more road condition data for analysis which is also available to the public.

Our Services

- **Driving Efficiency in Planning Services:** Launching Muskoka PlanHub to make it easier to access information and track applications, updating the capacity allocation strategy and enhancing the peer review process

- **Improving Service Delivery:** Continuing to work with our Area Municipalities to align services, improve efficiency and reduce costs while maintaining high-quality service. A total of 109 service delivery improvements were implemented in 2023 and 2024, to enhance value, efficiency, and customer satisfaction while meeting all regulatory requirements

- **Future Thinking:** Upgrading the District's Asset Management Plan and implementing a more efficient, integrated software solution allows staff to better budget and supports financial planning to meet future infrastructure needs

- **It's What We Do:** Reporting to the public by launching a new monthly eNewsletter "Between2Pines", showcasing District programs and services through the "It's What We Do" digital media marketing campaign, and highlighting Council priorities through regular Chair "Walk and Talk" videos.

- **Connecting More Residents to Supports:** Connecting low-income seniors to income supports through the Community Volunteer Income Tax program by assisting 524 seniors in 2023 and 906 Seniors in 2024 with their income tax returns.

30%

Increasing social media engagement by 30%, expanding online audiences by 14%, and achieving an 8% increase in eNewsletter audience growth in its first 7 months



What success looks like

Since 2019, the Muskoka Area Indigenous Leadership Table (MAILT) has helped build strong relationships between Indigenous and municipal leaders, leading to positive changes in the community.

These include Indigenous awareness training, renaming Muskoka Road 38 to Kanien'kehá:ka Iohatátie, (Mohawk People Road) to honor the Mohawk people, and new events like the Through our Eyes Powwow in Bracebridge, a new province-wide Indigenous golf championship and the Miskok-ak exhibit at the Muskoka Steamships and Discovery Centre that celebrates the Indigenous history and culture of Muskoka.

MAILT's relationships also helped expand Indigenous input into clean water protection, and Indigenous representation on local OPP boards.

Our Team

- **Retaining our Workforce:** Significantly decreasing year-over-year vacancy rates in District long-term care homes by 17% in 2023 and 15.5% in 2024 and reducing vacancy rates in all other department/service areas by 7.0% in 2023 and 6.6% in 2024

- **Fostering Innovation:** Launched the "Innovation Think Tank", an internal working group focused on streamlining processes and improving service outcomes

- **Building Stronger Partnerships and Collaborations:** Fostering regional partnerships by leading, collaborating or hosting key initiatives, including the Muskoka Homelessness Sharing Table, the Pedagogy of Care Child Care Conference, the Muskoka Housing Task Force 2.0, Service Swap Initiative, and the Alternate Level of Care Strategy

- **Investing in Leadership:** Supporting 657 staff through corporate-wide leadership and professional development opportunities

488 staff members participated in mentoring/coaching programs

Strategic Plan Highlights

Our Vision

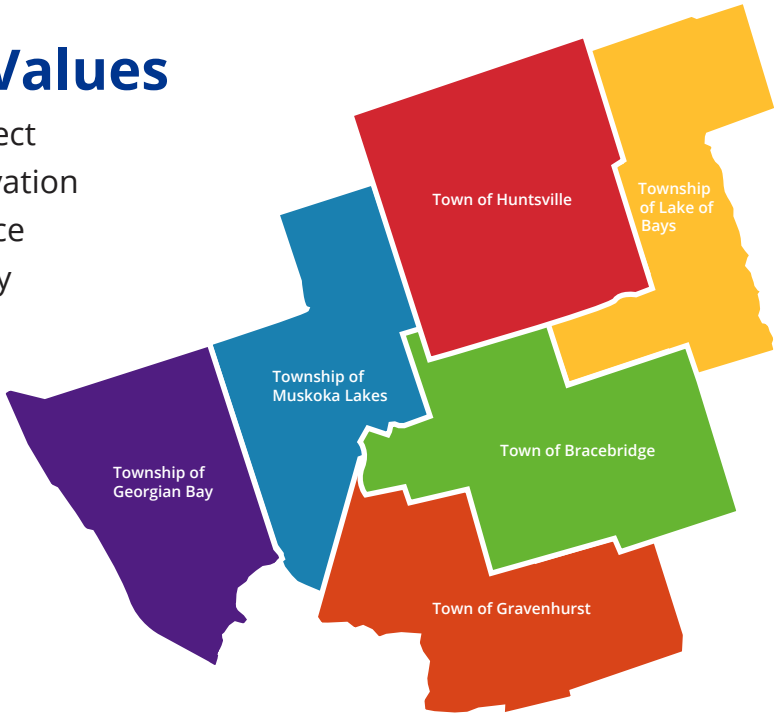
A welcoming, connected, sustainable Muskoka.

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
- Innovation
- Service
- Equity

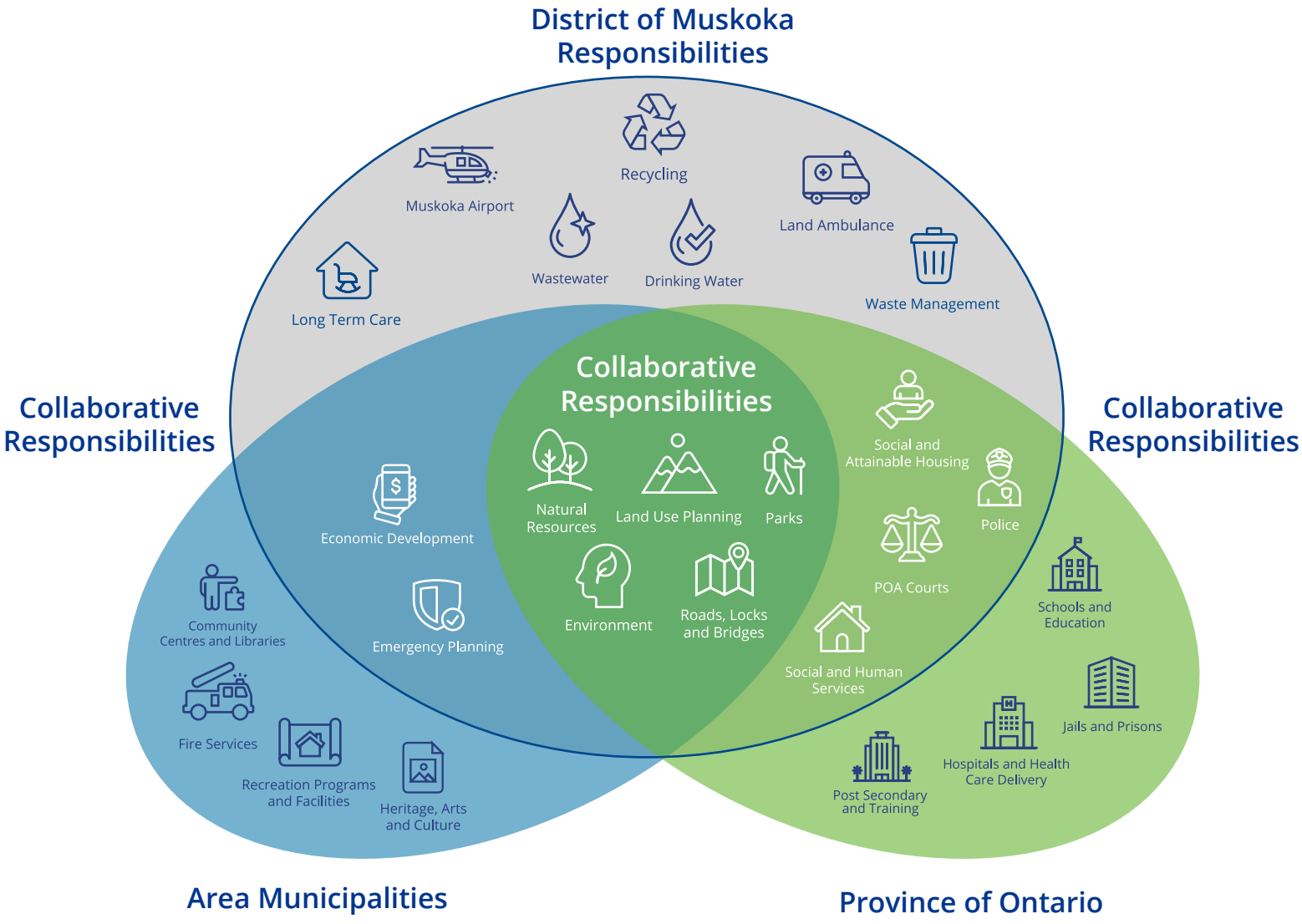


10 Objectives For Our Priorities

1. *Taking Action Together*
2. *Walking the Talk*
3. *Housing for Everyone*
4. *Good Jobs and Workers to Fill Them*
5. *Community Health and Wellbeing*
6. *Service Alignment*
7. *Service Excellence*
8. *Future Thinking*
9. *Investing in Our People*
10. *Better Together*

Two-Tier Local Government System

The District Municipality of Muskoka is made up of six Area Municipalities. Both levels of local government work together to align services and achieve cost-efficiencies to best serve residents and visitors to Muskoka.






MUNICIPALITY
THE DISTRICT OF MUSKOKA