



# Draft Strategic Plan 2024-2029

## Township of McGarry

**Draft Strategic Plan 2024-2029**  
**Township of McGarry**

---

**Table of Contents**

---

1.0 Introduction ..... 1  
    Background ..... 1  
    Council Workshop ..... 1  
    Open House ..... 2  
    Drafting the Strategic Plan ..... 2  
2.0 Mission and Vision Statements ..... 3  
    Mission Statement ..... 3  
    Vision Statement ..... 3  
3.0 Strategic Goals ..... 4  
    Goal A: Become an attractive Township to draw visitors and make residents proud ..... 5  
    Goal B: Meet community needs for infrastructure and services ..... 5  
    Goal C: Offer diverse opportunities and amenities for social and active living ..... 6  
    Goal D: Strengthen Economic Resources and Strategies for the Township ..... 7  
    Goal E: Promote the Township and build relationships to attract residential and  
        economic investment ..... 7  
4.0 Challenges ..... 9  
5.0 Measurement and Monitoring ..... 9  
6.0 Next Steps ..... 10

## 1.0 Introduction

---

### Background

The Township is currently developing a new strategic plan to guide the Township towards established goals over the next five-year period, to 2029. The Township retained J.L. Richards & Associates Limited (JLR) to work with Council, staff, and the community to develop this Strategic Plan.

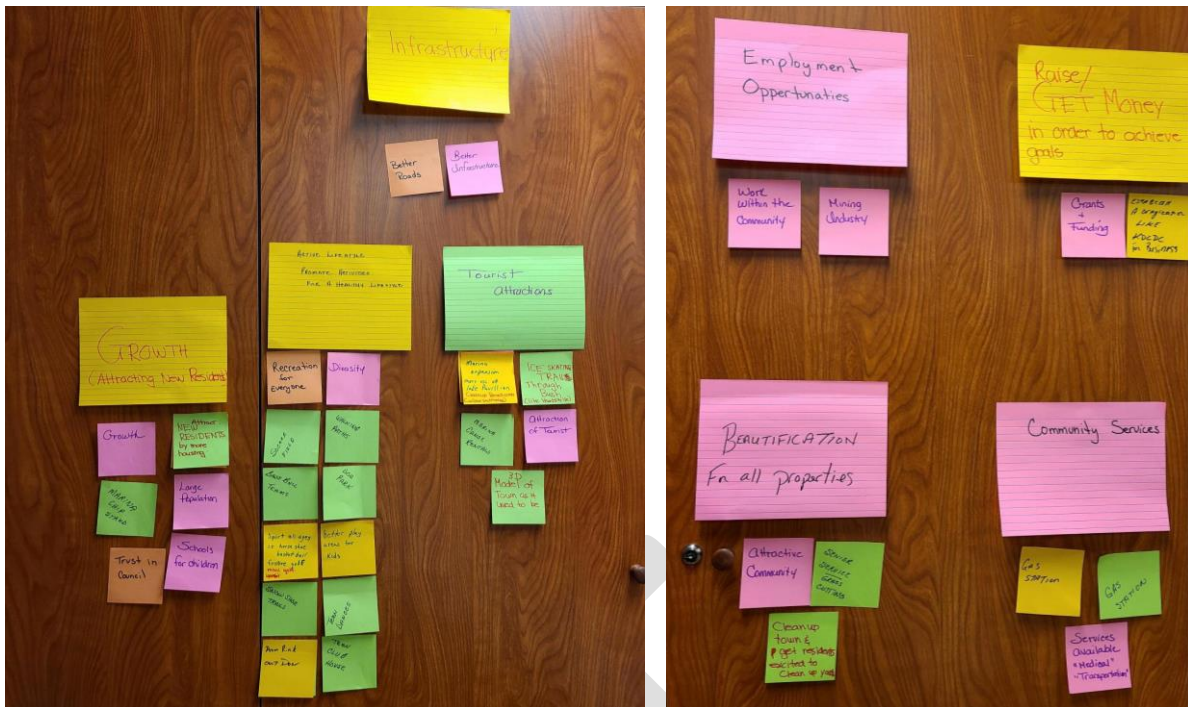
A strategic plan is a useful tool for municipalities to strengthen the governance process and support Council and Staff decision-making. Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's practices.

The scope of work to develop the plan includes review of the following:

- The priorities of the public, staff, and Council for the Township over the next five (5) years;
- The tasks that the Township may set to implement these priorities;
- The opportunities that the Township has to leverage these priorities;
- The barriers, particularly as a result of the pandemic, facing the Township and methods in which they can be overcome;
- The method in which the Township could be most efficient with resources to achieve these priorities.

### Council Workshop

On October 18, 2023 Council met for a public meeting which included a strategy workshop for Council and staff facilitated by JLR. The workshop included a presentation about the historical and social context of McGarry, a review of the Background Report and previous public engagement, and a series of group exercises to develop an updated mission and vision statement. Based on the discussions around public engagement and the Township's mission and vision, Council and Township staff generated lists of ideas for the future of the Township. Using a consensus-based group discussion process, the ideas were then clustered into theme-based goals. These goals became the basis for the proposed draft strategic plan presented here.



**Figure 1 & 2. Photos of the themed goals from the Council Workshop**

The workshop concluded with a short reflective discussion on the activities and outcomes of the workshop and next steps for the project. Prior to closing the meeting, Council received public comments and questions from in-person and virtual attendees.

## Open House

The following day, on October 19, 2023, Council hosted an Open House facilitated by JLR. The purpose of this Open House was to present the initial goals of Council to the public for feedback. The North Virginiatown gymnasium was set up with posters providing information on strategic planning, the Township's strategic plan project, and the ideas for goals drafted by Council the previous evening. Over four hours, approximately 35 members of the public dropped into the Open House to review posters, provide written comments, or discuss the project with members of Council, Township Staff, or a JLR planner.

The event served as a joint Open House for both the Strategic Plan project and as a statutory Open House for the Township's Official Plan and Zoning By-law updates. The benefit of joint events for the simultaneous projects was to create more opportunities for the community to participate and attend an Open House, and to share learnings from community feedback across projects.

## Drafting the Strategic Plan

The ideas and goals prepared by Council and Township staff during the October 18<sup>th</sup> meeting, and feedback from the public during the following Open House were collected and compiled by JLR. A draft Strategic Plan, including a proposed mission statement, vision statement, and strategic priorities have been developed and presented below.

## 2.0 Mission and Vision Statements

---

### Mission Statement

Current Mission Statement: *The Township will promote the attraction and retention of residents by supporting an affordable, attractive lifestyle and prioritizing local quality of life in a sustainable manner.*

During the workshop, Council generally agreed with the current mission statement, and considered how the current mission is geared mostly to residents and not economic development. They discussed the importance of the following themes or phrases:

- Sustainable
- Quality of life
- Pursuing investment
- Promotion
- Attraction
- Retention
- Affordable

The following is a suggested update to the Mission Statement:

*The Township will promote the attraction and retention of residents and business by supporting an affordable, attractive quality of life and pursuing local investment in a sustainable manner.*

The draft mission statement includes minor changes to key words of the statement to bring it into alignment with the themes and phrases described by Council and staff. In addition to the themes above, language was also added to include business interests in addition to that of residents and reflect Council desire to reflect an enhanced focus on economic development.

### Vision Statement

Current Vision: *We are growing a proud, diverse, eco-friendly community for all ages.*

During the workshop, Council generally agreed with the current vision statement, and discussed the importance of the following themes or phrases:

- Active
- Diverse (all ages)
- Proud
- Booming
- Thriving
- Safe
- Welcoming

The following is a suggested update to the Vision Statement:

*We envision a proud, thriving, eco-friendly community that is safe and welcoming for all ages.*

The proposed changes to the vision statement are primarily for brevity, clarity, and to reflect the discussion from Council and staff. As diversity was discussed to represent opportunities for and representation of all ages, this word could be removed to be concise, while the intention is still reflected in “for all ages”. The discussed concepts of safety and a sense of welcome were included. Thriving was also included to represent the Township’s desire for quality of life as well as population and economic growth.

### 3.0 Strategic Goals

---

The intent of this plan is to set aspirational goals, with actionable steps towards achieving them. The following section lays out five draft Strategic Goals for McGarry. These include all eight of the goals set by Council and Staff during the strategic planning workshop, however some have been combined below to create a more streamlined list of goals and supporting actions.

**Over the next 5 years, McGarry will:**

#### A) Become an attractive Township to draw visitors and make residents proud

- Formerly "Tourist attraction" and "Beautification of all properties"

#### B) Meet community needs for infrastructure and services

- Formerly "Community Services" and "Infrastructure"

#### C) Offer diverse opportunities and amenities for social and active living

- Formerly "Active Lifestyles" and a few ideas related to welcoming people

#### D) Strengthen Economic Resources and Strategies for the Township

- Formerly "Raise/Get money in order to achieve goals"

#### E) Promote the Township and build relationships to attract residential and economic investment

- Formerly "Growth" and "Employment Opportunities" categories

Each of the five goals is presented in more detail below, with a series of near and further term actions to begin working towards achieving the goal. Short-term actions are more immediate and intended to be initiated or even completed within the five-year timeframe of the strategic plan. Longer term actions may be initiated within that timeframe, but require longer term, planning, resourcing, or implementation which extends further than five years from this plan.

Each goal also has a list of the ideas generated to date by Council, staff, and the public to inspire possible outcomes for the goal. Some of these ideas were provided by the public after the Council workshop, at the open house and through written and verbal comments. Note that as the Township carries out the actions and builds momentum towards each goal, the many possible outcomes of each goal may change or be replaced over the timeline of this plan.

For each action, one or more champions is identified to be responsible for the action and carrying out or identifying tasks needed to complete the action. Everyone has a role to play for realizing the success of these goals, and so champions may be members of staff, members of Council, or members of the community.

## Goal A: Become an attractive Township to draw visitors and make residents proud

The Township aspires to be a place known for the beauty and history of the community and surrounding natural environment. This includes aspects of aesthetic attraction and property maintenance, as well as opportunities to attract visitors who come to appreciate the natural beauty of the area.

Short Term Actions		Champion
1)	Begin plans to optimize the marina and lake pavilion space for seasonal and year-round use.	Staff
2)	Publish a call for interested commercial operations to establish recreational activities at the waterfront. E.g. canoe and kayak rentals are popular ideas.	Staff
3)	Commission a 3D model of the community, or similar creative outputs, to visually communicate the history of the Township.	Staff
4)	Set up a volunteer-run grass cutting service for seniors.	Community members
Long Term Actions		Champion
5)	Work with the Province and other stakeholders to rehabilitate mine tailing areas around the beach;	
6)	Network with corporate sponsors to establish philanthropic donations or local promotional incentives to encourage landscaping, yard clean up, and maintenance on private or institutional properties. E.g., Sudbury's <a href="#">Ugliest Schoolyard Competition</a> makes use of in-kind donations from local corporations and volunteer labour to improve school yards through a friendly competition.	
7)	Create updated marketing materials for tourist attractions to feature local historical and environmental attractions. E.g. Feature unique natural features, such as plant life or biodiversity, to attract niche areas of tourism.	

### Possible Outcomes:

- Residents are proud of their properties and municipal spaces
- Residents have more opportunities for support for rehabilitation or yard clean up
- Residents, newcomers, and visitors are more understanding of the mining history of the town and aware of how it affects their lives and properties today
- Increased community awareness of the indigenous history of the area, for incorporation into Council events and activities
- Increased commercial and recreational activity at the marina including a chip stand or restaurant

## Goal B: Meet community needs for infrastructure and services

The Township aspires to be a community which has the necessary infrastructure and access to services to provide residents with the amenities needed for a comfortable quality of life, across all three communities and the rural area within the Township. This includes the delivery of municipal and private services (water and roads are the priority, along with internet connectivity) as well as a level of infrastructure to support existing and attract new community and commercial services.



Short Term Actions		Champion
8)	Prioritization and continued maintenance and repaving of Township roads;	Staff
9)	Prioritization and continued maintenance of water and wastewater infrastructure;	Staff
10)	Work with public health agencies, care providers, and adjacent municipalities to identify opportunities for expanded healthcare services. E.g., Re-establishing a First Response team for the community.	Staff, Council
Long Term Actions		Champion
11)	Update the Township's Asset Management Plan and set capital funding targets needed to replace aging infrastructure and improve efficiencies;	Staff
12)	Explore partnerships with neighbouring municipalities to develop a regional service or encourage a private-run service for shared transportation;	Council
13)	Improve connectivity between the three communities with path repairs/installation, signage, and wayfinding.	Staff

#### Possible Outcomes:

- Potholes repaired, smooth roads, comfortable to drive on;
- Reduced plumbing and sewage issues for residents;
- Medical and mental health services available;
- Transportation services available;
- More visibly equal investment across the three communities;
- Easy access for residents and visitors to get around and between all three communities on foot

### Goal C: Offer diverse opportunities and amenities for social and active living

The Township aspires to be a place where residents can safely and easily enjoy active lifestyles and socialization. The community wishes to be a place where people feel welcome, have social opportunities to join, and can fully appreciate the recreational opportunities just outside their doorstep.

Short Term Actions		Champion
14)	Re-establish a welcome wagon to provide new residents information about the Township and establish a first local contact	Staff, community members
15)	Identify opportunities for small scale investments into "social infrastructure" to encourage residents to stop and talk or gather with others. E.g., One example is a "buddy bench" or other street furniture to encourage residents to linger and chat with each other.	Staff, Council
16)	Put out a call for volunteers to establish a neighbourhood watch or similar local program.	Staff, community members
Long Term Actions		Champion
17)	Develop a Recreation Master Plan to outline longer-term plans for new facilities and recreation activities in the Township and establish capital funding needs.	Staff



### Possible Outcomes:

- A dog park
- Walking paths
- Sports for all ages, e.g. baseball, basketball, pickleball, frisbee golf, mini golf, etc.
- Teen club house or social events, e.g. dances
- A buddy bench
- Build momentum to encourage local participation among residents
- Selected activities and facilities:
  - Ice skating paths and snowshoe trails
  - A domed outdoor rink
  - Soccer fields

## Goal D: Strengthen Economic Resources and Strategies for the Township

The Township recognizes that strong governance, high quality of services, and achievement of goals require substantial resources. The Township aspires to build a complement of tools to strengthen economic development. This includes establishing effective strategies, networks, and skills sets to capitalize on economic opportunities and funding sources as they arise.

Short Term Actions		Champion
18)	Assign a member of staff to lead research and pursuit of grants and funding opportunities for the Township.	Staff
19)	Continue to strengthen relationships with mining industry for local employment, capital investment partnership, and philanthropic opportunities.	Staff, Council
20)	Establish a community development committee for local business owners and operators and those interested in potential business pursuits to learn from each other and leverage opportunities. E.g., This might be modeled after the <a href="#">Kirkland and District Community Development Corporation</a> .	Staff, Community
Long Term Actions		Champion
21)	Prioritize long-term investment in Township resources, training, and capacity building for staff and volunteers.	Staff, Council

### Possible Outcomes:

- Greater access to government and private funding for municipal initiatives
- Increased entrepreneurship in the community
- Redevelopment of vacant businesses
- Increase in local jobs within mining and other industries
- Growth in public trust in council and staff

## Goal E: Promote the Township and build relationships to attract residential and economic investment

The Township aspires to be a place for future investment for residents and business. The Township aims to develop strong networking and marketing to spread the word about McGarry and make the decision to

relocate or invest locally as convenient as possible. A secondary opportunity within this goal will be to learn from the challenges and successes of other municipalities and continue to develop local and regional partnerships.

<b>Short Term Actions</b>		<b>Champion</b>
22)	Maintain a publicly available and online list of local properties available for redevelopment or rehabilitation with potential for in-demand local amenities, e.g. gas stations, grocery stores;	Staff, Community
23)	Meet semi-regularly with local/regional municipalities to discuss economic development approaches, learnings, and opportunities for partnership to leverage common assets.	Staff, Council
<b>Long Term Actions</b>		<b>Champion</b>
24)	Establish an Attraction and Retention Strategy to provide updated marketing to attract new residents based on affordability, access to nature, and sense of community;	Staff

**Possible Outcomes:**

- Attracting new residents
- Population and economic growth
- New businesses for the community:
  - Coffee shops
  - Grocery, convenience, LCBO,
  - Clothing, sports equipment
  - Gas station, laundromat, and other amenities

## 4.0 Challenges

---

Potential barriers include funding and the capacity of staff and Council to accomplish the long list of ideas generated. As with every municipality, Township resources are finite and the Township has legislated limitations on the ways it can generate and distribute resources within the community. In some cases, this will require Township staff to be creative with available resources. In others, this will require investments of time, energy, and ideas from members of the community. McGarry is well practiced with both of these strategies. It is also important to keep in mind that as the Township carries out the actions and builds momentum towards each goal, the many actions and ideas supporting each goal may change or be replaced over the timeline of this plan.

McGarry's long mining history also brings the potential of new mining operations in the long-term future. This introduces a degree of uncertainty for the Township's planning – long-term actions may ultimately be influenced by external economic factors. As such the Township should continue with open communication and collaboration where appropriate with resource development companies to work together towards a shared future.

It is the strong intent of Council to maintain good governance for the present and future of the Township. The strategic goals in this draft plan reflect the ideas and hopes of Council, staff, and residents towards a future in McGarry and ensure that, despite uncertainty, McGarry will continue to be a community offering high quality of life for residents and quality of experience for visitors.

## 5.0 Measurement and Monitoring

---

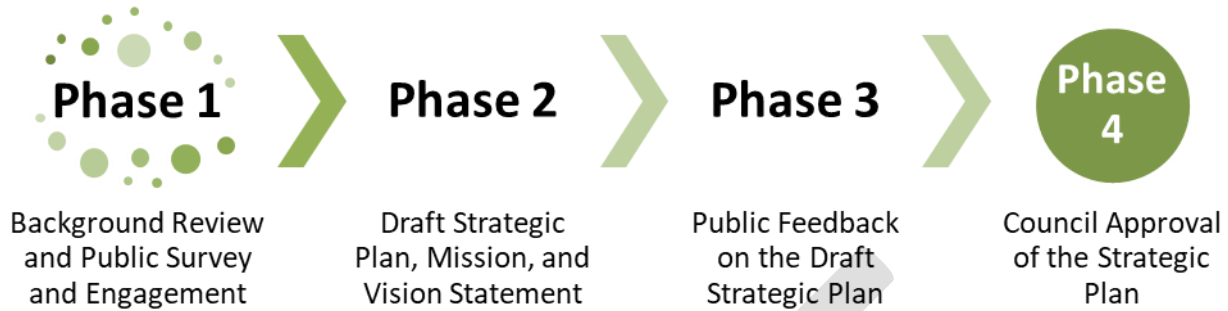
The Township has a Strategic Planning Committee who meet regularly to monitor activities from the previous strategic plan. Following final approval of the strategic plan, we recommend the Committee continue to act as the primary stewards of the plan, through regular meetings in addition to the following suggested activities:

- **Annual Fiscal Planning:** To best guide fiscal decision making towards municipal goals, the Strategic Plan should be aligned with annual municipal budget planning practices. We recommend an annual special committee meeting to determine the series of actions towards each goal to be carried out over the coming year, confirm a champion responsible for each action, and allocate financial resources. We suggest beginning these meetings with a summary of the successes of the previous year, to build on each year's momentum and learnings. Given the high interest in the strategic plan during the Council workshop and public open house, we suggest making this event public, for attendance, questions, and to continue to build interest in the Township's goals.
- **Staff Reports:** To keep the high-level Strategic Plan top of mind during implementation, we suggest incorporating it into regular staff reporting. For example, a brief section with a checklist of the five strategic goals could be added to staff report templates. Report writers can easily select which of the five goals each report's activities best corresponds to, with additional detail provided in the report as needed.
- **Quarterly Committee Reporting:** With support of the champions identified for each action, we recommend the committee prepare quarterly reports to Council to present updates of actions initiated and results realized to date, and next steps for the coming quarter. These more formal public reports could also be linked on the Township website's Strategic Plan webpage for easy public accessibility.

## 6.0 Next Steps

---

This Draft Strategic Plan concludes Phase 2 and initiates the next round of public consultation to gather feedback on the draft.



This Draft will be publicly available for comments and feedback until early 2024. Based on this feedback, a final Strategic Plan will then be revised and presented to Council for adoption in Spril of 2024.

DRAFT



Platinum member

[www.jlrichards.ca](http://www.jlrichards.ca)

#### Ottawa

343 Preston Street  
Tower II, Suite 1000  
Ottawa ON Canada  
K1S 1N4  
Tel: 613 728-3571  
[ottawa@jlrichards.ca](mailto:ottawa@jlrichards.ca)

#### Kingston

203-863 Princess Street  
Kingston ON Canada  
K7L 5N4  
Tel: 613 544-1424  
[kingston@jlrichards.ca](mailto:kingston@jlrichards.ca)

#### Sudbury

314 Countryside Drive  
Sudbury ON Canada  
P3E 6G2  
Tel: 705 522-8174  
[sudbury@jlrichards.ca](mailto:sudbury@jlrichards.ca)

#### Timmins

834 Mountjoy Street S  
Timmins ON Canada  
P4N 7C5  
Tel: 705 360-1899  
[timmins@jlrichards.ca](mailto:timmins@jlrichards.ca)

#### North Bay

501-555 Oak Street E  
North Bay ON Canada  
P1B 8E3  
Tel: 705 495-7597  
[northbay@jlrichards.ca](mailto:northbay@jlrichards.ca)

#### Hawkesbury

326 Bertha Street  
Hawkesbury ON Canada  
K6A 2A8  
Tel: 613 632-0287  
[hawkesbury@jlrichards.ca](mailto:hawkesbury@jlrichards.ca)

#### Guelph

107-450 Speedvale Ave. West  
Guelph ON Canada  
N1H 7Y6  
Tel: 519 763-0713  
[guelph@jlrichards.ca](mailto:guelph@jlrichards.ca)

