



STRATEGIC PLAN 2012



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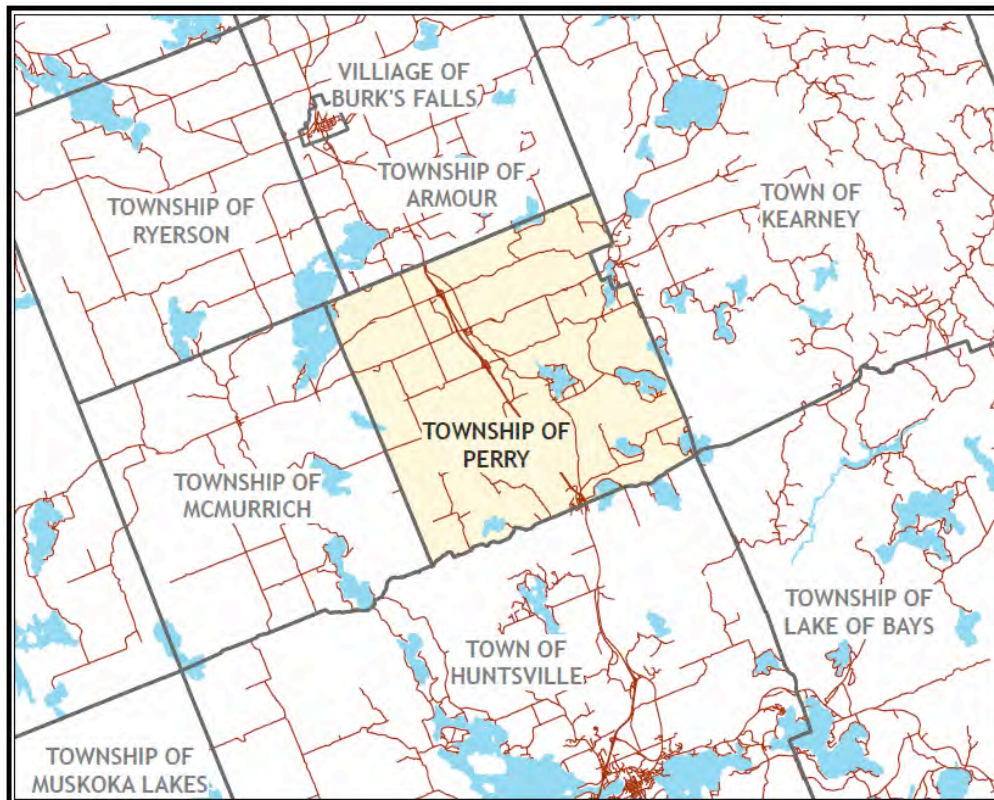
Appendices:

- Appendix 1: Community Profile February 2011
- Appendix 2: Public Consultation Summary
- Appendix 3: Map Municipally Owned Land

1.0 BACKGROUND

The Township of Perry is located at the southerly limit of Parry Sound District, the border of Muskoka District, and is well known for its rural character, and dominant natural landscape. Perry's population consists of both permanent and seasonal residents, offering rural amenities in proximity to urban services in the Town of Huntsville.

Map 1: Township of Perry



(Not to scale)

Council retained Meridian Planning Consultants Inc. to prepare a Municipal Strategic Plan in the summer of 2011. This Plan is intended guide the actions and decisions of Council and staff over the term of Council. The Plan also provides strategic direction beyond this term of Council to assist residents and staff to achieve a more desirable, viable and sustainable community well into the future.

Detailed Information regarding the socio-economic characteristics are found in the Community Profile February 2011 attached as Appendix 1 to the Strategic Plan

This Plan was developed following a series of public consultation sessions with the community. In addition to the public consultation sessions, surveys were completed

by approximately 45 business owners in the municipality and interviews were conducted with eight members of the business community. Details regarding Public Consultation leading up to the development of this Strategic Plan are attached as Appendix 2 to the Strategic Plan.

2.0 PURPOSE

The purpose of this Plan is to establish a plan of action that will assist the Township in creating an attractive environment for business, investment and living. Through the public consultation process and discussions with Council a Vision for the future of the Township has been developed. From this Vision, specific Objectives or Goals have been defined. From there, the Plan sets out specific strategic actions to be undertaken by the Township and outlines the roles and responsibilities of staff and Council in completing those actions.

An Implementation Strategy has been identified in order to assist in the implementation of this Plan. This section of the Plan identifies priorities for the actions to be taken, responsibilities for those actions, costs and resources associated with the actions and finally, how successful implementation of the Plan will be monitored.

3.0 COMMUNITY VISION

Over the next 20 years the Township of Perry will grow by about 750 people. The Vision of the Township is to create a complete community where residents can live, work and play. This will require growth in employment.

Based on the background work including public consultation, the Community Vision needs to include the following four elements:

- Quality of life - a great place to live
- A greater sense of community
- Preserving the rural character
- Opportunities for economic growth

These elements summarize those characteristics of the Township that are highly valued by the community and the future attributes of the community that are highly desired.



The following Vision Statement for the Township incorporates these elements:

Perry Township is a progressive community that values its rural character and natural features. Economic opportunities founded in natural resources and tourism will enable the community to grow in a sustainable manner that balances the preservation of natural character and environment with the growth of a community with a true sense of place and pride.

4.0 OBJECTIVES

Objectives establish the fundamental principles that will guide decisions. The Objectives are intended to implement the Vision by establishing more detailed statements of what the Township hopes to achieve. Flowing from the Vision and the consultation process to date, the following Objectives are suggested.

4.1 Encourage Community Involvement, Pride and Spirit in The Township of Perry.

The Township of Perry has a group of excellent volunteers and is always looking to recruit new volunteers and welcomes citizen participation. The Township and the community need to encourage other residents to participate in community events and programs. The community needs to contribute to the quality of life that it enjoys. Local government cannot be more involved in organized community programs while maintaining the significantly lower tax rate enjoyed and appreciated by residents.

This objective also responds to the ‘sense of community’ that was so highly reflected in the values of the community through the community consultation process.

Many respondents to the survey and participants in the workshop also identified a need for improving the visual appearance of the Township. This objective recognizes the need for the Township to take positive steps to improve the outward appearance of the Township.

4.2 Maintain, Improve and Market Quality of Life

Most of the business owners and workshop participants indicated that the reason they live and work in Perry Township is because of the quality of life. They describe quality of life in terms of the natural environment, community activities and facilities, and a safe and friendly community. Perry Township can offer all of these amenities with lower taxes and lower land values than its neighbours to the south in Muskoka. Because of the proximity to Huntsville, higher level services are accessible to residents of Perry without the same tax burden.

4.3 Provide Opportunities for Economic and Community Growth

In a community that values its rural character, peace and quiet and supports limited change, growth can be seen as a threat. To balance the desire for growth to support the local economy with the desire to maintain the existing character the Township needs to define specific areas for growth to occur and places that will not experience much change in the future. This objective can best be accomplished through the Official Plan process, followed by Council and community decisions that implement that Plan.

4.4 Support and Promote the Use of Local Resources

One of the principles of sustainability is reducing reliance on goods and services that are not created locally. This is an important consideration when implementing the preceding Objectives. The Township and the community need to support local business. Local businesses provide goods and services that are utilized by most residents (auto repair, building, garden, food, art, personal services). The Township and the residents need to support local business.

Local resources also include the natural resources of aggregates and forestry. While not often seen as compatible with the concept of sustainability, supporting the extraction of these resources and encouraging local value-added processing and manufacturing will encourage local employment and spin-off industries. Ensuring that these uses are compatible with the other objectives of this Plan will be a function of the Official Plan and Zoning regulations that will establish specific areas for resource uses and setbacks for non-industrial uses.

Local resources also include a growing artistic community. Support for home based business in the form of art studios, personal services and remote offices is important to creating a sustainable local economy.

5.0 STRATEGIC ACTIONS

Strategic Actions are specific actions to be completed by the Township and the community in order to achieve the Objectives. The following section describes the Actions that the Township will undertake as part of this Strategic Plan.

5.1 Asset Management Plan

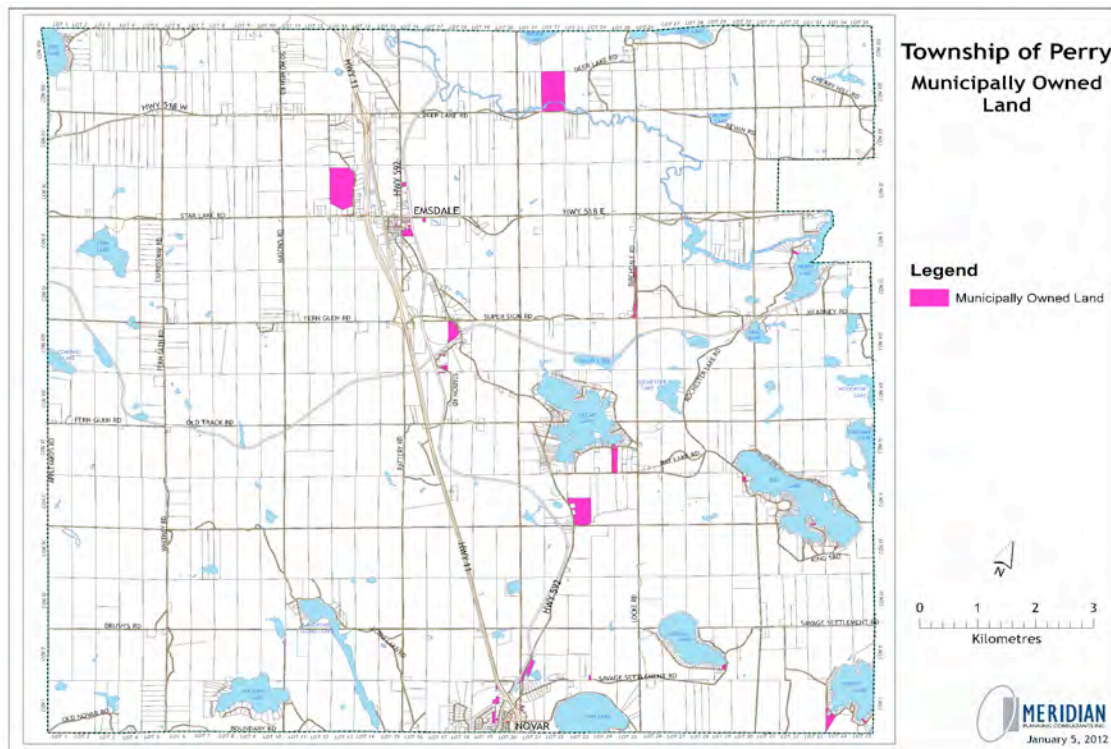
The Township has initiated the process of reviewing its assets, including lands and facilities. Map #2 illustrates municipally owned properties according to assessment data. Based on this information the Township can:

- Prepare map and report with description of Municipal owned lands
- Review options for disposition
- Review use of Unopened Road Allowances

The municipality may dispose of lands and other assets that are determined to be surplus.

The Township will also inventory other assets and determine the anticipated lifecycle of capital. Based on this information the Township can prepare a capital expenditure plan that will assist in long-term capital planning and budgeting for major capital expenditures.

Map 2: Township of Perry Municipally Owned Land

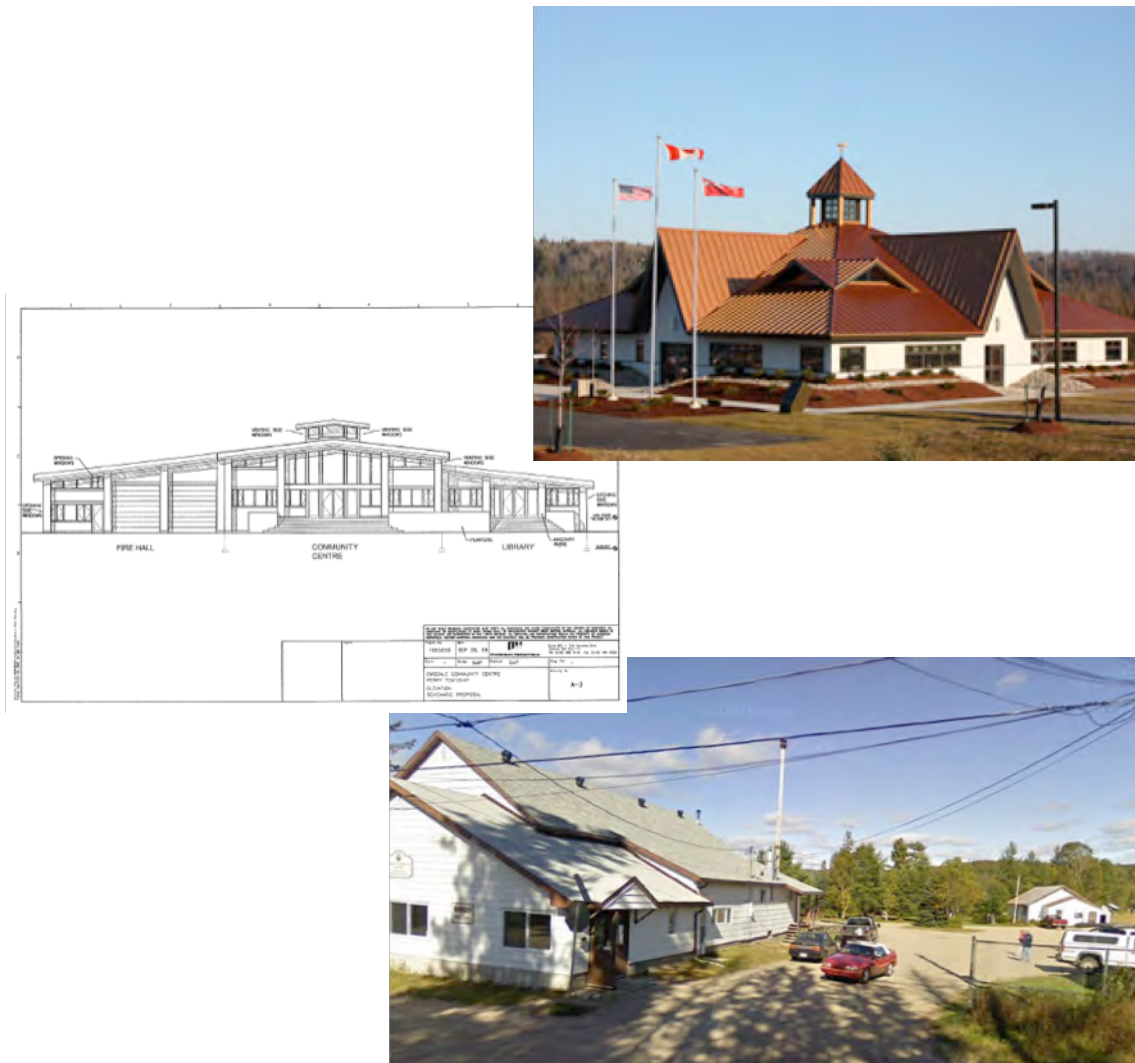


See Appendix 3 for a large copy of this map

5.2 Municipal Facilities Review and Planning

The Township currently owns and operates many buildings. It is noted that the library, community centre and fire hall in Emsdale are all in need of considerable upgrades. There is also duplication in facilities in Perry Township. In conjunction with the Asset Management Plan, in the short-term, the Township will examine the operations, condition and future needs of the facilities in the Township to determine how best to serve the community within the financial means of the corporation.

It is recognized that the Municipal Administration Offices have recently relocated to relatively new facilities located with the Tourist Information Centre on Highway 11 at the Fern Glen Road interchange (Highway 11 exit 244). This is a very attractive and practical location for the Municipal Administration facilities. Many Municipalities in the Province have developed multi-use facilities. There are also cost savings with respect to operating such a building. Following the review of the community facilities, the Township will examine the costs and benefits of establishing multi-use facilities.

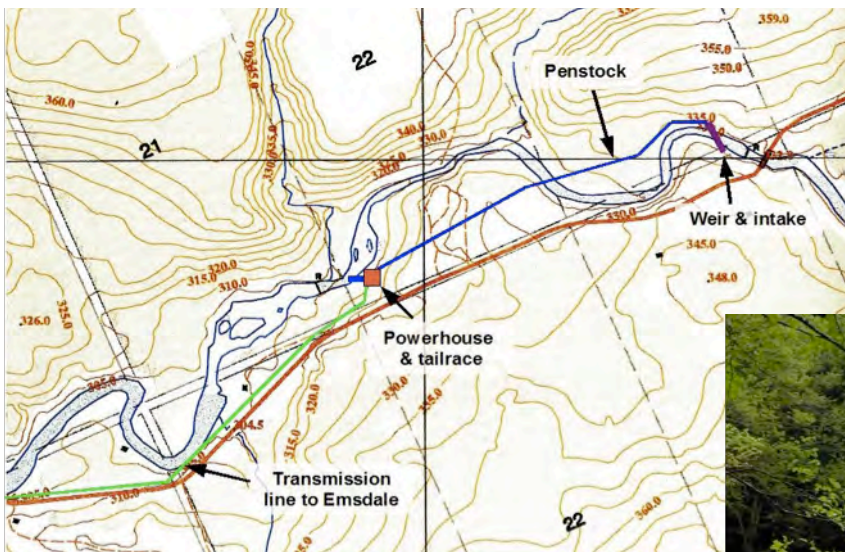


5.3 Brooks Falls Park and Power Generation

The Township owns lands adjacent to the Magnetwan River at Brooks Falls. The lands are considered parkland but have not been developed for this purpose. Council has been approached by a firm interested in partnering with the Township in the development of a small hydro-electric facility on the lands.

The project would be developed in a manner that would not decrease the attractiveness of the waterfalls and park area. If the project were to proceed the municipality and other land owners could benefit from making the lands available for this use and potentially sharing in financial benefits of the project. This project would be supported by the Province's Green Energy Act.

The development of the hydro-electric facility could be coordinated both physically and financially with upgrading the park land to create a significant recreational and cultural feature in the Township. Connecting the park to the recreational trail system in the Township would also provide a destination for trail users. Construction of the facility and the required long-term maintenance would also generate opportunities for local employment.



5.4 Road Needs Study Update

The Township Roads Needs Study is approximately five years old and should be updated at five year increments. Roads are the most significant municipal expenditure. The condition of Township roads was referenced in many of the public consultation meetings, interviews and business surveys undertaken in support of this Strategy. Following completion of the Roads Needs Study Update the Township should establish a five-year capital improvement plan in order to establish a long-range budget for road improvements, based on financial abilities.



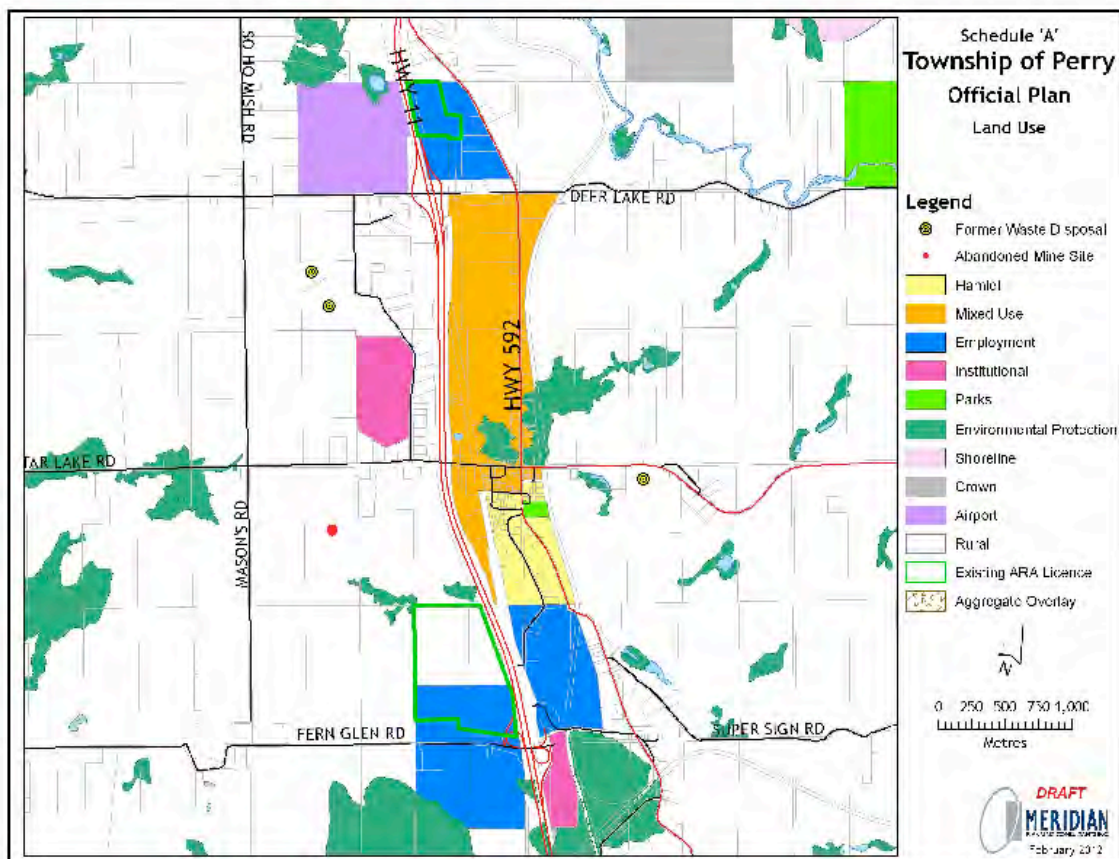
Roads are often seen as a reflection of the municipality. Improving the condition of roads, especially in those areas where the Township is intending on attracting investment, is important to the success of economic development activities being undertaken by the Township.

5.5 Planned Employment Areas

Perry Township's exposure to Highway 11 and location within 1.5 hours of the GTA provides opportunities for industrial and commercial uses. Land costs in Perry Township are considerably lower than lands adjacent to the highway to the south and the Township does not impose a Development Charge as is done in the District of Muskoka. Next to promoting these attributes, the best thing that the Township can do to encourage economic growth in the Industrial and Commercial sectors is to make land readily developable. This can be done by designating lands for employment uses (commercial and industrial) and placing zoning on the lands that will provide certainty to the potential developer that the land can be developed without delays.

The Draft Official Plan will designate sufficient lands adjacent to Highway 11 to provide many opportunities for economic development. Once the Official Plan is completed the Township will place zoning on the lands to expedite the development approval process.

Map 3: Draft Official Plan Schedule A



5.6 Support Local Business

Growing existing business will often achieve more economic growth than attracting new business. The Township, in partnership with other agencies will encourage and support local business growth by:

- Facilitating networking between existing business owners;
- Providing opportunities for education and sharing knowledge;
- Creating a local business directory;
- Encouraging residents to shop for goods and services locally;
- Improve social media connections for local business development; and
- Encourage consolidation of business development organizations.



6.0 IMPLEMENTATION

The following chart identifies responsibilities, target completion dates, resources and cost estimates required to complete the Strategic Actions described in Section 5.

Strategic Plan Implementation

Strategic Action	Responsibility	Completion Target	Resources	Cost	Priority Ranking
Asset Management Plan	CAO/Clerk Treasurer	June 2012 to December 2013	Planning /GIS CAO/Staff Legal	\$5,000	1
Municipal Facilities Review	Council/CAO	January 2013 January 2016	Architect Council Staff	\$25,000	2
Brooks Falls Power Generation	Council Economic Development Intern	December 2015	Council Legal Explorer's Edge Funding	\$2,500	3
Road Needs Study Update	Engineering Consultant Manager of Public Works and Facilities	June 2013	Engineering Consultant	\$25,000	4
Planned Employment Areas	Council Official Plan Update Zoning By-law	June 2012 August 2014	Planning Consultant Council	\$25,000	5
Support Local Business	Council Economic Development Intern	On-going	Economic Development Intern Partner Agencies	\$1500/yr	6

7.0 MONITORING

Following adoption of this Strategic Plan the CAO should complete the following:

1. Each staff report going to Council should contain a section describing the relationship between the recommendations in the report and the Strategic Plan.
2. An annual report should be completed to review and summarize Council decisions and municipal actions that have been taken to implement this Plan. This meeting should be advertised and an opportunity for members of the public to address Council on the Strategic Plan should be provided.