

A close-up photograph of a person's hands pointing at a document on a wooden desk. The document features various charts, including a pie chart with segments in green, blue, and yellow, and a donut chart with a red segment. The person is wearing a grey sweater, a black leather watch, and a silver ring. A grey mug is visible in the upper right corner. The text 'TOWN OF GORE BAY' is overlaid in large white letters, with an orange horizontal bar behind it.

# TOWN OF GORE BAY

*Strategic Plan*  
**2022- 2027**

AUTHORED BY:  
STASIA CARR  
CAO/CLERK



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## **INTRODUCTION**

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The Town of Gore Bay, located on the North Channel of Lake Huron, is nestled between two splendid, tree covered bluffs. Incorporated in 1890, Gore Bay is one of the larger communities on Manitoulin with a permanent population of just over 900. Gore Bay is the judicial centre of Manitoulin, and one of the island's commercial and professional centres.

The town features one of the largest marinas on Manitoulin Island. During the summer months the population and activity of the town flourishes as boaters and tourists from around Ontario and the Great Lakes regions flock to the area. The area is popular with cottagers and vacationers during the summer months. Gore Bay is an attractive town where there is lots to see and do

This strategic plan captures Council's key priorities, but it does not include the multitude of responsibilities to its citizens or businesses. The plan focuses on the direction Council wants to make based on all the community input received during the planning process.

This plan outlines the key areas that Town Council believes are fundamentally important for the community's sustainability, economic competitiveness, and quality of life.

# 1. EXECUTIVE REPORT

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The Town of Gore Bay began the process of developing its 2022-2027 Strategic Plan during an unprecedented time in history. It is imperative to gather information from various groups within the community including residents, business owners, and the many visitors to our community. The Covid-19 Pandemic provided difficulties in establishing an open dialogue between the public body and Town Council.

While challenging at times the process allowed for a review of how business is done, asking questions about what can be done differently and resulting in creative solutions to opportunities that were presented.

A question asked by many is what is the point of a strategic plan?

- The process of writing the plan provides clarity for Council towards accomplishing goals
- If capital is required from outside sources investors want to see a plan that demonstrates a solid understanding of a vision for the community.
- The plan prioritizes what tasks are important
- With growth and change the plan offers a common understanding of the vision for the future

A common theme that was reoccurring was a want and need for increased communication and a desire for a strong and vibrant community. Constituents want more opportunities to be engaged with Town Council.

## **Town of Gore Bay**

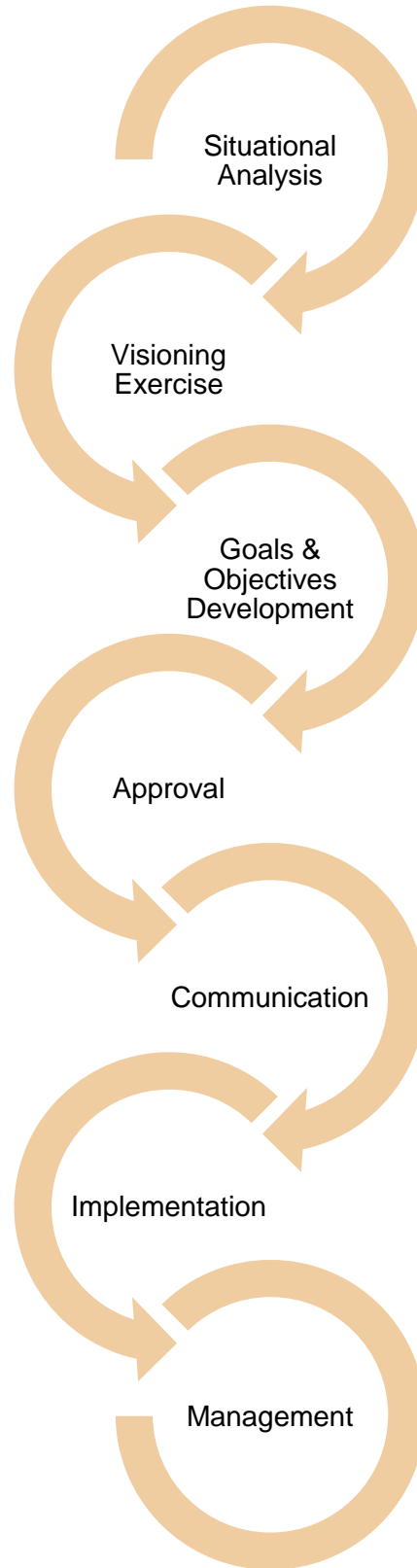
### *Strategic Plan*

Success comes from a united approach from a community working together to achieve common goals.

Through the gathering of input from the community via surveys, stakeholders sessions, and the strategic planning committee group, the plan sets a clear vision for projects that are important to the community.

The plan will be reviewed yearly, and a report will be published and made available for public review.

The Strategic Planning Process involves the following stages:



## **2. MAYOR'S REPORT**

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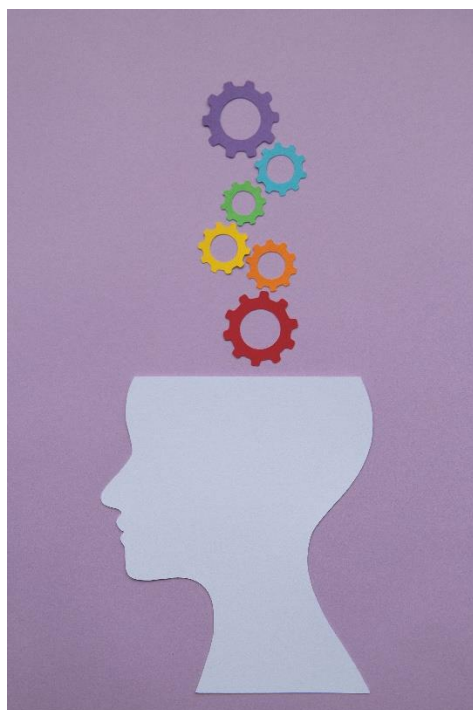
On behalf of Council and our staff, I am looking forward to the next 4 years as we present the Strategic Plan that guides the direction of our community. We are at an exciting time in the development of our community as we continue to grow and prosper as a known destination on Manitoulin.

This Plan has been developed with input from the public, community groups, business, staff and Council in a variety of formats. As a result, the Strategic Plan reflects the values, vision, and priorities of our community. This Plan recognizes our role as a community-builder and our commitment to delivering municipal programs and services that meet the needs of the public today and into the future. We have set out ambitious goals. Next, we'll develop action plans to achieve those goals and monitor and report on our achievements. As always, Council will be looking to achieve these goals while balancing affordability and excellent service.

### **3. SITUATIONAL ANALYSIS**

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A starting point for any strategic planning is to perform a situational analysis which refers to an evaluation of both external and internal environmental factors. A SWOT exercise was performed which includes brainstorming all strengths, weaknesses, opportunities, and threats. This is a useful tool to evaluate the current conditions of an organization and set a position for reference for the future.





- Proximity to marina and airport
- Modern Marina
- Boat Lift
- Downtown Core
- School
- Water and Sewer
- Internet
- Resilient Community
- Recreation – tennis, splash pad, arena, fitness centre, parks, etc.
- Theatre
- Seniors Centre and Nursing Home

### STRENGTHS

### WEAKNESSES

- No camping facilities, few accommodations
- Short tourism season
- Volunteers dwindling
- Infrastructure – water and sewer
- Aging population
- Medical
- One major employer
- Lack of light industry
- Collaborations

- Cruise ship industry
- Land and water
- Subdivision
- Shared services
- Trail expansion
- Water management
- Destination weddings
- Extend water and sewer
- New business

### OPPORTUNITIES

### THREATS

- Doctors
- Nursing Home
- Court House
- Manitoulin Transport
- Online shopping
- OPP closure
- Waste management
- Cost of operation

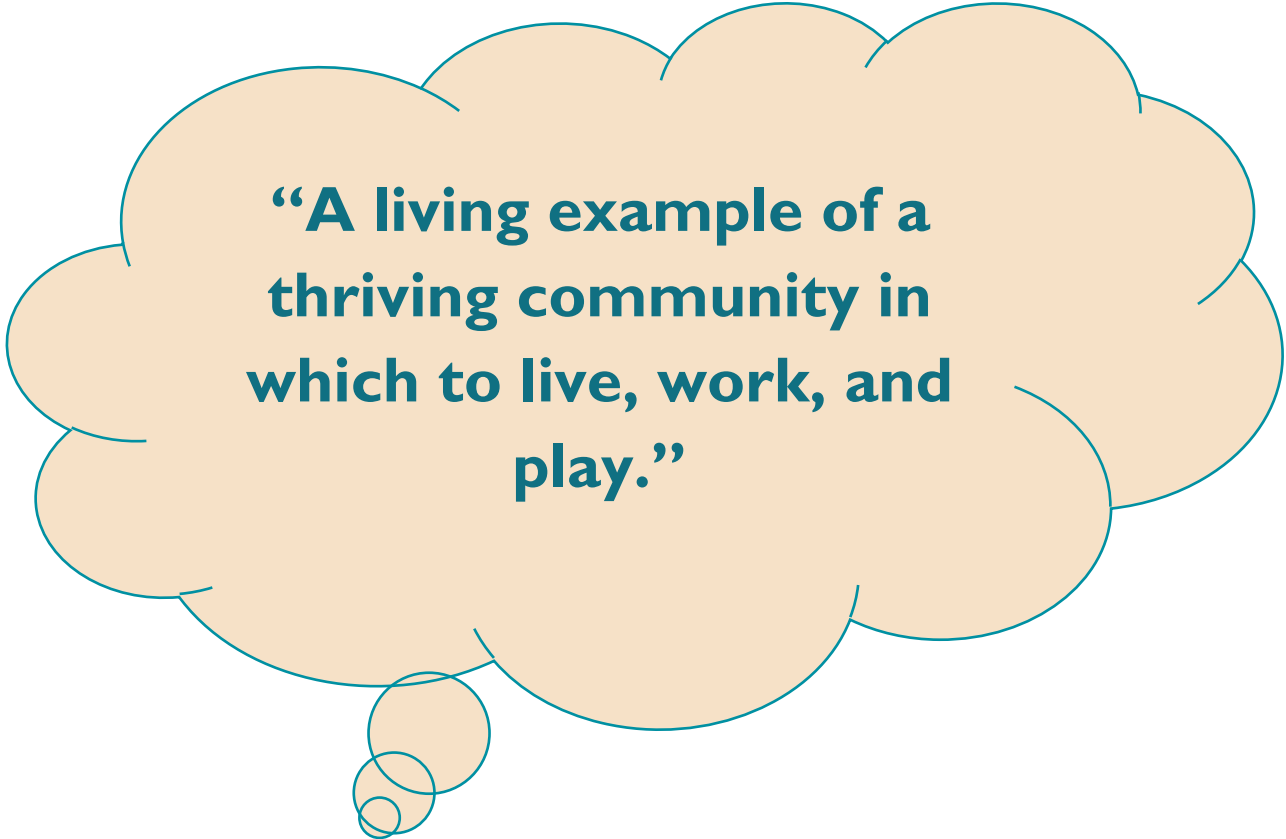
## 4. VISIONING EXERCISE

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A Strategic Plan should identify a preferred outlook for a community. Ask the questions what do you want to achieve? What kind of community do you want to live in?

Performing a visioning exercise at the beginning of the strategic process helps act as guide for the rest by building a foundation for the remaining areas to follow.

The Town of Gore Bay's Vision Statement focusses on the people in the community and a quality of life to achieve. This statement will be used as a sounding board for every action and decision made by Gore Bay Council.

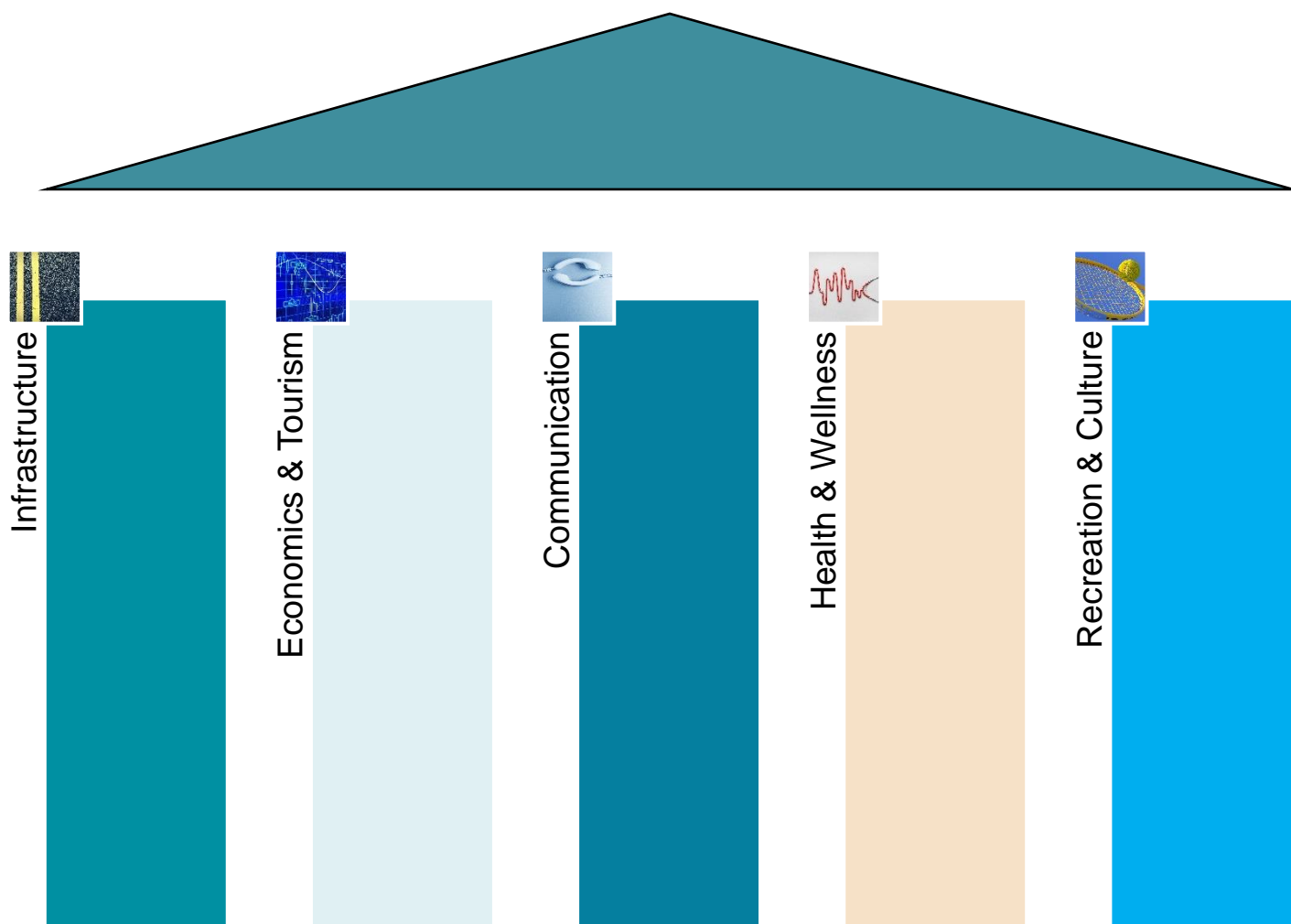


**“A living example of a thriving community in which to live, work, and play.”**

## 5. GOALS & OBJECTIVES DEVELOPMENT

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Five pillars were chosen as the foundation for the Town of Gore Bay 2022 - 2027 Strategic Plan. These pillars set the framework for the plan that helps guide all decisions for future planning. A goal statement is associated with each pillar.



# INFRASTRUCTURE



**“The Town of Gore Bay will continue to maintain all municipal grounds and infrastructure and look for opportunities to expand or improve existing infrastructure.”**

# ECONOMICS & TOURISM



**“The Town of Gore Bay will engage with businesses, organizations, and private partners to enhance our business and tourism opportunities.”**

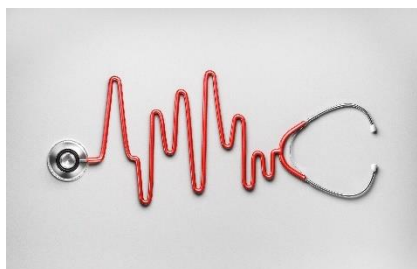


# COMMUNICATION



**“The Town of Gore Bay will develop an effective communications plan that will encourage new initiatives and ideas”.**

# HEALTH & WELLNESS



**“The Town of Gore Bay will continue to provide the current level of medical services to Western Manitoulin and seek opportunities to recruit other health specialists which are currently not available in our Town.”**

# RECREATION & CULTURE



**“The Town of Gore Bay will continue to investigate new cultural and recreational opportunities as well as maintain existing programs.”**

## **6. MANAGEMENT**

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Implementation will involve aligning resources, activities and opportunities with the vision developed through the strategic planning process. Key performance metrics will be used to evaluate if Council decisions are in alignment with the strategic plan.

Questions that will be asked include:

- Did we achieve what we set out to do?
- Did actions taken have a desired outcome?
- Are we any closer to achieving our goals?

Metrics used will be tangible and measurable but can and will be in the form of progress reports. Outside influences contribute to successes or failures in achieving goals. Metrics will also only include an evaluation of components that the Town has exclusive accountability for.

Gore Bay Council will continue to seek input from its constituent body.

The strategic plan is an evergreen document, meaning that it will be adapted as evaluations are made.

Yearly evaluations of the 2022-2027 Strategic Plan will be communicated to the public by a report.

A Mayor's Report will be provided to the Public yearly to provide an update on all Town projects.