

Preparing for the Future in the Almaguin Highlands...

November 2022

Mayor's View

Township of Armour Perspective

- *Short-Term Realities*
- *Medium-Term Preparation*
- *Long-Term Vision*



Reflection...

- ❖ Do the next 25 years look like the last 25?
- ❖ How can local / municipal government impact the future?
- ❖ Over what do we have some level of control?
- ❖ What are our challenges and limitations and how do we counter-balance them?
- ❖ What is our vision for the future for Armour Township?
- ❖ How do we best prepare ourselves to meet future needs?

Our role is to envision the future...and be prepared to meet that vision.

Wave is coming...

Ontario's population expected to increase from 14.8-million to **20.4-million** in next 25 years – **37.7% increase** *

Muskoka / Parry Sound population is projected to see increase of **25-40% in next 25 years** *. Of total population, **30% will be seniors**...

Virtually all population increase in this area will be migration from other areas (within Ontario, within Canada, from rest of world). Natural change (births / deaths of those in area today) will actually see a **net decrease** in same period.

Source: Ontario Population Projections – Ontario.ca – Released Summer 2022

* Based on moderate growth model projections



Areas of Focus...

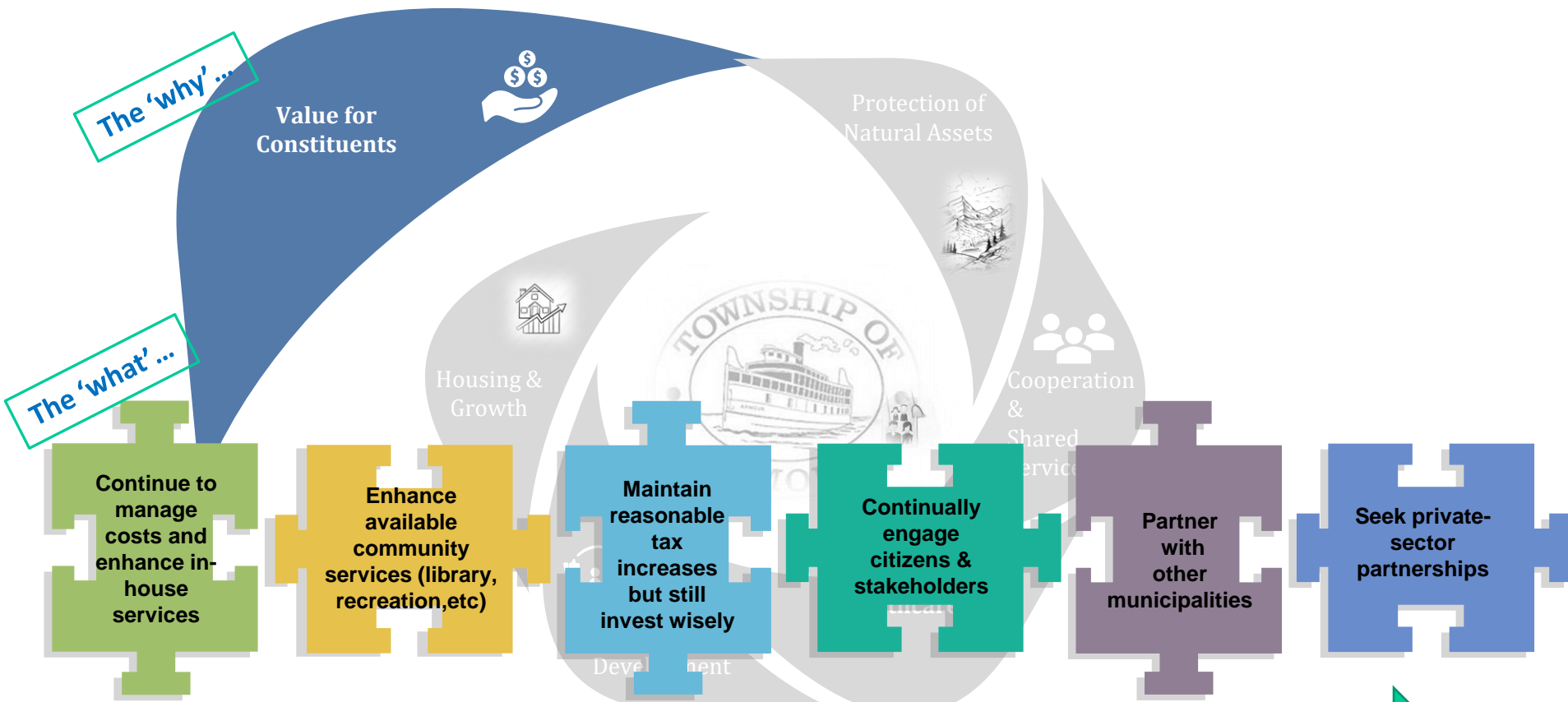
Where we as municipality can make a difference and prepare for future...



Goes beyond a 4-year "election cycle"...

Can be accomplished with minimal costs...
 Opportunities to offer services 'outside' to offset costs...

Focus Area 1 – Value for Constituents



Short Term **Constantly monitor Focus Area – does the 'how' need to change?** **Long Term**

Enhance on-line municipal service availability (tracking service levels, etc)

Continue to set high standard for municipal Services (Roads, Planning, etc)

Expand municipal cooperation – Tri-Council-plus

Seek private sector partnerships in cooperation with ACED, other municipalities, province

Support a Library Site sub-Committee

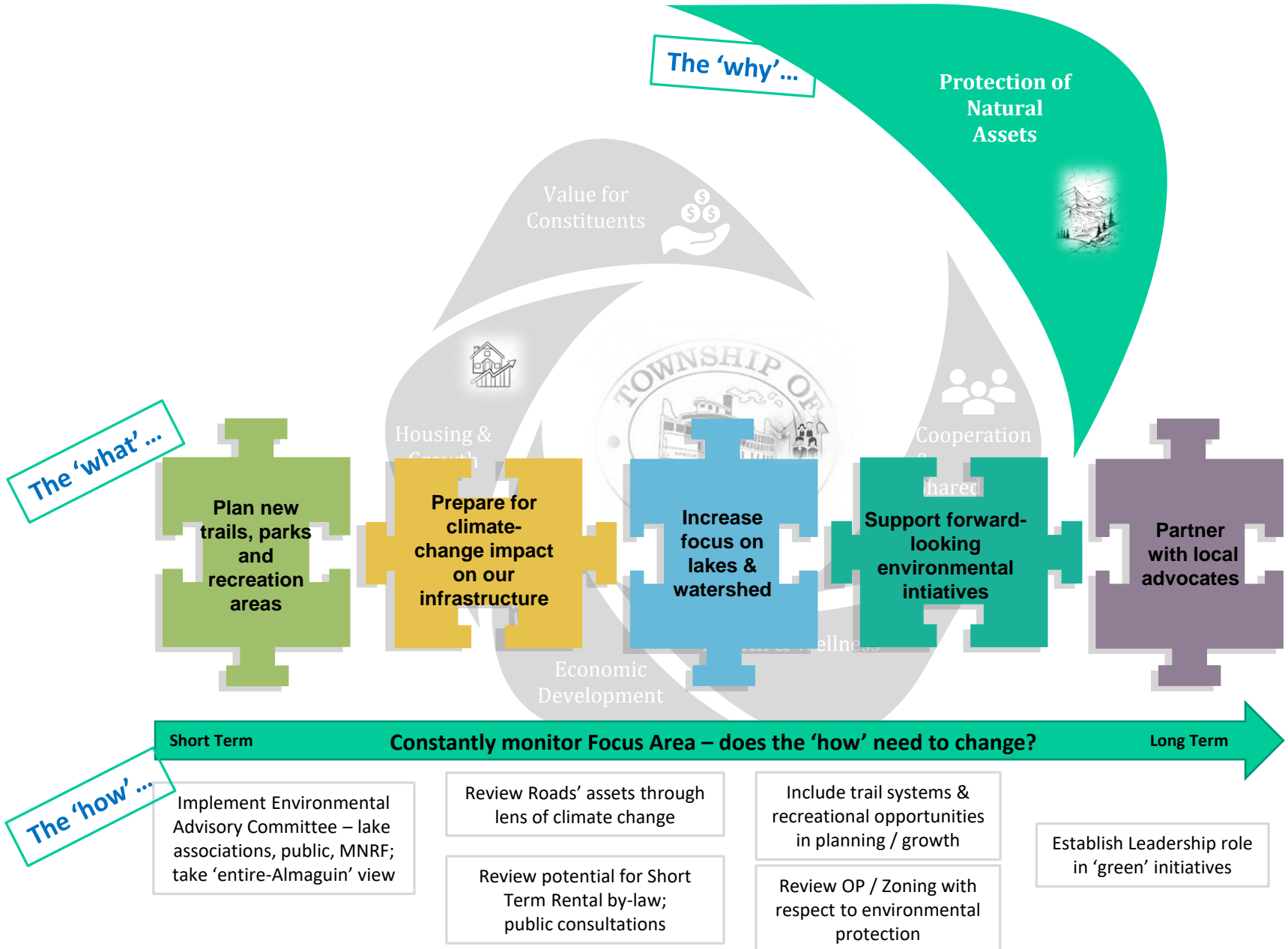
Expand KCC Committee to "Community & Recreation" (includes Parks & Trails)

Combine projects into multi-purpose builds

The 'how' ...

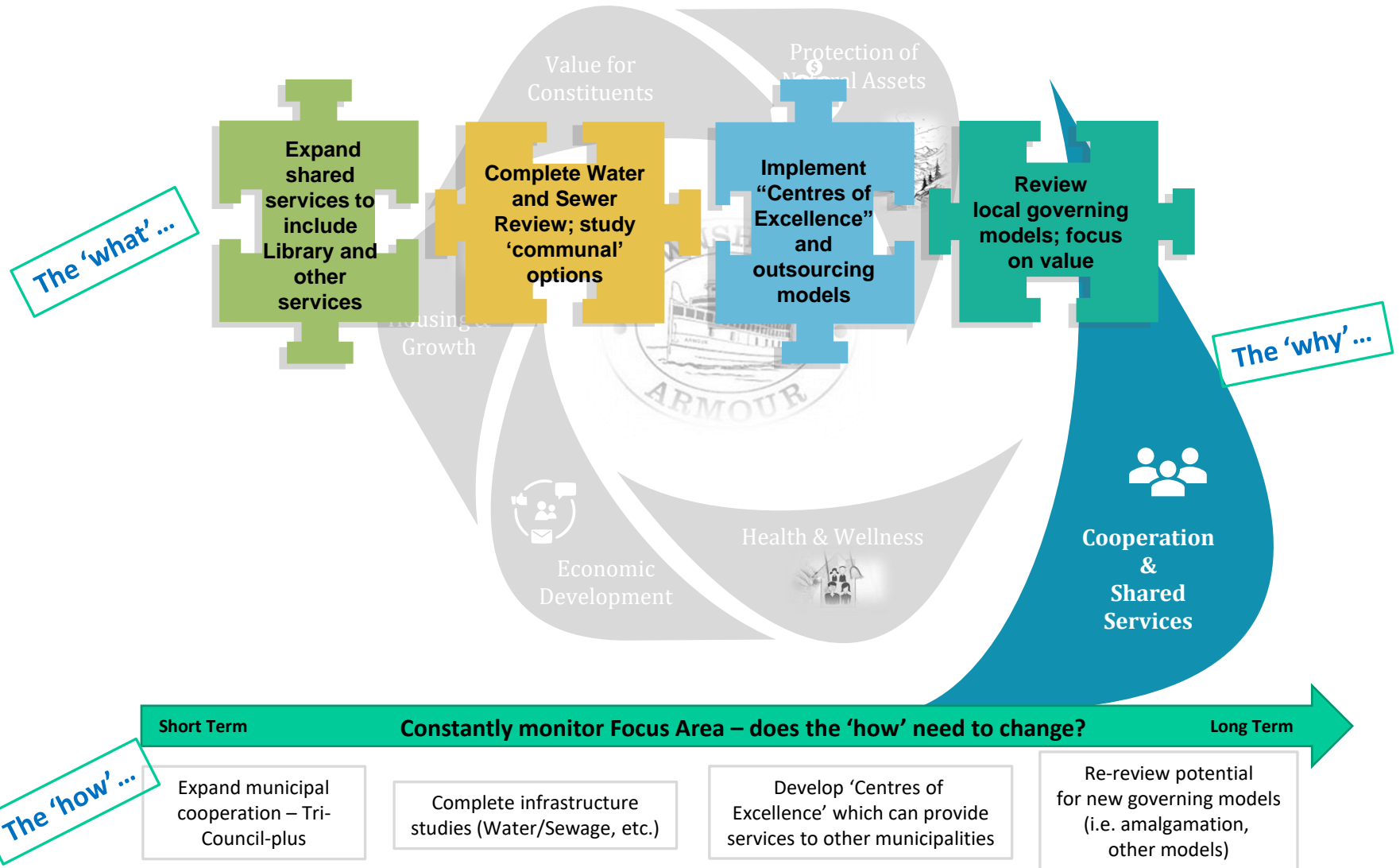
Costs unknown but federal / provincial funding available...
Requires focused time / attention...

Focus Area 2 – Protection of Natural Assets



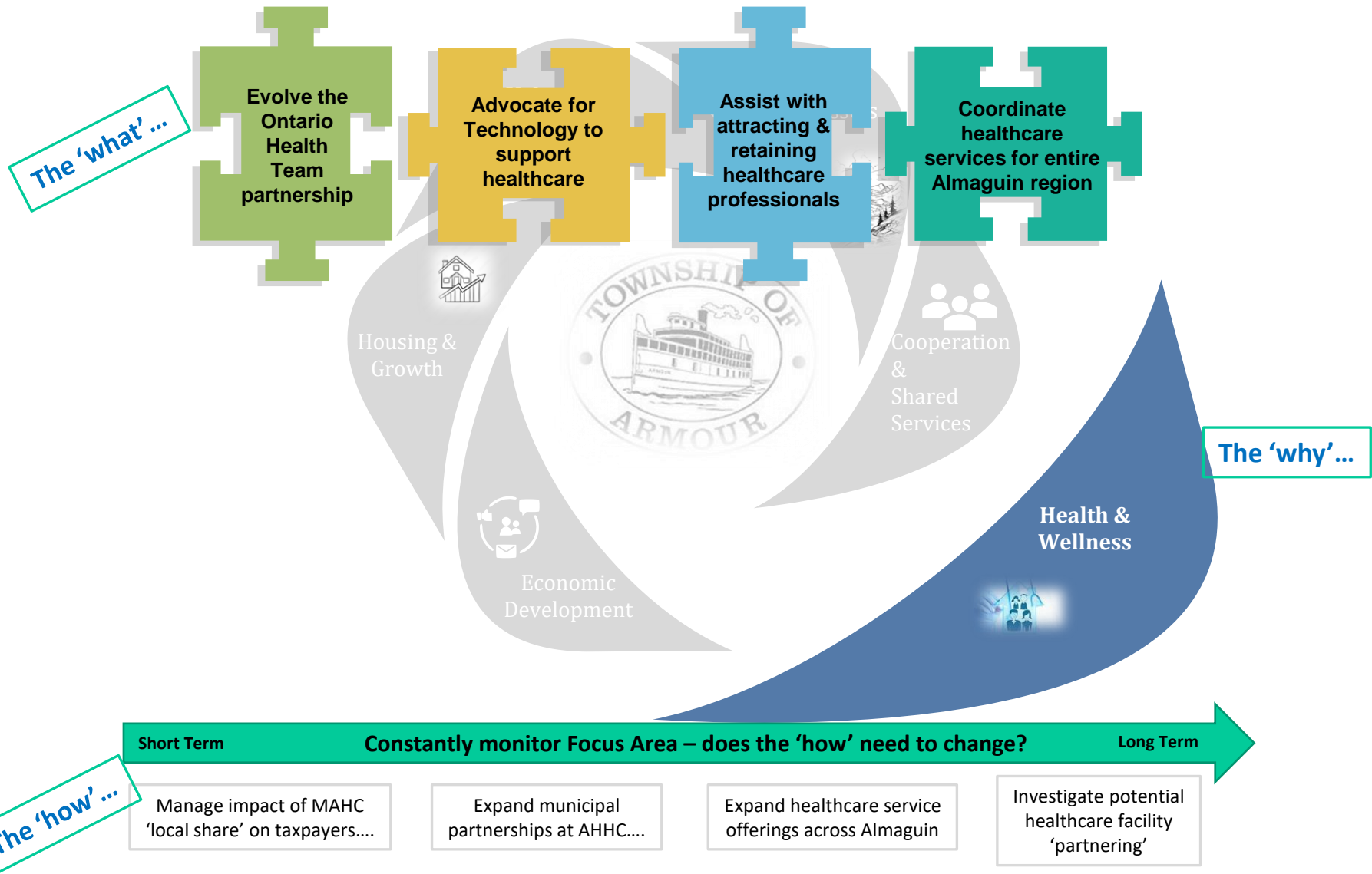
Costs unknown but federal / provincial funding available...
Opportunities to offer services 'outside' to offset costs...

Focus Area 3 – Cooperation & Shared Services



Manage potential costs of MAHC 'local share'...
 Leverage Muskoka & Area OHT relationship...
 Seek opportunities to provide MAHC services in community...

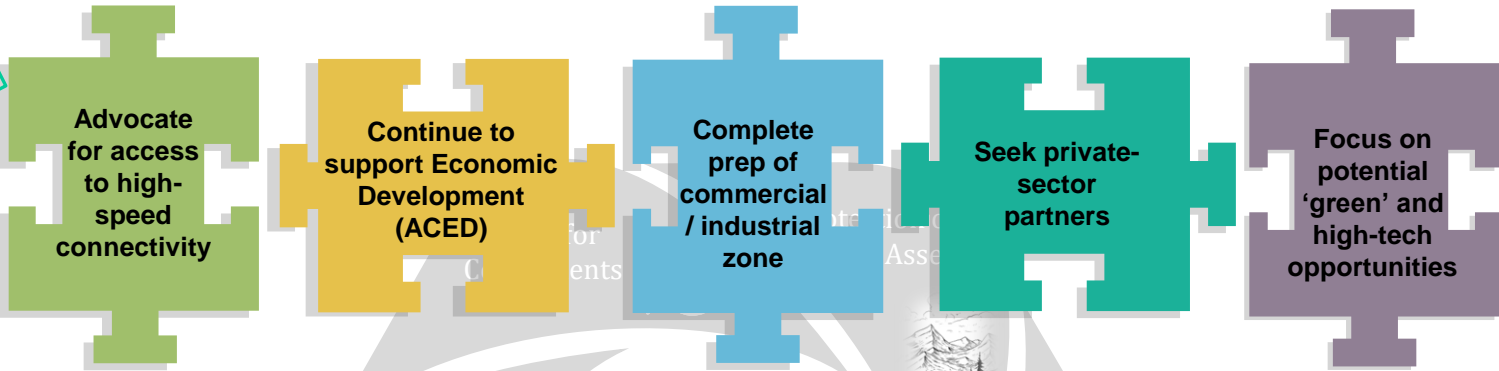
Focus Area 4 – Health & Wellness



Seek grant and private-sector partnership funding opportunities...
Attract job-producing 'clean / green' industries...

Focus Area 5 - Economic Development

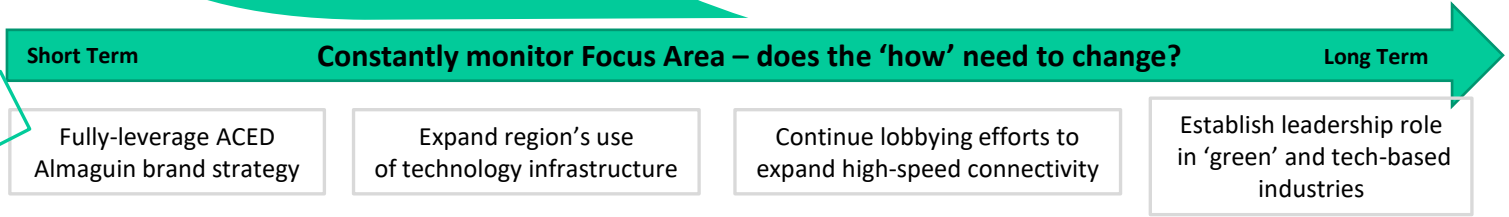
The 'what' ...



The 'why' ...



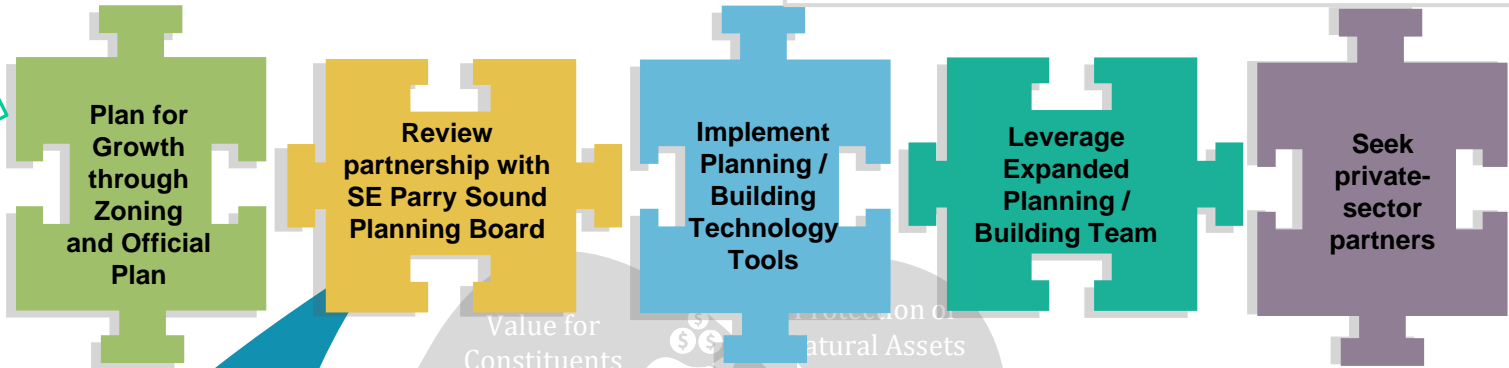
The 'how' ...



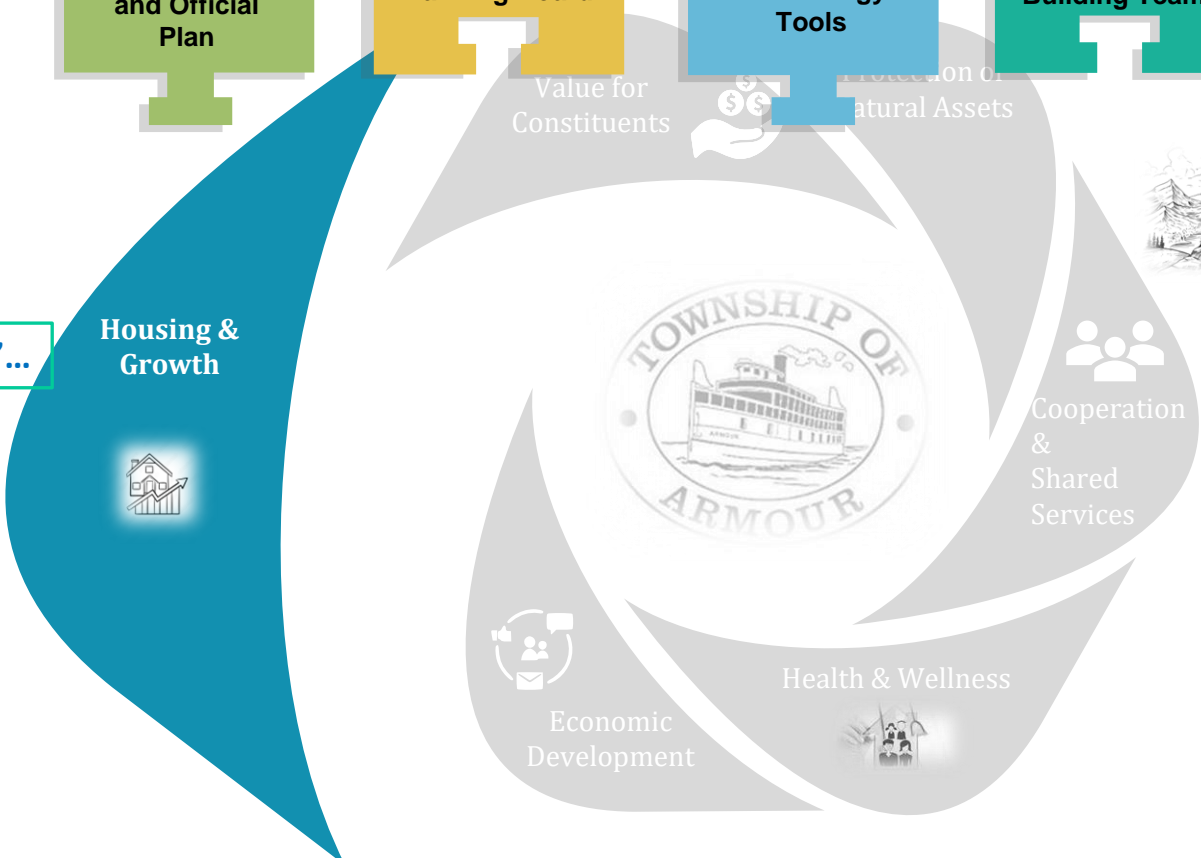
Focus Area 6 – Housing & Growth

Costs unknown but provincial funding should be available...
 Opportunities to offer services 'outside' to offset new costs...

The 'what' ...

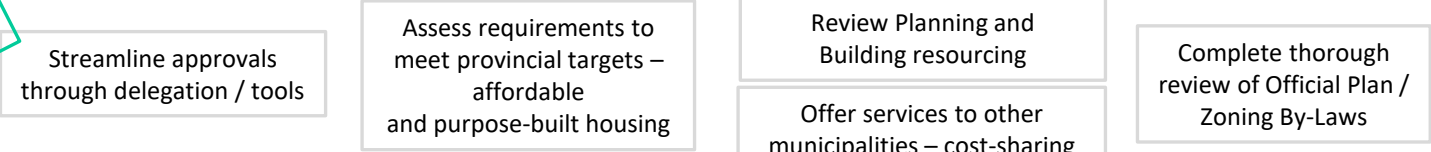


The 'why' ...



Short Term **Constantly monitor Focus Area – does the 'how' need to change?** **Long Term**

The 'how' ...

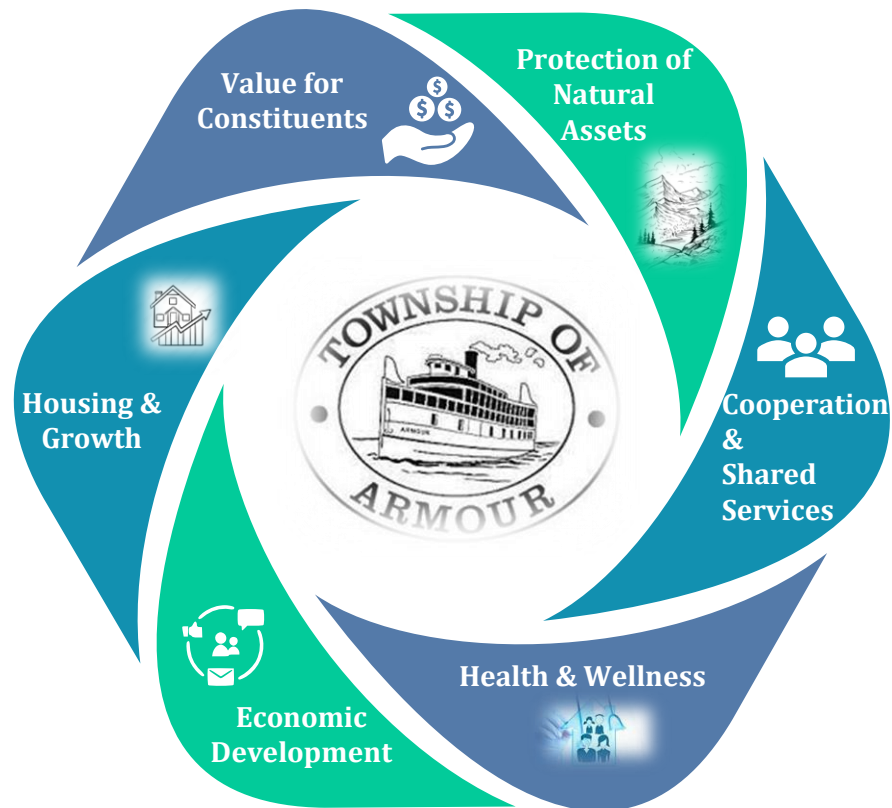


Recognizing the Challenges...

<u>Summary of Challenge</u>	<u>Known Impact</u>	<u>Mitigations</u>	<u>Timeline</u>
Meeting provincial mandate for “More Homes”	Increased pressure on staff; increased investment (infrastructure, etc)	Creating opportunities to provide services for other municipalities	By January 2023 (immediate)
Commitments of “local share” toward new hospital builds (MAHC)	Definite financial impact but full extent unknown	Continue to keep MAHC communication lines open	By December 2023 (immediate)
Inflationary pressures	Increase in budget pressures for 2023 and 2024 (at minimum)	Ensure budgets account for increase	Immediate
Upcoming commitments for large capital projects (Fire Hall, potential Library, other services)	Large one-time financial impact depending on timing	Leverage potential grants as soon as feasible in preparation; seek multi-purpose /coordinated projects	Immediate (in terms of planning)
Continued downloading to municipal level	Pressures on staff / council to meet new needs	Continue to advocate with province / AMO	On-going
Staff succession planning	Upcoming retiring age of key, senior staff	Forward planning and training of potential replacement personnel	2023 onward
Unknown impacts of climate change on constituents, budgets, planning, etc.	Storms, weather-patterns, environmental pressures impacting design / insurance / budgets	Review current assets, future requirements, potential impacts	On-going
Potential “distraction” of amalgamation	Distraction (staff and council) and additional workload	Continue to evolve shared services and expertise in preparation	On-going
Most of our budget is “pre-allocated”, limiting flexibility	Not new – vast majority of budget is already spoken for	Maintain good management; set aside reserves where possible; partner where practical	On-going
Shift in volunteerism creates a gap which impacts municipalities	Community activities can’t be supported	Consider potential new roles / responsibilities within township	On-going

Areas of Focus

Where we as municipality can make a difference and prepare for the future.



On this road, follow a set of Guiding Principles in decision-making...

Guiding Principles...

1 Community

...remain focused on what is best for the community as a whole...now and into the future...

2 Communication

...endeavour to reach out to the community with updates and status; seek continuous feedback...

3 Commitment

...promise on-going preparation and learning; stay informed on issues potentially impacting constituents...

4 Cooperation

...work with all stakeholders and seek solutions that support a way forward...

5 Coordination

...maintain alignment – with staff, council, other levels of government, the private-sector and our citizens...

6 Compassion

...understand and acknowledge impacts of difficult decisions – people in our community are affected...

7 Consideration

...account for all sides of an issue, and recognize need to see full picture...



Rod Ward
Mayor, Township of Armour