



City of

Owen Sound

2015

STRATEGIC PLAN

2020

Making Our Vision Clear

Message from Mayor Boddy & City Council

On behalf of all members of Council and staff, I am pleased to present the City of Owen Sound 2015 Strategic Plan, *2020 Making Our Vision Clear*.

This Strategic Plan embodies the long-term vision and goals of Owen Sound's residents. It is based on approximately 800 points of input from our community through public meetings, working sessions, comment cards and on-line surveys.

The Strategic Plan is a statement to the Owen Sound community of Council's strategy for the future development of the City. It is evidence of Council's commitment to have open communication, collaboration and cooperation among our community. It is a reflection of the achievements of past Councils and provides a solid framework to build on those achievements. It sets a plan to establish measurable objectives to ensure we deliver.

We would like to extend a sincere thank you to all those people who participated in helping Council and staff develop the 2015 Strategic Plan. Through your valuable input, we are certain that the strategies developed reflect the community's aspirations for Council's role in the future of our City. We also thank Lura Consulting who led us through this collaborative process.

Please review this document, consider the strategic directions of our City's local government for the future, and plan how you can help make this a better city for all. Together, we can make Owen Sound *Where You Want To Live*.

Sincerely,



Ian C. Boddy
Mayor



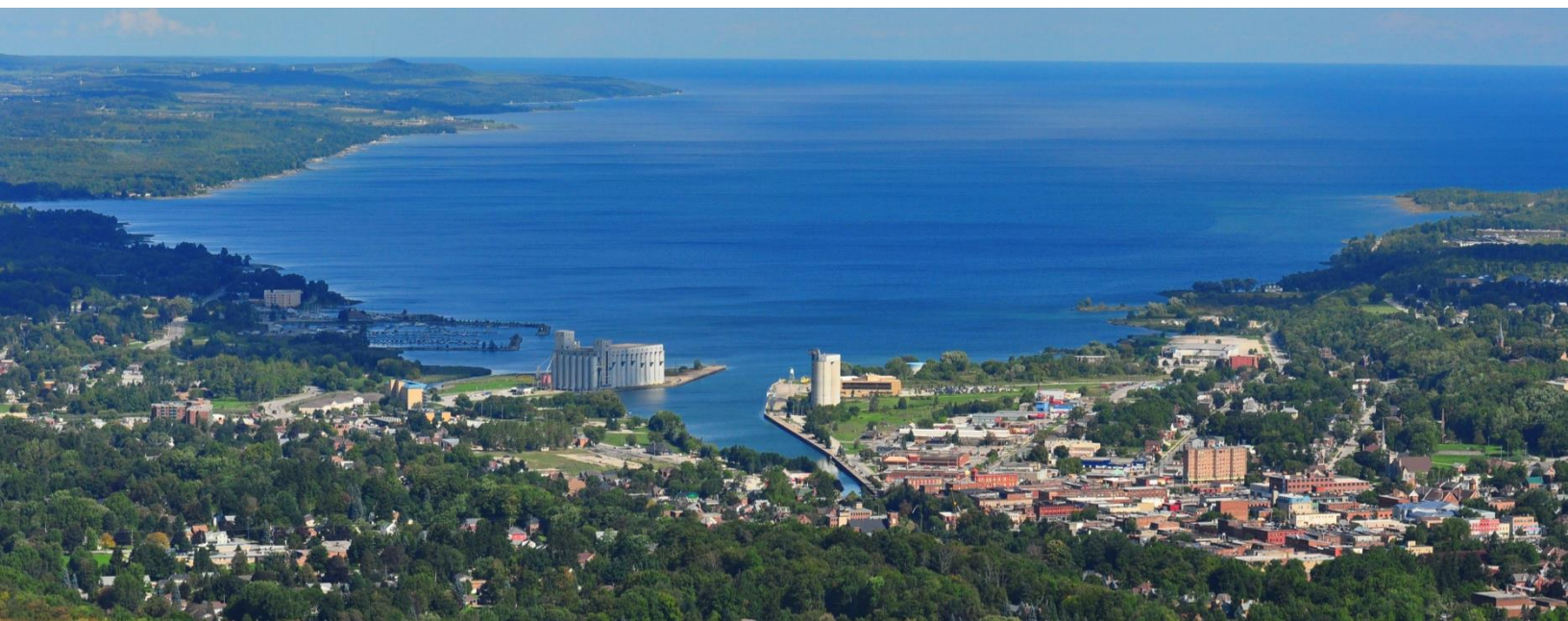
Table of Contents

Message from Mayor Boddy & City Council.....	i
1 Introduction.....	1
1.1 Why Develop a Strategic Plan	1
1.2 Strategic Plan in the Context of City Planning.....	2
1.3 Strategic Planning Framework	4
1.4 Developing the Strategic Plan	5
2 Vision, Mission and Values.....	7
2.1 Vision Statement	7
2.2 Mission Statement	7
2.3 Values	7
3 Four Pillars.....	9
3.1 Economy.....	10
3.1.1 Where are we now?	10
3.1.2 Where do we want to go?.....	11
3.1.3 How are we going to get there?.....	12
3.2 Society and Culture	13
3.2.1 Where are we now?	13
3.2.2 Where do we want to go?.....	15
3.2.3 How are we going to get there?.....	16
3.3 Finances.....	17
3.3.1 Where are we now?	17
3.3.2 Where do we want to go?.....	18
3.3.3 How are we going to get there?.....	18
3.4 Environment.....	19
3.4.1 Where are we now?	19
3.4.2 Where do we want to go?.....	20
3.4.3 How are we going to get there?.....	21
4 Implementation.....	22
4.1 Annual Review and Work Planning	22
4.2 Communication and Outreach	22
4.3 Aligning with other City Plans	23
4.4 Partnerships	23
4.5 Monitoring and Reporting.....	23
Appendix A – Strategic Plan Action Tables.....	24

1 Introduction

1.1 Why Develop a Strategic Plan

The City of Owen Sound is a lower-tier municipality situated in Southwestern Ontario in Grey County with a population of 21,688¹. As the county seat of Grey County, Owen Sound is the region's economic, social and cultural hub, particularly with its vibrant downtown and harbourfront. The City straddles the Niagara Escarpment and lies at the mouth of the Sydenham and Pottawatomi Rivers. It is characterized by tree-lined streets, an extensive park system and tree-covered hillsides and ravines and a magnificent harbour and significant waterfront within the City. Four popular waterfalls (Inglis Falls, Jones Falls, Indian Falls and Weavers' Creek Falls in Harrison Park) are all within 10 kilometres from the downtown, providing residents and visitors with an opportunity to explore nature. The people of Owen Sound are proud of our natural environment and recognize its importance, not only in contributing to a high quality of life for residents but as a major draw for tourists as a four-season destination.



The Owen Sound arts and culture scene is second to none and we enjoy many well-attended festivals and events year-round, including events such as the Salmon Tour, Salmon Spectacular, Festival of Northern Lights, Emancipation Celebration Festival, Summerfolk Music and Crafts Festival, Owen Sound Fall Fair, Hottest Street Sale Under the Sun, and Harbour Nights Concert series. In addition, we have a number of well-known museums and cultural attractions including the Farmer's Market, Bishop House: Museum, Archives and National Historic Site, Community Waterfront Heritage Centre, Tom Thomson Art Gallery and the Roxy Theatre.

¹ Statistics Canada, 2011 Census

Our local history and heritage is also very important to us and is a big part of what makes our City unique. The area around Owen Sound was historically inhabited by the Ojibway people, and our community holds great value in our relationships with the Saugeen Ojibway Nation, Métis Nation of Ontario, and Historic Saugeen Métis. We also recognize our Black settlers and Owen Sound's role as the last terminal of the Underground Railroad, where from 1830 to 1865 (the end of the American Civil War) escaped slaves fled from the Southern United States to Canada.

Our City has a range of sports and recreational activities and opportunities available to people of all ages. Community facilities such as the Julie McArthur Regional Centre, Harry Lumley Bayshore Community Centre and the YMCA of Owen Sound Grey Bruce offer a range of programs, in addition to the variety of sports clubs and organizations that exist in Owen Sound.

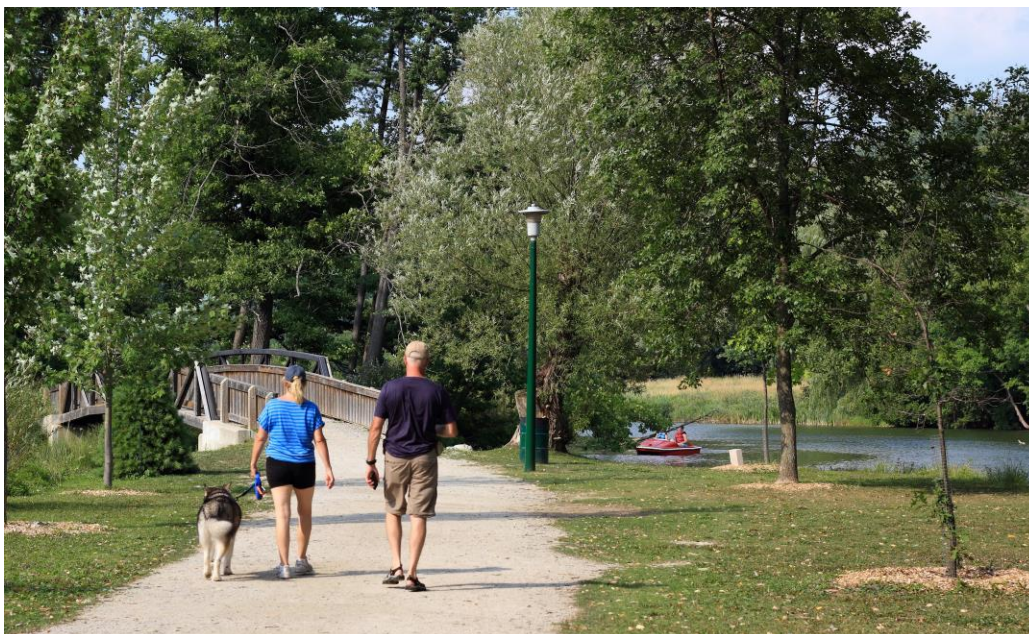
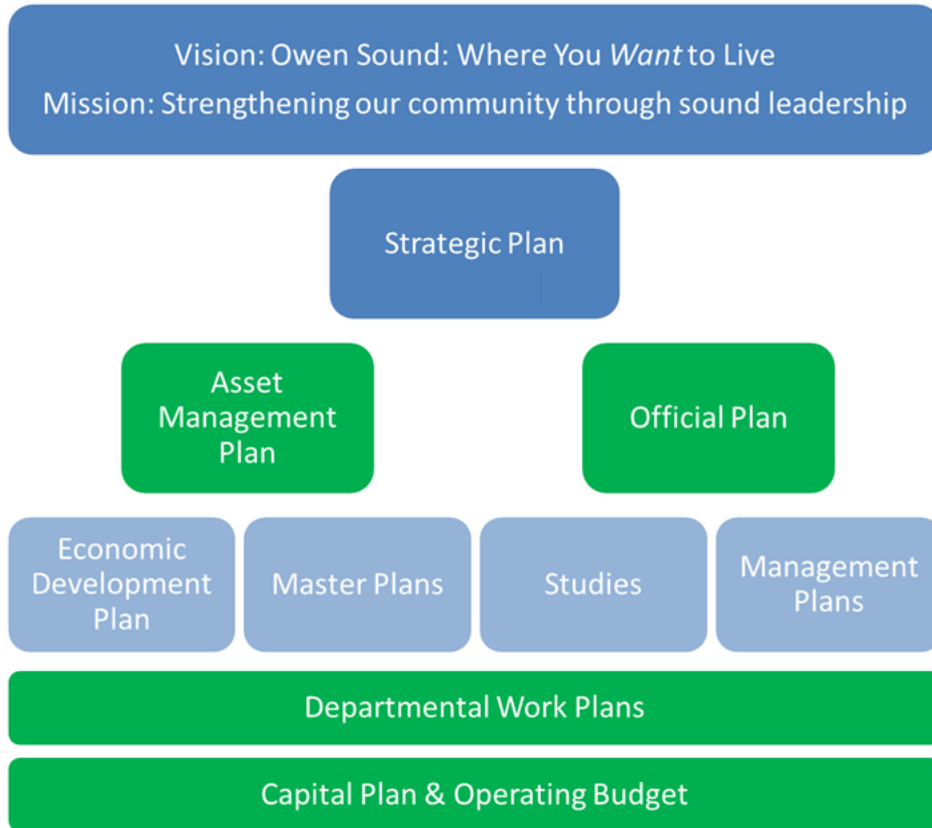
The City of Owen Sound's Strategic Plan is a roadmap that will help guide decision-making in Owen Sound from 2015 to 2020. The Strategic Plan defines actions that the City can undertake in the next five years to ensure that residents and visitors are able to continue to enjoy our natural assets and vibrant cultural and social scene, while continuously building our local economy in response to changing global and local economic conditions. This Plan builds on the previous strategic plan and takes into account the current realities facing our City.

The Strategic Plan defines a vision, mission, objectives and actions which represent our City's key priorities and overall direction. This Plan was developed through community, Council and staff input with a focus on defining a realistic set of actions that the City can accomplish within the 5-year timeframe for Plan implementation. In addition to the key actions identified here, the City will continue to support a variety of other important initiatives being led by other organizations in our community. Areas such as poverty reduction, health, wellbeing and affordable housing are all areas where action is being led by the County, Public Health or other community groups. These themes are recognized as important parts of our quality of life in Owen Sound and as such the City will continue to support these actions through the City policies, programs and ongoing Council support.

1.2 Strategic Plan in the Context of City Planning

The following diagram shows the Strategic Plan within the broader context of City planning in Owen Sound. The Strategic Plan sets the overall direction for the City. The Asset Management Plan and the Official Plan are also key documents that identify policies and priorities for our City. The Official Plan provides policies, goals and objectives to guide the development and redevelopment of lands within the Owen Sound for a period of 20 years. It aims to promote the health, safety and quality of life for the residents of Owen Sound, and guide physical growth within the context of economic, social and environmental considerations. The Asset Management Plan is designed to help preserve, protect and enhance the quality of life within Owen Sound by systematically managing assets in an efficient, effective and sustainable manner. It clearly articulates the needs for investment and upgrades to City assets. These three core documents are supported by the Economic Development Plan, and a number of topic-specific master plans, management plans and studies. All of these documents are linked to Annual Departmental Work Plans and are integrated as part of the Annual Capital and Operating Budget of the

City. Through these activities, the City is in compliance with provincial and federal legislation. Each of these plans, studies and projects are approved by Council and by working together with all of our key stakeholders, they help to achieve the City's vision.



1.3 Strategic Planning Framework

The Owen Sound Strategic Plan has been developed with the framework and components below in mind. These are terms that will be mentioned throughout this Plan frequently. Each component has its own purpose within the Plan, which are explained below.

Vision

- The vision statement is an aspiration statement that defines where Owen Sound is going. The mission statement, goals, objectives and actions should all help in moving the City towards its vision.

Mission

- The mission statement defines how we will accomplish the vision and creates an overall statement of purpose for the Plan.

Pillars & Goals

- Four pillars were identified that signify overall priority areas for the Owen Sound community: Economy, Environment, Finance, and Society & Culture. Each pillar has a goal statement which describes where Owen Sound will be in our desired future.

Objectives

- Objectives represent how to move from the current state to the end result of each goal.

Actions

- Actions are recommended activities and initiatives that are directly aligned to the achievement of the objectives. They are SMART – Specific, Measurable, Attainable, Relevant and Time-Based.

Values

- Values are operating principles that guide decision-making while developing and implementing the Strategic Plan.

1.4 Developing the Strategic Plan

Throughout the development of the Strategic Plan, approximately 800 people were engaged in a conversation about Owen Sound's future. Various engagement initiatives were undertaken throughout the strategic planning process, including working group sessions with City Council and senior staff, Advisory Committee meetings, social media, individual conversations, comment cards, community meetings, "Places and Spaces" conversations², as well as an online survey.

The development of the Plan followed a six-phase process:

1. Project Kick-off and Work Planning – January 2015

This phase established and confirmed the process that was followed during the development of the Plan. A work plan and project schedule was finalized and the community engagement approach was developed.

2. Environmental Scan and Gap Analysis – January-February 2015

During this phase, the current plans, policies and programs in Owen Sound were assessed and trends and patterns identified to paint a picture of the current context and conditions in Owen Sound. A SWOT (strengths, weaknesses, opportunities and threats) analysis of the Plan's four pillars provided a baseline to identify gaps between what the current situation is and where we want to go in the future.

3. Vision, Mission, Values and Objectives – March-May 2015

Through ongoing engagement with the community, Council and senior staff, this phase helped define the overall direction and objectives of the Strategic Plan. Widespread distribution of comment cards, "Places and Spaces" conversations, an online survey and a community meeting ensured that significant feedback was received from the community.

4. Action Planning and Strategic Directions – March-May 2015

This phase built on the input received through the community engagement initiatives, and involved structured discussions with City Council and senior staff. These discussions helped refine and shape the potential actions included in this Plan.

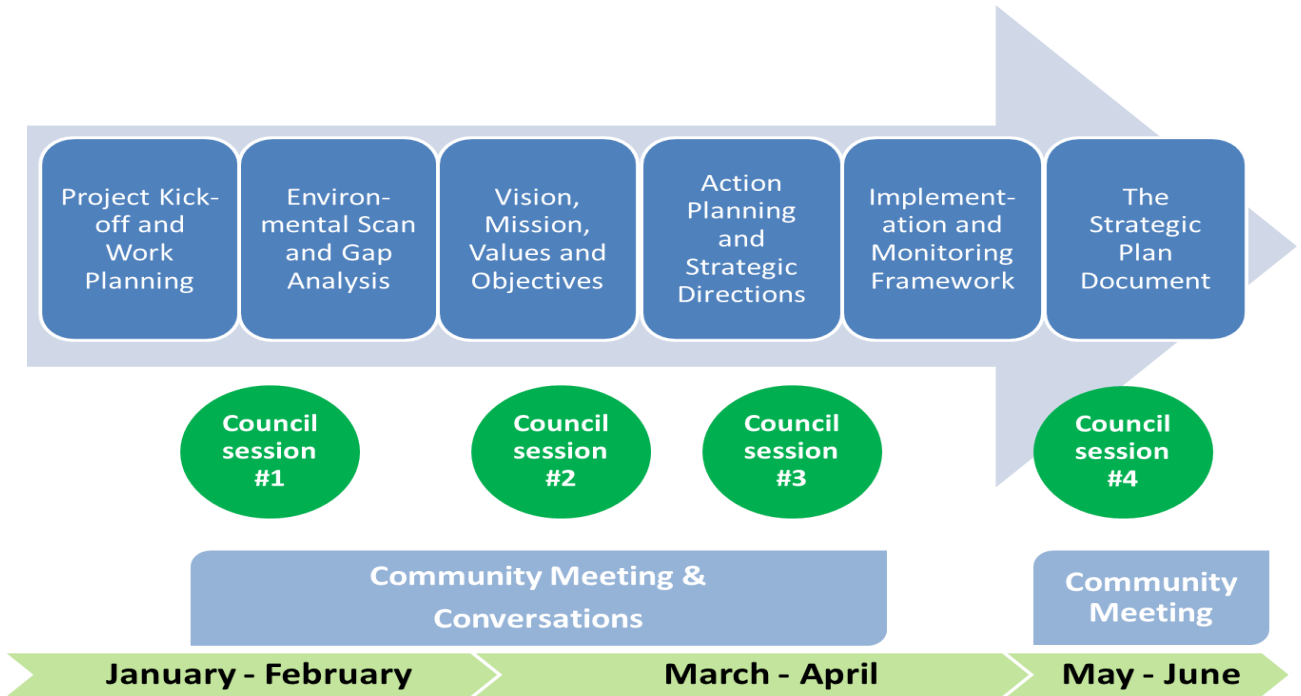
5. Implementation and Monitoring Framework – May 2015

During this phase, action planning and implementation frameworks were developed through workshops with senior staff. This helped bridge the gap between planning and action and will ensure that the Plan does not "sit on the shelf." Overall responsibility, progress measures, potential partners and timeframes were identified for each action in the Plan.

6. The Strategic Plan Document – May-June 2015

A draft Strategic Plan was first prepared for review and comment by community members, Council and senior staff. Based on feedback received during a Council and senior staff working session and a second community meeting, a final draft of the Strategic Plan was prepared for Council's adoption.

² In-person discussions carried out by Council and senior staff in various locations.



2 Vision, Mission and Values

After consulting with City Council, senior staff and the community, a **Mission** statement and underlying **Values** were crafted for the 2015-2020 Strategic Plan. These are foundational components of the Plan and will help guide future decision-making.

2.1 Vision Statement

With respect to the vision statement, it was determined that Owen Sound’s current vision should be retained as it exemplifies the desired future for our City. Owen Sound is a great place to live, work and play and we offer the small-town feel with big city amenities. The vision statement reflects this and serves as an inspiration for our community.

Vision

- The City of Owen Sound: Where You *Want To Live*.

2.2 Mission Statement

The mission statement was developed collaboratively and provides an overall statement of purpose for the Strategic Plan. The ultimate purpose is to **strengthen** our community (including economy, society and culture, finances and environment) and to make Owen Sound an attractive and prosperous place to live. This will be accomplished through sound leadership and visionary and forward-looking direction at the municipal government level. **Sound leadership** is multi-faceted and means acting with integrity, being creative and innovative, listening to and collaborating with our community, neighbouring municipalities and Grey County, and ultimately acting in the best interests of Owen Sound residents as we work towards shared goals.

Mission

- Strengthening our community through sound leadership.

2.3 Values

Through a process of review and refinement, the following four values were identified as being of greatest importance to Owen Sound: **Caring, Creativity, Integrity** and **Sustainability**. These values will serve as the foundation of the Strategic Plan’s framework, will help connect the vision, mission, objectives and actions, and will guide decision-making moving forward.

Below are some of the concepts that were expressed to help to shape these values.

Passionate
Welcoming
Choice Communicative
Inclusive Age-Friendly
Sustainable
Creative Entrepreneurial
Caring Community
Collaborative
Culture Integrity

Caring

- We care about our community.
- We are a welcoming, inclusive, and age-friendly City.
- We strive for positive change and are committed to continue working in a collaborative fashion towards the City's vision of being "Where You *Want* To Live."

Creativity

- We are a creative community that embraces innovation to find solutions with the greatest benefit for Owen Sound.
- As a City, we are resourceful and creative in order to thrive, regardless of external pressures.

Integrity

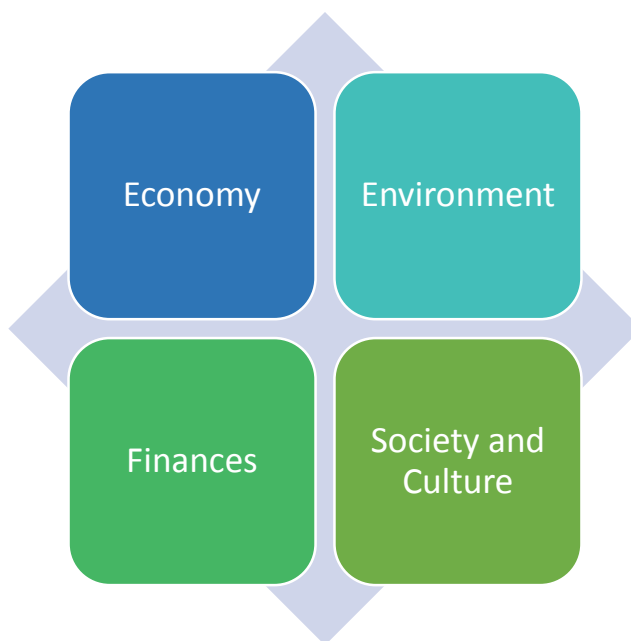
- We demonstrate integrity by being open, transparent and communicative.
- We believe that continuing to communicate in an honest and informative way with residents will lead to more fruitful two-way conversations.

Sustainability

- We demonstrate sustainability by acting in a financially, environmentally and socially responsible manner.

3 Four Pillars

Four focus areas were established at the beginning of the strategic planning process, and these **Pillars** helped guide the development of this Plan.



Under each pillar, there are a number of associated **Objectives** that represent where we want to go through implementation of this Plan. Each Objective has a series of **Actions** that will be undertaken by the City to help realize our **Goals**.

Each of the four pillars are discussed in more detail in Section 3 and for each, we consider the following:

- **Where are we now?**
- **Where do we want to go?**
- **How are we going to get there?**

Section 3 also concisely summarizes the objectives and actions under each of the four pillars. Please note that the action numbers do not signify priority or ranking; rather, the actions are numbered to enable easy reference.

More detailed action tables are available in Appendix A. In the action tables, there is an identified lead (City Department), progress measures, timeframe and list of potential partners that can help achieve the action. With respect to potential partners, it is important to note that in some cases, formal agreements may not be in place at this time. This list presents a preliminary list and effective partnerships will be pursued on an ongoing basis. The identified partners are those that have a “natural fit” with respect to the objective or action – whether it is shared values, direction and/or mandate.

3.1 Economy

3.1.1 Where are we now?

Owen Sound is a regional centre serving both Grey and Bruce Counties with a focus on business, health, education, tourism and culture. This role has contributed greatly to a stable commercial and industrial base. The commercial sector is growing with the development of new retail expansions and the City is continuing to market our industrial lands and is providing several incentives for new business.

Economic prosperity is an important focus of the Grey County Official Plan, and it is recognized that the natural environment is a large driver of tourism and revenue for the County and Owen Sound alike. Recreation and tourism-related activities are encouraged in both Grey County and Owen Sound, and the downtown, harbourfront and natural environment all play an important part in attracting visitors to Owen Sound. Our downtown has a charming historic streetscape with many boutique stores and more than 300 businesses in total.



From 2010 to 2014, we have experienced a steady growth rate in total employment of 6.1%, the highest in the region and higher than the provincial average of 4.1%³. Our major local employers span a variety of sectors and include: Grey Bruce Health Services and Family Health Team, Grey Bruce Social and Family Services, Grey Bruce Health Unit, TC Transcontinental Printing, Tenneco Automotive, and the City of Owen Sound. Some of our major regional employers are: Bruce Power, Chapman’s Ice Cream Ltd., Bluewater District School Board and Grey County.



Although manufacturing has seen a steady decline in North America, Owen Sound’s manufacturing sector continues to grow, with a 14% increase from 2010 to 2014, compared to 0% growth at the provincial level⁴. Employment in the health care sector has also seen a steady increase of 10% employment over the same timeframe. In June 2015, it was announced that funding has been received for a new, state-of-the-art Marine Emergency Duties Training Centre at Georgian College. This training centre will put Georgian College and Owen

³ EMSI Analyst, Province

⁴ EMSI Analyst, Province

Sound on the map as *the* place for marine training in Ontario, and will create job opportunities and contribute significantly to our economy. Owen Sound is also a growing retail centre home to big-box stores such as Walmart, Home Depot, Sears, Canadian Tire, Sport Chek, Winners and the regional Heritage Shopping Centre.

3.1.2 Where do we want to go?

Goal Statement: We will strive to have a prosperous local economy that serves our community as well as Grey and Bruce Counties in our role as the regional centre. We will proactively attract new investment opportunities, enhance tourism opportunities and work with our businesses, industries and institutions in order to retain and expand our local businesses and job opportunities.

Success Story

In 2013, The City's Tourism Department created an award-winning product – the Owen Sound Salmon Tour – highlighting the annual Chinook salmon run on the Sydenham River. The self-guided tour helps connect the City's harbour to the downtown and further upstream to Harrison Park, Inglis Falls and other local attractions during the fall season. In 2014, guided tours of the salmon spawning channels were introduced, along with a culinary event. The tour is a partnership between the City and the Grey Sauble Conservation Authority, the Sydenham Sportsmen's Association and BruceGreySimcoe.com (RTO7), which helped with initial funding of the project. The City won a marketing award for the initiative in 2014 from the Economic Developer's Council of Ontario. New salmon tour experiences are in the works for fall 2015 (another joint project with the GSCA, SSA and RTO7) and the City is also partnering with the Tom Thomson Art Gallery to commission a salmon-themed mural for an existing storage locker at the mill dam and fish ladder.



3.1.3 How are we going to get there?

The following Objectives and Actions will help the City move towards our Economy goal.

1. Retain and grow existing local businesses and business opportunities

- Action 1.1** Work with businesses, industry, institutions and other organizations to generate new employment opportunities
- Action 1.2** Encourage home-based businesses to foster more live-work opportunities
- Action 1.3** Continue to support beautification of the downtown
- Action 1.4** Continue to promote the downtown
- Action 1.5** Implement the Downtown River Precinct Plan

2. Develop a coordinated approach to attract new investment and encourage economic development

- Action 2.1** Diversify the economic base of the City by attracting new businesses and investment
- Action 2.2** Facilitate economic innovation and new business by providing information and streamlining the process for new business start-ups
- Action 2.3** Facilitate a streamlined development approvals process
- Action 2.4** Enhance and renew a mixed-use harbourfront
- Action 2.5** Encourage a broad range of shopping opportunities and foster a strong and balanced commercial district as the Regional Centre
- Action 2.6** Encourage improved internet infrastructure and technology sector as an avenue to attract new business to Owen Sound and create an “innovation hub”

3. Leverage our City’s assets in order to enhance tourism opportunities

- Action 3.1** Promote Owen Sound as “Where You *Want* To Live”
- Action 3.2** Develop and implement a Marketing and Development Strategy to promote Owen Sound as a tourist destination
- Action 3.3** Enhance tourism opportunities for active and passive year-round enjoyment
- Action 3.4** Develop, distribute and promote a resource manual for events and tournaments

4. Encourage residential and mixed-use development

- Action 4.1** Grow the tax base by attracting a broad range of new housing types (singles, semis, etc.) and tenure (rental units and condominiums)
- Action 4.2** Continue to support/encourage the redevelopment of brownfields through the implementation of the Community Improvement Plan and Brownfields Financial Tax Incentive Program

5. Attract new and retain existing residents

- Action 5.1** Promote opportunities for existing employment / entrepreneurship for all ages
- Action 5.2** Support youth education and training opportunities

3.2 Society and Culture

3.2.1 Where are we now?

Owen Sound is well known for its vibrant arts and culture scene. In addition, we have made a large commitment to the conservation and promotion of our heritage and it is a big part of what makes our City unique. Our heritage enhances our quality of life and pride of place and is one of Owen Sound’s most valuable assets.

Owen Sound enjoys a wealth of cultural resources including major facilities run by the City, independent boards and non-profit groups, annual festival and events, performing and visual arts, places of worship and our built heritage, reflecting the diversity and interests of residents.

As the regional hub for arts and culture, there are numerous annual festivals and events held in Owen Sound, including Doors Open Owen Sound, Harbour Nights Concert Series, Tom Thomson Days, Canada Day Celebrations and many more. With respect to our local history and heritage, sites of note include: Bishop House: Museum, Archives and National Historic Site, Grey Roots Museum and Archives, Community Waterfront Heritage Centre, and the former Courthouse building. Owen Sound also has a long history of celebrating visual and performing arts, and our most famous locations include the Roxy Theatre and Tom Thomson Art Gallery. Both the Official Plan and Cultural Master Plan highlight the importance of promoting and preserving our community’s heritage and the visual and performing arts.

Success Story

The Tom Thomson Art Gallery has been an integral part of the City for almost fifty years. It acts as the City’s premier cultural destination, attracting thousands of visitors each year. Designated a Cultural Property A organization by the Department of Canadian Heritage, the TOM has a nationally significant collection of over 2,600 works and is one of only four public art galleries in Ontario to receive an “A” designation from the Ontario Arts Council. In 2014, the TOM launched a ground-breaking multi-year partnership with ROOTS Canada. ROOTS developed a line of clothing and accessories based on works from the Gallery’s collection, marketing the TOM – and promoting Owen Sound – across Canada and internationally.



We also recognize the importance of an appropriate range and distribution of health and wellness, safety, educational and recreational facilities and services throughout the community. Owen Sound benefits from a number of community centres, sports complexes, and parks and trails. The highly integrated system of recreational areas and trails offers residents and visitors many opportunities for hiking and leisurely walking. We also have a number of clubs and organizations which provide residents with social and recreational opportunities. The Harry Lumley Bayshore Community Centre is one of the City's largest community centres and offers a range of facilities, including banquet halls, meeting rooms and the J.D. McArthur Arena, where the OHL's Owen Sound Attack play. The Centre is also home to the Owen Sound Sports Hall of Fame, celebrating local sports.

The Grey Bruce Health Unit (GBHU) provides the community with social workers, educational programs, lifestyle management and practical nurses. The Health Unit's program priorities are focused around reducing obesity, substance abuse and injuries. Operating six hospitals in the Grey Bruce region, Grey Bruce Health Services (GBHS) is the County's largest health care services hospital and provides care in a full range of specialty services. Both GBHU and GBHS are accredited by Accreditation Canada.



There are a number of issues that are not the direct responsibility or core mandate of the City of Owen Sound. For example, the City contributes to affordable housing, poverty mitigation, food security and accessibility issues through a number of partnerships and initiatives such as:

Affordable Housing

- Owen Sound Municipal non-profit housing
- Development charge exemption for non-profit housing projects
- Official Plan policies support a broad range of housing density
- Zoning policies support creation of second unit in a home

Poverty Mitigation

- Low income minor sport subsidy
- Collaboration with Poverty Task Force
- Support through the Owen Sound and North Grey Union Public Library's Adult Learning Centre

Food Security

- Support for the Owen Sound Farmer's Market
- Official Plan policy support of community gardens
- Owen Sound Community Garden policy that provides for community gardens on municipal property

The City is also implementing requirements under the Accessibility for Ontarians with Disabilities Act (AODA) to upgrade facilities and customer service processes to meet standards.



3.2.2 Where do we want to go?

Goal Statement: We will continue the conservation and promotion of our heritage and will uphold Owen Sound's reputation as one of Canada's best places for arts and cultural activities. We will encourage lifelong learning opportunities and ensure a safe community that is welcoming, inclusive and age-friendly. And we will strive to foster pride of place for residents promoting the City as a great place to live – attracting people, tourists and entrepreneurs along the way.

3.2.3 How are we going to get there?

The following Objectives and Actions will help the City move towards our Society and Culture goal.

6. Promote and enhance Owen Sound's built heritage

Action 6.1 Promote heritage conservation through the Community Improvement Plan heritage property tax program, façade program, heritage register, and designation of properties

7. Encourage and promote participation in cultural activities and active lifestyles

Action 7.1 Continue to deliver select free City events to residents

Action 7.2 Continue to facilitate affordable recreation and sports opportunities

Action 7.3 Encourage lifelong learning opportunities

8. Support community safety and social inclusion

Action 8.1 Encourage and promote support for the Council on Aging Grey Brue Owen Sound activities

Action 8.2 Foster a safe community by providing emergency services to meet the community's safety needs in a respectful manner

Action 8.3 Foster and maintain inclusive public spaces by expanding the role of citizen engagement, education and other partnerships



3.3 Finances

3.3.1 Where are we now?

We continue to meet our obligations of managing City finances in a responsible manner. We strive to provide a financially sustainable system, one that is efficient and minimizes consumption of resources while meeting the needs of our residents.

Owen Sound is among 27% of Ontario municipalities that have a financial position (financial assets less liabilities) per capita between \$0 and minus \$1,000, and our City's financial position is 25th amongst the 29 municipalities of Southwestern Ontario. However, we have improved on our financial position from 2012 to 2013 and are looking to continue this positive trend in the coming years. Our operating expenses, like the majority of Ontario municipalities (62%), is in the 0% to 15% range. Our reserves are one of our strong points and we are amongst the 25% of municipalities that have reserves as a percentage of taxation (excluding water/sewer) greater than 90%. In 2013, our reserves were 102%, while the municipal average was 70%. Reserves play a key part in a municipality's long-term financing plan.

Success Story

The City of Owen Sound has developed an Asset Management Plan, which is a strategic document that shows how a group of assets is to be managed over a period of time. The plan describes the characteristics and condition of infrastructure assets in the City, the level of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions. The Asset Management Plan will be a "living document" as other assets are added to the plan. Future annual budgets will be tied directly to the Plan highlighting the impact that spending decisions have on the condition, useful life and future funding needs.

Like many municipalities in Ontario, we do face a challenge when it comes to our aging infrastructure. Several City assets require upgrades, including the 10th Street Bridge and a number of City buildings. We are also addressing the significant impacts this past winter has had on our water mains in the City. The City's current budget is being challenged to support the maintenance of all structures, programs and services, and so a core services review will be undertaken to optimize our operations as a key next step. The integration of our Asset Management Plan into day-to-day operations and processes will also be a positive step to improving our infrastructure deficit.

3.3.2 Where do we want to go?

Goal statement: We will be a financially stable and responsible municipality, and will manage finances in a resilient and forward-thinking manner. We will address the infrastructure deficit by focusing on critical priorities first and approaching these issues one step at a time, with a view to long-term financial sustainability and prosperity.

3.3.3 How are we going to get there?

The following Objectives and Actions will help the City move towards our Finance goal.

9. Address the City's infrastructure deficit

- Action 9.1** Continue to develop a comprehensive Asset Management Plan by integrating all other City assets into the Plan (including developing a Financial and Operations plan)
- Action 9.2** Integrate asset management principles into day-to-day processes (e.g., budgeting, implementation and renewal processes)

10. Maximize revenue sources and funding opportunities

- Action 10.1** Increase the City's tax assessment base
- Action 10.2** Lobby for increased funding from the Province, Federal government and other sources
- Action 10.3** Maximize funding and non-tax revenue opportunities

11. Optimize the City's operations while maintaining or improving quality of life

- Action 11.1** Initiate a core services review process
- Action 11.2** Implement the directions resulting from the core service review process



3.4 Environment

3.4.1 Where are we now?

Owen Sound has a unique environment that contributes to the high quality of life that residents and visitors enjoy, including attractions such as Harrison Park, Kelso Beach and Inglis Falls. Owen Sound's natural capital is one of our greatest and most valuable assets. The combined efforts of the City, Grey County, provincial and federal ministries, the Grey Sauble Conservation Authority, and countless other organizations help to ensure environmental integrity is maintained in Owen Sound.

Success Story

With a total budget of \$48 million, the upgrade of the Owen Sound Wastewater Treatment Plant is the largest construction project ever undertaken by the City of Owen Sound. The upgrade of the treatment process includes secondary treatment and ultraviolet disinfection, which will allow the plant to meet higher effluent targets in accordance with Provincial and Federal policies and regulations. The City secured two-thirds of the funds from our funding partners for the project: one-third each from the Federal Government and the Provincial Government, while the remaining one-third will come from our ratepayers. This project is vital to the environmental sustainability of our community and the long-term water quality in Owen Sound and Georgian Bay. Completion is scheduled for 2017.



There are 48 municipal parks in Owen Sound totalling 575 acres of public access areas, as well as a large number of trails including the Bruce Trail, walking trails, bicycle routes and snowmobile trails. Our City is located in the Niagara Escarpment, a UNESCO World Biosphere Reserve, which offers breathtaking views and beautiful natural vegetation. We understand that protecting the environmental integrity of the City and its connected natural heritage system has to be carried out in coordination with neighbouring municipalities and other agencies. Our environment is affected by a range of activities, and so the City's Official Plan promotes an integrated approach to environmental protection that includes increasing awareness of environmental considerations and using watershed planning principles.

We recognize the importance of energy conservation, efficiency and renewable energy as it relates to our environment. The City of Owen Sound has two 10 kW solar panel installations on City properties, and these installations generate green energy and revenue. Our Energy Conservation and Demand Management Plan strives to incorporate energy efficient actions into all areas of the City to reduce the consumption of electricity and natural gas by 2% per year between 2015 and 2016.

3.4.2 Where do we want to go?

Goal Statement: We will continue to ensure environmental integrity is maintained in Owen Sound and the surrounding area by protecting our environment and natural assets. We will protect, preserve, maintain and enhance Owen Sound's scenic and natural heritage, and we will do so by using resources wisely, cooperating with adjoining communities and agencies, and taking responsibility for City actions.



3.4.3 How are we going to get there?

The following Objectives and Actions will help the City move towards our Environment goal.

12. Maintain and improve public transit options for residents and visitors

Action 12.1 Monitor and maintain efficient City transportation services

Action 12.2 Participate in the development of intra-City transportation initiatives that meet residents' needs

13. Improve energy conservation and efficiency and address climate change

Action 13.1 Implement and measure progress of the City's Conservation and Demand Management Plan

Action 13.2 Facilitate the expansion of green energy opportunities on City property

14. Maintain, improve and promote the use of our local parks and trails

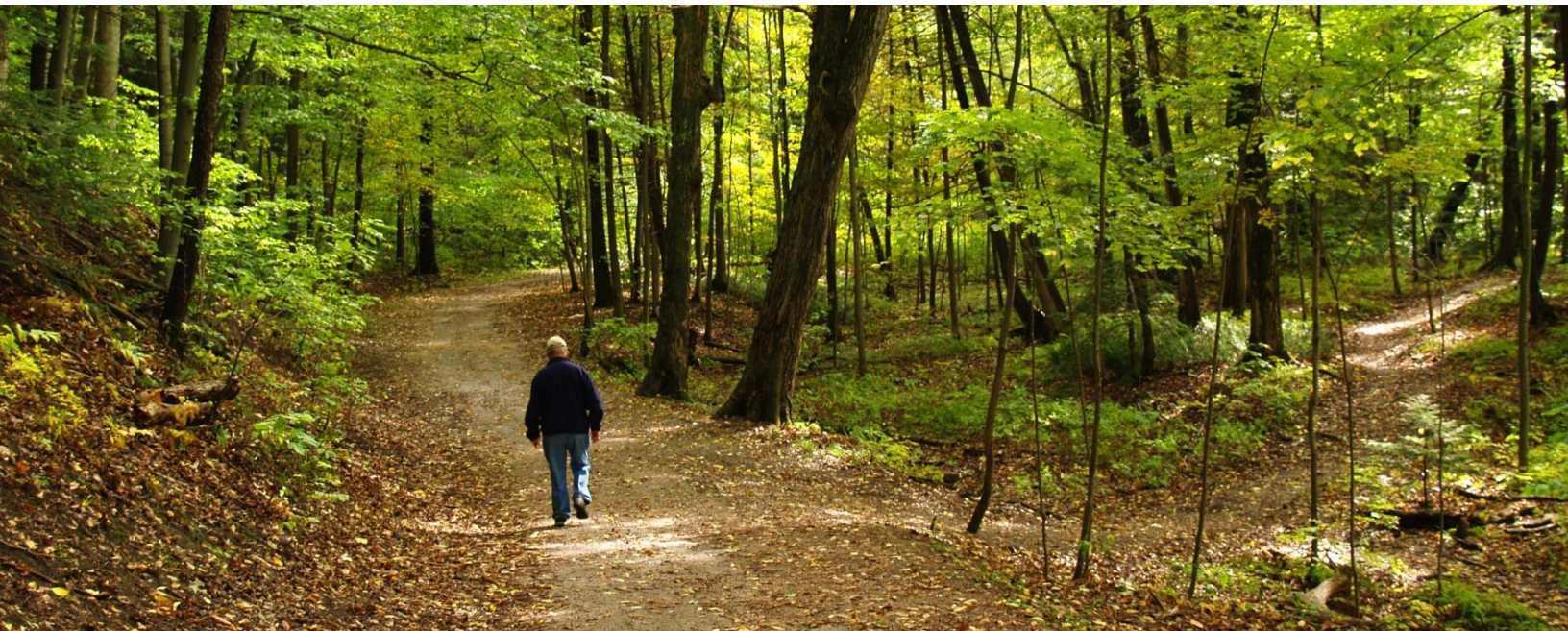
Action 14.1 Implement the Parks and Trails Master Plan

15. Ensure the responsible management of natural resources

Action 15.1 Implement the Salt Management Plan

Action 15.2 Implement the Secondary Water Treatment & Sewage Plan

Action 15.3 Facilitate initiatives that protect against invasive and exotic species (e.g., phragmites, Emerald Ash Borer) and help manage harmful impacts of potential aftermath



4 Implementation

Implementation of this Strategic Plan is an important next step to ensuring our goals and objectives are accomplished in a timely and efficient manner. The action plan tables outlined in Appendix A identify the lead for each action, potential partners, progress measures, associated benchmarks, and anticipated timeframes. As mentioned before, the list of potential partners is preliminary at this stage.

Our implementation framework includes five key components:

1. Annual Review and Work Planning;
2. Communication and Outreach;
3. Aligning with other City Plans;
4. Partnerships; and
5. Monitoring and Reporting.

4.1 Annual Review and Work Planning

The actions identified in this Strategic Plan will be incorporated into annual work plans and operating and capital budgets developed by the various City Departments. As such, the actions and implementation framework identified in this Plan will be reviewed on an annual basis. This should culminate in an annual progress report to Council on how the Strategic Plan is moving forward. Annual reporting is an important step to ensure that our Strategic Plan is a living document and reflective of the community's needs and changing local and global climate.

4.2 Communication and Outreach

Development of this Plan was based in part on communications and engagement with the Owen Sound community and stakeholders and this collaboration should continue as the Plan moves forward. Many Owen Sound residents shared their ideas – in particular via the online survey – and contributed to the various components of the Plan. In order to continue to foster pride of place and to ensure integrity, transparency and good governance, we will provide annual updates on the progress of the Plan as a whole as well as regularly report on progress made on each action as the opportunity arises.

In addition, we believe it is important for us to share this Strategic Plan with the public, staff and community partners so as to ensure there is a shared understanding of Owen Sound's strategic direction. The Strategic Plan will be available on the City website, at the Owen Sound and North Grey Union Public Library and in the Clerk's Office, and all staff reports will identify linkages to the Strategic Plan.

4.3 Aligning with other City Plans

This Strategic Plan's goals, objectives and actions must be integrated into our existing organizational structures and policy frameworks. To that end, other City plans should demonstrate alignment with the Strategic Plan to the greatest extent possible. To maintain momentum, all staff reports to Council should demonstrate alignment with the Strategic Plan and refer to specific objectives and actions achieved.

4.4 Partnerships

For actions that affect our neighbouring municipalities and organizations outside our City, we must strive to work together in a collaborative fashion. Together, we will need to establish appropriate and effective partnerships and processes for coordinating the implementation of these actions.

4.5 Monitoring and Reporting

Finally, a monitoring and reporting framework has been developed in order to ensure that our goals and objectives are met. Benchmarks have been established for a number of our actions, and progress indicators have been established to measure progress and ensure we are on the right path.

Appendix A – Strategic Plan Action Tables

ECONOMY

Objective #1: Retain and grow existing local businesses and business opportunities

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
1.1 - Work with businesses, industry, institutions and other organizations to generate new employment opportunities	Total employment	15,619 ⁵	Economic Development & Tourism Department	Owen Sound Chamber of Commerce, City of Owen Sound Economic Development & Tourism Advisory Committee, Georgian College, Owen Sound Hospital, Grey Bruce Health Unit (GBHU)	✓	✓	✓
	Total employment growth rate	6.1% (2010 to 2014) ⁶					
	Number of businesses visited + follow-up actions (including identifying barriers)	Approximately 15 visits per year					
1.2 - Encourage home-based businesses to foster more live-work opportunities	Annual total number of home-based business licenses	10	Economic Development & Tourism Department	Business Enterprise Centre, City of Owen Sound Economic Development & Tourism Advisory Committee, Owen Sound Chamber of Commerce	✓	✓	✓
	Number of seminars offered by Business Enterprise Centre	8					

⁵ EMSI Analyst, Province

⁶ EMSI Analyst, Province

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
1.3 - Continue to support beautification of the downtown	Downtown vacancy rates	17% (2015)	Economic Development & Tourism Department	Owen Sound Downtown Improvement Area (DIA), Businesses and Organizations of Owen Sound Together (BOOST)	✓	✓	✓
1.4 - Continue to promote the downtown	Downtown vacancy rates	17% (2015)	Economic Development & Tourism Department	DIA, BOOST	✓	✓	✓
1.5 - Implement the Downtown River Precinct Plan	Capital work started and funding allocated	Complete Phase 1 detail and implement Phase 1	Community Planning & Heritage Advisory Committee with Senior City Management	DIA, Owen Sound and North Grey Union Public Library, Tom Thomson Art Gallery, private businesses, and funders	✓	✓	✓

Objective #2: Develop a coordinated approach to attract new investment and encourage economic development

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
2.1 - Diversify the economic base of the City by attracting new businesses and investment	Level of assessment growth	1% annually \$266,000 in total tax growth	Economic Development & Tourism Department	Owen Sound Chamber of Commerce, City of Owen Sound Economic Development & Tourism Advisory Committee, Investors, commercial agents, developers, landlords	✓	✓	✓
	Number of significant enquiries that are worth over \$1 million	3-5					
2.2 - Facilitate economic innovation and new business by providing information and streamlining the process for new business start-ups	Number of start-up clients	200	Economic Development & Tourism Department	N/A	✓	✓	✓
	Number of new business licenses	56					
	Number of inquiries (telephone, walk-ins, emails)	Approximately 1,000					
2.3 - Facilitate a streamlined development approvals process	Approval timelines (median number of days to review and complete permit application)	29 days for site plan approval	City Planning	N/A	✓	✓	✓

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
2.4 - Enhance and renew a mixed-use harbourfront	Dredged harbour	No current dredging has occurred	Community Services Department, Economic Development & Tourism Department	City of Owen Sound Economic Development & Tourism Advisory Committee, Federal Government, Owen Sound Chamber of Commerce, harbour users and land owners			
	Lease the CP building	Currently vacant					
	Number of new investments within 2 blocks of the harbour area	Baseline will be established			✓	✓	✓
2.5 - Encourage a broad range of shopping opportunities and foster a strong and balanced commercial district as the Regional Centre	Commercial Vacancy Tax Rebate Program	\$44,000 (2013)	Economic Development & Tourism Department	Private sector, land owners, Grey County Economic Development			
	Number of new retail drivers approached per year	5 to 8/year			✓	✓	✓
2.6 - Encourage improved internet infrastructure and technology sector as an avenue to attract new business to Owen Sound and create an “innovation hub”	Support Grey County Southwest Integrated Fibre Technology (SWIFT) Initiative	Fibre optic broadband Internet connectivity	Information and Technology Division	Grey County, IT providers			
	Expand Wi-Fi downtown	Ongoing			✓	✓	✓

Objective #3: Leverage our City’s assets in order to enhance tourism opportunities

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
3.1 - Promote Owen Sound as “Where You Want To Live”	Population growth	21,688 (2011) ⁷	Economic Development & Tourism Department, City Management	City departments, Community groups, developers, builders, real estate groups			
	Number of relocation package contacts	75			✓	✓	✓
	Average number of website hits per month	20,000/month (2015)					
3.2 - Develop and implement a Marketing and Development Strategy to promote Owen Sound as a tourist destination	Number of people going to Visitor Information Centre	8,000 (2013)	Economic Development & Tourism Department	Grey County, RTO7, non-profit organizations, special events, local businesses (e.g., hotels, restaurants, etc.)			
	Average number of website hits per month	20,000/month (2015)			✓	✓	✓
	Number of Facebook followers	3,005 (2015)					
	Number of Twitter followers	2,155 (2015)					

⁷ Statistics Canada, 2011 Census

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
3.3 - Enhance tourism opportunities for active and passive year-round enjoyment	Number of tournaments	2015 Baseball – 4 Lacrosse – 1 Broomball – 1 Hockey – 6	Economic Development & Tourism Department, Community Services Department, Special Events	Facilities booking group, community groups and sports organizations, special events groups (e.g., Festival of Northern Lights)			
	Number of event agreements to use City parks/facilities	30			✓	✓	✓
	Attendance at special events (e.g., Salmon Tour, Summerfolk)	Canada Day – 10,000 Doors Open – 2,897 (2015) Harbour Nights – 275 Movies and Music – 300 Home Show – 3,000					
3.4 - Develop, distribute and promote a resource manual for events and tournaments	Complete resource manual	No manual currently	Community Services Department	City departments, Regulatory agencies	✓		

Objective #4: Encourage residential and mixed-use development

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
4.1 - Grow the tax base by attracting a broad range of new housing types (singles, semis, etc.) and tenure (rental units and condominiums)	Annual total of building starts	55 dwelling units created (2013)	Senior City Management	Private sector, developers, land owners, Grey County Economic Development, Building Division	✓	✓	✓
	Annual total of building permits issued	263 building permits issued (2013)					
	Increase in tax base	\$266,000					
	Increase amount of serviced, developable land near the Owen Sound Hospital	Not currently serviced					
4.2 - Continue to support/encourage the redevelopment of brownfields through the implementation of the Community Improvement Plan and Brownfields Financial Tax Incentive Program	Uptake of Community Improvement Plan Continue to encourage developers to utilize this program to remediate brownfields that are part of re-developments	Façade and Structural Improvement Program: 90 grants since 1999, \$45,000-\$50,000/yr; Brownfield & Vacant Land Incentive Program: More than \$1 million dollars since 2010; Heritage Property Tax Rebate: 18 properties, \$15,000/year	Community Services Department	City of Owen Sound Economic Development & Tourism Advisory Committee, Ministry of Finance, developers, and landowners	✓	✓	✓

Objective #5: Attract new and retain existing residents

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
5.1 - Promote opportunities for existing employment / entrepreneurship for all ages	Youth unemployment (regional measure)	21% (June 2014)	Economic Development & Tourism Department	Business Enterprise Centre	✓	✓	✓
5.2 - Support youth education and training opportunities	Number of youth enrolled in Business Enterprise Centre	6-8 per program	Owen Sound and North Grey Union Public Library	Business Enterprise Centre, City of Owen Sound Economic Development & Tourism Advisory Committee, Georgian College, School boards, training facilities, Excellence in Manufacturing Consortium	✓	✓	✓
	Growth in Georgian College enrollment (via Payment in Lieu of taxes)	794					

SOCIETY and CULTURE

Objective #6: Promote and enhance Owen Sound’s built heritage

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
6.1 - Promote heritage conservation through the Community Improvement Plan heritage property tax program, façade program, heritage register, and designation of properties	Fund and uptake on CIP programs	See 4.2 above	Community Services Department and Development Team	Property owners and developers			
	All eligible properties participate in Heritage Tax Program and all Façade grant funds are spent each year	19					
	Number of sites preserved	33 designated properties			✓	✓	✓
	Number of properties added to register under the <i>Ontario Heritage Act</i>	132 properties listed on the Register under the <i>Ontario Heritage Act</i>					
	Attendance at Doors Open event	3,762 2,897 (2015)					

Objective #7: Encourage and promote participation in cultural activities and active lifestyles

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
7.1 - Continue to deliver select free City events to residents	Attendance figures at free City events	See 3.3 above	Community Services Department	DIA, Owen Sound Tourism Office, special events coordinators, community groups, Festival of Northern Lights	✓	✓	✓
7.2 - Continue to facilitate affordable recreation and sports opportunities	City affordable access to recreation	Minor sport participation numbers and participation in camps 1,653 participants	Community Services Department	YMCA	✓	✓	✓
	Sports enrollment	See above	Community Services Department	Sports groups			
7.3 - Encourage lifelong learning opportunities	Library statistics	205,284 visitors 291,389 items circulated ⁸	Owen Sound and North Grey Union Public Library	Bluewater Association of Lifelong Learning, Georgian College, social service groups, City of Owen Sound Cultural Advisory Committee, GBHS, GBHU	✓	✓	✓
	Enrollment in Library programs	403 Adult and Youth programs Attendance of 9,670 ⁹					

⁸ Owen Sound and North Grey Union Public Library, 2014 Annual Report

⁹ Owen Sound and North Grey Union Public Library, 2014 Annual Report

Objective #8: Support community safety and social inclusion

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
8.1 - Encourage and promote support for the Council on Aging Grey Bruce Owen Sound activities	Letter(s) of support provided for development of the Council and application for funding	Baseline to be established	Owen Sound and Area Seniors Centre	GBHU, Council on Aging Grey Bruce Owen Sound, Community Services Department, Active Lifestyles Centre Grey Bruce	✓	✓	✓
8.2 - Foster a safe community by providing emergency services to meet the community's safety needs in a respectful manner	Motor vehicle collisions	44	City Manager, Emergency Services	Owen Sound Police Service	✓	✓	✓
	Fire calls	22					
	Total responses (all types)	878					
8.3 - Foster and maintain inclusive public spaces by expanding the role of citizen engagement, education and other partnerships	Number of citizen engagement programs or activities	Baseline to be established	City Manager, Emergency Services	Landowners, property owners, DIA and community	✓	✓	✓

FINANCES

Objective #9: Address the City’s infrastructure deficit

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
9.1 - Continue to develop a comprehensive Asset Management Plan for all City assets (including developing a Financial and Operations plan)	Full Asset Management Plan is adopted	Asset management plan approved in 2014 for Roads, Bridges, Stormwater, Water, and Wastewater (currently 60-70% of assets covered by some form of plan)	Operations Department	All City Departments	✓		
9.2 - Integrate asset management principles into day-to-day processes (e.g., budgeting, implementation and renewal processes)	100% of operations are informed by planning	0% operationalized currently	All City Departments	City of Owen Sound Operations Advisory Committee			
	Size of infrastructure gap	Current gap is \$3 million/annum (Based on the 60-70% of assets that have been documented)				✓	

Objective #10: Maximize revenue sources and funding opportunities

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
10.1 - Increase the City's tax assessment base	Increased total assessment /capita	\$85,122 Unweighted Current Value Assessment/capita \$110,341 Weighted Current Value Assessment/capita ¹⁰	Senior City Management	City of Owen Sound Financial Advisory Committee	✓	✓	✓
	Level of assessment growth (total and annual)	1%/year \$266,000 in total tax growth					
10.2 - Lobby for increased funding from the Province, Federal government and other sources	Number of new funding sources	Baseline to be established	Council and Senior City Management	City of Owen Sound Financial Advisory Committee	✓	✓	✓
	Successful grant applications	Baseline to be established					
10.3 - Maximize funding and non-tax revenue opportunities	New revenue sources	Baseline to be established	Council and Senior City Management	City of Owen Sound Financial Advisory Committee	✓	✓	✓

¹⁰ BMA Municipal Study 2014

Objective #11: Optimize the City’s operations while maintaining or improving quality of life

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
11.1 - Initiate a core services review process	Complete core services review	Planned	City Manager	N/A	✓		
11.2 - Implement the directions resulting from the core service review process	Create a checklist of actions	Planned	City Manager	N/A	✓	✓	

ENVIRONMENT

Objective #12: Maintain and improve public transit options for residents and visitors

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
12.1 - Monitor and maintain efficient City transportation services	Number of bus lines	4 routes	Operations Department	N/A	✓	✓	✓
	Number of riders	210,702 conventional rides 7,308 specialized transit rides					
12.2 - Participate in the development of intra-City transportation initiatives that meet residents needs	Number of intra-City transit options	2 services (Greyhound to Toronto; GreyBruce Airbus to Pearson Airport)	Operations Department	Neighbouring municipalities	✓	✓	✓

Objective #13: Improve energy conservation and efficiency

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
13.1 - Implement and measure progress of the City's Conservation and Demand Management Plan	Decrease in eMWhs towards target of 2% total reduction per year	19,737 eMWhs (2012) \$1,685,000 (2012) ¹¹	Operations Department	N/A	✓	✓	✓

¹¹ City of Owen Sound Energy Conservation and Demand Management Plan

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
13.2 - Facilitate the expansion of green energy opportunities on City property	Total kw renewable energy projects installed	Two 10kW ground mount photovoltaic solar panels	Operations Department	N/A	✓	✓	✓

Objective #14: Maintain, improve and promote the use of our local parks and trails

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
14.1 - Implement the Parks and Trails Master Plan	Investment in existing parks (not including operating)	\$540,750 (2014 approved capital budget for parks)	Community Services Department	City of Owen Sound Recreation and Parks Advisory Committee, Grey Sauble Conservation Authority, Bruce Trail Organization, Grey County, TD Friends of the Environment Foundation, Tom Thomson Trail Group	✓	✓	✓
	Investment in trails	\$10,000					

Objective #15: Ensure the responsible management of natural resources

Action	Progress Measure	Current Benchmark (2014 unless otherwise noted)	Action Lead	Potential Partner(s)	Timeframe		
					1-2 years	3-4 years	5+ years
15.1 - Implement the Salt Management Plan	Plan implementation Target of 150 kg/2 lane kilometer application on annual usage	Annual usage is currently 350 kg/2 lane kilometer	Operations Department	Grey County	✓	✓	✓
15.2 - Implement the Secondary Water Treatment & Sewage Plan	Aim to be completed by 2017	Underway	Operations Department	N/A	✓	✓	✓
15.3 - Facilitate initiatives that protect against invasive and exotic species (e.g., phragmites, Emerald Ash Borer) and help manage harmful impacts of potential aftermath	Implementation of Emerald Ash Borer Management Plan	Initial phases underway	Parks and Open Space	Grey Sauble Conservation Authority	✓	✓	✓