



TOWNSHIP OF BILLINGS SUSTAINABILITY PLAN

2012 - 2017

BILLINGS SUSTAINABILITY PLAN 2012- 2017

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EXECUTIVE SUMMARY

*"Sustainability for municipalities can be defined as development that delivers basic environmental, cultural, social and economic services to all, without threatening the viability of the communities upon which these services depend. It improves the quality of life in a community without leaving a burden on future generations."*¹

When Billings Council took office in December 2010, they determined that an overall community planning exercise was desirable and agreed that a sustainable community was their long-term goal. This Plan is a result of that 2011 community planning exercise. They set about to define a Vision that would serve as an inspiration for the citizens of Billings in years to come. The vision statement is as follows:

Billings Township is a vibrant community where new people are excited to relocate and existing residents are happy to stay because of the sustainable economy, the artistic and cultural diversity, and the beauty of the environment. Guided by the vision of its citizens, Billings Township is a safe and progressive community that practices environmental responsibility, provides dependable services, and maintains its rich cultural heritage.

A total of 91 residents of Billings township were consulted in a series of public meetings to obtain their feedback on the issues identified by council and their input on other issues of concern. They were also asked to suggest specific strategies for change in any of the identified issues. Outlying residents were specifically targeted in an email and a general mail survey to get their input.

When all the results of the public consultation had been collated and counted, Council met to consider the input from their constituents. They discussed which recommendations would help the municipality move towards their vision and achieve their desired outcomes. From this exercise they were able to identify eight priority issues to be addressed and three specific Action Strategies for each issue.

¹ ¹ *Integrated Community Sustainability Planning - A Background Paper.* Planning for Sustainable Canadian Communities Roundtable, September 21-23, 2005

The eight priority issues and their action strategies are as follows:

WATERFRONT UPGRADES
Apply for grants and hire a consulting firm to develop an implementation study for the harbour. Implement as soon as funding can be obtained.
Hire local expert to investigate and recommend to Council the improvements needed for launch ramps and facilities on the inland lakes. Implement one each year.
Pending report from consultant, hire an experienced marina manager to oversee summer staff and administer the entire harbour.
WATER & SEWER
Institute an effective pay-per-use system at the public water outlet.
Create a Water Advisory Committee
Determine the cost/benefit and funding options for a sewer system under the Community Improvement Plan
WASTE MANAGEMENT
Hire an intern to develop a comprehensive waste management policy for the next 10 years.
Reactivate the Waste Management Advisory Committee
Actively encourage recycling and composting; collaborate with other municipalities on a recycling contract
ROADS & SAFETY
Have staff develop a five-year plan for road upgrades and maintenance. Budget every year for some improvements to municipal roads
Consult with OPP regarding speed issues within the village and on all municipal roads
Request MTO to install NO Parking signs on the bridge and a pedestrian crossing on 540 at the Falls.
MUNICIPAL COMMUNICATIONS
Hire a local web developer to update and expand website
Take advantage of tax bill mailings to enclose pertinent information to ratepayers
Develop a long-term plan for maintenance of all municipal properties
ENVIRONMENTAL STEWARDSHIP
Continue rehabilitation of the Kagawong River with Manitoulin Streams.
Strictly enforce contract with power generator
Investigate ways to improve fish habitat in Mudge Bay and inland lakes
ECONOMIC DEVELOPMENT
Apply for funding to hire a consultant to develop a Community Improvement Plan.
Hire an Economic Development Officer
Investigate ways to increase availability of medical and alternative medical services
CULTURE, TOURISM & RECREATION
Promote and advertise attractions
Look for opportunities to develop/expand themed tourism attractions and festivals.
Work with the local arts community on Manitoulin to re-brand Kagawong as the 'prettiest village'

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WHY A SUSTAINABILITY PLAN?



Billings Township had developed their last strategic plan for economic development in the mid-80's. In the 2006-2010 term of council a list of strategic priorities for development was agreed upon by the Council of the day, but there was no community consultation at that time. Two community meetings were held in 2010, sponsored by a group of boaters with the blessing of the Council, to determine public support for a proposed marina development. When the new Council took office in December 2010, they determined that an overall community planning exercise was desirable and solicited the help of LAMBAC to carry it out.

Under the guidance of the LAMBAC staff, Council struck the terms of reference for the kind of plan they wanted. They were in agreement that a sustainable community was their long-term goal, and thus settled on a Sustainability Plan. Sustainable community development demands a community-based process. The planning exercise they

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used included many opportunities for community consultation on issues of social, environmental, cultural and spiritual well-being, as well as economic progress.

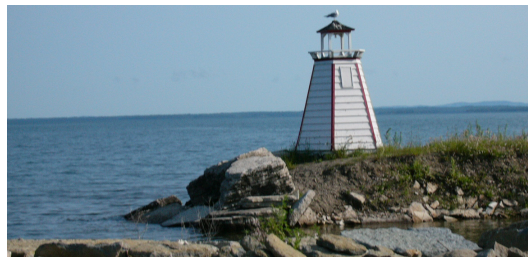
"Sustainability for municipalities can be defined as development that delivers basic environmental, cultural, social and economic services to all, without threatening the viability of the communities upon which these services depend. It improves the quality of life in a community without leaving a burden on future generations."¹

In summary, this plan is based on the four pillars of a sustainable community

- environmental
- economic
- social
- cultural

DESIRED OUTCOMES FOR PLAN

1. Ensure long range planning for economic and community development
2. Give a voice to the community regarding their priorities
3. Provide guidance for Council and staff activities for five years
4. Account for changing social, environmental, cultural and economic conditions.
5. Identify strategies for action and timelines for implementation.
6. Establish a schedule for evaluation and community accountability.
7. Provide evidence to government funders of projects supported by the community.



¹ ¹ *Integrated Community Sustainability Planning - A Background Paper.* Planning for Sustainable Canadian Communities Roundtable, September 21-23, 2005

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VISION

In early July 2011, Council engaged in a visioning exercise with the help of LAMBAC staff. After individually generating five phrases that would describe the municipality as they'd like to see it in five years, they were surprised to discover that they had the makings of a common vision. They were encouraged to draft a vision statement that would serve as an inspiration for themselves and the citizens of Billings in years to come. This is the result of that exercise.

Billings Township is a vibrant community where new people are excited to relocate and existing residents are happy to stay because of the sustainable economy, the artistic and cultural diversity, and the beauty of the environment. Guided by the vision of its citizens, Billings Township is a safe and progressive community that practices environmental responsibility, provides dependable services, and maintains its rich cultural heritage.

PLANNING PROCESS

Phase 1 April, May, June 2011

After an introductory meeting with Council to determine the scope of the project, Council approved the Terms of Reference for the project. Council provided LAMBAC a list of potential stakeholders and community partners to be consulted during the project. This was followed by a Vision session with Council, wherein they developed a vision for the community for the next five years, and identified issues that they believed must be addressed to achieve the vision.

Phase 2 July, August 2011

A series of meetings and focus groups were held in the community to allow broad consultation with all stakeholders and community groups that wished to have input to the planning process. They were asked to

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comment on the community Vision identified by Council and were shown the issues Council had identified as needing to be addressed. At that point they were asked to identify any other issues they believed to be important, in addition to those from Council, and then suggest strategies they would recommend for achieving the community vision. Following these meetings a survey was mailed to all outlying residents of the Township asking them to identify their top five issues for development.

Phase 3 September, October, November 2011

LAMBAC collated, examined and organized into eight groupings the various issues and strategies suggested by the community. LAMBAC then met with Council in a Strategy session to review the community's input and recommended strategies. After Council made a decision to include all 8 issue groupings, they were asked to choose the best strategies to achieve the desired outcomes. LAMBAC took these strategies that Council identified and developed a Recommended Action Plan.

Phase 4 December 2011 January 2012

The Action Plan developed by LAMBAC was presented to and approved by Council. LAMBAC then created an implementation plan and milestones for periodic evaluation of the Township's progress. This was incorporated into the draft final plan which was presented to Council at the end of January 2012. Following that a date was set for a public presentation of the final Plan to the citizens of Billings.

ORIGINAL FIVE ISSUES IDENTIFIED BY COUNCIL

- Enhance downtown harbour and waterfront on inland lakes
- Return appearance of village to original state that recognizes historic design
- Encourage economic growth and financial security
- Update waste management system, reduce waste and ensure environmental safety
- Enhance and support artistic and cultural initiatives

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ADDITIONAL THREE ISSUES IDENTIFIED BY COMMUNITY

- Other environmental concerns
- Municipal communications and accountability
- Roads and Public safety

NOTES RE COMMUNITY CONSULTATION

A total of 91 residents of Billings township were consulted as stakeholders to obtain their Feedback on the Issues that were identified by council and their input on other issues of concern. They were also asked to suggest any specific strategies for change in any of the identified issues. Outlying Residents were specifically targeted in an email and general mailing survey to get their input. Nine responded. Their feedback was recorded in a separate database, then was included with the other stakeholder input and distributed across all 8 issues.

The next page shows a schedule of the focus groups and public meetings that were held, the participation level in each, and the survey that was sent to outlying residents.



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STAKEHOLDER CONSULTATION

<u>Focus Group 1</u> Farmers' Market vendors	4 participants:
<u>Focus Group 2</u> 4 business people, 3 fire crew, 3 farmers, 1 museum board, 1 ec dev, 2 seasonal residents, 1 library board, 2 community club	15 participants:
<u>Focus Group 3</u> 2 tourist operators, 1 farmer	3 participants:
<u>Focus Group 4</u> primarily boaters, half seasonal residents, half permanent residents	20 attendees:
<u>Focus Group 5</u> church-goers, primarily permanent residents	10 attendees:
<u>Focus Group 6</u> artists, EDC members	2 attendees:
<u>Focus Group 7</u> municipal staff	5 attendees:
<u>Public meeting</u> and staff	22 attendees plus Council
<u>Outlying residents and survey</u> by mail or email	10 respondents sent input
TOTAL PARTICIPANTS	91

Community Survey

Dear Billings resident:

I am working with Billings Township to develop a strategic plan for the next five years. We are looking at all aspects of life in Billings, and we're asking for input from the residents on what changes you would like to see. Whether you are a permanent or a seasonal resident, whether you are a Canadian citizen or not, if you own property in Billings we are interested in what you have to say. Here is the question we'd like you to answer:

Please list up to five improvements/changes that you would like to see Billings Council work towards during the next five years.

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Appendix C contains the Summary of all feedback from the public consultation, including the focus groups, the community survey and the public meeting. This feedback is separated into the eight identified priority issues and indicate the number of people who supported each suggestion.

ACTION STRATEGIES

When all the results of the public consultation had been collated and counted, Council met to consider the input from their constituents. They discussed which recommendations from the public would help the municipality move towards their vision and achieve their desired outcomes. From this exercise they were able to identify three specific Action Strategies for each of the issues to be addressed. They are as follows.

Waterfront Upgrades

1. Apply for grants and hire a consulting firm to develop an implementation study for the harbour. This would cost out and evaluate the various options for dockage, breakwater, dredging, transient and seasonal accommodation. It would investigate costs for all the necessary amenities, e.g. washrooms, showers, laundry, fuel, diesel, pump-outs, hydro. It would also develop a marina business plan for the first three years of operation including recommendations for fees and management structure. Implement as soon as funding can be obtained.
2. Hire local expert to investigate and recommend to Council the improvements needed for launch ramps and facilities on the inland lakes. Provide sorted garbage containers and picnic tables at all beach areas. Implement these improvements at the rate of one each year.



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3. Depending on the recommendations of the consultants' report, hire an experienced marina manager to oversee summer staff and administer the entire harbour area.

Water and Sewer Systems

1. Institute an effective pay-per-use system at the public water outlet (meter or otherwise). Continue to enforce payment of water bills
2. Create a Water Advisory Committee with a staff person assigned to investigate and report to Council on issues such as cost/benefit of possible expansion of the water system to outlying areas; policies with regard to new development connecting to existing water system.
3. Determine the cost/benefit and funding options for a sewer system under the Community Improvement Plan as outlined in #1 under Economic Development.

Waste Management Systems

1. Hire an intern to work with the Council/staff on developing a comprehensive waste management policy for the next 10 years. Investigate restructuring of the landfill site. Investigate the relative costs of purchasing/ leasing equipment vs. contracting out. Implement the recommendations in the EXP report on recycling programs. As part of the waste management policy, develop a landfill management protocol that addresses hours of operation, staffing, tipping fees, limits to garbage, recycling requirements, limiting use of dump to residents.
2. Reactivate the Waste Management Advisory Committee to work with the intern and staff. Develop a clear Terms of Reference outlining their responsibilities and Council's expectations for advising/reporting to Council.
3. Actively encourage recycling and composting by: providing composters and blue boxes to citizens at greatly reduced rates, providing sorted waste containers in all public buildings and attractions, sponsoring incentive programs at MSS. Continue to

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collaborate with other island municipalities on a recycling contract.

Roads and Safety

1. Have staff develop a five-year plan for road upgrades and maintenance and present it to Council for approval. Budget every year for some improvements to municipal roads.
2. Consult with OPP regarding speed issues within the village and on all municipal roads. Consider a by-law to post reduced speeds on all municipal roads.
3. Request MTO to install NO Parking signs on the bridge at the Falls and to install a pedestrian crossing on 540 at the Falls.



Municipal Communications

1. Hire a local web developer to update and expand website, provide training for one staff member to do monthly updates to website. Use web site regularly as a tool for keeping constituents informed about municipal business and allowing e-feedback.
2. Take advantage of tax bill mailings to enclose pertinent information to ratepayers. A report should be included of progress on strategic plan priorities, other major improvements. Sponsor annual 'State of the Township' public meetings with Council and staff present.
3. With the assistance of staff, develop a long-term plan for maintenance of all municipal properties. Identify those that could be considered surplus and plan for divestiture.

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Economic Development

1. Apply for funding to hire a consultant to develop a Community Improvement Plan. This should identify upgrades needed to public infrastructure such as boardwalks and sewer system; upgrades to private buildings such as facade and structural improvements; upgrades to signage and public attractions such as the beach; community beautification such as flower planters and benches; and improvements to traffic flow and parking within the village. It might also investigate the cost/benefit of building a new Town Office. This Plan should set up a system of incentives for private entrepreneurs to assist with the costs of upgrading their properties. It could also include an incentive program to attract new business. It should calculate the cost and recommend a timetable for public infrastructure upgrades. Apply for grants and budget some municipal funds every year for 5 years towards implementing this Community Improvement Plan.
2. Hire an Economic Development Officer (could be part-time, or an intern for the first year) to research grant opportunities and compose funding applications and to work with local Economic Development Committee on priority projects identified in the Strategic Plan, such as attracting a restaurant and other businesses to town, high speed accessibility, implementing the Community Improvement Plan.
3. Investigate ways to increase availability of medical and alternative medical services in the municipality. This could involve discussions with Sudbury & District Health Unit, Gore Bay or Mindemoya Medical Clinics, foot care clinics, alternative practitioners such as massage therapists.

Environmental Stewardship

1. Continue the rehabilitation of the Kagawong River with Manitoulin Streams.



2. Strictly enforce contract with power generator

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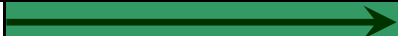



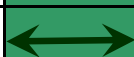



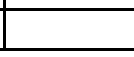




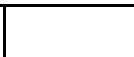






3. Ask Manitoulin Stewardship Committee to investigate ways to improve fish habitat in Mudge Bay and inland lakes and to report their recommendations to Council.

Culture, Tourism and Recreation

1. Promote and advertise attractions. This can include updating the walking tour brochure and the display at the Welcome Centre in Little Current; creating viewing stations and a community bulletin board; hiring summer students to staff information kiosks and/or conduct tours of the village. Continue to promote Bridal Veil Falls and the River Valley Park. The Economic Development Committee, with the assistance of an EDO, could be responsible for implementing these improvements.
2. Look for opportunities to develop/expand themed tourism attractions and festivals. This may be done by actively seeking involvement with existing festivals such as the Taste of Manitoulin or the Ride Manitoulin festival; or by offering to partner with existing tourism operators such as Great Spirit Circle Trail. The EDO could work with the Economic Development Committee and the Recreation Committee to develop and expand current festivals in Kagawong.
3. Work with the local arts community on Manitoulin to re-brand Kagawong as the 'prettiest village', a place that celebrates its historical roots, and an artist-friendly community. This could include commissioning local artists to display their works in public places, and could be included in the Community Improvement Plan outlined in #1 under Economic Development.



Billings Sustainability Plan 2012 - 2017 Implementation Plan

ACTION STRATEGY	YEAR 1	YEAR 2	YEAR 3
WATERFRONT UPGRADES			
Apply for grants and hire a consulting firm to develop an implementation study for the harbour. Implement as soon as funding can be obtained.			
Hire local expert to investigate and recommend to Council the improvements needed to launch ramps and facilities on the inland lakes. Implement one each year.			
Pending report from consultant, hire an experienced marina manager to oversee summer staff and administer the entire harbour			
WATER & SEWER			
Institute an effective pay-per-use system at the public water outlet.			
Create a Water Advisory Committee			
Determine the cost/benefit and funding options for a sewer system under the Community Improvement Plan			
WASTE MANAGEMENT			
Hire an intern to develop a comprehensive waste management policy for the next 10 years			
Reactivate the Waste Management Advisory Committee			
Actively encourage recycling and composting; collaborate with other municipalities on a recycling contract			
ROADS & SAFETY			
Have staff develop a five-year plan for road upgrades and maintenance. Budget every year for some improvements to municipal roads			
Consult with OPP regarding speed issues within the village and on all municipal roads			
Request MTO to install NO Parking signs on the bridge and pedestrian crossing on 540 at the Falls			
MUNICIPAL COMMUNICATIONS			
Hire a local web developer to update and expand website			
Take advantage of tax bill mailings to enclose pertinent information to ratepayers			
Develop a long-term plan for maintenance of all municipal properties			
ENVIRONMENTAL STEWARDSHIP			
Continue rehabilitation of the Kagawong River with Manitoulin Streams			
Strictly enforce contract with power generator			
Investigate ways to improve fish habitat in Mudge Bay and inland lakes			
ECONOMIC DEVELOPMENT			
Apply for funding to hire a consultant to develop a Community Improvement Plan			
Hire an Economic Development Officer			
Investigate ways to increase availability of medical and alternative medical services			
CULTURE, TOURISM & RECREATION			
Promote and advertise attractions			
Look for opportunities to develop/expand themed tourism			

IMPLEMENTATION SCHEDULE AND COSTING OF BILLINGS SUSTAINABILITY PLAN

YEAR ONE ACTION ITEMS	EST. COST	POTENTIAL PARTNERS	COMMUNITY LEAD
Hire consulting firm to develop implementation study for harbour	\$ 100,000	NOHFC, FedNor, RED	Kagawong boaters group
Hire expert to investigate improvements needed for inland launches	\$ 1,500	local inland residents	Public works staff
Create a Water Advisory Committee	n/c	local residents	Council
Institute an effective pay-per-use system at public water outlet	\$ 2,000		Water Advisory Committee
Reactivate the Waste Management Advisory Committee	n/c	local residents	Council
Apply for funding to hire an intern to develop a waste mgmt. policy	n/c	LAMBAC	Office staff
Actively encourage recycling and composting; collaborate with other municipalities	\$ 5,000	Isl. Waste Mgmt Comm.	Waste Mgmt. Advisory Comm.
Develop a five-year plan for road upgrades and maintenance	n/c		Public works staff
Budget every year for some improvements to municipal roads	\$ 70,000		Council
Consult with OPP re speed limits on all municipal roads	n/c	OPP	Staff and Council
Install NO Parking signs on the bridge and pedestrian crossing on 540	n/c	MTO	Staff and Council
Hire a local web developer to update and expand website	\$ 3,000	LAMBAC	Office staff
Continue rehabilitation of Kagawong River with Manitoulin Streams	\$ 2,500	Manit. Stewardship Com.	Recreation Committee
Strictly enforce contract with power generator	n/c		Staff and Council
Hire an Economic Development Officer	\$ 20,000	another Isl. municipality	Council
Apply for funding to develop a Community Improvement Plan	n/c	LAMBAC	Office staff
Develop/expand themed tourism attractions and festivals	n/c	Celebrate Ontario	Economic Development Comm.
Work with arts community to re-brand Kagawong as 'prettiest village'	n/c	4Elements, MFAA	Economic Development Comm.

IMPLEMENTATION SCHEDULE AND COSTING OF BILLINGS SUSTAINABILITY PLAN

YEAR TWO ACTION ITEMS	EST. COST	POTENTIAL PARTNERS	COMMUNITY LEAD
Adopt implementation study for harbour and apply for funding	n/c	LAMBAC	Council and staff
Begin to implement improvements to inland launches	\$ 5,000	local inland residents	Public works staff
Hire an experienced marina manager to oversee summer staff	?		Council
Determine the cost/benefit for a sewer system under the CIP	n/c		Water Advisory Comm.
Hire an intern to develop a waste management policy	\$ 5,000	NOHFC, FedNor	
Actively encourage recycling and composting; collaborate with other municipalities	\$ 5,000	Isl. Waste Mgmt Comm.	Waste Mgmt. Advisory Comm.
Budget every year for some improvements to municipal roads	\$ 70,000		Council
Enclose pertinent information to ratepayers in tax bill mailings	n/c		Office staff
Develop a long-term plan for maintenance of all municipal properties	\$ 5,000		Staff and Council
Continue rehabilitation of Kagawong River with Manitoulin Streams	\$ 2,500	Manit. Stewardship Com.	Recreation Committee
Strictly enforce contract with power generator	n/c		Staff and Council
Hire a consultant to develop a Community Improvement Plan(CIP)	\$ 25,000	NCIR, LAMBAC	Council
Continue employment of Economic Development Officer	\$ 20,000	another Isl. municipality	Council
Promote and advertise attractions	\$ 5,000	LAMBAC	Economic Development Comm.
Work with arts community to re-brand Kagawong as 'prettiest village'	n/c	4Elements, MFAA	Economic Development Comm.

IMPLEMENTATION SCHEDULE AND COSTING OF BILLINGS SUSTAINABILITY PLAN

YEAR THREE ACTION ITEMS	EST. COST	POTENTIAL PARTNERS	COMMUNITY LEAD
Implement harbour upgrades as soon as funding can be obtained	500,000 +	NOHFC, FedNor,	Council
Continue to implement improvements to inland launches	\$ 5,000		Public works staff
Investigate the funding options for a sewer system under the CIP	n/c		Ec Dev Officer
Continue implementation of waste management policy	\$ 25,000		
Actively encourage recycling and composting; collaborate with other municipalities	\$ 5,000		
Budget every year for some improvements to municipal roads	\$ 70,000		
Implement plan for maintenance of all municipal properties	\$ 5,000		
Continue rehabilitation of Kagawong River with Manitoulin Streams	\$ 2,500		
Investigate ways to improve fish habitat in Mudge Bay and inland lakes	n/c	MASC	Ec Dev Officer
Begin to implement Community Improvement Plan (CIP)	\$ 20,000	NOHFC, FedNor,	Ec Dev Officer
Continue employment of Economic Development Officer	\$ 20,000		Council
Investigate availability of medical and alternative medical services	n/c		Ec Dev Officer
Work with arts community to re-brand Kagawong as 'prettiest village'	n/c		Ec Dev Officer

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EVALUATION SCHEDULE

There are 24 individual recommended Action Strategies, 18 in year one, 15 in year two and 13 in year three. Some of these will definitely *not* be accomplished in one year. Some may not be accomplished within the five year time frame of the plan. The goal is to begin implementation of as many as possible in the designated year... and to keep on making more progress each year.

To ensure accountability, Council has chosen to set a schedule for formal, regular evaluation of the township's progress towards implementation. Council will present an annual written report on progress-to-date to be included with the final tax bill, followed by a public meeting to address questions or concerns of ratepayers. This annual public meeting will be held in the summer to ensure participation of seasonal residents.



BILLINGS SUSTAINABILITY PLAN 2012- 2017

CONCLUSION

This plan, with its eight priority issues and its 24 action strategies, is somewhat ambitious for a small municipality. Nevertheless, Council has tried to create a balance between supporting some projects that are already underway, (e.g. rehabilitation of the river) and initiating some new projects that have been discussed for years (e.g. upgrading the waterfronts).

They have also attempted to strike a balance between the infrastructure improvements that benefit all citizens of the municipality, and those improvements that benefit specifically those living either in the village or in the outlying areas. They have listened carefully to the voices of both groups and tried to include some benefits for each.

Council is well aware that costs are an issue for a small municipality. While some community members advised holding the line on cost increases, others spoke in favour of investing a bit now to reap larger economic rewards later. The Implementation schedule attempts to predict as closely as possible the anticipated costs of implementing each action item, and identifies potential funding partners.

The 24 Action Strategies try also to strike the balance between smaller projects that can be done with volunteer or local labour with others that will require hiring outside expertise. For some of the strategies, it is important to remember that some may take more than 5 years to achieve, and it's possible that some may never be fully realized. Council is planning now for the changes they want to make so that, when government funding does become available, the plans will be ready to go.

Finally, the last and most important balancing act in striking this plan was to remember that it aims for long-term sustainability of the municipality, thus offering solutions and strategies that speak to the four components of sustainability: economy, environment, social and cultural well-being.

TOWNSHIP OF BILLINGS

TERMS OF REFERENCE

for a

SUSTAINABILITY PLAN

PROJECT NAME Billings Township Sustainability Plan

PROJECT GOAL

The Council of the Township of Billings wishes to develop a strategic plan for sustainable development over the five year period from 2011 to 2016. “Sustainable development is development that delivers basic environmental, cultural, social and economic services to all, without threatening the viability of the communities upon which these services depend.”¹

PROJECT BACKGROUND

Billings Township developed a strategic plan for economic development in the mid-80's. In the 2006-2010 term of council a list of strategic priorities for development was agreed upon by the Council of the day, but there was no community consultation at that time. Two community meetings were held in 2010, sponsored by a group of boaters with the blessing of the Council, to determine public support for a proposed marina development. When the new Council took office in 2011, they determined that a community planning exercise was desirable and solicited the help of LAMBAC to carry it out. This Terms of Reference is the result of a preliminary meeting held with LAMBAC staff on April 5, 2011.

“Community economic development can be defined as a process through which the community itself guides the development of the community. Economic development is seen as a means to advance social, cultural and environmental objectives. The aim is to promote economic development that provides opportunities for people of different incomes and skills, promotes a better quality of life and protects the environment. A long-term perspective drives decision making through meaningful consultations with community stakeholders”.²

¹ Integrated Community Sustainability Planning - A Background Paper. Planning for Sustainable Canadian Communities Roundtable, September 21-23, 2005

² *Op.cit.*

APPENDIX A

“At the local level, sustainability requires that development support community life, culture and society by using the resources of local residents. In this sense, **sustainability for municipalities can be defined as development that delivers basic environmental, cultural, social and economic services to all, without threatening the viability of the communities upon which these services depend. It improves the quality of life in a community without leaving a burden on future generations.**”³

Sustainable community development demands a community-based process. This project will use an integrated approach that includes many opportunities for community consultation on issues of social, environmental, cultural and spiritual well-being, as well as economic progress.

OBJECTIVES OF SUSTAINABILITY PLAN PROJECT

1. To identify stakeholders and groups in the community to ensure they have ample opportunity to provide input to the planning process.
2. To establish a shared community **vision**.
3. To identify **issues** that must be addressed to achieve the community vision.
4. To establish a goal and **desired outcomes** for each issue that has been identified.
5. To analyze the best **strategies** possible to achieve the desired outcomes.
6. To agree on an **action plan** that incorporates the best strategies for the next five years.
7. To identify champions and partners responsible for implementing each action strategy.
8. To establish timelines for implementing each action strategy.
9. To agree on a schedule for periodic evaluation of progress and reporting to the community, and if necessary, adjustment of action strategies.
10. To present a final strategic plan including all of the above components to the community.

PROJECT DESCRIPTION

Phase 1 April, May, June 2011

After an introductory meeting with Council to determine the scope of the project, Council will approve the Terms of Reference for the project. The municipal staff and Council will provide LAMBAC a list of potential stakeholders and community partners to be consulted during the project. This will be followed by a Vision session with Council, wherein they will be asked to address Objectives 2, 3 and 4 listed above.

Phase 2 July, August 2011

A series of meetings and focus groups will be held in the community to allow broad consultation with all stakeholders and community groups that wish to have input to the planning process. They will be asked to comment on the community Vision identified by Council, as well as the Issues identified by Council to be addressed. At that point they will be asked to address Objectives 4 and 5 outlined above.

³ *Op.cit.*

APPENDIX A

PROJECT DESCRIPTION, cont'd

Phase 3 September, October 2011

LAMBAC will spend time researching and investigating the various strategies suggested by the community. LAMBAC will meet with Council in a Strategy session to review the results of the research and recommended strategies. LAMBAC will develop an action plan that incorporates Council's choice of the best strategies to achieve the desired outcomes. The proposed action plan will be circulated to the community for feedback and an indication of their level of support for the plan.

Phase 4 November, December 2011

Once an action plan has been developed that is supported by Council and the community, LAMBAC, with the assistance of municipal staff, will proceed to work through Objectives 7, 8, 9 outlined above. No later than the end of December 2011 Council will be presented with a draft for approval. Following that a date will be set for a public presentation of the final Strategic Plan.

EXPECTED BENEFITS

1. The plan will ensure long range planning for economic development
2. The plan will give a voice to the community regarding their priorities
3. The plan will provide guidance for Council and staff activities for five years
4. The plan will account for changing social, environmental and economic conditions.
5. The plan will identify strategies for action and those responsible for implementation.
6. The plan will establish a schedule for evaluation and community accountability.
7. The plan will provide evidence to government funders of projects supported by the community.

DELIVERABLES

LAMBAC will present a final report in person to the Township of Billings in electronic and hard copy format before or on the 31st of December, unless an extension has been previously negotiated. The final report will show how each of the 10 Objectives has been achieved. LAMBAC will also assist the Council with a public presentation of the final report.

CONTACT

The contact for this project will be:

Mary Nelder, General Manager
LAMBAC
30 Meredith St.
Gore Bay, ON P0P 1H0
Telephone 282-3215
email: mary@lambac.org

BILLINGS SUSTAINABLE COMMUNITY PLAN

Council's Issues and Desired Outcomes

Issue 1: Enhance downtown harbour and waterfront on inland lakes

- Create boat launches on Lake Kagawong
- Increase capacity of downtown harbour by at least 50%
- Enhance the services & amenities to users of downtown harbour
- Increase profitability of the marina

Issue 2: Return appearance of village to original state that recognizes historic design

- Develop a guide for new buildings or renovations within the hamlet
- Encourage property owners to upgrade their structures and comply with property standards
- Establish development restrictions along main street waterfront

Issue 3: Encourage economic growth and financial security

- Enhance the tax base
- Increase reserve funds
- Increase number of building permits for new buildings by 10%
- Increase number of businesses in township by 20%

Issue 4: Update waste management system, reduce waste, ensure environmental safety

- Implement 100% of recommendations from Trow study
- Establish and enforce a management and control system for the landfill
- Educate citizens on proper waste management and recycling practices
- Increase number and profile of waste and recycling containers on public lands

Issue 5: Enhance and support artistic and cultural initiatives

- Increase dialogue with artistic community
- Collaborate with cultural community to institute an annual event to celebrate the arts
- Explore the possibility of hosting an annual arts festival (e.g. Banff festival of the arts)
- Provide opportunities for artists to contribute to the appearance of, and life in, the community

APPENDIX C - SUMMARY OF BILLINGS COMMUNITY CONSULTATION

n=91 (with the exception of issue #9)

1. Enhance downtown harbour and waterfront on inland lakes	Support
a) downtown harbour	
upgrade marina - improve slips, docks, launching ramps, dredging	82
better washroom facilities	59
add showers and change room	57
upgrade marina - add diesel, pump outs, hydro	50
upgrade marina - renovate building/new marina building	50
other harbour upgrades - clean up beach, get rid of geese, build shelter	50
add laundry facilities	45
other marina upgrades - viewing platform, separate from swimming area	40
other marina upgrades - better management, better training, private operator	32
upgrade marina - increase capacity, add slips	30
provide food &/or liquor availability to boaters	16
other harbour upgrades - new/ more playground equipment	13
not in favour of spending tax dollars on marina upgrades	4
hire an intern to help with harbour upgrades	1
b) inland lakes	
Build ramps on inland lakes- Mindemoya, Kagawong, Rockville, Honora Bay	70
Whiskey Lane beach should be a public beach, with stairs installed	20
Improve boat launch on Kagawong River	11
Build washrooms and parking space at ramps on inland lakes	5
Launch area for bigger boats needed at Sunset Bay on Lake Kagawong	5
Establish a policy about lakeshore allowance re public access vs development	5
Improve Honora Bay dock, repair structure, add slips	4

2. Return appearance of village to original state that recognizes historic design	Support
Demolition of vacant buildings that pose a fire hazard	50
Beautification -boardwalk around harbour, up the hill to Falls, fix up beach area	37
Enact by-law to enforce preservation of heritage buildings, historic design	33
Restoration/renovation of vacant buildings	28
Actively enforce building standards	25
Enact by-law to ensure new construction maintains historic design	16
Walking tour, recognition of historic assets - old Henry mills, old boat, museum	9
Improve municipal buildings -Develop long-term maintenance plan	5
Improve municipal buildings- build a modern municipal office	5

3. Encourage economic growth	Support
Need a restaurant in village	50
Need reliable high speed internet community-wide	48
Work to attract new businesses to town, increase commercial zoning	37
Land use planning to ensure diversity of land uses, to control development, to provide input to Official Plan, to ensure we maintain quality of life	31

APPENDIX C - SUMMARY OF BILLINGS COMMUNITY CONSULTATION

Need better marketing of village/Lake, emphasize recreation, family life	25
Create tourism centre in village with washrooms, brochures, staffing	25
Need more accommodation - B&B, motel	24
Need reliable cell service	21
Recognize economic importance of boating as draw for citizens & visitors	20
Facilitate formation of a business organization	15
Support farmers with community fencing project	15
Provide/support retirement housing, with support services/ health clinic	14
Run township as a business	7
Sell existing municipal lots in subdivisions, take \$ rather than land	5
Sidewalk on west side of village road should be a proper sidewalk	4
Publish a stand on wind farm development	4
Control taxes, live within means	2

4. Update Waste Mgmt. System, Reduce Waste, Ensure Environmental Safety	Support
Better management of landfill, enforce rules, more staff	56
Improve recycling system, more materials, ensure it gets sold	47
Long-range planning, island-wide discussions	25
Restrict landfill to local users, create identification system	20
Increase number of receptacles for garbage & recycling in village, put out earlier and later for longer season	14
Better maintenance of public lands throughout village	10
Make composters and blue boxes available to citizens	10
Purchase equipment needed to run landfill properly- bulldozer, compactor	10
Larger storage facilities needed at landfill - household goods, hazardous	10
Outlying residents should have closer options	7
More education for public re waste management	3
Impose limit on amount of garbage from residents	1
Use burnable waste to fuel greenhouses	1

5. Enhance and Support Artistic and Cultural Initiatives	Support
Upgrade Park Centre to allow theatre, performances, community dinners	20
Build a public BBQ area	20
Promote village as a 'kid-friendly' place	20
Create a network of public viewing stations, map them & maintain them	20
Create a community garden	16
More support for island-wide initiatives - airport, arena, waste management	15
Recognize the economic benefit of our cultural assets - Park Centre, library museum- and do not expect them to pay for themselves	10
Review usage of Park Centre and find ways to increase its usage	10
Create promotional items for people to buy that advertise Billings	10
Subsidize liability insurance costs for volunteer organizations	10
More marketing of community events in outlying areas, more socializing	8
Provide food at Farmers' Market through not-for-profit organization	4
Redevelop walking tour	3

APPENDIX C - SUMMARY OF BILLINGS COMMUNITY CONSULTATION

Create more activities for youth	1
Built a bandshell/amphitheatre	1
Support declining sport fishery	1
Collaborate with Great Spirit Circle Trail to offer tours of Kagawong	1

6. Other Environmental Concerns	Support
Meter public access to water	34
Increase number of users on water system to lower rates	33
Conduct feasibility study for sewage system	31
Meter all water users	24
Lobby for provincial assistance with cost of water system	20
Enforce payment of water bills with penalties (seize property)	20
Rehabilitate Kagawong River with help of Manitoulin Streams	20
Resolve conflict with Kagawong power, ensure compliance with contract	18
Adjust water rates for seasonal users	10
Create user advisory group for management of water system	10
Pay closer attention to environmental issues - water levels, water quality	3
Consider opportunities to build alternative energy capacity/ demo project	4
Require subdivision developers to connect to water system	3
Improve fish habitat in Honora Bay, stock fish, limit commercial fishing	2

7. Municipal Communications and Accountability	Support
More communication from Council to ratepayers re issues	42
Updated and maintained website,with blog capability	39
Regular town newsletter re events, updates / letter in tax bills	39
Involve outlying areas in planning/consultation,more communication	25
Be more proactive about applying for grants	20
more accountability re use of municipal funds	16
Concern about quality of financial management	15
Consider annexing outlying areas to other townships	15
Consider sale of excess municipal properties	15
Hire economic development employee	15
More effective use of funds to close old building & move municipal office	5
Continue to consult community going forward	4
Poor working relationships with some municipal staff/public	3
Create community bulletin board downtown	2
Balance concerns of seasonal vs year-round residents	2

8. Public Safety	Support
Signage to redirect vehicles to park downtown/ at Park Centre	42
Signage to reduce dangerous traffic conditions at BVF/bridge	40
Widen side roads, conc roads, resurface/rebed (14, 4, Foxtower)	30
Develop more parking space at Bridal Veil Falls/boat launch	28
Enforce no parking on the bridge/ highway/ boat launch	23
Provide shuttle service from downtown to upper town	20

APPENDIX C - SUMMARY OF BILLINGS COMMUNITY CONSULTATION

Encourage more walking - provide benches, advertise Heart smart	20
Enforce speed limits within the village	19
Reduce speed limits on concession roads(14, 4, Foxtower)	15
Outlying areas need better road maintenance/reciprocal mainten.	18
Signage to reduce dangerous traffic conditions in lower village	7
Enforce parallel parking in front of Manitoulin Choc Works	5

9. Feedback from Outlying Residents (n=9)	Support
Honora Bay road needs grading, calcium, timely maintenance	8
Dock in Honora Bay needs critical structural work & more slips	4
Eliminate non-resident use of dump, supply resident card	3
Honora Bay road needs cooperation/ reciprocal agreement with NEMI	3
Dump needs better recycling system, better signage	2
Use burnable waste to fuel greenhouses	1
Create zoning to allow light industry	1
Limit residential growth to 4% maximum per annum and a 25 year horizon limit of under 500 units.	1
Get the Billings financial house in order before any large capital initiatives are considered	1
Investigate and fund where appropriate any initiative that makes the community more self sufficient on energy.	1
Compel developers to connect with municipal water and share the cost with the less than 200 households currently connected	1