



**The Corporation of the Township of Tay  
Corporate Services Committee  
Agenda**

**March 9, 2023**

**9:30 a.m.**

**Zoom Video Conference**

To view the live stream, visit the Tay Township [YouTube Channel](#).

**Pages**

**1. Call to Order**

**2. Adoption of the Agenda**

Recommendation:

That the Corporate Services Committee Meeting Agenda for March 9, 2023, be approved.

**3. Disclosure of Interest**

**4. Presentations / Delegations**

**5. Standing Committee Business**

**5.1 Reports from Municipal Officials**

**5.1.1 CS-2023-18 Municipal Clerk, Re: Council Committee Structure Review**

**3**

Recommendation:

That Item CS-2023-18, dated March 9, 2023, regarding Committee Structure Review, be received; and

That the four (4) current Standing Committees of Council be amalgamated into one Committee of the Whole structure with four (4) distinct Agenda sections and current appointed Chairs and Vice-Chairs remaining status quo; and

That the Committee of the Whole meetings be held virtually on the second Wednesday of each month commencing at 9:00 a.m., with the Regular Council meetings being held on the Wednesday occurring two weeks later commencing at 7:00 p.m.; and

That the amended 2023 Council and Committee Meeting Schedule, attached as Schedule 3 to this report, be approved; and

Further that the appropriate amendments to the Procedure By-law be presented at the March regular meeting of Council.

5.1.2	<b>CS-2023-21 Chief Administrative Officer, Re: 2022-2026 Strategic Plan</b>	22
	Recommendation: That Item CS 2023-21, dated March 9, 2023, regarding the 2022-2026 Strategic Plan, be received; and  That staff be directed should Council wish to complete a new Strategic Plan for 2022-2026.	
5.1.3	<b>CS-2023-19 Manager of Human Resources, Re: Monthly Activity Report</b>	103
	Recommendation: That Item CS-2023-19, dated March 9, 2023, regarding the Monthly Activity Report for Human Resources, be received.	
5.1.4	<b>CS-2023-17 Municipal Clerk, Re: Monthly Activity Report</b>	105
	Recommendation: That Staff Report No. CS-2023-17, dated March 9, 2023, regarding the Monthly Activity Report – Municipal Clerk, be received.	
5.1.5	<b>CS-2023-20 Chief Administrative Officer, Re: Monthly Activity Report</b>	108
	Recommendation: That Item CS-2023-20, dated March 9, 2023, regarding the Monthly Activity Report for the Office of the Chief Administrative Officer, be received.	
5.2	<b>Other Business</b>	
5.3	<b>Items for Information</b>	
5.3.1	<b>Correspondence from Great Lakes and St. Lawrence Cities Initiative, Re: \$1 Billion Booster for Freshwater Health Campaign</b>	110
5.3.2	<b>Correspondence from Township of Springwater dated February 7, 2023, Re: Annual Log-Sawing Contest - Elmvale Maple Syrup Festival</b>	127
5.3.3	<b>Correspondence from St. Antoine Daniel Catholic School dated February 17, 2023, Re: Grade Eight Graduation</b>	128
5.4	<b>Delegation Follow-Up</b>	
6.	<b><u>General Discussion – Committee/Staff Question &amp; Answer Period</u></b>	
7.	<b><u>Closed Session</u></b>	
8.	<b><u>Adjournment</u></b>	
	Recommendation: That this Corporate Services Committee meeting adjourn at (time) a.m.	



## Staff Report

To: **Corporate Services Committee**

Department: Administration

Report Number: **CS - 2023-18**

Meeting Date: March 9, 2023

Subject: Council Committee Structure Review

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### Recommendation

That Item CS-2023-18, dated March 9, 2023, regarding Committee Structure Review, be received; and

That the four (4) current Standing Committees of Council be amalgamated into one Committee of the Whole structure with four (4) distinct Agenda sections and current appointed Chairs and Vice-Chairs remaining status quo; and

That the Committee of the Whole meetings be held virtually on the second Wednesday of each month commencing at 9:00 a.m., with the Regular Council meetings being held on the Wednesday occurring two weeks later commencing at 7:00 p.m.; and

That the amended 2023 Council and Committee Meeting Schedule, attached as Schedule 3 to this report, be approved; and

Further that the appropriate amendments to the Procedure By-law be presented at the March regular meeting of Council.

### Executive Summary

In 2020, following a reorganization of Township services into three departments (Corporate Services, Operational Services and Protective and Development Services), staff report GGF-2020-53, attached as Schedule 1 for reference, was presented to Council recommending a change from a Committee of All Council structure to a Standing Committee structure. Following discussion at the August

12, 2020 meeting, the decision was made by Council to move from a Committee of All Council structure to a Standing Committee structure. On April 27, 2022, following internal staffing changes, Council provided direction to Staff regarding the striking of the Modernization and Corporate Initiatives Committee, which makes up the fourth of four Standing Committees, currently in existence.

For a number of reasons outlined below, staff recommend that the four existing Standing Committees be amalgamated into one Committee of the Whole meeting structure with four distinct Agenda sections, which will be Chaired by the members of Council currently appointed as Chair and Vice-Chair of each Standing Committee.

### **Background/Analysis/Options**

For the reasons outlined below, staff recommend transitioning from the current Standing Committee structure, to a Committee of the Whole structure:

#### Time Savings for Staff and Council

By transitioning from four shorter Standing Committee meetings over two days per month, to one, albeit longer, Committee of the Whole meeting per month, it will save time for both Council and staff and require less schedule coordination from both parties moving forward.

Since September 2022, the longest Standing Committee meeting lasted 2 hours 15 minutes and the shortest was only 5 minutes. The chart below provides a summary of the Standing Committee meeting lengths since September 2022:

<b>Standing Committee Meeting Durations Since September 2022</b>			
<b>Committee Type</b>	<b>Longest Duration</b>	<b>Shortest Duration</b>	<b>Average Duration</b>
Protective and Development Services	2 hours 15 minutes	22 minutes	1 hour
Operational Services	23 minutes	9 minutes	15 minutes
Corporate Services	1 hour 56 minutes	30 minutes	1 hour 6 minutes
Modernization and Corporate Initiatives	25 minutes	5 minutes	14 minutes

In the current structure, on Wednesdays, after adjourning the Protective and Development Services Committee meeting, both Staff and Council are required to be available to reconvene later in the day for an Operational Services meeting, which sometimes last no longer than 10 minutes. This current set up is not efficient for members of Council nor staff.

As the table above illustrates, the total of the average duration for all Standing Committee meetings held between September 2022 and February 2023 (5 meetings) was 2 hours 20 minutes. Keeping in mind the relatively small sample size and understanding that some meetings may be longer than others depending on the volume of reports on the agenda, the subject matter of those reports and the number of delegations, it stands to reason that we could expect that on average, most Committee of the Whole meetings would adjourn by approximately 12:00 noon.

If Council decides to transition to a Committee of the Whole structure, then both members of Council, as well as staff, would be able to block time in their schedules on one day of the week per month to accommodate one continuous meeting of Committee.

#### *Future Considerations*

With reference to the table above, which outlines average committee meeting durations over the last 5 months when meetings were held, the Modernization and Corporate Initiatives Committee met for a total of 1 hour and 13 minutes. Due to internal staffing changes at the end of 2022, there is no longer a General Manager position that corresponds with the Modernization and Corporate Initiatives Committee. This committee is an anomaly, as the three other Standing Committees have either a General Manager or the CAO, which lead their respective Departments. Currently, the Manager of Communications and Technology reports directly to the CAO. All reports from the Communications and Technology Division could flow through the Corporate Services Committee section of Committee of the Whole should Council wish to consider this change and the Modernization and Corporate Initiatives Committee would be dissolved.

#### Lightened Administrative Workload

Currently, with four Standing Committees meeting over two days per month, the Municipal Clerk is required to create four separate sets of Agendas and Minutes. The creation of each separate document is a time consuming process from planning all the way through to proofreading and publishing. If Council were to approve the transition to a Committee of the Whole structure, then only one Agenda and one set of Minutes would be required. Additionally, the Municipal Clerk is currently required to set up three separate Zoom meetings and live

streams for the four Standing Committee meetings. Moving to one Committee of the Whole meeting would require the set up of only one Zoom meeting and one live stream to YouTube. Altogether, these changes would alleviate some of the administrative tasks that are currently associated with the Standing Committee structure.

#### Increased Procedural Efficiency

Under the current Standing Committee structure, each committee is composed of three members of Council with voting privileges. While the rest of Council may attend the meeting and provide comment, they may not vote. This current structure leads to limitations. It would be procedurally more efficient and convenient if all members of Council had voting privileges at all meetings.

Should Council decide to make the transition to a Committee of the Whole structure, since all members of Council would have the ability to vote at the Committee level, it may result in efficiencies during regular meetings of Council. The likelihood that a decision made at Committee of the Whole would be overturned at Council, would be lowered, as all members have voting privileges at both meetings.

Additionally, the Committee of the Whole structure will allow for only one opportunity to move into closed session, rather than four separate opportunities as is the case under the Standing Committee structure. This change will increase procedural efficiency, as well as transparency for members of the public, as the meeting will only have the potential to retire to closed session once during the meeting. This means that the live stream will only potentially be stopped once during the meeting therefore reducing the number of times members of the public are removed from the meeting. This change will also reduce administrative workload as there will only potentially be the need for one set of closed session minutes, rather than four.

#### Increased Transparency for Residents

Moving to a Committee of the Whole structure may increase transparency and procedural understanding for residents. As mentioned above, it is less likely for a decision made at committee level to be overturned at Council since all members of Council will have voting privileges. With the current Standing Committee structure, if a resident were to view the proceedings of a Committee meeting, they may not realize that there is potential for a given decision to be reversed at the next meeting of Council. While this will still be a possibility with a Committee of the Whole structure, the likelihood is much lower.

Additionally, staff recommend that Committee of the Whole be held virtually on the second Wednesday of each month beginning at 9:00 a.m. Maintaining consistency of the day that Council and Committee of the Whole meetings fall on will make it easier for residents to know when decisions about their municipality are being made.

Proposed Amendments to Procedural By-law & 2023 Council and Committee Meeting Schedule:

The Draft By-law to Amend By-law No. 2017-127 being a By-Law to govern the proceedings of Council and Committees and to outline the standards for public notice (Procedural By-law) is attached as Schedule 2 to this report.

All major proposed amendments to the Procedural by-law are summarized below:

- Removal of all references to 'Standing Committee', which will be replaced with 'Committee of the Whole', with all related details as outlined in this staff report;
- Addition of verbiage surrounding Clerk's authority to alter the 'Order of Business' as outlined for both Council and Committee meeting agendas, which will allow for more flexibility if required procedurally for any given meeting and/or allow for fewer amendments to the by-law for changes to 'Order of Business' made by resolution (ie. Addition of 'Delegation Follow-Up' heading);
- Add reference to the virtual nature of Committee of the Whole meetings and the in-person nature of Council meetings;
- Removal of the 'Municipal Report' at Council meetings, which is redundant, as all recommendations from Committee will flow through to Council for confirmation in the form of a Committee Report.
- Additional amendments to reflect the current scheduling and procedural operations of all meetings of Council and committees, including Planning Act Public Meetings.

In addition to amending the Procedural By-law, should Council proceed with making the transition to a Committee of the Whole structure, the structural change will necessitate amendments to the 2023 Council and Committee Meeting Schedule. The proposed updates from April 2023 onwards are attached as Scheduled 3 to this report.

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**Financial and Resource Implications**

There are no financial or resource implications associated with this Item.

**Relationship to Strategic Plan**

Tay Resilient - Educating staff and council about best governance practices.

**Reference Documents**

There are no reference documents associated with this Item.

**Attachments**

Schedule 1 – Staff Report GGF-2020-53

Schedule 2 – Draft By-law to Amend By-law No. 2017-127 being a By-Law to govern the proceedings of Council and Committees and to outline the standards for public notice

Schedule 3 – Amended 2023 Council and Committee Meeting Schedule

**Prepared By**           Katelyn Johns, Municipal Clerk

**Approvals**

Andrea Fay, Chief Administrative Officer

**Date**

February 28, 2023





## STAFF REPORT

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**Department/Function:** General Government & Finance

**Chair:** Deputy Mayor Gerard La Chapelle

**Meeting Date:** August 12, 2020

**Report No.:** **GGF-2020-53**

**Report Title:** Council Standing Committee Structure Options

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### **RECOMMENDATION:**

**That Staff Report No. GGF-2020-53 regarding Council Standing Committee Structure Options be received; and**

**That staff be directed to bring forward an amendment to the Procedural By-law to implement a Coordinated Section Committee standing committee structure, dedicating three hours a month to each of three standing committees over the course of two days, as described within the report; and**

**Further that, committee meetings be held on the 2<sup>nd</sup> Wednesday and Thursday of the month with the exception of July and that Regular Council meetings be held on the Wednesday occurring two weeks later.**

### **INTRODUCTION/BACKGROUND:**

For the last couple of decades the structure of the Township's Council standing committees has remained unchanged. Council's standing committees have been operating as a "Committee of All Council" with four standing committees aligned more or less with the Township's staff/department organization structure as it were prior to the July 2020 reorganization.

Specifically, Committee of All Council is currently structured as follows:

<i>Standing Committee</i>	<i>Associated Departments/Divisions</i>
Protection to Persons and Property	Fire, Municipal Law Enforcement, Policing (now divisions/functions of Protective and Development Services)
General Government and Finance	Administration, Clerks, Communications, Finance, Technology (CAO & Corporate Services divisions)
Public Works	Public Works – Roads, Fleet, Parks, Recreation, Facilities, Water, Wastewater (Operational Services divisions)
Planning and Development	Building, Planning (Protective and Development Services divisions, excluding Fire, Municipal Law Enforcement, and Policing)

### **ANALYSIS:**

With the reorganization of Township services into three departments in July 2020, it seems prudent to examine the relationship between the three departments and the standing committees of Council.

Previously, under the current four standing committees, departments were associated with a single standing committee – the exception being the Municipal Law Enforcement function which has been moved about the organization a number of times in the last decade, first being under the direction of the Director of Planning and Development, then the Municipal Clerk, then the Fire Chief, and finally the Director of Planning and Development (now the General Manager, Protective and Development Services). Municipal Law Enforcement has in the past been associated with other standing committees, but has been reporting to the Protection to Persons and Property standing committee throughout the last few internal moves of this function.

With the current organizational structure, we now have services aligned within three departments plus the Chief Administrator’s Office which includes human resources and other high-level administrative functions – all most closely associated with “corporate services”.

It is therefore proposed that Council form three standing committees as follows:

<i>Standing Committee</i>	<i>Associated Departments/Divisions</i>
Corporate Services	Corporate Services divisions & Chief Administrator’s Office functions
Operational Services	Operational Services divisions
Protective and Development Services	Protective and Development Services divisions

Another topic to address is the ability for each standing committee to be able to accommodate the workload of each committee without the need to strike ad-hoc committees which can be problematic in regards to securing meeting dates that work for ad-hoc committee members, generating additional agendas and minutes, and ensuring that these meetings are held in an open and transparent fashion with the opportunity for the public to be aware of the business of the Township and have the opportunity for meaningful input.

### **STANDING COMMITTEE STRUCTURE**

There are many options for how Council's standing committees may be structured, and there is no correct structure. Council and staff need a structure that works for Council, staff and the public, that respects the needs and wants of all those involved here in Tay Township. What works in another municipality might work here; or it might not. A variation to what others are doing might work best for us.

Four potential options are described below for consideration:

#### **1) Status Quo – Committee of All Council**

The first option is continuing with what we are familiar with today, a Committee of All Council, where a single meeting is held with each standing committee dealing with their business in succession.

##### **PROS:**

- Familiar structure.
- Single meeting to attend.
- Single meeting notice, agenda and minutes.

##### **CONS:**

- Can lead to long meetings with time pressures that prevent detailed discussion of items.
- Time pressures necessitate a more formal meeting to keep on schedule, inhibiting more general discussions between committee members and staff.

#### **1A) Committee of the Whole**

Not a lot different than Committee of All Council. Rather than having separate standing committees, all of Council would form a single standing committee with reports from all Township departments being dealt with by a single committee.

##### **PROS:**

- Single meeting to attend.
- Single meeting notice, agenda and minutes.

##### **CONS:**

- Without the separate standing committees and their associated chairs and vice chairs, there would be a loss of functional ownership by members of Council – each and every member would be expected to be a generalist in everything, rather than a generalist in most things with a special interest in their assigned standing committee.
- Opportunity for Councillor development in chairing meetings may be lost (could be addressed by rotating the meeting chair, but still would only chair a meeting approximately twice a year).
- No clear advantage over the status quo – Committee of All Council.

## **2) Section Committees**

Another option, more closely aligned with municipal structures of the previous century, are section committees. Section committees often met on separate days of the week with plenty of time for discussions and decision making as was needed by the municipal structures of the past where these section committees largely filled the management and leadership roles now entrusted to professional bureaucrats such as the Chief Administrative Officer, general managers and division managers.

Given the time commitment, these section committees would typically be formed by three members of Council – a chair, vice chair and the Mayor.

### **PROS:**

- Lots of time for discussion in a structured way that helps to ensure that we are meeting our openness and transparency requirements.

### **CONS:**

- Time commitment required to attend multiple possibly lengthy meetings dispersed throughout the week may not work with all members of Council's schedules, leading to some members being unable to attend some or many meetings – leaving them with the feeling of being out of the loop.
- Time commitment of staff to attend multiple possibly lengthy meetings dispersed throughout the week eats into "get stuff done time".
- Multiple meeting notices, agendas and minutes.

## **3) Coordinated Section Committee**

This option is a mix of what we're currently doing with some advantages of the section committee structure – namely in making more time available for members of Council to discuss the details of items and perhaps have some more general discussions, all the while respecting the time commitments required of Council and staff.

Under a coordinated section committee structure, Council would form three standing committees aligned with the Township departments (as noted in the Analysis section above) with the committee membership of each committee being a chair, vice chair and the Mayor. The remaining four members of

Council would still be invited to attend and participate as non-voting members in the committee's discussions and deliberations.

Attendance by the remaining four members of Council would be optional, and would not affect committee quorum. Meetings would be scheduled back-to-back across two days. This would enable members who have the time and interest to attend to do so, while relieving other members, who due to other commitments may not be able to commit an extended period of time each month to attend all section meetings, of the expectation or requirement to do so.

To allow for ample discussion time at each standing committee, three hours would be scheduled for each, including time for delegations specific to their committee. Delegations of a more general nature would be referred to Regular Council meetings.

As an example, coordinated section committee would meet monthly on a schedule such as the following:

<i>2nd Wednesday of Month</i>	
9:30am	Protective and Development Services
1:30pm	Operational Services
<i>2nd Thursday of Month</i>	
1:00pm	Corporate Services

Protective and Development Services section would go first as it is the least likely to run over its time allotment. Corporate Services section would go last, and with the gap of an unscheduled morning preceding it, so that any financial issues identified by the other two committees could be researched and addressed by staff at the Corporate Services section meeting.

With this schedule it is expected that there would be plenty of time for discussing departmental items, eliminating the need for follow-up meetings or ad-hoc committees.

### **MEETING TIMING**

Some municipalities have standing committee meetings that are immediately followed by Council meetings to approve the recommendations coming from the standing committees. This does not leave any time for the public to bring forward concerns about the recommendations of the standing committees and does not allow Council time for that "sober second thought" – the time between first seeing something, thinking about it, and changing your mind on it.

Other municipalities have a Council meeting to approve the recommendations coming from standing committee meetings held days or weeks earlier, immediately followed by standing committee meeting(s) to discuss new business. Such a format on a monthly schedule may work for smaller municipalities that don't have a lot going on, or larger municipalities that have

delegated authority to staff for all but the largest, long term, slow moving projects. For a municipality like Tay, though, such a format on a once a month cycle would be excruciatingly long in terms of the approval cycle (essentially changing from what is currently three weeks to five or six weeks, depending on how the calendar falls). If Tay were to adopt this format staff would likely be looking to do this twice a month, which while it would not create more work in terms of report writing would substantially increase the amount of time spent by the Clerk in preparing agendas and managing meetings, and would as well, substantially increase, for division managers, general managers and the CAO, the number of work days interrupted by and lost to meetings.

Neither of the above approaches are recommended due to the impacts each approach would have on the public process or staff's ability to get work done. It is recommended that the current monthly meeting cadence and order, with two weeks between meetings be maintained. Under normal circumstances the monthly Regular Council meeting does not take a lot of preparation from those not directly involved in providing legislative services. It has only been a recent trend for Council meetings to turn into fast-track quasi-committee meetings due to some short-timeline issues and workload management challenges associated with the COVID-19 pandemic, as well as some staffing shortages that are in the process of being addressed.

With some stability coming in terms of the pandemic, staffing, and the organizational structure, staff would like to get back to a normal flow of reports through Committee and Council and believe that what worked before will work again. If it's found not to work further changes can always be made, but we'd like to try it again before switching to other arrangements that are believed to have potentially large impacts on a number of staff members' time commitments.

### **FINANCIAL/BUDGET IMPACT:**

There are no significant financial impacts as a result of the recommended option of a Coordinated Section Committee taking place over two days followed by a Regular Council meeting two weeks later. Other options, such as twice-monthly committee meetings, or holding more meetings in the evening would have direct financial impacts in regards to labour costs as a result of division staff attendance at more meetings or meetings outside of regular work hours.

### **CONCLUSION:**

It is recommended that Council adopt a monthly Coordinated Section Committee structure for Council standing committees, followed by a monthly Regular Council meeting to be held two weeks later. It is further recommended that these meetings be held on either the 2<sup>nd</sup> and 4<sup>th</sup> week of the month, as our meetings are currently held, or on the 1<sup>st</sup> and 3<sup>rd</sup> week of the month – the deciding factor likely being Council Member availability on the 1<sup>st</sup> or 2<sup>nd</sup> Thursday of the month for the second day of the Coordinated Section Committee.

Prepared By:

Date: August 5, 2020

Daryl C. W. O'Shea – General Manager, Corporate Services

In Consultation with:

- Cyndi Bonneville – Municipal Clerk
- Lindsay Barron – Chief Administrative Officer

Recommended By:

Date: August 5, 2020

Daryl C. W. O'Shea  
General Manager, Corporate Services

and

Lindsay Barron, CPA, CGA, HBCom.  
Chief Administrative Officer/Deputy Clerk

# THE CORPORATION OF THE TOWNSHIP OF TAY

## **BY-LAW NO. 2023-XX**

### **Being a by-law to amend By-law No. 2017-127 a By-Law to govern the proceedings of Council and Committees and to outline the standards for public notice.**

**WHEREAS** Section 238 (2) of the *Municipal Act, 2001*, as amended, requires that every municipality and local board shall pass a procedural by-law for governing the calling, place and procedures of meetings;

**AND WHEREAS** Section 238 (2.1) of the *Municipal Act, 2001*, as amended, requires that the procedural by-law provide for public notice of meetings;

**AND WHEREAS** the Council of the Township of Tay deems it appropriate to amend By-law No. 2017-127 to outline the Committee of the Whole structure;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF TAY HEREBY ENACTS AS FOLLOWS:**

1. That By-law No. 2017-127 section 2(15) be replaced with the following:

2(15) **"Committee of the Whole"** means a committee of all Council Members, including a Chairperson and Vice-Chairperson, as appointed by the Mayor, for each Agenda Section, convened to facilitate discussion using a less formal meeting process.

2. That By-law No. 2017-127 section 25 be replaced with the following:

25. The Clerk shall have an Agenda prepared with the Order of Business generally outlined below for Regular Meetings, as further explained in Part III – Meeting Procedures. In the event that the Clerk deems it necessary to amend the Order of Business for any given meeting Agenda, including the addition, deletion or amending of any heading title, the Clerk shall have the authority to make the appropriate changes to maintain procedural efficiency.

- (1) Call to Order
- (2) Moment of Silent Reflection
- (3) Approval of the Agenda
- (4) Disclosure of Pecuniary Interest
- (5) Presentations/Delegations
- (6) Consent List
  - a) Adoption of Minutes
  - b) Reports of Various Committees
- (7) Staff Reports/Other Business
  - a) Delegation Follow-Up
- (8) By-laws
- (9) Notice of Motions
- (10) Closed Session
- (11) Confirming By-law
- (12) Adjournment

3. That By-law No. 2017-127 section 29 be replaced with the following:

29. The Clerk shall have an Agenda prepared with the Order of Business generally outlined below for Special Council Meetings. In the event that the Clerk deems it necessary to amend the Order of Business for any given meeting Agenda, including the addition, deletion or amending of any heading title, the Clerk



shall have the authority to make the appropriate changes to maintain procedural efficiency.

- (1) Call to Order
- (2) Moment of Silent Reflection
- (3) Approval of the Agenda
- (4) Disclosure of Pecuniary Interest
- (5) Presentations/Delegations
- (6) Staff Reports/Other Business
  - a) Delegation Follow-Up
- (7) By-laws
- (8) Closed Session
- (9) Confirming By-law
- (10) Adjournment

4. That By-law No. 2017-127 section 31 be replaced with the following:

31. Council shall hold public meetings, as required, for purposes under the *Planning Act*, R.S.O. 1990, c. P.13, as amended; *Development Charges Act, 1997*, S.O. 1997, c. 27; or any other Act, on the fourth Wednesday of each month, as required, commencing at 6:30 p.m. preceding regularly scheduled Council meetings, subject to exceptions noted in this by-law.

5. That By-law No. 2017-127 section 37-39 be replaced with the following:

37. Committee of the Whole shall be composed of all members of Council with four (4) distinct Agenda sections. The Chairs and Vice-Chairs of each Agenda section are to be appointed by the Mayor. The four (4) Agenda Sections are as follows:
  - Protective and Development Services
  - Operational Services
  - Corporate Services
  - Modernization and Corporate Initiatives
38. The Committee of the Whole shall meet virtually on the second Wednesday of each month beginning at 9:00 a.m. Meeting dates and times are subject to the exceptions noted in this by-law. Meetings may occur on such other day as may be determined by resolution of Council. In the event that such a day is a Holiday, Committee of the Whole shall meet at the same hour on the first day thereafter that is not a weekend or Holiday.
39. Committee of the Whole meetings shall not be scheduled during the month of July or during the month of November of a regular municipal election year.

6. That By-law No. 2017-127 section 42 be replaced with the following:

42. The Clerk shall have an Agenda prepared with the Order of Business generally outlined below for Committee of the Whole Meetings. In the event that the Clerk deems it necessary to amend the Order of Business for any given meeting Agenda, including the addition, deletion or amending of any heading title, the Clerk shall have the authority to make the appropriate changes to maintain procedural efficiency.
  - (1) Call to Order
  - (2) Approval of the Agenda
  - (3) Disclosure of Pecuniary Interest

- (4) Presentations/Delegations
  - (5) Staff Reports/Other Business
    - a. Protective and Development Services
    - b. Operational Services
    - c. Corporate Services
    - d. Modernization and Corporate Initiatives
      - i. Other Business
      - ii. Items for Information
      - iii. Delegation Follow-Up
  - (6) General Discussion – Committee/Staff Question & Answer Period
  - (7) Closed Session
  - (8) Adjournment
- (9) That By-law No. 2017-127 section 60 be replaced with the following:
60. The Clerk and/or Deputy Clerk be present at all Regular Meetings, Closed Sessions, and Special Meetings.
- (10) That By-law No. 2017-127 section 75-81 be replaced with the following:
75. Persons desiring to present information to Council shall make request to the Clerk. The Clerk shall schedule the delegation to the next available Council or Committee of the Whole meeting;
76. The delegate must provide the subject matter that is going to be discussed when they request to book their delegation;
77. No more than two delegations relating to the same matter shall be scheduled for any Council or Committee of the Whole meeting;
78. The Clerk has the authority to limit the number of delegations for a particular meeting provided the reasoning for same is justifiable and the delegations have been rescheduled to a subsequent meeting;
79. Requests from delegates who have previously addressed Council or Committee of the Whole on a topic shall not be granted unless they have evidence that they have new information to present;
80. No delegation, other than those listed on the Agenda, shall be allowed to address Council or Committee of the Whole unless the majority of the members present grant approval;
81. Persons who are allowed to address Council or Committee of the Whole shall be limited in speaking for not more than 10 minutes;
- (11) That By-law No. 2017-127 section 84 be replaced with the following:
84. Where an individual making a delegation to Council does not adhere to the rules as outlined within this section, the Mayor or Presiding Officer has the right to require the delegation to cease and has the authority to have the individual ejected from the Council Chambers. In the event that a meeting is held virtually the Mayor or Presiding Officer has the right to require the delegation to cease and has the authority to have the individual ejected from the virtual meeting.
- (12) That By-law No. 2017-127 section 101-105 be replaced with the following:

101. The Committee of the Whole structure is a mechanism to allow for freer debate and consideration of reports, by-laws, and other matters of concern for Members.
102. The Clerk may place business items at the appropriate location on the Agenda where discussion will likely occur.
103. Recommendations resulting from deliberations during Committee of the Whole meetings will come forward to next available Regular Council meeting for confirmation in the form of a Committee Report under the Consent List.
104. The Mayor may appoint any Member as Chairperson for a specific section of the Committee of the Whole meeting. While presiding, that chairperson has the same powers of the Head of Council with respect to the conduct of the meeting.
105. Chairpersons of each section of Committee of the Whole meetings will be responsible for introducing matters and staff will through the Chair of their respective sections, respond to questions from Council when the reports are being dealt with and provide other relevant information required for consideration by Council.

**BY-LAW READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 22<sup>nd</sup> DAY OF MARCH, 2023.**

**THE CORPORATION OF THE TOWNSHIP OF TAY**

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**MAYOR, Ted Walker**

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**CLERK, Katelyn Johns**

Township of Tay

2023 Council and Standing Committee Meeting Schedule

(\*Dates are subject to change)

JANUARY				
Monday	Tuesday	Wednesday	Thursday	Friday
2 Holiday	3	4	5	6
9	10	11 PDS (9:30 am)  OS (1:30 pm)	12 CS (9:30 am)  MCI	13
16	17	18	19	20
23	24	25 Council (7:00 pm)	26	27
2023 ROMA Conference (Toronto, January 22-24)				
30	31			

FEBRUARY				
Monday	Tuesday	Wednesday	Thursday	Friday
		1	2	3
6	7	8 PDS (9:30 am)  OS (1:30 pm)	9 CS (9:30 am)  MCI	10
13	14	15 Special Council Budget (9:00 am)	16	17
20 Holiday	21	22 Council (7:00 pm)	23	24
27	28			

MARCH				
Monday	Tuesday	Wednesday	Thursday	Friday
		1	2	3
6	7	8 PDS (9:30 am)  OS (1:30 pm)	9 CS (9:30 am)  MCI	10
13	14	15	16	17
20	21	22 Council (7:00 pm)	23	24
27	28	29	30	31

APRIL				
Monday	Tuesday	Wednesday	Thursday	Friday
3	4	5	6	7 Holiday
10 Holiday	11	12 COW (9:00 am)	13	14
17	18	19	20	21
2023 OGRA Conference (Toronto, April 16-19)				
24	25	26 Council (7:00 pm)	27	28
31				

MAY				
Monday	Tuesday	Wednesday	Thursday	Friday
1	2	3	4	5
8	9	10 COW (9:00 am)	11	12
15	16	17	18	19
22 Holiday	23	24 Council (7:00 pm)	25	26
		2023 FCM Conference (Toronto, May 25-28)		
29	30	31		

JUNE				
Monday	Tuesday	Wednesday	Thursday	Friday
			1	2
4	6	7 COW (9:00 am)	8	9
12	13	14	15	16
19	20	21 Council (7:00 pm)	22	23
26	27	28	29	30

Council Meeting  
COW= Committee of the Whole

JULY				
Monday	Tuesday	Wednesday	Thursday	Friday
3 Holiday	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26 Council (7:00 pm)	27	28
31				

AUGUST				
Monday	Tuesday	Wednesday	Thursday	Friday
	1	2	3	4
7 Holiday	8	9 COW (9:00 am)	10	11
14	15	16	17	18
21	22	23 Council (7:00 pm)	24	25
2023 AMO Conference (Toronto, August 20-23)				
28	29	30	31	

SEPTEMBER				
Monday	Tuesday	Wednesday	Thursday	Friday
				1
4 Holiday	5	6	7	8
11	12	13 COW (9:00 am)	14	15
18	19	20	21	22
25	26	27 Council (7:00 pm)	28	29

OCTOBER				
Monday	Tuesday	Wednesday	Thursday	Friday
2	3	4	5	6
9 Holiday	10	11 COW (9:00 am)	12	13
16	17	18	19	20
23	24	25 Council (7:00 pm)	26	27
30	31			

NOVEMBER				
Monday	Tuesday	Wednesday	Thursday	Friday
		1	2	3
6	7	8 COW (9:00 am)	9	10
13	14	15	16	17
20	21	22 Council (7:00 pm)	23	24
27	28	29	30	

DECEMBER				
Monday	Tuesday	Wednesday	Thursday	Friday
				1
4	5	6 COW (9:00 am)	7	8
11	12	13	14	15
18	19	20 Council (7:00 pm)	21	22
25	26	27	28	29
Municipal Office Closed				

Council Meeting  
COW = Committee of the Whole



## Staff Report

To: **Corporate Services Committee**

Department: Administration

Report Number: **CS - 2023-21**

Meeting Date: March 9, 2023

Subject: Strategic Plan 2022-2026

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### Recommendation

That Item CS 2023-21, dated March 9, 2023, regarding the 2022-2026 Strategic Plan, be received; and

That staff be directed should Council wish to complete a new Strategic Plan for 2022-2026.

### Executive Summary

The 2019-2022 Strategic Plan was approved on November 27, 2019. The plan outlined 7 priorities. Due to COVID-19 demands staff were unable to dedicate adequate time to all strategic priorities. Staff propose that this plan continue into the new term of council as the priorities identified remain relevant.

Council could potentially add some of the additional 12 action items identified in the Strategic Plan but not focused on during the 2018-2022 term of Council.

Should Council prefer to create a new Strategic Plan for the 2022-2026 term of council, staff will ensure that adequate funds are included in the 2023 draft budget and move forward the related process.

### Background/Analysis/Options

In 2019 the Township undertook a strategic planning process with the assistance of Environics Research. The 2019-2022 Strategic Plan was approved by Council on November 27, 2019 (schedule 1). Council then

prioritized the 19 actions that were identified in the Plan and narrowed the focus to 7.

Due to COVID-19 demands, staff were unable to dedicate adequate time to all strategic priorities. Staff propose that this plan continue into the new term of council as the priorities identified remain relevant. Council could review those additional 12 items identified in the Strategic Plan but not focused on during the 2018-2022 term of Council.

**Priority # 1 (#6 from Strategic Plan)**

***Review planning and development policies (including partnerships) with a view to encourage increased development of housing and, specifically, affordable housing***

**Action/Goal:**

1. Comprehensive review of draft OP; & Zoning By-law;
2. Discussions with developers/builders concerning planning policies;
3. Education of Council as to planning framework legislation;
4. Increase education respecting affordable units (accessory unit/basement apartments & secondary suites)

**Actions taken:**

- A random selection process was conducted for the release of the freeze on selected lots in Grandview Beach and Paradise Point.
- Proceeding with the comprehensive review of draft OP & ZBA now that the Municipal Comprehensive Review process is almost complete.
- Staff Reports provided to Council on new planning legislation including Bill 109 and Bill 23.
- A survey regarding affordable units (accessory unit/basement apartments & secondary suites) was completed with a public meeting held on February 22, 2023.
- Official Plan Amendment and Zoning By-law Amendments for Waubaushene School, old Victoria Harbour fire hall and Wye Heritage Marina are completed.

**Priority # 2 (#3 from Strategic Plan)**

***Establish guidelines for frequent communication about what is happening in Tay to increase transparency about decision-making that affects the community. Utilize the range/variety of channels available to a diversity of residents (electronic signs, direct mail, social media, and Township website).***

**Action/Goal:**

1. Review/redesign of website to make more customer focus 'people friendly';
2. Develop way to communicate with more residents (quarterly council highlights mail out/distribution channels to residents, newspaper, etc.)

**Actions taken:**

- Expanded Annual Report to include information about capital projects completed and events held, in the previous year.
- Sought advertisements in the Enjoy Your Stay in Tay booklet, which is distributed to short term rental operators, to promote local businesses and to increase the likelihood of visitors reading this "community standards" information booklet.
- Launched new modern website for the Township.
- Added cameras in the Council Chambers and now Live Stream Council Meetings.

**Priority # 3 (#1 from Strategic Plan)**

***Review current recreational offerings to determine opportunities to introduce new programming for young residents (children/teens) and older (seniors) to ensure their recreational needs are met.***

**Action/Goal:**

1. Review & inventory recreation programs offered by other municipalities, as well as internal groups & organizations (Library, Legions, Lions, Anglers & Hunters, etc.) to see what is being offered compared to Tay;
2. Volunteer recruitment campaign;
3. Identify gaps/partnerships with groups to increase recreation opportunities



### **Actions taken:**

- After a two-year absence (due to COVID-19) the TOTS Summer Soccer Program was reinstated for children/youth ages 3-13. The program had its best registration numbers to date with 203 children/youth signed up for the program.
- The Summer Day Camp Program was once again offered at two locations this summer (Oakwood Community Centre and Port Community Centre) for area children/youth ages 5-12. The program was successful at both locations with approximately 460 registrations between the two locations this summer.
- Two community programs have been restarted in our Community Centres that address needs of Seniors (55+) and Children/Families/Caregivers
  - VON SMART (Seniors Maintaining Active Roles Together) exercise classes  
Description: A gentle exercise program designed for ages 55+ to help improve and maintain balance, strength, flexibility, and mobility  
Port McNicoll CC: Tuesdays/Thursdays @ 9:30am  
Oakwood CC: Thursdays @ 10:00am  
These classes are FREE to anyone 55+
  - Ontario Early Years satellite Program Centre  
Description: EarlyON Child and Family Centres provide community meeting places for all children, parents and caregivers to grow, learn and have fun - together!  
Harbour Shore Community Room: Tuesday 9am-12pm  
FREE for all
- New Youth Program slated to start on Saturday October 29th at the Harbour Shore Community Room in Victoria Harbour and run for six weeks for youth ages 8-12
  - Description: Join Quest Art School + Gallery for creative art-making sessions. Youth ages 8 to 12 explore a range of techniques including drawing, painting, printmaking, sculpture, collage, and weaving.
- FREE Pickleball workshops for both youth and adults.
- FREE Disc Golf workshops.
- New Urban Poling class for Spring 2023
- New Accessible Playground installed at Sheppard Park in Victoria Harbour. The new playground has play elements for children/youth ages 2-12.

**Priority # 4 (#7 from Strategic Plan)**

***Approve and implement a road maintenance strategy which ensures a timely, sustainable, and economically responsible approach to maintaining and replacing local roadways throughout the municipality.***

**Action/Goal:**

1. Underway - proceed with current roads program, continue to monitor, and work with Council Working Group

*#7a - Traffic Safety Concerns - speed & signage on roads and develop guidelines/policies*

**Action/Goal:**

1. Undertake review of speed limits & signage gaps in Tay (current limits, what needs to change), Director to work with PW Chair & Vice Chair;
2. Establish protocol to respond to speed & traffic complaints (monitor & measure & rotating radar sign)

**Actions taken:**

- Brought report to Council on findings from 2021 monitoring program. Staff continue to monitor complaint areas in 2022, will bring another report back to Council on findings. Staff have worked with the residents in a few areas and the remedial works seem to have slowed the traffic in these areas and the complainants were satisfied with the outcome.
- Currently have one monitoring device and two radar signs rotating around the Township.
- Road Program for 2022 significantly increased to address a number of roads where the surface was in poor condition.
- Traffic monitoring data collected at various locations throughout the Township.
- New sidewalk installed on Park Street/Richard Street and Jephson Street to provide safe passage from Park Street north to Jephson Street area.

**Priority # 5 (#12 from Strategic Plan)**

***Undertake an economic impact study of the Victoria Harbour Boat Launch to bring evidence to the discussion regarding the future of the local asset. AMENDED - Resolve Victoria Harbour Boat Launch issues, no economic impact study.***

**Action/Goal:**

1. Investigate increased parking (end of Waldie St, close Veterans Lane, etc.), how many new spots?;  
Staff reviewed various locations and four additional spaces were added to the Albert Street Park.
2. Investigate whether or not use of launch should be open to all vs Tay residents & compare to what is available in other municipalities (fees, revenues, costs, tag program similar to Tiny?);  
Launch can be used by all but parking permits are only issued to Tay residents. None residents can park in other areas in close proximity.
3. Report reviewing 2019 season (issues, concerns, revenues from increased fines);  
Averaging approximately 95 parking violations annually (2019-2022).

**Actions taken:**

- Four additional parking spaces were added to the Albert Street Park located off Waldie Street.
- Education, public awareness and the increase in parking fines does not appear to have an effect on violations since implementing the program. No additional actions are recommended at this time.
- Pamphlet created to hand out for general information and to outline locations where vehicles with trailers are prohibited to park.
- Summer schedule was altered to accommodate morning patrols of the boat launch allowing for further education, questions from the public, and violation prevention.
- Signage was increased at the boat launch and surrounding areas.
- The location with the greatest violations is parking at 145 Albert Street (Library) during prohibited times.

During the initial Council working session, it was noted that the following additional items are already in progress:

***#2 from Strategic Plan - Empower the Seniors Committee of Council to develop a plan to support ageing in place strategies (including housing, transportation and recreational services).***

**Actions taken:**

- Seniors Talks and Symposium resume and promote community and health services.
- Promotion of the 211 Service.
- Organized a presentation on grants and assistance programs available to seniors and listed the resources on the Seniors' Advisory Committee page of the Township website.
- Worked with the March of Dimes to purchase 4 accessible picnic tables and coordinated placement of 1 in a park in each community.
- The following community program has been restarted in our Community Centres that address the needs of Seniors (55+)
  - VON SMART (Seniors Maintaining Active Roles Together) exercise classes  
Description: A gentle exercise program designed for ages 55+ to help improve and maintain balance, strength, flexibility, and mobility.  
Port McNicoll CC: Tuesdays/Thursdays @9:30 am  
Oakwood CC: Thursdays @10:00 am  
These classes are FREE to anyone 55+
- Received a Seniors Community Grant from the Ministry for Seniors and Accessibility to purchase fitness equipment and provide classes for seniors.

***#8 from Strategic Plan - Proceed with a formal assessment of the appropriate staff complement required for service delivery in Tay Township and align existing resources with prescribed staffing levels.***

**Actions taken:**

- Completed the compensation review to evaluate our salary grid against our market comparators to ensure that all positions included in the

organizational chart remain competitive in retaining and recruiting our workforce.

- Continued to adjust the organizational chart as natural attrition and retirements occur to further align staffing levels with our service delivery needs.
- A 5-year operating agreement was negotiated and executed with OCWA taking over operations effective Nov 1, 2021.
- New phone system that assists residents by reaching the appropriate staff person and also frees up staff time with the removal of the que.

For reference the following are the 12 remaining actions that were identified within the Strategic Plan along with the priority rating that was given at the time. Although these items were not specifically chosen as a priority for the 2018-2022 Council there are definite overlaps with some of the other priorities. In addition, some of the identified actions have been advanced as noted below.

- Ensure the allocation of funding and resources to maintain local parks and public spaces in a manner that is appealing and consistent with the physical beauty of the community and encourages community usage – **Priority** – High

Although this item was not one of the 7 strategic priorities chosen, staff and Council continue to consider this when reviewing budgets.

- Encourage and promote economic development and support for local business through partnerships like the EDCNS – **Priority** – High

As Council is aware EDCNS's budget request is part of the 2023 draft budget for consideration. Based on conversations with EDCNS staff their focus moving forward appears to be aligned more closely with Township strategic priorities.

- Explore partnerships with public and private organizations that can support the design and implementation of public transit solutions throughout the municipality to accommodate residents who are without private transportation (personal vehicle) – **Priority** – Medium

The County of Simcoe expanded their LINX transit system to include two stops within Tay Township (Victoria Harbour and Waubaushene) in 2021. The buses

used on this route are accessible and can accommodate two wheelchairs. This service runs Monday to Friday from 6 am until 6 pm.

- Implement and promote regular opportunities for citizen engagement (town halls, surveys) which support communication between the Township and residents and transcend community divisions – **Priority** - Medium

Both Council and staff continue to look for ways to encourage citizen engagement. The recent addition of the livestreaming of Council meetings assists residents by allowing them to view meetings up to 365 days after they occur.

- Expedite the adoption of digital solutions to address customer service needs (program/permit registration online; up to date municipal information) – **Priority** – Medium

Staff continue to consider and implement new ways to enhance customer service needs within the Township. The new Township website assists residents as it is a user friendly program. In addition the new phone system enables residents to connect with the appropriate staff initially rather than flowing through the previous que system that was in place.

- Review communications and administrative practices in an effort to address legacy community divisions and drive to a more cohesive approach to addressing community needs – **Priority** – Medium

Staff consider this when preparing communications and new administrative practices.

- Promote Tay as a tourism destination to encourage visitation from other areas – **Priority** – Medium

Tourism is one of the four pillars of the EDCNS.

- Maintain initiatives and partnerships that are focused on reducing the impacts of climate change, thereby ensuring the environmental sustainability of Tay Township – **Priority** – Medium

Staff continue to look at ways to improve the Townships environmental sustainability. They attend regular municipal sustainability meetings and monitor best practices that could be applied within the Township.

- Instill and maintain a formalized culture of customer service among Township staff on both the front lines of service delivery and in the back offices – **Priority** – Low

Customer service is a priority of staff and the addition of the new website and phone system are recent ways that customer service has improved within the Township.

- Continue investment in the upkeep, development, and promotion of Tay Shore Trail – **Priority** – Low

Council and staff continue to maintain and provide enhancements to the Tay Shore Trail through budget approval.

- Review water usage fee structure to determine if there are opportunities for adjustments to promote increased conservation efforts by residents – **Priority** – Low

Communications have provided information regarding the benefits and importance of water conservation including a video. The water rates are based on the 2017 water and wastewater rate study that was approved by Council.

- Familiarize staff and elected officials with governance best practices to ensure adherence to the norms of effective governance – **Priority** - Low

Staff and Council have the opportunity to attend various conferences, training sessions and meetings to ensure that they are up to date on changes in legislation and municipal best practices.

Due to COVID-19 demands staff were unable to dedicate adequate time to all strategic priorities. Staff propose that this plan continue into the new term of Council as the priorities identified remain relevant. Council could potentially add some of the additional 12 action items identified in the Strategic Plan but not focused on during the 2018-2022 term of Council.

Should Council prefer to create a new Strategic Plan for the 2022-2026 term of Council, staff will ensure that adequate funds are included in the 2023 draft budget and move forward with the consultant process.

### **Financial and Resource Implications**

Currently there are no funds included within the 2023 draft budget related to the Strategic Plan. Should Council wish to have a new Strategic Plan

completed in 2023 estimated funds for a consultant can be included within the second draft of the budget.

**Relationship to Strategic Plan**

Tay Proud - Helping maintain a positive customer service culture among staff, empowering staff at all levels to put residents first.

Tay Resilient – Helping to align existing resources with prescribed staffing levels.

**Reference Documents**

There are no reference documents associated with this Item.

**Attachments**

Schedule 1 – 2019-2022 Tay Township Corporate Strategic Plan

**Prepared By** Andrea D. Fay, Dipl. M.A.  
Chief Administrative Officer/Deputy Clerk





# Township of Tay Corporate Strategic Plan Presentation

**ENVIRONICS**  
RESEARCH

# Agenda

- 4 Strategic Planning Process**
- 6 Stakeholder Input**
- 10 Priorities**
- 15 Special Topics**



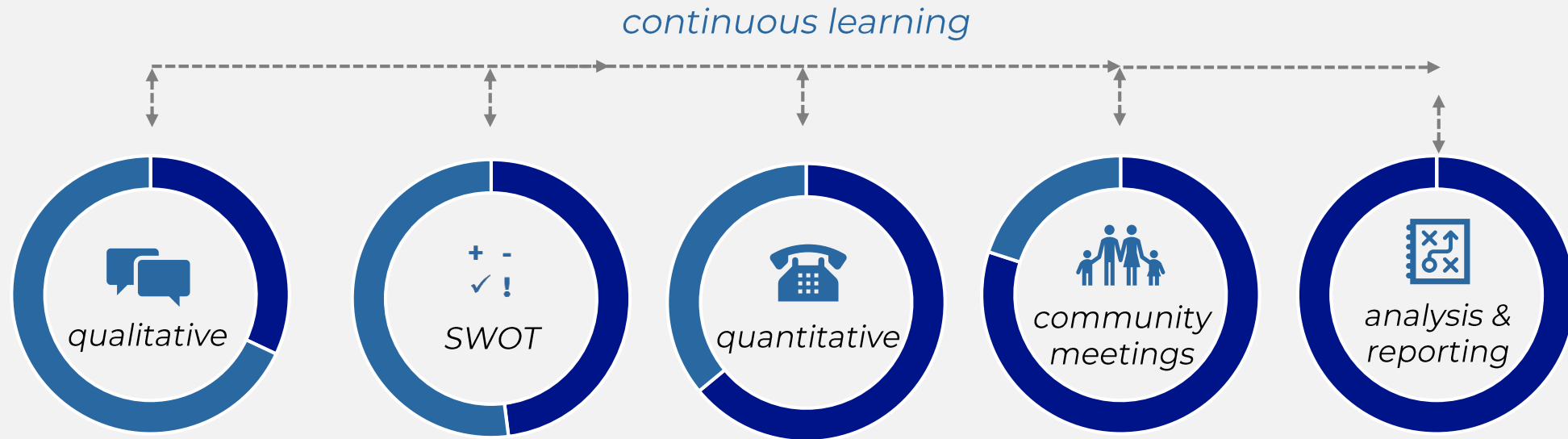


# Strategic Planning Process

# Purpose of Strategic Planning



# Strategic Planning Process



<b>How?</b>	<ul style="list-style-type: none"> <li>One focus group with <b>residents</b></li> <li>One focus group with <b>community organizations</b></li> <li>13 interviews with <b>Councilors/Senior Staff</b></li> </ul>	<ul style="list-style-type: none"> <li>organization of qualitative feedback and secondary information</li> </ul>	<ul style="list-style-type: none"> <li>telephone survey with 300 <b>residents</b></li> </ul>	<ul style="list-style-type: none"> <li>2 in-person open-house meetings with <b>residents</b></li> <li><b>Online feedback submissions</b></li> </ul>	<ul style="list-style-type: none"> <li>analysis of all inputs</li> </ul>
<b>Why?</b>	<ul style="list-style-type: none"> <li>review Mission &amp; Vision statements</li> <li>review past achievements</li> <li>identify new priorities</li> </ul>	<ul style="list-style-type: none"> <li>itemize &amp; organize internal &amp; external factors</li> </ul>	<ul style="list-style-type: none"> <li>get public feedback on themes &amp; priorities</li> </ul>	<ul style="list-style-type: none"> <li>validate priorities according to residents</li> </ul>	<ul style="list-style-type: none"> <li>organize &amp; present priorities in context</li> </ul>

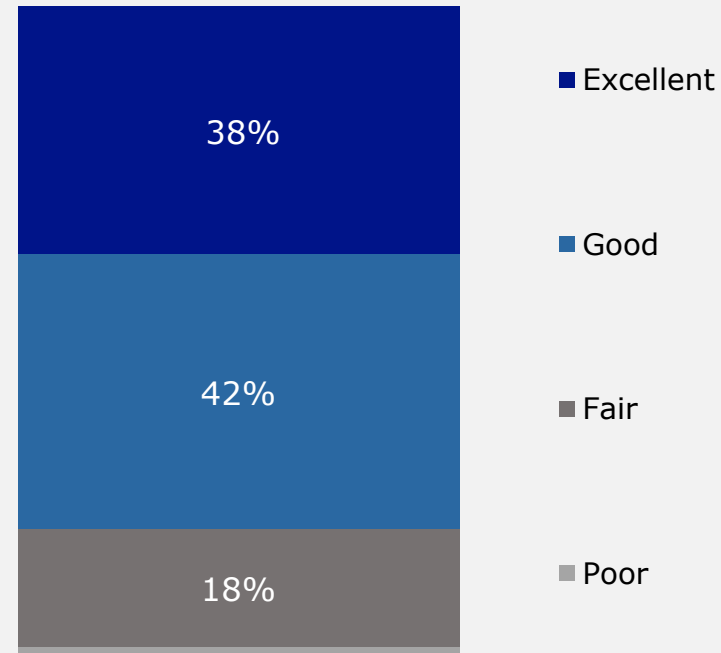


# Stakeholder Input

# Survey Findings

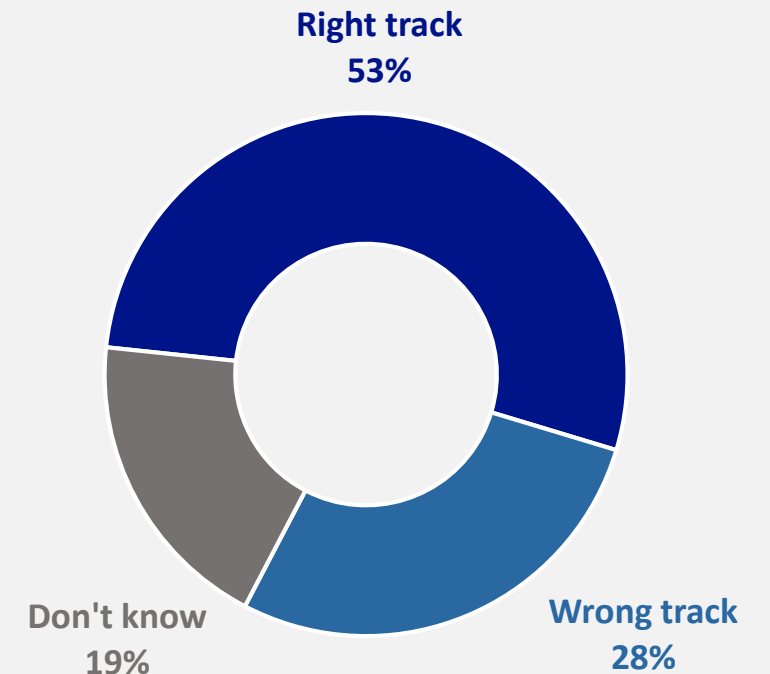
The majority of surveyed residents say the **quality of life in Tay Township is good or excellent**, and that the Township is on **the right track in addressing issues faced by the community**.

## Quality of Life



Q1. Overall, how would you rate the quality of life in the Township of Tay?

## Perceptions of Tay Township



Q4. Would you say that the Township of Tay is on the right track or wrong track in addressing the issues facing your community?

# Strengths

Local assets and resources that can be used or built upon to support growth and prosperity of Tay Township



Financial management



Fire Services



Library Services



Recreational services



Partnerships

# Weaknesses

8

Internal challenges that hinder or impede Tay Township's success and may need to be addressed to capitalize on opportunities



Communication with residents



Customer service



Availability of affordable housing



Transportation options



Senior supports/strategy



# Opportunities

External circumstances that Tay Township can leverage or act upon to positively impact residents' lives and overcome challenges



Management Review



Status as a retirement destination



Community organization partnerships



Residential development



Automation/digital service delivery

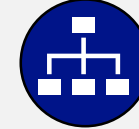
# Threats

9

External factors that may limit or prevent Tay Township from overcoming challenges or capitalizing on opportunities



Limited tax base



Limited/competing authority (relative to County/Province)



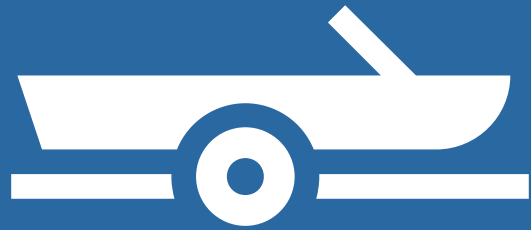
Provincial/ Simcoe County regulations



Regional governance review



Staff morale and resistance to change

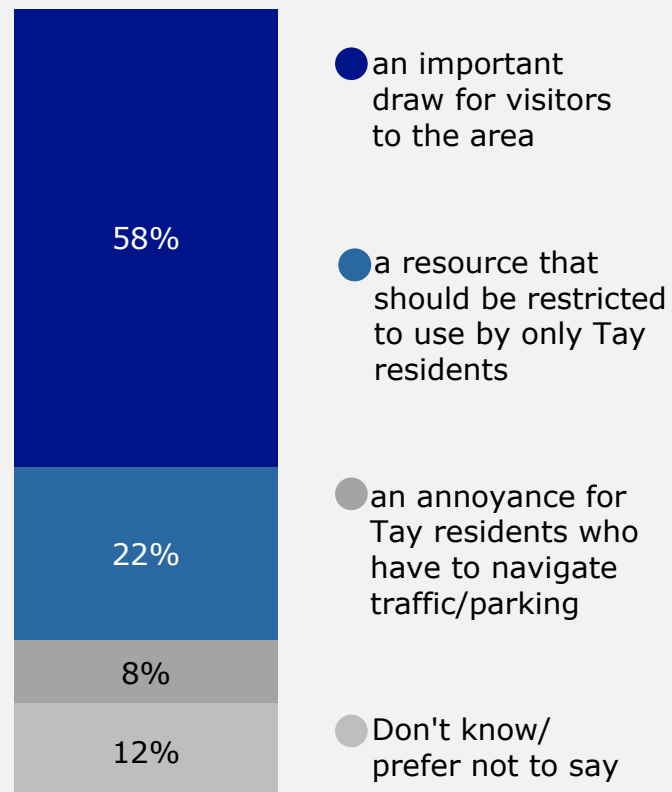


# Special Topics

# Boat Launch

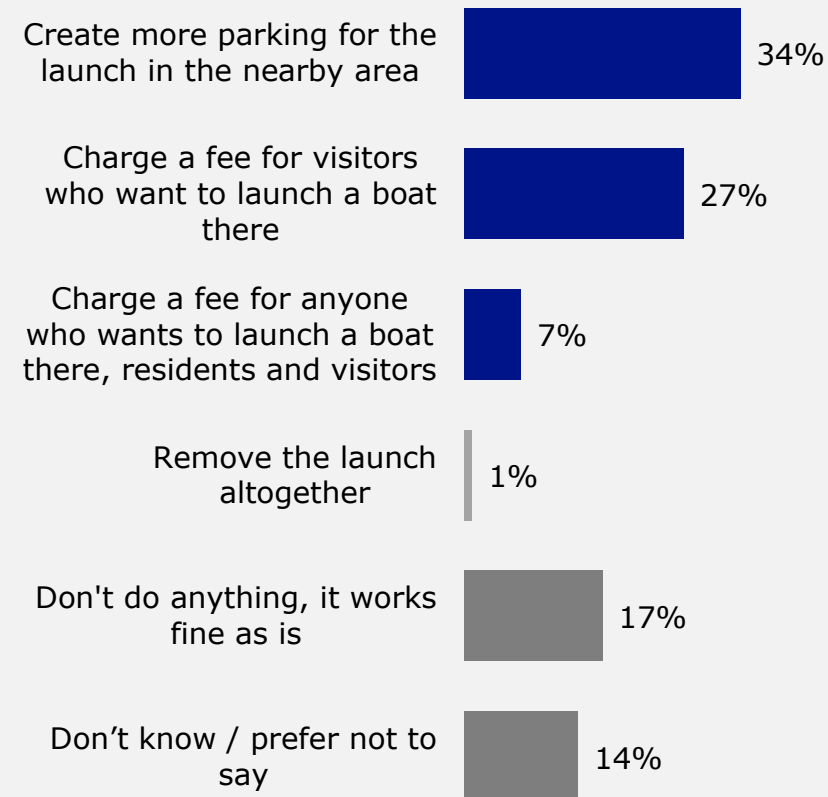
Residents generally see the Victoria Harbour boat launch as an **important draw for visitors**, and most often they would like issues resolved by **creating parking and/or charging visitors a fee.**

## The boat launch is...



Q7. Thinking about the boat launch located in Victoria Harbour, which of the following best describes it in your view?

## Preferred Outcomes



Q8. Much thought has been given to how to resolve issues around the Victoria Harbour boat launch. Which of the following is your preferred outcome? \*Values smaller than 5% are not shown in the chart.

# Seniors Programming

Stakeholders recognize that **seniors need support to age in place.**

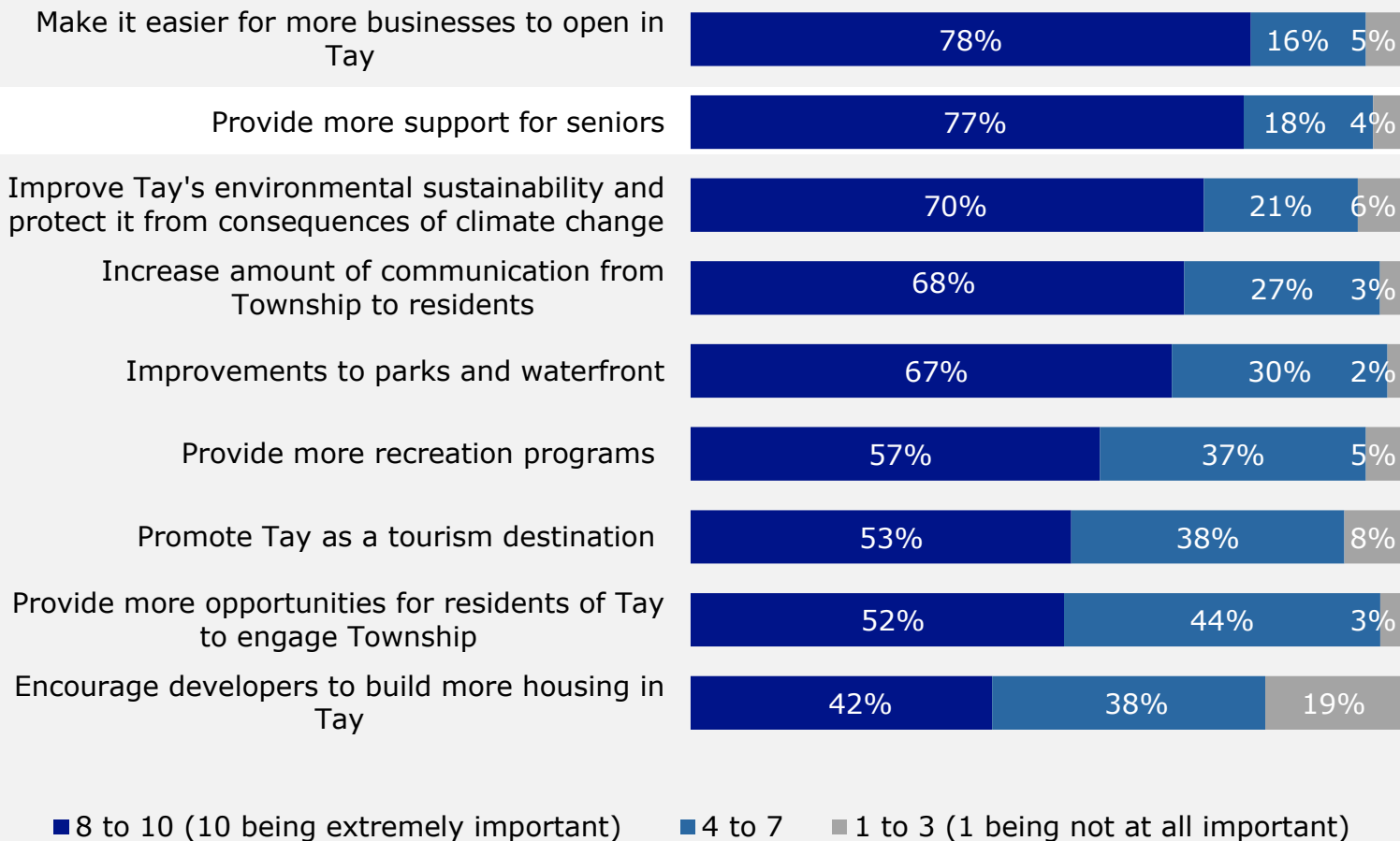
## Seniors say they need.....

- Indoor walking in winter
- Transportation (for appointments, hospital visits, food bank, exercise classes, library, community centre, etc.)
- Seniors' exercise programs
- Speeding/public safety
- Sidewalks on Park Street, Albert Street
- More seating (benches) on streets and the trail
- Bicycle pathways on roads
- Drop in centre

“Expand supports for seniors beyond just transportation and housing to enable them to age in place”

- Community Workshop participant

## Importance of Goals



Q6. How important do you think the following goals are for Tay?

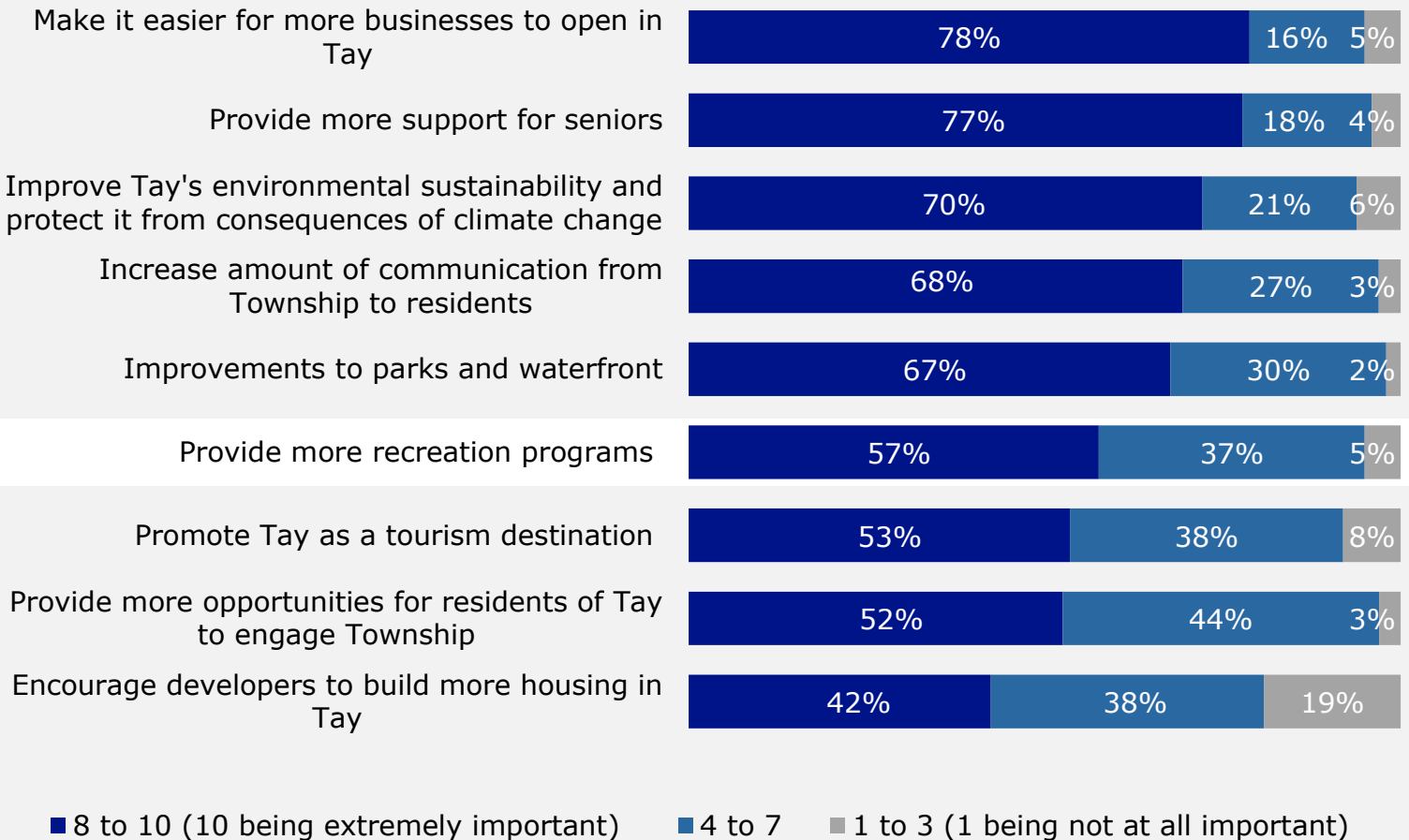
# Recreational Services

Stakeholders recognize recreational services are important. **Volunteer burnout and participation rates** are challenges to overcome.

## Stakeholders say...

- Opportunity to increase awareness of available programming
- Want public spaces (including parks) that residents can use when running own programming
- Want dedicated recreational space (including gym) for youth
- Gap in programming for teenagers
- Would like to see partnerships with Midland to provide programming
- Continue partnering to extend Tay Shore Trail, and increased marketing to drive tourism

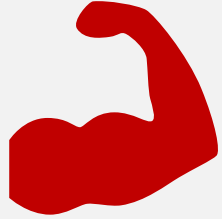
## Importance of Goals



Q6. How important do you think the following goals are for Tay?



# Priorities



## Tay Resilient

**Objective:** Supporting pillars of sustainability to ensure the Township has resilience in the face of economic, environmental and business challenges

Goals	Actions	Priority
Economic Development and Sustainability	Encourage and promote economic development and support for local business through partnerships like the EDCNS.	High
	Review planning and development policies (including partnerships) with a view to encourage increased development of housing and, specifically, affordable housing.	High
Effective Governance	Proceed with a formal assessment the appropriate staff complement required for service delivery in Tay Township and align existing resources with prescribed staffing levels.	High
	Familiarize staff and elected officials with governance best practices to ensure adherence to the norms of effective governance.	Low
Environmental Sustainability	Maintain initiatives and partnerships that are focused on reducing the impacts of climate change, thereby ensuring the environmental sustainability of Tay Township.	Medium
	Review water usage fee structure to determine if there are opportunities for adjustments to promote increased conservation efforts by residents.	Low
Reliable Infrastructure	Approve and implement a road maintenance strategy which ensures a timely, sustainable and economically responsible approach to maintaining and replacing local roadways throughout the municipality.	High



## Tay Active

**Objective:** Focus on accommodating segments of the population (children and seniors, in particular) through recreational and infrastructure policies that encourage activity and mobility within the Township.

Goals	Actions	Priority
Support wellness and activity of underserved community groups	Review current recreational offerings to determine opportunities to introduce new programing for young residents (children/teens) and older (seniors) to ensure their recreational needs are met.	High
Enable Public Mobility	Explore partnerships with public and private organizations that can support the design and implementation of public transit solutions throughout the municipality to accommodate residents who are without private transportation (personal vehicle).	Medium
A Supported Senior Community	Empower the Seniors Committee of Council to develop a plan to support ageing in place strategies (including housing, transportation and recreational services).	High





## Tay Proud

**Objective:** Invest in natural and legacy assets in the community to contribute to fostering a sense of pride among residents and employees of the Township.

Goals	Actions	Priority
A United and Welcoming Community	Partner with local destinations to promote tourism to Tay Township.	Medium
	Review communications and administrative practices in an effort to address legacy community divisions and drive to a more cohesive approach to addressing community needs.	Medium
	Instill and maintain a formalized culture of customer service among Township staff on both the front lines of service delivery and in the back offices.	Low
A Community with Amenities and Attractions	Ensure the allocation of funding and resources to maintain local parks and public spaces in a manner that is appealing and consistent with the physical beauty of the community and encourages community usage.	High
	Continue investment in the upkeep, development and promotion of the Tay Shore Trail.	Low
	Undertake an economic impact study of the Victoria Harbour Boat Launch to bring evidence to the discussion regarding the future of the local asset	Medium



## Tay Open

**Objective:** Improve the relationship between the Township and residents through activities that demonstrate transparency, effective communications and dedicated customer service.

Goals	Actions	Priority
Reliable and Accessible Communication	Establish guidelines for frequent and proactive communication about what is happening in Tay to increase transparency about decision-making that affects the community. Utilize the range/variety of channels available to a diversity of residents (electronic signs, direct mail, social media, Township website).	High
Approachable and Inclusive Engagement	Implement and promote regular opportunities for citizen engagement (town halls, surveys, online communities...) which support communication between the Township and residents and transcend community divisions.	Medium
	Expedite the adoption of digital solutions to address customer service needs (program/permit registration online; up-to-date municipal information).	Medium

# Thank you

**ENVIRONICS**  
RESEARCH







# Township of Tay

Corporate Strategic Plan Report

2019 - 2022



Prepared by:

**ENVIRONICS**

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# INTRODUCTION & BACKGROUND

## 1.1 The purpose of strategic planning

Strategic planning is one of the most important tools that a municipality can use to bring together residents, members of Council, and municipal staff in the development of a common vision, direction, and goals for the community. It also functions as an accountability tool, allowing management and the public to evaluate progress and ensure that the municipality is moving in the direction set by stakeholders and decision-makers.

A strategic plan helps an organization give shape to future direction by identifying and prioritizing goals and outcomes. It helps guide the organization by setting a vision and ensuring that the organization is prepared for the future. Strategic planning demonstrates that an organization has taken the time to consider its internal and external environment, and frequently includes the collection of stakeholder feedback in its development.

For a municipality, strategic planning is used to set a vision at the local level that can be acted upon by elected officials and municipal government staff. Council is often responsible for setting the strategic plan and further facilitates the development of an action plan that is used to put the strategy into motion. The action plan helps further measure and monitor the progress of the goals.

Instruction offered to the third-party team working on this strategic plan was to identify and prioritize goals for the Township that are *straight-forward*, *actionable* and *relevant* according to stakeholders and community members.

The Township of Tay completed its first strategic plan in November 1994 after amalgamation. In 2015, Council adopted a new four-year strategic plan. This current strategic plan is intended for the period of 2019-2022.

## 1.2 The 2019-2022 strategic planning development process

Envionics Research was selected as a third-party consultant to support the Township of Tay through an examination of strategic priorities for the Municipality and Council for the 2019 to 2022 term of Council. Envionics was responsible for designing a process that would identify short- and long-term priorities from a range of Township stakeholders, including residents from the Tay community, Township staff and Council.

The process was developed with emphasis on the following considerations:

- Providing the opportunity for stakeholders to contribute feedback and input in meaningful ways
- Ensuring the plan is balanced and realistic for execution by the Township

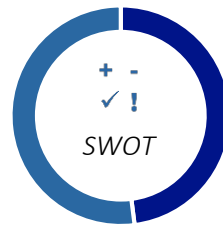
This process was reviewed and approved by the Chief Administrative Officer. The Township's Council. Other senior staff members also had input and review of the process. The following page is an outline of the phases of engagement and analysis involved in this project.



*“When I look to the future of Tay, I would to see a strong, diverse community.”*

*– Community workshop participant*

The process included the following steps, all of which were led by the Environics team:



Timing	April	June	June – July	July	July – August	August - September
How?	<ul style="list-style-type: none"> <li>review relevant information</li> </ul>	<ul style="list-style-type: none"> <li>one focus group with residents</li> <li>one focus group with community organizations</li> <li>13 interviews with Councilors/ Senior Staff</li> </ul>	<ul style="list-style-type: none"> <li>organization of qualitative feedback and secondary information</li> </ul>	<ul style="list-style-type: none"> <li>telephone survey with 300 residents</li> </ul>	<ul style="list-style-type: none"> <li>two in-person open-house meetings</li> <li>online submission of feedback</li> </ul>	<ul style="list-style-type: none"> <li>analysis of all inputs</li> </ul>
Why?	<ul style="list-style-type: none"> <li>establish context</li> <li>begin to build list of priorities</li> </ul>	<ul style="list-style-type: none"> <li>review past achievements</li> <li>identify new priorities</li> </ul>	<ul style="list-style-type: none"> <li>itemize &amp; organize internal &amp; external factors</li> </ul>	<ul style="list-style-type: none"> <li>obtain public feedback on themes &amp; priorities</li> </ul>	<ul style="list-style-type: none"> <li>validate priorities according to residents</li> </ul>	<ul style="list-style-type: none"> <li>organize &amp; present priorities in context</li> </ul>
What?	<ul style="list-style-type: none"> <li>✓ detailed project plan</li> <li>✓ preliminary list of priorities</li> </ul>	<ul style="list-style-type: none"> <li>✓ comprehensive list of priorities for further exploration</li> </ul>	<ul style="list-style-type: none"> <li>✓ SWOT (Strengths, Weaknesses, Opportunities, Threats) report</li> </ul>	<ul style="list-style-type: none"> <li>✓ survey results to further highlight priorities</li> </ul>	<ul style="list-style-type: none"> <li>✓ qualitative feedback &amp; citizen participation</li> </ul>	<ul style="list-style-type: none"> <li>✓ final report &amp; presentation to Council &amp; community</li> <li>✓ infographic</li> </ul>

A summary of these steps and the relevant findings are included in the *Summary of Strategic Planning Activities* on page 10.



### 1.3 Roles and responsibilities

The Township of Tay is located in north Simcoe County, in Southern Ontario. Many services in Tay are provided by the Township, yet others are provided by the County of Simcoe. The provincial and federal governments play small roles in the vision and operation of the Township.

For this strategic plan, the Township holds core accountability for the development and action of the plan. In some cases, priorities and goals may require the input or assistance of the County of Simcoe. Further, some of the identified priorities involve the establishment or leveraging of partnerships with other municipal and provincial bodies with oversight within the area of responsibility.

Environics Research, as a third-party, facilitated the activities to help guide Township stakeholders on the prioritization of goals for this strategic plan. It will be the Township's responsibility to develop an action plan to put the steps into motion.

### 1.4 A Note on context

It is important to note that the activities undertaken to inform the creation of this strategic plan occurred during the same period when the Ontario Government tasked an Advisory body to undertake a review of regional government (including Simcoe County). Discussions and analysis associated with this strategic plan were undertaken independent of this review and its outcomes. At the time of submission of this plan, the government had not yet reported back on findings or recommendations from the review.





## 1.5 Thank you

The input and participation of the following groups throughout this process is much appreciated:

**Residents of Tay**  
**The Township of Tay Mayor, Council and Staff**  
**Talpines Property Owners' Association Waubauskene, Tay Township**  
**The Tay Report**  
**Tay Library Board**  
**North Simcoe Tourism**  
**Simcoe County Federation of Agriculture**  
**Sustainable Severn Sound**  
**Severn Sound Environmental Association**  
**The Economic Development Corporation of North Simcoe (EDCNS)**  
**Lions Club – Victoria Harbour**

## 1.6 A profile of the Township's population

The Township of Tay includes residents from villages and hamlets that span urban and rural locations, who spend their time in Tay year-round and through the summer seasons, and who represent a range of demographic backgrounds. This strategic planning process was designed to ensure the range of these voices had a chance to contribute to the discussions.

The Township of Tay is home to 10,033 residents (Table 1). Like other most North Simcoe municipalities, Tay has experienced low levels of population growth between 2011 and 2016. This trend is striking given Simcoe County overall experienced high rates of population growth over the same period; approximately twice that of Tay.

Tay's population is projected to continue to grow at a slower rate than Simcoe County overall. By 2031, Tay's population is expected to grow by 1,367 residents.

Compared to Simcoe county and Ontario alike, the distribution of the population in North Simcoe municipalities skews older (Table 2). Like its neighbour municipalities, Tay is an aging community. Between 2011 and 2016, the number of Tay residents aged 65 years and older grew by 425, representing a 25% increase. As of 2016, there are more seniors (2,105 residents aged 65 years or older) than youth (1,885 residents aged 19 years or younger) in Tay Township.

As of the 2016 Census, six-in-ten Tay residents are either working or are in the market to work (Table 3); Over half of residents are employed. Compared to its North Simcoe neighbours, Tay Township is in an advantageous position with a higher proportion of residents employed in full-time, full year positions, however it lags behind Simcoe County overall on labour force participation metrics.

Tay Township is a bedroom community with only one-in-ten employed residents working within the Township (Table 4). Rather, the vast majority of Tay residents travel to another municipality in Simcoe County for work.

Like its North Simcoe neighbours, Tay residents tend to have lower household incomes than Simcoe County overall. In 2015, the median income of Tay residents was \$65,190 and over a third of Tay residents had a household income of less than \$50,000 (Table 5). One quarter of Tay residents had household incomes of greater than \$100,000, which stands in contrast to over one third of Simcoe County residents in the same income bracket.

*“We should be proud to welcome others to our community. We have so much to offer”*

*– Community workshop participant*

Table 1: Population Size<sup>12</sup>

Municipality	2011	2016	% Change 2011 to 2016	2031 (Projected)	% Change 2016 to 2031 (Projected)
Township of Tay	9,736	10,033	3%	11,400	14%
Town of Penetanguishene	9,111	8,965	-2%	11,000	23%
Township of Tiny	11,232	11,785	5%	12,500	6%
Town of Midland	16,572	16,864	2%	22,500	33%
Simcoe County	446,063	479,650	8%	667,000	39%

Table 2: Age Distribution (2016)<sup>3</sup>

Age Group in Years	Township of Tay	North Simcoe	Simcoe	Ontario
Less than 19	19%	18%	23%	22%
20 -34	15%	15%	18%	20%
35 - 44	11%	10%	12%	13%
45 - 54	16%	14%	15%	15%
55 - 64	18%	18%	14%	14%
65 or older	21%	24%	18%	17%

<sup>1</sup> Statistics Canada, 2016 Census of Population & 2011 Census of Population (Accessed September 09, 2019)

<sup>2</sup> Ministry of Municipal Affairs and Housing. Growth Plan for the Greater Golden Horseshoe, 2017.

<http://placesstogrow.ca/images/pdfs/ggh2017/en/growth%20plan%20%282017%29.pdf> (Accessed September 09, 2019)

<sup>3</sup> Statistics Canada, 2016 Census of Population (Accessed September 09, 2019)

**Table 3: Labour Force Participation of Population Aged 15 years of age and older (2016)<sup>4</sup>**

Municipality	Participation Rate	Employment Rate	Full-Time, Full-Year Employment Rate
Township of Tay	60%	56%	33%
Town of Penetanguishene	56%	51%	30%
Township of Tiny	56%	52%	31%
Town of Midland	55%	50%	28%
Simcoe County	66%	61%	36%

**Table 4: Travel to Work among Employed Population Aged 15 years of age and older (2016)<sup>4</sup>**

Municipality	Work in Local Municipality	Work in Elsewhere in Simcoe County	Work outside of Simcoe County
Township of Tay	10%	80%	10%
Town of Penetanguishene	39%	57%	4%
Township of Tiny	10%	77%	13%
Town of Midland	63%	33%	5%
Simcoe County	40%	34%	26%

**Table 5: Before Tax Household Income (2015)<sup>4</sup>**

Household Income	Township of Tay	North Simcoe	Simcoe	Ontario
Less than \$50,000	36%	40%	30%	33%
\$50,000 to \$79,999	26%	24%	22%	21%
\$80,000 to \$99,999	12%	12%	13%	12%
\$100,000 and Over	26%	25%	35%	35%

<sup>4</sup> Statistics Canada, 2016 Census of Population (Accessed September 09, 2019)

# Summary of Strategic Planning Activities

## 2.1 Interviews and focus groups

The strategic planning process began with a series of qualitative interviews and focus groups. In total, thirteen participants were interviewed, including the Mayor, Councillors, and staff representing various Township departments and roles. Interviews ranged from 30 minutes to 1.5 hours in duration. Some interviews were one-on-one whereas others included multiple participants and interviewers.

In addition, two focus groups were held with Township residents and stakeholder groups. One focus group was held with residents recruited from across the community. Participants represented various parts of Tay and demographic backgrounds. A second focus group was held with representatives from community organizations who are known to the Township. Each focus group was two hours in duration.

*“I would like to see this township start to focus on a world without fossil fuels. Walking and bike trails.”*

- one-on-one interview participant

*“Increased recreation leads to healthier people, both physically and mentally, and provides opportunity for community members to get to know each other and grow together”*

- one-on-one interview participant

## 2.2 SWOT analysis

Following qualitative discussions, a SWOT (strength, weakness, oppportunity, and threat) Analysis was conducted to contextualize stakeholder feedback and provide a framework for the identification and development of strategic priorities.

Feedback provided by council, staff and residents participating in the focus groups was incorporated with existing literature to identify internal (strengths and weaknesses) and external (opportunities and threats) factors with actualized or potential impact on the Township of Tay and its residents.

Below is a summary of the analysis. The full SWOT analysis is available in the Appendix on page 21 of this document.

**Strengths** are local assets and resources that can be used or built upon to support growth and prosperity of Tay Township, which stakeholders identified as including:

- Township's perceived diligence in financial stewardship.
- Township partnering with Simcoe County, neighbouring municipalities and local organizations to deliver services and initiatives.
- Investments in state-of-the-art water and wastewater infrastructure.
- Library and recreational programming and facilities that are valued by residents.
- Community location within daily commuting distance of urban centres.

**Weaknesses** are internal challenges hindering or impeding Tay Township's success that may need to be addressed to capitalize on opportunities, which stakeholders identified as including:

- Low levels of residential development.
- Perceived lack of availability of affordable housing.
- Township and the community are not perceived as being well positioned to accommodate the growing population of senior residents.
- Lack of public transportation.
- Challenges with communication and engagement of residents.
- The quality of customer service provided by Township staff and management.

**Opportunities** are external circumstances that Tay Township can leverage or act upon to positively impact residents' lives and overcome challenges, which stakeholders identified as including:

- Automating service delivery to improve accessibility and reduce burden on Township staff.
- Conducting a staffing and management review to improve alignment of staffing resources with Township needs.
- Leveraging the desirability of Tay Township as a GTA emigrant and retirement destination to attract residential and commercial development.
- Engaging and supporting senior residents to position Tay Township as a retirement destination.
- Improving marketing of the Tay Shore trail to attract further tourism.
- Building upon local community organizations' appetite to partner with the Township to deliver services and initiatives.

**Threats** are external factors that may limit or prevent Tay Township from overcoming challenges or capitalizing on opportunities, which stakeholders identified as including:

- Tay Township has a small population providing a limited tax base.
- Results from the provincial government Regional Review which may include some form of municipal amalgamation.
- Simcoe County holding responsibility for delivering services that could address certain Tay Township's challenges, such as public transit.
- Township's lagging adoption of technology to deliver services impacting staff resource efficiencies and customer service.

## 2.3 Survey

Environics Research conducted a computer assisted telephone interviewing (CATI) survey with a sample of Tay residents aged 18 and older between July 9 to 24, 2019. The survey was conducted in English. A total of 300 interviews were completed through random digit dialing. The survey data are weighted by age and gender according to 2016 Census data. Below is a summary of results from the survey. Full survey results are available in the Appendix on page 30 of this document.

**Perceptions of Tay.** Majorities of Tay residents have a favourable perception of the quality of life in the Township of Tay: a combined eight in ten say life is excellent or good (38% excellent, 42% good).

The waterfront and Tay Shore Trail are among the top appealing elements of life in Tay, followed by other elements regularly associated with smaller municipalities (including being quiet and peaceful, having a sense of community, and being in a rural environment). Despite many favoured aspects of the community, residents say the most important challenge for Tay relates to infrastructure and maintenance, followed closely by road repairs.

When asked whether the Township is on the right or wrong track in addressing issues facing the community, just over half (53%) feel the Township is on the right track. Three in ten (28%) say the Township is on the wrong track; two in ten (19%) don't know how the Township is performing on this front.

**Forward Planning.** Almost all residents considered the areas of *Resilience*, *Openness*, *Activeness* and *Pride* as important for the future of Tay: nine in ten or more agree that each area is very or somewhat important (combined). Despite that combined perception of importance, a *resilient* Tay is the one area seen as very important by the largest proportion of residents (69%), followed by an *open* Tay (65%), *active* Tay (58%) and a *proud* Tay (57%).

When prompted with a list of nine goals for Tay, the vast majority are rated as very important (a rating of 8 or higher on a scale of: 1-not at all important to 10-extremely important). The goals with the highest levels of importance relate to opening Tay for businesses, providing support for seniors, protecting the environment, and increasing communication from the Township. The goal rated a least important is: encourage developers to build more housing in Tay (with 42% of residents rating this as very important).

**Victoria Harbour boat launch.** Six in ten (58%) say the Victoria Harbour boat launch is an important draw for visitors to the area, with only two in ten (22%) saying it should be restricted to use by Tay residents only. Only 8% say the launch is an annoyance for residents.

When it comes to possible solutions or outcomes for the launch, it is clear that the removal of the launch is off the table in residents' eyes (only 1% prefer this option). There is a small number who opt for charging a fee to both residents and visitors (7%); there is a much larger number who prefer to charge a fee to visitors only (27%). The greatest proportion suggest creating more parking in the nearby area (34%). The remaining residents are split between not taking any action (17%) and not knowing which option is preferred (14%).

**Community Highlights.** Victoria Harbour residents are more likely than those from the other communities to rate quality of life as excellent or good. They are also more likely than others to say the Township is on the right track. Victoria Harbour residents are less likely than others to feel that the open focus area is very important.

Rural residents – while overall indicating a positive quality of life (67% excellent or good) – provide the least positive ratings of all communities. Rural residents are less likely than others to feel that the active focus area and the proud focus area are very important.

Port McNicoll residents, while often providing similar opinion to the other communities, rate some of the nine goals as more important than the ratings of their counterparts. Port McNicoll residents provide higher scores for goals related to economic and communication prompts (including opening Tay for businesses, providing

support for seniors, increasing communication from the Township, providing opportunities for residents to engage, and encouraging developers to build more housing).

The boat launch is the topic that most clearly differentiates communities. While all communities agree the launch is an important draw for visitors, this is a stronger feeling among Victoria Harbour and Rural residents than for Port McNicoll and Waubaushene residents. The greatest proportions who say the launch should be restricted to residents are from Victoria Harbour. The greatest proportions who say the launch is an annoyance to residents are from Waubaushene. Waubaushene and Port McNicoll have larger than average numbers of residents who do not know how they feel about the launch. Waubaushene residents are less likely than others to say there should be a visitor fee to use the launch; they are more likely than others to not know which outcome is most preferred.

## 2.4 Community submitted feedback

Feedback from the community was submitted through multiple channels, including in person sessions and online. In total, approximately 60 individuals contributed feedback through one of the above activities.

Overall, comments about Tay as it currently stands were largely positive in nature as residents are proud of their community. The most favored parts of Tay include the Tay Shore Trail, the waterfront, the small town community feel, and the natural habitat.

When looking to the future, Tay residents are hopeful that change can help improve quality of life. Being able to access more services and amenities is regularly mentioned, including shopping and recreation activities. The boat launch is an important issue to some residents; there is no interest in losing the launch, rather residents are open to changes that add parking spots or require permits for accessing the launch in reliable way.

*“My vision for Tay is an influx in population of young families and retirees. Changing demographics means we will need services which will be different from what we have now.”*

- Focus group participant

There is an understanding that a current lack of housing and transportation limits the ability for some to comfortably live in the community. Many show concern about the aging population being able to stay in their homes as they age. Residents look to the Township to provide better maintenance and improvements to the infrastructure in the community, particularly roads. They also look to the Township to improve safety on the roads. In addition to infrastructure, residents hope to see the natural environment cared for and protected in the future, whether against climate change or development.

Residents express an appetite for the Township itself to provide greater amounts of communication and through more avenues (including traditional print forms, online forms and through push methods directly to residents). Residents seek greater transparency and openness from the Township regarding decisions that impact the community.

Finally, many members of the community recognize a division between residents that stems from the original villages. Whether this division relates to community interaction, or a perception that certain areas receive better development than others, residents are hopeful that a united community can help improve the situation.

*“We have a separate community mentality...we view each other as competing. It’s a barrier to residents cooperating.”*

- Focus group participant



# STRATEGIC PLANNING GOALS AND PRIORITIES

## 3.1 Focus areas

Four broad themes emerged throughout planning consultations. These themes were further presented to residents through the survey and community workshops for reaction.

Each of these focus areas represents a sentiment that is forward-looking and relevant to Tay Township. These themes, or focus areas, are categorized as follows:



### Tay Resilient

This focus area is based on the operational building blocks and partnerships that are essential to ensuring the economic, environmental and governing sustainability of the municipality.



### Tay Active

This focus area underscores a concentration on recreation and mobility in support of the vitality of Tay residents, with a particular focus on young/teens and seniors wishing to age in place.



### Tay Proud

This focus area coalesces around the aspects of living in Tay that invoke a feeling of pride among residents and among those who deliver services locally.



### Tay Open

This focus area draws attention to the function of communication between residents and Township staff and leadership, with an emphasis on leveraging existing resources and channels in a way that is accessible for different demographic and geographic cohorts across the Township, while looking to the future and efficiencies of digital enablement.

## 3.2 Goals

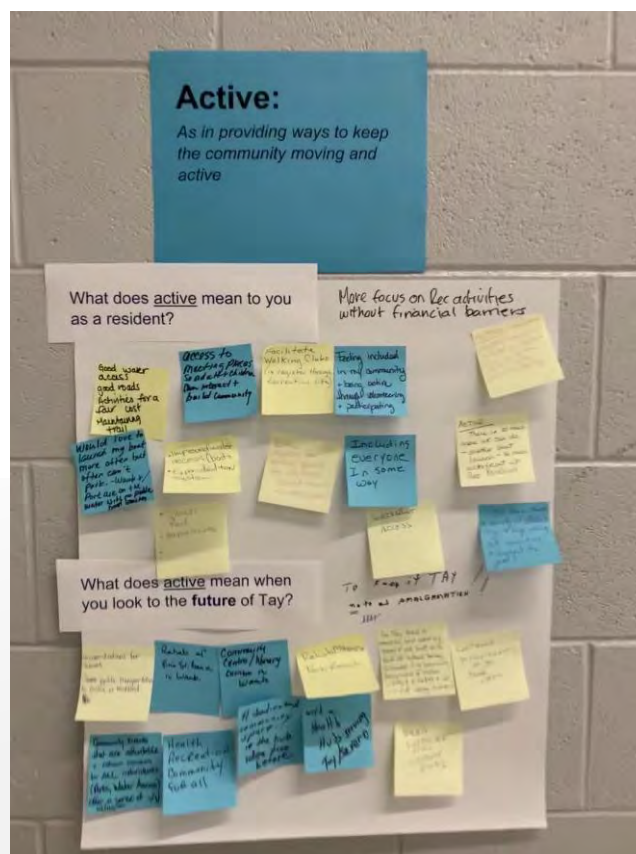
Within each focus area, consultation feedback is synthesized into overarching goals. The goals in each focus area are designed to move the Township of Tay along a continuum to achieve the objectives associated with area.



Tay Active

Objective: Focus on accommodating segments of the population (children and seniors, in particular) through recreational and infrastructure policies that encourage activity and mobility within the Township.

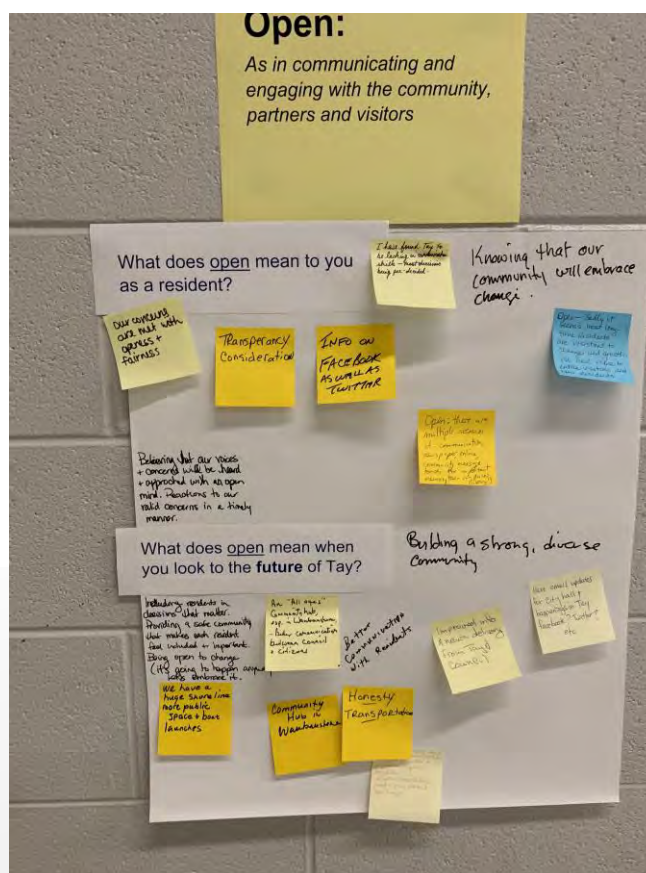
Goals	Actions
Support wellness and activity of underserved community groups	Review current recreational offerings to determine opportunities to introduce new programming for young residents (children/teens) and older (seniors) to ensure their recreational needs are met.
Enable Public Mobility	Explore partnerships with public and private organizations that can support the design and implementation of public transit solutions throughout the municipality to accommodate residents who are without private transportation (personal vehicle).
A Supported Senior Community	Empower the Seniors Committee of Council to develop a plan to support ageing in place strategies (including housing, transportation and recreational services).



## Tay Open

**Objective:** Improve the relationship between the Township and residents through activities that demonstrate transparency, effective communications and dedicated customer service.

Goals	Actions
<b>Reliable and Accessible Communication</b>	Establish guidelines for frequent and proactive communication about what is happening in Tay to increase transparency about decision-making that affects the community. Utilize the range/variety of channels available to a diversity of residents (electronic signs, direct mail, social media, Township website).
<b>Approachable and Inclusive Engagement</b>	<p>Implement and promote regular opportunities for citizen engagement (town halls, surveys, online communities, etc.) which support communication between the Township and residents and transcend community divisions</p> <p>Expedite the adoption of digital solutions to address customer service needs (program/permit registration online; up-to-date municipal information)</p>

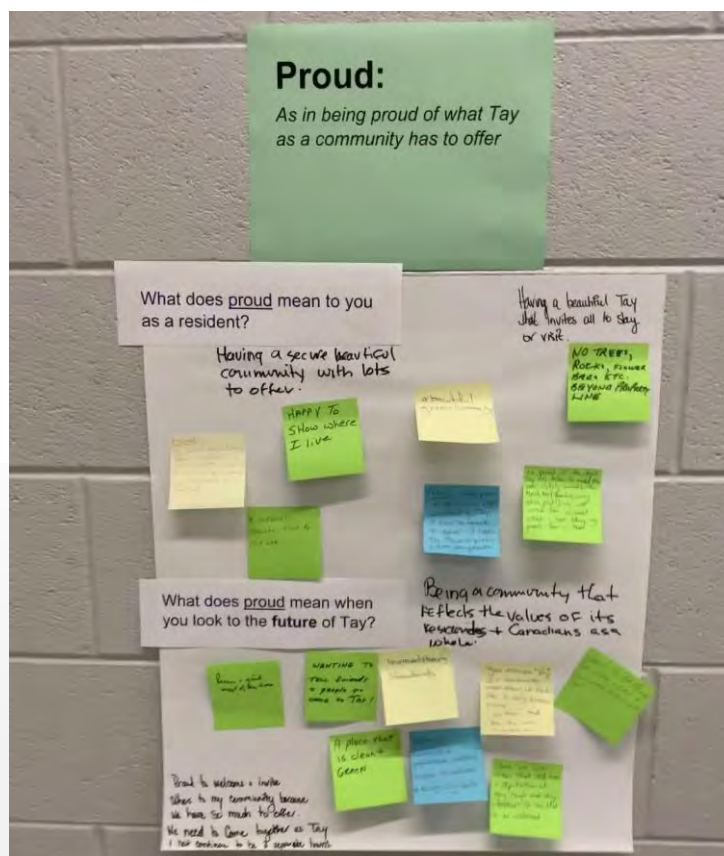




## Tay Proud

**Objective:** Invest in natural and legacy assets in the community to contribute to fostering a sense of pride among residents and employees of the Township.

Goals	Actions
A United and Welcoming Community	Partner with local destinations to promote tourism to Tay Township.
	Review communications and administrative practices in an effort to address legacy community divisions and drive to a more cohesive approach to addressing community needs.
	Instill and maintain a formalized culture of customer service among Township staff on both the front lines of service delivery and in the back offices.
A Community with Amenities and Attractions	Ensure the allocation of funding and resources to maintain local parks and public spaces in a manner that is appealing and consistent with the physical beauty of the community and encourages community usage.
	Continue investment in the upkeep, development and promotion of the Tay Shore Trail.
	Undertake an economic impact study of the Victoria Harbour Boat Launch to bring evidence to the discussion regarding the future of the local asset.

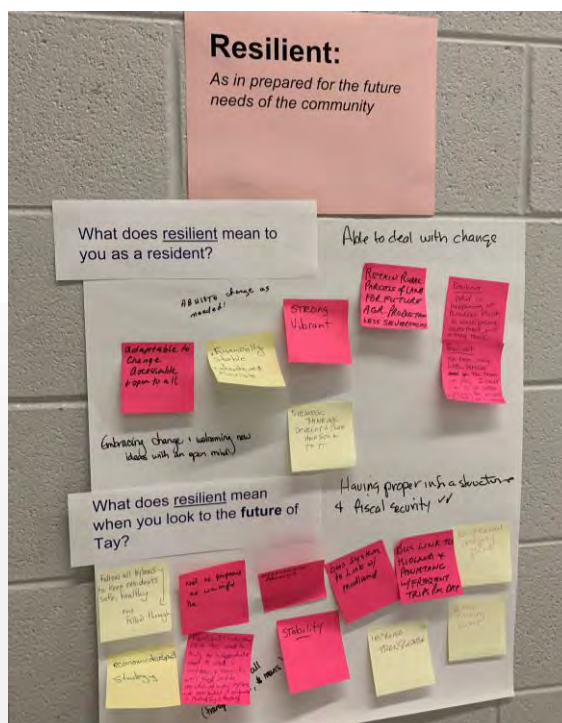




## Tay Resilient

**Objective:** Supporting pillars of sustainability to ensure the Township has resilience in the face of economic, environmental and business challenges.

Goals	Actions
<b>Economic Development and Sustainability</b>	Encourage and promote economic development and support for local business through partnerships like the EDCNS.
	Review planning and development policies (including partnerships) with a view to encourage increased development of housing and, specifically, affordable housing.
<b>Effective Governance</b>	Proceed with a formal assessment of the appropriate staff complement required for service delivery in Tay Township and align existing resources with prescribed staffing levels.
	Familiarize staff and elected officials with governance best practices to ensure adherence to the norms of effective governance.
<b>Environmental Sustainability</b>	Maintain initiatives and partnerships that are focused on reducing the impacts of climate change, thereby ensuring the environmental sustainability of Tay Township.
	Review water usage fee structure to determine if there are opportunities for adjustments to promote increased conservation efforts by residents.
<b>Reliable Infrastructure</b>	Approve and implement a road maintenance strategy which ensures a timely, sustainable and economically responsible approach to maintaining and replacing local roadways throughout the municipality.





### 3.3 Prioritization

Prioritization of actions is intended to inform the development of an Action Plan which tracks the performance and achievement of strategic goals. Priorities are based on the feedback received; any related action items or implementation strategies are for the Township's consideration and execution.

Environics Research independently developed the priorities listed below. The Township's role in the strategic planning process was to facilitate Researcher access to the diverse stakeholders engaged to provide feedback.

*"To be resilient, Tay needs to embrace change and welcome new ideas with an open mind."*

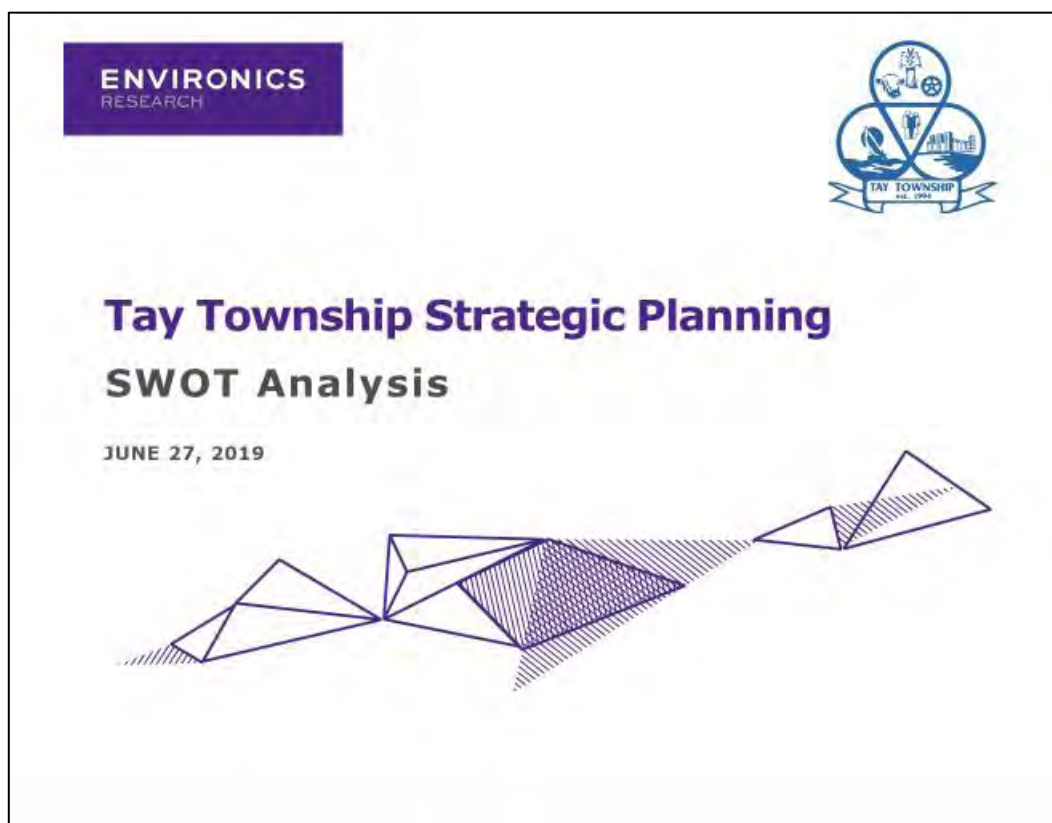
*– Community workshop participant*

Focus Area	Actions	Priority
Active	Review current recreational offerings to determine opportunities to introduce new programming for young residents (children/teens) and older (seniors) to ensure their recreational needs are met.	High
Active	Empower the Seniors Committee of Council to develop a plan to support ageing in place strategies (including housing, transportation and recreational services).	High
Open	Establish guidelines for frequent and proactive communication about what is happening in Tay to increase transparency about decision-making that affects the community. Utilize the range/variety of channels available to a diversity of residents (electronic signs, direct mail, social media, Township website).	High
Proud	Ensure the allocation of funding and resources to maintain local parks and public spaces in a manner that is appealing and consistent with the physical beauty of the community and encourages community usage.	High
Resilient	Encourage and promote economic development and support for local business through partnerships like the EDCNS.	High
Resilient	Review planning and development policies (including partnerships) with a view to encourage increased development of housing and, specifically, affordable housing.	High
Resilient	Approve and implement a road maintenance strategy which ensures a timely, sustainable and economically responsible approach to maintaining and replacing local roadways throughout the municipality.	High
Resilient	Proceed with a formal assessment of the appropriate staff complement required for service delivery in Tay Township and align existing resources with prescribed staffing levels.	High
Active	Explore partnerships with public and private organizations that can support the design and implementation of public transit solutions throughout the municipality to accommodate residents who are without private transportation (personal vehicle).	Medium

Open	Implement and promote regular opportunities for citizen engagement (town halls, surveys, online communities, etc.) which support communication between the Township and residents and transcend community divisions.	Medium
Open	Expedite the adoption of digital solutions to address customer service needs (program/permit registration online; up-to-date municipal information).	Medium
Proud	Undertake an economic impact study of the Victoria Harbour Boat Launch to bring evidence to the discussion regarding the future of the local asset.	Medium
Proud	Review communications and administrative practices in an effort to address legacy community divisions and drive to a more cohesive approach to addressing community needs.	Medium
Proud	Promote Tay as a tourism destination to encourage visitation from other areas.	Medium
Resilient	Maintain initiatives and partnerships that are focused on reducing the impacts of climate change, thereby ensuring the environmental sustainability of Tay Township.	Medium
Proud	Instill and maintain a formalized culture of customer service among Township staff on both the front lines of service delivery and in the back offices.	Low
Proud	Continue investment in the upkeep, development and promotion of the Tay Shore Trail.	Low
Resilient	Review water usage fee structure to determine if there are opportunities for adjustments to promote increased conservation efforts by residents.	Low
Resilient	Familiarize staff and elected officials with governance best practices to ensure adherence to the norms of effective governance.	Low

# APPENDICES

## 4.1 SWOT analysis



### INTRODUCTION

**Overview.** Tay Township commissioned Environics Research to assist the Community, Council and Senior Staff to identify strategic priorities for the Municipality's 2018 -2022 term of Council.





The strategic planning process comprises 4 stages of consultation:

- **Stage 1** - Engagement with council (7 individual interviews), staff (5 individual/pair interviews and 1 group interview) and residents (2 focus groups, including 1 with the general public and 1 with representatives from community organizations) to develop a comprehensive list of priorities for further exploration. **Completed in June 2019.**
- **Stage 2** - SWOT analysis incorporating stakeholder feedback collected in stage 1 with existing literature to identify internal (strengths and weaknesses) and external factors (opportunities and threats). **Presented in this report.**
- **Stage 3** - Telephone survey with 300 residents to garner broad public feedback on themes & priorities. **Planned for July 2019.**
- **Stage 4** - In-person open-house meetings (2) to garner public feedback toward validating priorities according to residents needs and expectations. **Planned for July and August 2019.**



## INTRODUCTION

**SWOT Analysis.** The following report presents findings from resident, staff and council stage 1 consultations. The stage 1 feedback is supplemented with Statistics Canada demographic data and building permit data<sup>1</sup>. These findings have been aggregated into a SWOT:

-  **Strengths** – Local assets and resources that can be used or built upon to support growth and prosperity of Tay Township.
-  **Weaknesses** – Internal challenges that hinder or impede Tay Township's success and may need to be addressed to capitalize on opportunities.
-  **Opportunities** – External circumstances that Tay Township can leverage or act upon to positively impact residents' lives and overcome challenges.
-  **Threats** – External factors that may limit or prevent Tay Township from overcoming challenges or capitalizing on opportunities.

The purpose of the SWOT Analysis is to contextualize stakeholder feedback and provide a framework for development of the strategic priorities.

<sup>1</sup>Sources:

- Economic Development Corporation of North Simcoe. Data Profiles. Accessed March 2019. [LINK](#)
- Statistics Canada. Focus on Geography Series, 2016 Census. Accessed March 2019. [LINK](#)
- County of Simcoe, Economic Development Office. Statistics, Building Permits. Accessed March 2019. [LINK](#)

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## STRENGTHS

LOCAL ASSETS AND RESOURCES THAT CAN BE USED OR BUILT UPON TO SUPPORT GROWTH AND PROSPERITY OF TAY TOWNSHIP



**Financial management** – Tay Township is seen as being diligent in its financial planning, with administrators and decision-makers making the best of a limited tax revenue base.



**Water and wastewater infrastructure** – Investments in water and wastewater infrastructure have provided residents with state-of-the-art facilities and safe drinking water.



**Location relative to urban centres** – Tay Township is appreciated as a bedroom community which is located within daily commuting distance from urban areas with dense employment opportunities.



**Partnerships** – Tay Township provides services and achieves efficiencies that would otherwise not be possible given limited resources by leveraging partnerships with neighbouring municipalities and Simcoe County. Tay Township has also partnered with local environmental organizations to advance environmental stewardship.

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## STRENGTHS (CONTINUED)

LOCAL ASSETS AND RESOURCES THAT CAN BE USED OR BUILT UPON TO SUPPORT GROWTH AND PROSPERITY OF TAY TOWNSHIP



**Fire services** – Tay Township has a well-trained volunteer fire department that engages with the community.



**Library services** – Tay Township has three public libraries that provide valued services and cultural programming.



**Recreational programming and facilities** – Residents are complimentary of the variety of affordable recreational programs and well-maintained facilities that include public ice rinks and the Tay Shore Trail.



**Winter road maintenance** – Residents recognize the efforts made to ensure sufficient snow removal given financial capacity and number of roads maintained.

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## WEAKNESSES

INTERNAL CHALLENGES THAT HINDER OR IMPEDE TAY TOWNSHIP'S SUCCESS AND MAY NEED TO BE ADDRESSED TO CAPITALIZE ON OPPORTUNITIES



**Levels of development** – 283 New housing units were built in Tay Township over the past 7 years, which represents a small percentage (less than 2%) of housing built in the County of Simcoe over the same time period.



**Availability of affordable housing** – residents feel there are limited and dwindling opportunities to find affordable housing within the Township, forcing younger generations to move elsewhere to live and work.



**Local amenities** – Residents are keenly aware that they need to commute to nearby municipalities for every-day amenities like a bank.



**Transportation options** – Residents are highly dependent on personal vehicles due to the lack of public transportation, or affordable alternatives.

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## WEAKNESSES (CONTINUED)

INTERNAL CHALLENGES THAT HINDER OR IMPEDE TAY TOWNSHIP'S SUCCESS AND MAY NEED TO BE ADDRESSED TO CAPITALIZE ON OPPORTUNITIES



**Communication with residents** – Communicating with and engaging residents continues to be a challenge for Tay Township, which is compounded by the mixed demographics of residents who prefer online communication while other residents do not access the internet.



**Pride** – Residents are aware when Township employees lack pride when it comes to working for the Township and serving local ratepayers. Uneven customer service, maintenance of public areas (parks, gardens) and employee satisfaction are symptoms of a lack of pride of affiliation with the local administration.



**Customer service** – While some areas of Municipal operation are seen as providing good customer service, there is an opportunity to improve the quality of customer service provided by Township staff and management. Broad areas for improvement include tone, communication, consistency of information provided and the ease of access to pertinent personnel.

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## WEAKNESSES (CONTINUED)

INTERNAL CHALLENGES THAT HINDER OR IMPEDE TAY TOWNSHIP'S SUCCESS AND MAY NEED TO BE ADDRESSED TO CAPITALIZE ON OPPORTUNITIES



**Accommodating seniors** – Residents do not feel that Tay is well-positioned to accommodate current senior residents, as well as those who may be moving away from the city and into the Township. In particular, residents cite a lack of affordable seniors' housing, recreational programming, local amenities and transportation infrastructure for those without cars.



**Road maintenance** – The road infrastructure renewal lifecycle has been identified by both residents and local decision-makers as an area for improvement.

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## ✕ OPPORTUNITIES

EXTERNAL CIRCUMSTANCES THAT TAY TOWNSHIP CAN LEVERAGE OR ACT UPON TO POSITIVELY IMPACT RESIDENTS' LIVES AND OVERCOME CHALLENGES



**Automation** – Keeping pace with the increasing availability of goods and services available online would improve accessibility and reduce burden on staff.



**Management review** – Identifying gaps and areas of burden in staff roles could improve alignment of staffing with Township needs.



**Regional government review** – Provincial government mandated amalgamation could provide access to greater resources.



**Tay Shore Trail** – Improved marketing of Tay Shore Trail may further drive tourism to the area and to other local tourism assets.

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## ✕ OPPORTUNITIES

EXTERNAL CIRCUMSTANCES THAT TAY TOWNSHIP CAN LEVERAGE OR ACT UPON TO POSITIVELY IMPACT RESIDENTS' LIVES AND OVERCOME CHALLENGES



**Development** – Desirable features of ex-urban living attract potential residents to the Township, which presents the opportunity to attract new residential and commercial development (including amenities).



**Volunteerism** – Tay residents and staff value volunteers in the community. Building on and leveraging these resources could fill advisory and programmatic gaps.



**Retirement destination community** - Building on its engagement with senior residents, and providing them with supports to age well in the community, could position Tay Township as a destination for retirement.



**Community Organization Partnerships** – Availability of local community organizations and appetite to partner with the Township can support programming and services, while also satisfying citizen engagement commitments.

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## THREATS

EXTERNAL FACTORS THAT MAY LIMIT OR PREVENT TAY TOWNSHIP FROM OVERCOMING CHALLENGES OR CAPITALIZING ON OPPORTUNITIES



**Regional government review** – Uncertainty regarding the outcome of the provincial review could impede long-term planning.



**Regulations** – Capacity to address challenges may be limited by provincial regulations.



**Authority** – The Township of Tay looks to the County of Simcoe for services that could address challenges it is experiencing.

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## THREATS

EXTERNAL FACTORS THAT MAY LIMIT OR PREVENT TAY TOWNSHIP FROM OVERCOMING CHALLENGES OR CAPITALIZE ON OPPORTUNITIES



**Staff morale** – Success of initiatives directed at Tay Township human resources will be dependent on overcoming resistance through active change management.



**Limited tax base** – Tay Township has a small population and population growth has been modest (3.1% from 2011 to 2016) relative to the County of Simcoe's (7.5%).

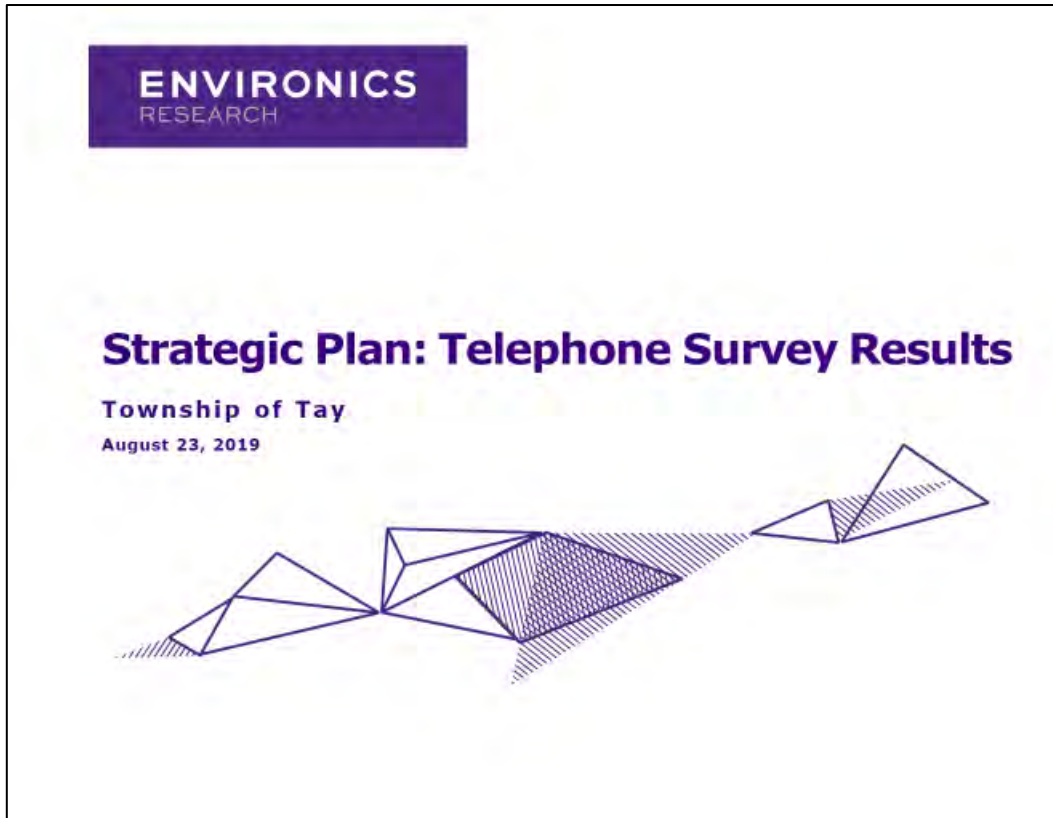


**Lagging Technology Adoption** – Proliferation of services available online drives expectations for similar access to Township resources by residents. Resisting adoption of technology also impacts ability to streamline staff complement and direct resources to where they are needed.

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## 4.2 Survey



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Research Overview and Methodology	3
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Perceptions of Tay	7
Forward Planning	12
Resident Demographics	19

## Research Overview and Methodology

**Overview.** The Township of Tay is creating a new Strategic Plan for 2019 to 2022. The plan will identify municipal priorities that meet Council and community goals and objectives.

The Township selected Environics Research as a third-party consultant to conduct a series of engagement activities. A telephone survey of residents was included as one of those activities, in order to gather quantitative measures from a range of Tay residents. The survey was intended to obtain public perceptions on themes and priorities based on the earlier activities (including interviews, focus groups and a SWOT analysis).

**Methodology.** Environics Research conducted a computer assisted telephone interviewing (CATI) survey with a sample of Tay residents aged 18 and older between July 9 to 24, 2019. The survey was conducted in English. A total of **300** interviews were completed through random digit dialing. The survey data are weighted by age and gender according to 2016 Census data.

Due to the size of the sample, the results of this survey – including comparisons between subgroups – should be considered directional. Numbers in this report may not add to 100% due to rounding.

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Township of Tay Strategic Plan – Survey Results | 3

## Executive Summary (page 1 of 3)

Environics Research conducted a telephone survey on behalf of the Township of Tay with a sample of 300 Tay residents in July 2019. The survey was designed to understand public perceptions on themes and priorities identified in the Strategic Planning process to date.

**Perceptions of Tay.** Majorities of Tay residents have a favourable perception of quality of life in the Township of Tay: a combined eight in ten say life is excellent or good (38% excellent, 42% good).

The waterfront and Tay Shore Trail are among the top appealing elements of life in Tay, followed by other elements regularly associated with smaller municipalities (including being quiet and peaceful, having a sense of community, and being in a rural environment). Despite many favoured aspects of the community, residents say the most important challenge for Tay relates to infrastructure and maintenance, followed closely by road repairs.

When asked whether the Township is on the right or wrong track in addressing issues facing the community, just over half (53%) feel the Township is on the right track. Three in ten (28%) say the Township is on the wrong track; two in ten (19%) admittedly do not know how the Township is performing.

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Township of Tay Strategic Plan – Survey Results | 4



## Executive Summary (page 2 of 3)

**Forward Planning.** Almost all residents found the areas of Resilience, Openness, Activeness and Pride as important for the future: nine in ten or more agree that each area is very or somewhat important (combined). Despite that combined perception of importance, a *resilient* Tay is the top area seen as very important (69%), followed by an *open* Tay (65%), *active* Tay (58%) and a *proud* Tay (57%).

When prompted with a list of nine goals for Tay, the vast majority garner ratings of 8 or higher (on a scale of 1-not at all important, to 10-extremely important). The goals with the highest levels of importance relate to opening Tay for businesses, providing support for seniors, protecting the environment, and increasing communication from the Township. The goal with the least favourable ratings is: encourage developers to build more housing in Tay.

**Victoria Harbour boat launch.** Six in ten (58%) say the Victoria Harbour boat launch is an important draw for visitors to the area, with only two in ten (22%) saying it should be restricted to use by Tay residents only. Nearly one in ten (8%) say the launch is an annoyance for residents, whereas slightly more (12%) don't know which option best describes their view.

When it comes to outcomes of the launch, it is clear that the removal of the launch is off the table in residents' eyes (only 1% prefer this option). There is a small number who say to charge a fee for both residents and visitors (7%); there is a much larger number who say to charge a fee to visitors only (27%). The greatest proportion suggest creating more parking in the nearby area (34%). The remaining residents are split between not taking any action (17%) and not knowing which option is preferred (14%).

## Executive Summary (page 3 of 3)

**Community Highlights.** Victoria Harbour residents are more likely than those from the other communities to rate quality of life as excellent or good. They are also more likely than others to say the Township is on the right track. Victoria Harbour residents are less likely than others to feel that the open focus area is very important.

Rural residents – while overall demonstrating a positive quality of life (67% excellent or good) – provide the least positive ratings of all communities. Rural residents are less likely than others to feel that the active focus area and the proud focus area are very important.

Port McNicoll residents, while often providing similar opinion to the other communities, rate some of the nine goals as more important than the ratings of their counterparts. Port McNicoll residents provide higher scores for goals related to economic and communication prompts (including opening Tay for businesses, providing support for seniors, increasing communication from the Township, providing opportunities for residents to engage, and encouraging developers to build more housing).

The boat launch is the topic that most clearly differentiates communities. While all communities agree the launch is an important draw for visitors, this is a stronger feeling among Victoria Harbour and Rural residents than for Port McNicoll and Waubashene residents. The greatest proportions who say the launch should be restricted to residents are from Victoria Harbour. The greatest proportions who say the launch is an annoyance to residents are from Waubashene. Waubashene and Port McNicoll have larger than average numbers of residents who do not know how they feel about the launch. Waubashene residents are less likely than others to say there should be a visitor fee to use the launch; they are more likely than others to not know which outcome is most preferred.

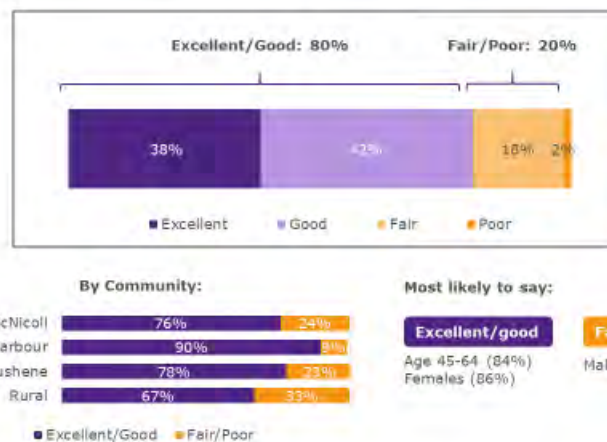


# Perceptions of Tay

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## Quality of Life

Eight in ten residents rate the quality of life in Tay as either excellent or good, with ratings highest among Victoria Harbour residents.



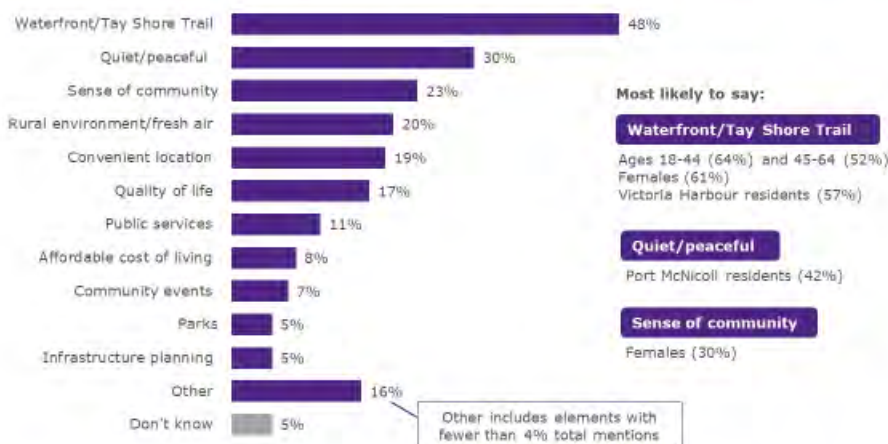
Q1. Overall, how would you rate the quality of life in the Township of Tay?

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## Top Appealing Elements

The waterfront and Tay Shore trail are seen as the top appealing elements in Tay on an unaided basis. Sense of community and the town being quiet and peaceful are also among top mentions.



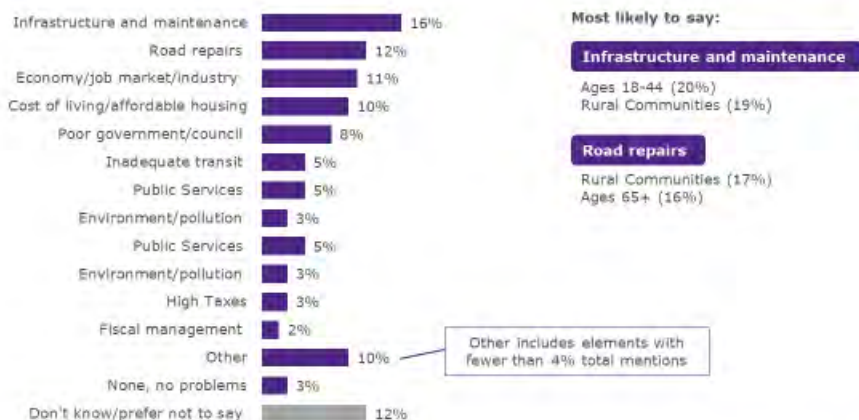
Q2. What would you say are the most appealing – or best – things about living in Tay? [Multi-code]

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## Most Important Challenge

On an unaided basis, the top mentioned challenge in Tay is infrastructure and maintenance. Road repairs and the economy are also among top mentions.



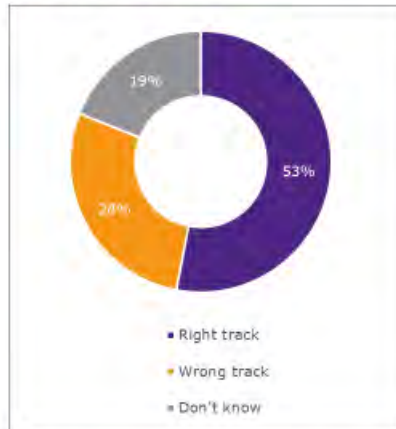
Q3. What would you say is the single most important challenge facing the Township of Tay today? (single code)

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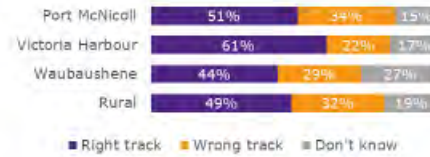
Township of Tay Strategic Plan – Survey Results | 10

## Township of Tay Right/Wrong Track

Tay residents are divided on the direction of the Township addressing community issues: five in ten say the Township is on the *right* track, three in ten residents say the Township is on the *wrong* track and two in ten do not know.



### By Community:



Q4. Would you say that the Township of Tay is on the right track or wrong track in addressing the issues facing your community?

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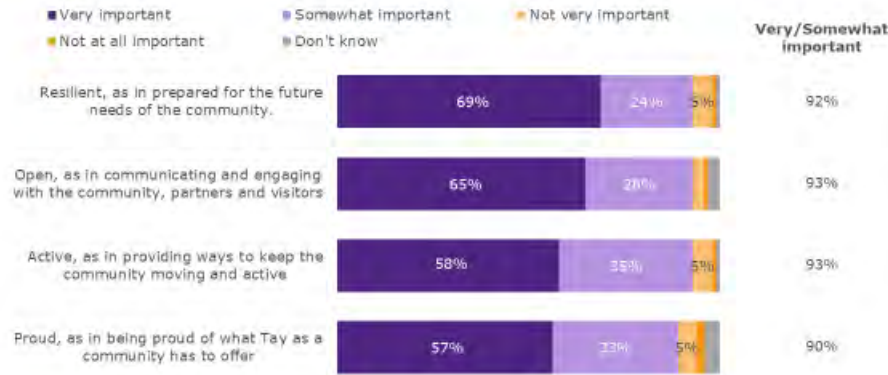
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## Forward Planning

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## Important Focus Areas (page 1 of 2)

Residents see strong importance in each of the four focus areas identified in the strategic planning process. The strongest levels of importance (rated *very important*) relate to a *resilient* and *open* Tay.



Q5. Based on your experience living in Tay, to what extent do you think the following are important focus areas for the future?

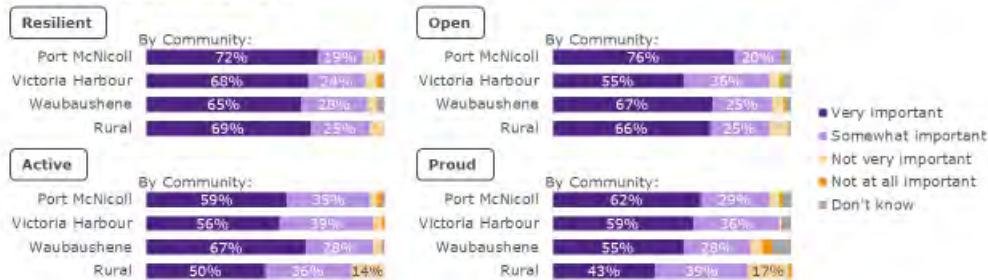
\*Values smaller than 5% are not stated in the chart.

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## Important Focus Areas (page 2 of 2)

Communities are mostly in agreement regarding the importance of resilience; Port McNicoll residents place more importance in an *open* community and Waubaushene residents place more importance in an *active* community.



### Additional subgroup differences to note:

- Ages 18-44 are more likely than the other age groups to say that *all four* focus areas are very important.
- Females are more likely than males to say that resilient, open and proud are *very important*; males are more likely than females to say that active is *very important*.
- "Working" employment status residents are more likely than "other" employment status residents to say that open, active and proud are very important.

Q5. Based on your experience living in Tay, to what extent do you think the following are important focus areas for the future?

\*Values smaller than 10% are not stated in the charts.

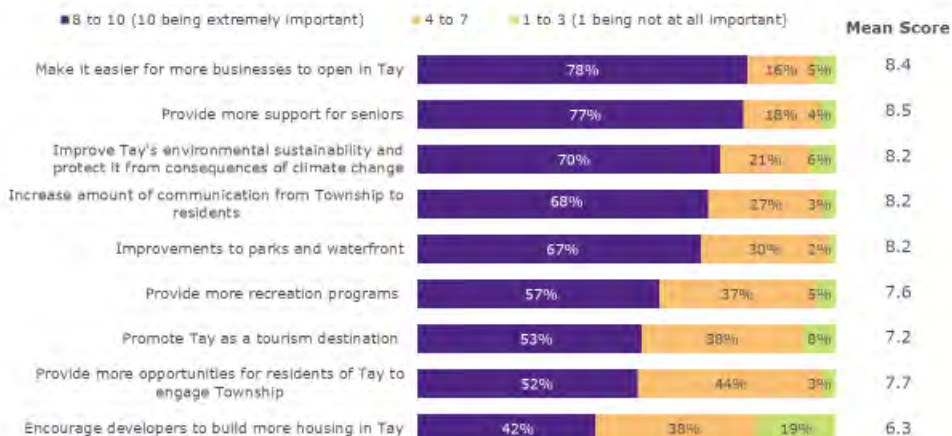
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## Important Goals (page 1 of 2)

Of a list of goals, the highest levels of importance relate to opening Tay for businesses, providing support for seniors, protecting the environment, and increasing communication from the Township.



Q6. How important do you think the following goals are for Tay?

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## Important Goals (page 2 of 2)

Port McNicoll residents place higher levels of importance on a number of goals than other residents.

	Scores of 8 to 10 highest among:
Make it easier for more businesses to open in Tay	Port McNicoll residents (85%)
Provide more support for seniors	Port McNicoll residents (87%); Ages 65+ (82%)
Improve Tay's environmental sustainability and protect it from consequences of climate change	Waubauskene residents (76%)
Increase amount of communication from Township to residents	Port McNicoll residents (76%)
Improvements to parks and waterfront	Victoria Harbour residents (77%); Ages 18-44 (74%)
Provide more recreation programs	"Working" employment status (65%)
Promote Tay as a tourism destination	Rural residents (64%)
Provide more opportunities for residents of Tay to engage Township	Port McNicoll residents (61%)
Encourage developers to build more housing in Tay	Port McNicoll residents (57%); Males (50%)

Q6. How important do you think the following goals are for Tay?

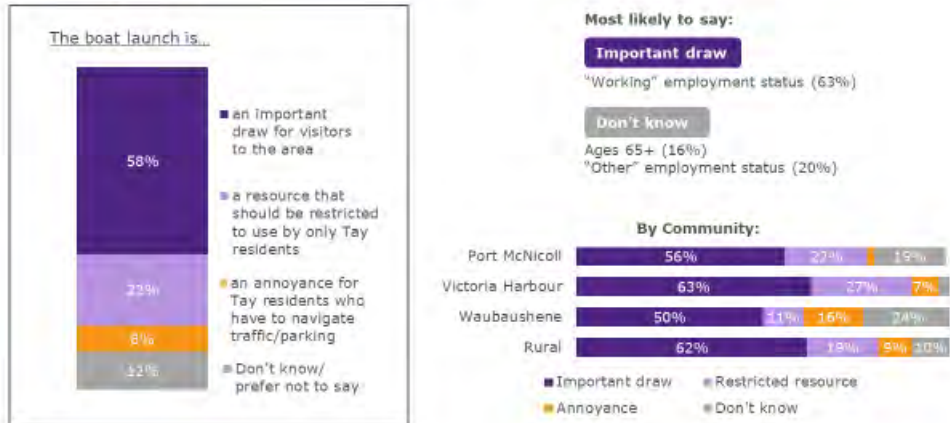
\*Values smaller than 10% are not stated in the charts.

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## Views on Victoria Harbour Boat Launch

A majority (six in ten) say the boat launch is an important draw for visitors to the area. Nearly a quarter feel the launch should be restricted to residents who have to navigate traffic/parking. Only one in ten view the launch as an annoyance.



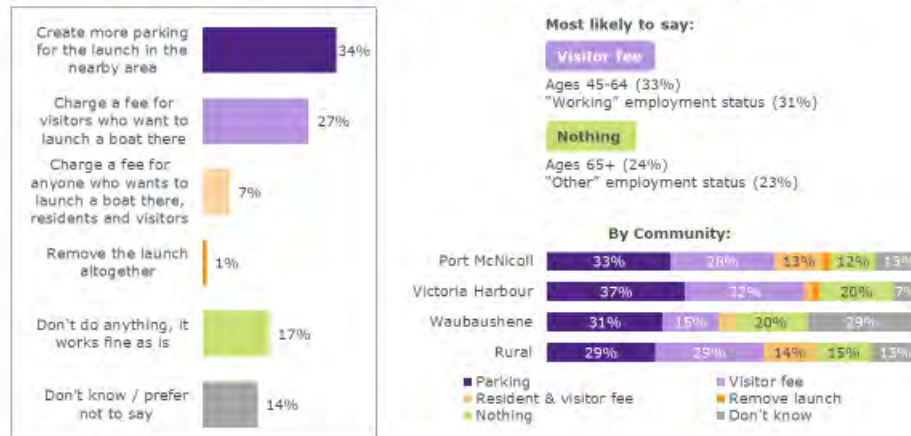
Q7. Thinking about the boat launch located in Victoria Harbour, which of the following best describes it in your view?

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## Preferred Outcomes for Boat Launch

There is no clear preference on resolving the boat launch issue; top options include more parking and charging visitors for use. Smaller numbers say nothing needs to be done. Few are open to charging residents a fee and virtually no one says to remove the launch.



Q8. Much thought has been given to how to resolve issues around the Victoria Harbour boat launch. Which of the following is your preferred outcome?

\*Values smaller than 5% are not stated in the chart.

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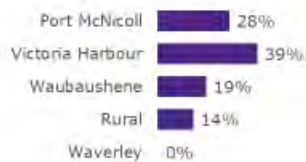
# Resident Demographics

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## Demographics (Weighted)



### Area of Residence



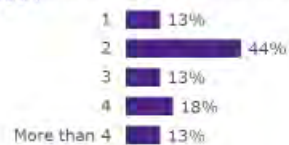
### Gender



### Age



### No. of People in Household



### Employment Status



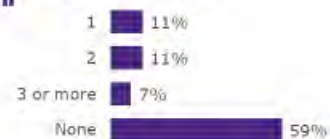
Total "Working": 53%  
Total "Other": 47%



### Resident Status



### Children in Household



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## 4.3 Community submitted feedback

The community was invited to share feedback and contribute to strategic planning in one of three ways:

- Through two in-person focus group sessions hosted by Environics
- Through one in-person seniors' session
- Through a form submission on the Township website ([tay.ca/consult](http://tay.ca/consult))

In total, approximately 60 people contributed feedback through one of the above activities.

### A. In-person sessions

As the final phase of consultation, Environics hosted two in-person open house workshop sessions in Tay; one on July 31 in Victoria Harbour and one on August 15 in Port McNicoll, each from 3:00pm to 7:00pm. The sessions were promoted by the Township through various channels throughout July and August. The sessions were open for anyone to attend and were structured as a series of self-guided activities. There was no formal presentation or structured information sharing.

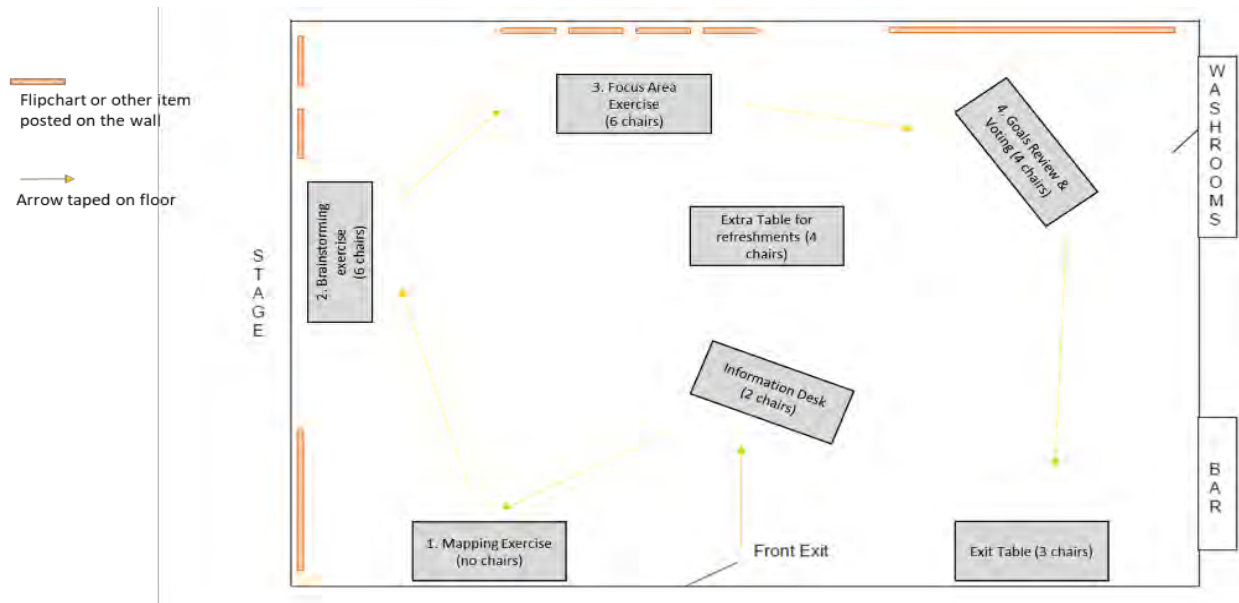
Environics facilitators were present at the sessions and available to help explain the purpose of the sessions and strategic planning. Facilitators also helped explain activities and answered questions from participants.

There were four activities, as well as an introduction table and an exit table:

- The introduction table provided information that gave context for the session and explained the strategic planning process.
- The first activity included a large printed map that helped participants visualize the town and consider the places they are proud of, where they like to spend their time, and where they would like to see change.
- The second activity was a brainstorming exercise that was designed to engage participants and prompt them to think creatively and to be forward-looking.
- The third activity introduced the focus areas and helped gauge whether the strategic planning priorities are in line with what residents think about the future of Tay.
- The final activity gave participants a chance to prioritize a series of identified goals for Tay. Each participant was given ten opportunities to vote on a list of priorities. Participants were able to vote as many times for a given priority (up to ten votes), as they desired.
- The exit table gave participants information on next steps and encouraged the submission of final comments through an anonymous comment box.



The following diagram demonstrates the set up for the Port McNicoll session:

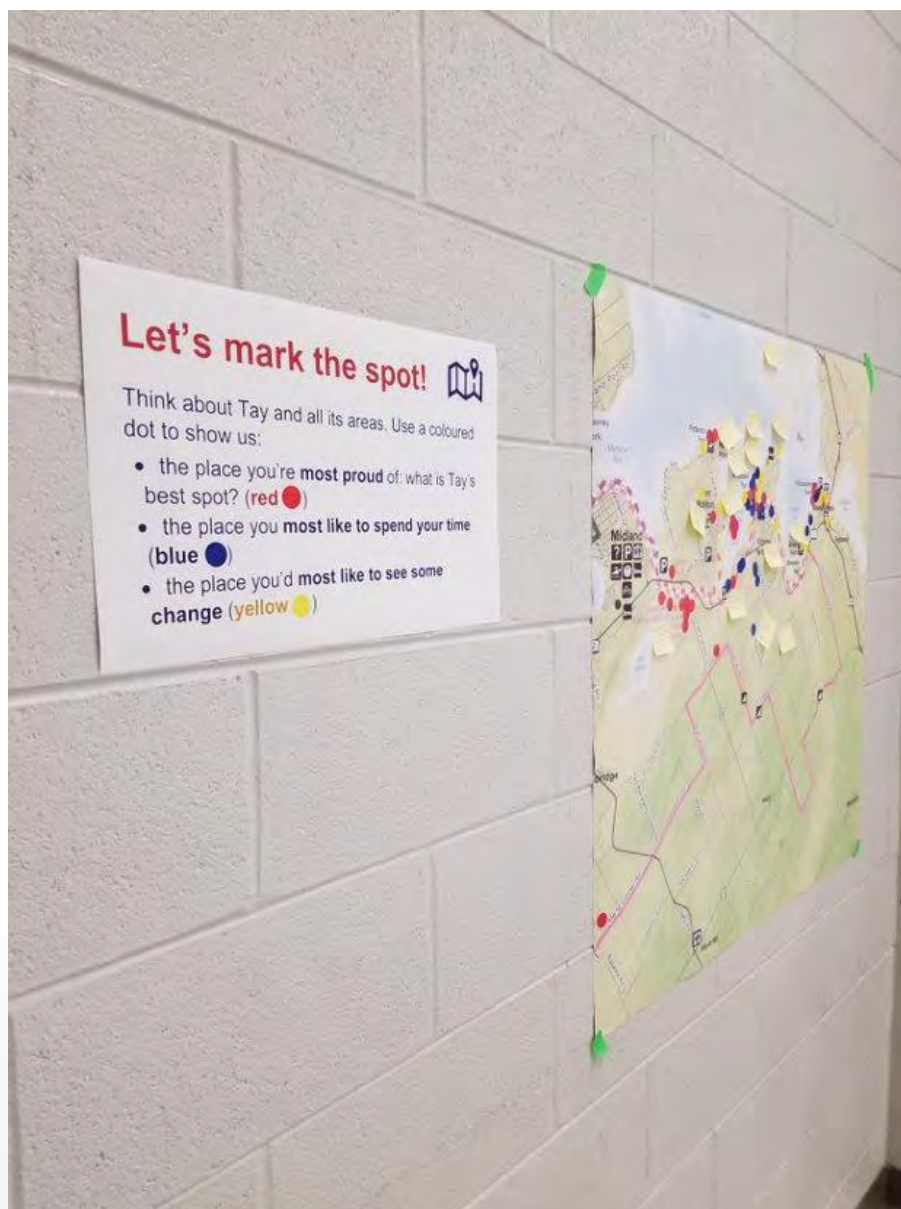


The following section summarizes the feedback received from each part of the sessions.

### Activity 1: Mapping Exercise

In this exercise, participants were provided with color-coded stickers to demonstrate the following:

- the place you're *most* proud of: what is Tay's best spot? (red)
- the place you *most* like to spend your time (blue)
- the place you'd *most* like to see some change (yellow)



Most Proud Of	
More frequently mentioned:	<ul style="list-style-type: none"> <li>● Tay Shore Trail</li> <li>● Waubaushene Beach</li> <li>● Mackenzie Park</li> <li>● S.S. Keewatin</li> <li>● Wye Marsh Wildlife Centre</li> <li>● Sainte-Marie Among the Hurons</li> <li>● Patterson Park/Paradise Point</li> </ul>
Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Victoria Harbour Community Centre</li> </ul>

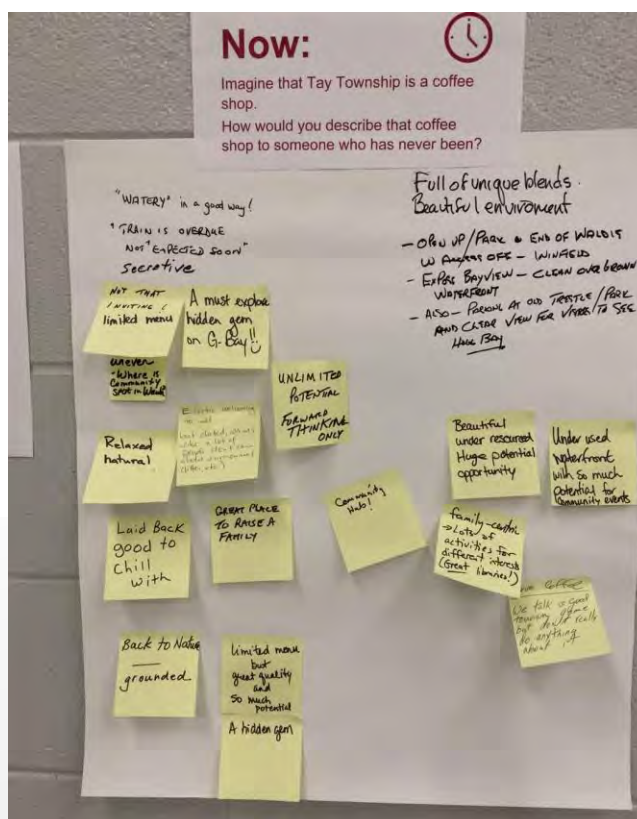
Most Like to Spend Time	
More frequently mentioned:	<ul style="list-style-type: none"> <li>● Tay Shore Trail</li> <li>● Mackenzie Park</li> <li>● Port McNicoll Community Centre</li> <li>● Waubaushene Beaches Provincial Park</li> <li>● Waubaushene Beach</li> </ul>
Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Port McNicoll library</li> <li>● Sturgeon Bay</li> <li>● Various roads and residential locations</li> </ul>

Most Like to See Change	
More frequently mentioned:	<ul style="list-style-type: none"> <li>● Tanner's Beach</li> <li>● Mackenzie Park</li> <li>● Boat launch – parking availability</li> </ul>
Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Waubaushene (general)</li> <li>● Waubaushene – additional boat launch</li> <li>● Waubaushene – family/children's activities</li> <li>● Talbot Street (Port McNicoll) – clean up and incent businesses</li> <li>● Tay Shore Trail at Wye Valley Road and Highway 12 – enforcement of no motor vehicles on the trail</li> </ul>

## Activity 2: Brainstorming Exercise

In this activity, participants were asked to imagine that Tay is a coffee shop. They were asked to first describe the “Tay coffee shop” to someone who has not visited before. Then, participants were asked to envision what they would want to see the coffee shop become in five years, describing how it could be improved.

Tay Now	
More frequently mentioned:	<ul style="list-style-type: none"> <li>● Family friendly</li> <li>● Laid back</li> <li>● Natural</li> <li>● Beautiful; a hidden gem</li> <li>● Limited amenities and services</li> <li>● Limited accessibility between villages; isolated</li> </ul>
Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Not that inviting</li> <li>● Lots of activities</li> <li>● Huge potential</li> <li>● Quiet</li> </ul>



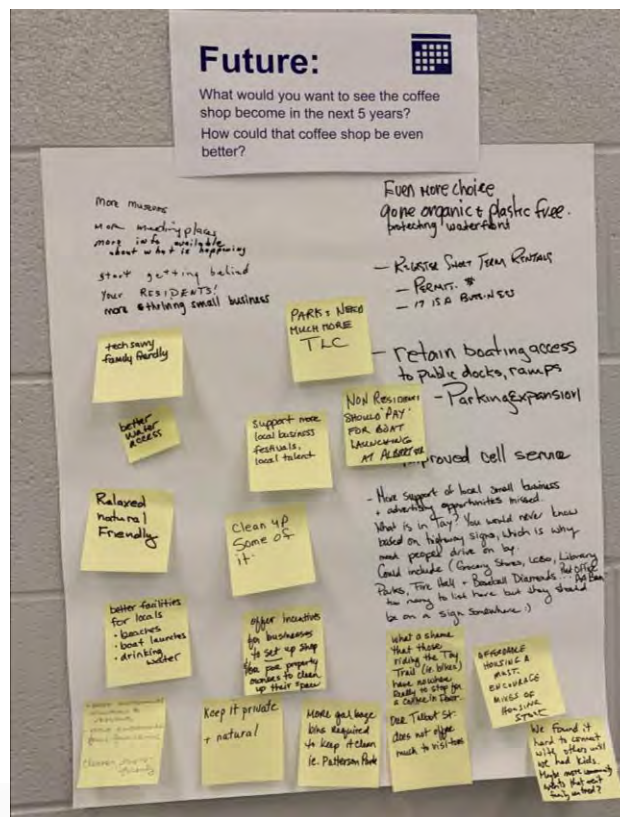
## Tay in the Future

### More frequently mentioned:

- Better water access (boat launch)
- More meeting/community spaces
- Better support for local businesses
- Natural, caring for the environment

### Less frequently mentioned:

- Affordable housing
- Improved cleanliness and maintenance (garbage bins, clean up litter)
- More economic growth
- Increased bylaw enforcement



### Activity 3: Focus Area Exercise

This activity introduced the four focus areas: Active, Open, Proud and Resilient. Participants were asked to first explain what the term meant to them as a resident, then what the term meant when looking to the future of Tay.



Tay Active		
What does <u>active</u> mean to you as a resident?	More frequently mentioned:	<ul style="list-style-type: none"> <li>● Good water access for boats</li> <li>● Variety of activities for people of all ages, abilities and through the seasons</li> <li>● Activities for a fair cost or free</li> <li>● Outdoor activities with maintained trail, etc.</li> </ul>
	Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Helping neighbours shovel snow</li> <li>● Inclusive communities</li> <li>● Access to meeting places to build community</li> <li>● Pride events/LGBTQ spaces</li> <li>● Splash pad</li> <li>● Tennis courts</li> </ul>
What does <u>active</u> mean when you look to the future of Tay?	More frequently mentioned:	<ul style="list-style-type: none"> <li>● Rehabilitation of parks/beach spaces</li> <li>● Continued development and bylaw enforcement of the Tay Shore Trail</li> </ul>
	Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Public transportation to Orillia/Midland</li> <li>● Waubauskene community centre/library</li> <li>● Community for all</li> </ul>



Tay Open		
What does <u>open</u> mean to you as a resident?	More frequently mentioned:	<ul style="list-style-type: none"> <li>● Transparency</li> <li>● Consideration of community concerns with openness/fairness</li> <li>● Multiple types of communication (newspapers, online, message boards, etc.)</li> </ul>
	Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Embracing change</li> <li>● Accessible Township for questions, comments, etc.</li> <li>● Information is pushed to residents directly</li> </ul>
What does <u>open</u> mean when you look to the future of Tay?	More frequently mentioned:	<ul style="list-style-type: none"> <li>● Better communication with residents (email newsletters, social media, etc.)</li> <li>● Waubauskene community hub</li> <li>● Embracing change</li> </ul>
	Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Building a strong, diverse community</li> <li>● Honesty and transparency</li> </ul>

Tay Proud		
What does <u>proud</u> mean to you as a resident?	More frequently mentioned:	<ul style="list-style-type: none"> <li>● Happy to show where I live</li> <li>● Natural beauty</li> <li>● A community with lots to offer</li> </ul>
	Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Protecting the ecological environment</li> <li>● Historical significance of the area</li> </ul>
What does <u>proud</u> mean when you look to the future of Tay?	More frequently mentioned:	<ul style="list-style-type: none"> <li>● Wanting to tell others to visit the area</li> <li>● Being a more cohesive community (less divisions between the villages and rural areas)</li> </ul>
	Less frequently mentioned:	<ul style="list-style-type: none"> <li>● Maintaining the small town feel</li> <li>● Addressing negative reputation of the area</li> </ul>

Tay Resilient		
What does <u>resilient</u> mean to you as a resident?	More frequently mentioned:	<ul style="list-style-type: none"> <li>• Able to deal with change; adaptable</li> <li>• Flexible</li> <li>• Embracing change</li> <li>• Coping with environmental changes</li> </ul>
	Less frequently mentioned:	<ul style="list-style-type: none"> <li>• Strategic thinking and planning for the future</li> <li>• Accessible and open</li> <li>• Strong</li> <li>• Vibrant</li> </ul>
What does <u>resilient</u> mean when you look to the future of Tay?	More frequently mentioned:	<ul style="list-style-type: none"> <li>• Improved transportation options and accessibility</li> <li>• Prepared for the future (including addressing the possibility of amalgamation)</li> </ul>
	Less frequently mentioned:	<ul style="list-style-type: none"> <li>• Better drinking water</li> <li>• Emergency plans</li> <li>• Economic development plans</li> <li>• Improved environmental protection</li> </ul>





Tay Active	Tay Open	Tay Proud	Tay Resilient
<p>Explore ways to bring public transit solutions to Tay</p> <p><b>18 votes</b></p>	<p>Increase communication from the Township to residents about what's happening in the town</p> <ul style="list-style-type: none"> <li>Local paper should be used. I do not want to have the community as a Facebook friend</li> </ul> <p><b>14 votes</b></p>	<p>Maintain the parks and other public spaces including the waterfront and Tay Shore Trail</p> <ul style="list-style-type: none"> <li>Why aren't there any garbage bins at right of access water points. Sadly so many people litter – because there aren't any bins to use</li> <li>Seems like a handful of water access points have been dumped in by people who live beside them – to make those areas non-accessible/usable for residents</li> </ul> <p><b>25 votes</b></p>	<p>Make a plan to protect the natural environment in Tay against climate change</p> <ul style="list-style-type: none"> <li>Improved drinking water quality</li> <li>Cost of water (flat rate doesn't encourage conservation)</li> <li>Drainage, sewage, storm water control, invasive species eradication, development of nesting and spawning sites</li> </ul> <p><b>29 votes</b></p>
<p>Provide more recreation programs and activities for seniors in town</p> <p><b>11 votes</b></p>	<p>Provide more opportunities for residents to engage with the Township (e.g. town halls, surveys)</p> <ul style="list-style-type: none"> <li>Especially when a huge thing like the LCBO and Tim's going into Waubashene on the table, i.e. make an announcement of it to the residents</li> <li>Why only 2 meetings? Where is Waubashene?</li> </ul> <p><b>9 votes</b></p>	<p>Add improvements to parks and other public spaces including the waterfront and Tay Shore Trail</p> <ul style="list-style-type: none"> <li>Especially the boat launch</li> </ul> <p><b>20 votes</b></p>	<p>Nurture and attract small businesses to operate in the town</p> <ul style="list-style-type: none"> <li>Make sure the legislation for the community is based on long-term strategies, not based on complaints</li> </ul> <p><b>18 votes</b></p>
<p>Provide more recreation programs for kids and youth</p> <ul style="list-style-type: none"> <li>Youth justice committee based on Peterborough template</li> </ul> <p><b>8 votes</b></p>	<p>Focus on partnerships with municipal, regional and provincial partners to help achieve Township goals</p> <p><b>5 votes</b></p>	<p>Help treat the Township as one united community, rather than distinct communities</p> <p><b>18 votes</b></p>	<p>Plan development for more affordable housing</p> <p><b>15 votes</b></p>
	<p>Use more digital solutions for Township services (e.g. program and permit registration online)</p> <p><b>0 votes</b></p>	<p>Find a long-term solution to ensure residents can access the boat launch</p> <p><b>16 votes</b></p>	<p>Provide more help for seniors to continue living in the town as they age (e.g. housing, transportation, services)</p> <ul style="list-style-type: none"> <li>Public housing, co-op housing; less private involvement, i.e. not profit-driven</li> </ul> <p><b>13 votes</b></p>

		Promote Tay as a tourism destination to encourage visitation from other areas <b>9 votes</b>	Increase the tax base (residential and otherwise) to provide more services <ul style="list-style-type: none"> <li>• Making sure that businesses, e.g. AirBNB, Mar. Grow-op, etc. pay their taxes</li> <li>• Institute a by-law addressing AirBNB infractions, licencing and business taxes</li> </ul> <b>6 votes</b>
		Improve customer service by the Township staff <b>1 vote</b>	Implement a road maintenance strategy <ul style="list-style-type: none"> <li>• Perhaps charge people who drive ski-doo's across roads a fee to repair the ruts that are ruining the roads because of that behaviour</li> </ul> <b>5 votes</b>
		Review Township staffing levels to ensure the right numbers of people are employed <ul style="list-style-type: none"> <li>• Best fit, not who you know</li> <li>• Woman representation</li> </ul> <b>1 vote</b>	Ensure Council and Township staff follow traditional governance roles <b>5 votes</b>
			Limit increases to the residential tax rate to keep property taxes low <b>4 votes</b>
			Encourage development of new housing <b>2 votes</b>

## Final Comments

The following list summarizes the final comments submitted by participants at the sessions:

### Suggestions:

- Support for local arts and culture in and from Tay.
- Change bylaw investigation so complainants are not fined.
- Change Tay's name to Wendake to honour Ouendake people.
- Expand seniors' needs from just housing and transportation to aging in place.
- Increase communication between citizens and the town. Learn from the Township of Tiny regarding their Town Halls.
- Mandate festivals and organizations to contract transportation or make transportation options aware of the events (regarding alcohol consumption).
- Introduce parking permits for the boat launch and allow parking with permits in restricted areas for boat trailers. Suggest \$15 for residents, \$100 for non-residents.
- Access to nutritious food at affordable prices.

### Concerns:

- Impact of personal quality of life as a result of lack of bylaw enforcement on the Tay Shore Trail and regarding loose dogs on personal property.
- Amalgamation impacts.
- Overserving of alcohol at festivals in the area with little to no alternatives for transportation.
- Pesticide use, especially on properties next to bodies of water.
- Short term rentals in Tay (e.g. VRBO, AirBNB) not paying taxes and adding to traffic and road use.
- Land for sale as residential development at Bass Bay Road is a turtle nesting ground.
- Low attendance of taxpayers at the session.
- Maintenance and cleaning of parks, trail and buildings.
- Managing level of development in the area.

### Comments:

- Glad to participate in the Open House and learn about strategic planning process.
- Would have appreciated presence of councillors at the open house, even for a short time period for questions. Consider limiting timing of conversations.
- Open house should have had representation of Council members to allow ideas to be directly shared.

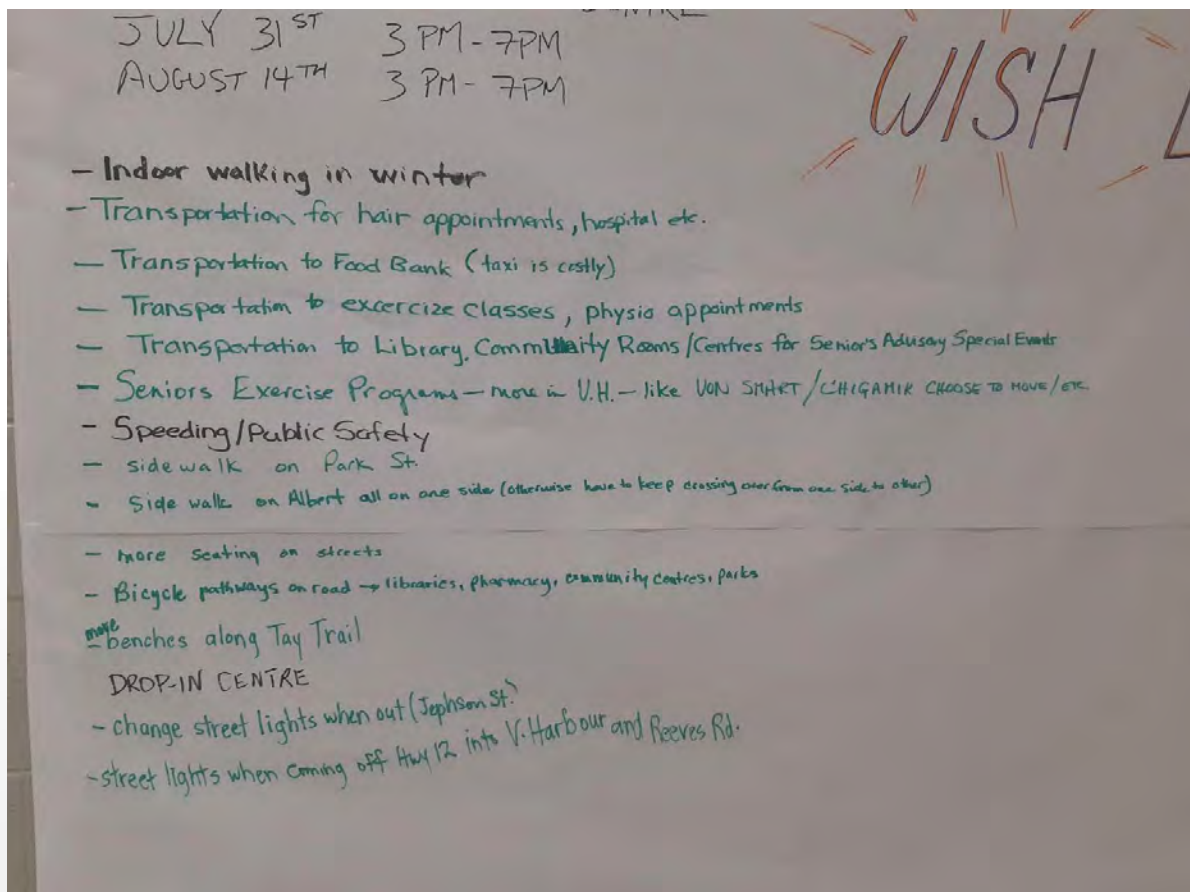
- Would like Victoria Harbour and all of Tay to remain small and quiet.

## B. In-person seniors' session

A Seniors Fair was held on Friday, June 7<sup>th</sup>. This was not facilitated by Environics, but feedback was intended to be incorporated into this report.

Comments provided by those in attendance related to a wish list for the future of Tay are as follows:

- Indoor walking in winter
- Transportation (for appointments, hospital visits, food bank, exercise classes, library, community centre, etc.)
- Seniors' exercise programs
- Speeding/public safety
- Sidewalks on Park Street, Albert Street
- More seating (benches) on streets and the trail
- Bicycle pathways on roads
- Drop in centre
- Changing streetlights when burnt out and adding street lights (coming off Hwy 12 into Victoria Road)



## C. Online feedback

The following list summarizes comments submitted online through [tay.ca/consult](https://tay.ca/consult):

- Installation of water meters to be sustainable with usage. Also, more appropriate for seasonal residents who do not live in Tay year-round.
- Keep the boat launch open for Tay property owners and charge for out of town visitors.
- Limit number of cats per household and hold owners responsible for cats' behaviours.
- Permit e-bikes and scooters to use trails.
- Implement a Simcoe-wide interactive library system.
- Actively protect natural resources by working with local and regional environmental groups.
- Develop a park on Sheppard Drive for children in the area.
- Develop a park at Forest Harbour for children in the area.
- Protect, preserve and enhance the tremendous natural resources in our community and adhere to these principles for all future development.
- Create a cohesive Township by making an effort to reach out to citizens in the many communities in Tay (outside of Victoria Harbour and Port McNicoll) to survey their needs and address those needs.
- Plan on concrete measures for protection of the environment, and our precious native species.
- Preserve the Waubauskene library and offer support and activities to youth in the area.
- Establish a community hub in Waubauskene.
- Address the internet service in Tay.
- Publish and enforce rules for the use of electric vehicles on the trail.
- Take steps to improve the maintenance and safety of the trail.
- Address tourism infrastructure and deploy resources to encourage and enhance tourism, but also to regulate behaviour, especially noise.
- Consider adding more bylaw officers to address issues in the community.
- Develop wastewater systems and treatment is necessary in the communities where it does not exist.
- Ensure there is adequate parking at the boat launch for trailers and vehicles.
- Develop a permit system for using the boat launch.
- Do not remove the docks along the waterfront.
- Post more speed limit signs and safety signs to help reduce dangerous driving behaviour.
- Help reduce roadblocks encountered by businesses in the area.
- Consider adding tennis courts in the area.
- Question about the boat launch being closed down.
- Implement a permit system for the boat launch, with residents accessing a free permit and visitors purchasing a \$40 permit at the marina.
- Safety concerns and accessibility for right of way access points to the water.



## Staff Report

To: **Corporate Services Committee**

Department: Administration

Report Number: **CS - 2023-19**

Meeting Date: March 9, 2023

Subject: Monthly Activity Report – Human Resources

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### Recommendation

That Item CS-2023-19, dated March 9, 2023, regarding the Monthly Activity Report for Human Resources, be received.

### Executive Summary

The following provides activity highlights for Human Resources for February 2023.

### Background/Analysis/Options

- Continue to monitor COVID-19 risk, communicate with staff for screening and issue reminders as required
- Continue as Internal Project lead for ADP Workforce Now (ADP WFN) Implementation Project; Continue to ensure initial system functionality and internal compliance in collaboration with the internal team
- Continue to coordinate review and selection of 2023 spring/summer student positions
- Reviewed applications, coordinated, and held interviews for Supervisor of Municipal Law Enforcement Services position
- Coordinated position description review and posted Mechanic position

- Posted Summer Seasonal Roads/Parks Operators positions
- In consultation with applicable leadership team members onboarded Human Resources Assistant and Senior Executive Assistant incumbents
- Designed and finalized new Employment webpage on [www.tay.ca](http://www.tay.ca)
- Reviewed and determined appropriate action for various Human Resources and Health and Safety related items

#### Meetings:

- ADP Workforce Now Implementation Project
- Discussions with staff on various topics
- HR-related meetings
- Leadership Team
- Interviews

### **Financial and Resource Implications**

There are no financial or resource implications associated with this Item.

### **Reference Documents**

There are no reference documents associated with this Item.

### **Attachments**

There are no attachments to this Report.

**Prepared By** Lindsay Bryant  
Manager of Human Resources

**Approvals**  
Andrea Fay, Chief Administrative Officer

**Date**  
February 28, 2023





## Staff Report

To: **Corporate Services Committee**

Department: Administration

Report Number: **CS - 2023-17**

Meeting Date: March 9, 2023

Subject: Monthly Activity Report – Municipal Clerk

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### Recommendation

That Staff Report No. CS-2023-17, dated March 9, 2023, regarding the Monthly Activity Report – Municipal Clerk, be received.

### Executive Summary

This report provides activity highlights for the office of the Municipal Clerk for the Month of February 2023.

### Background/Analysis/Options

- Attended virtual meetings
  - Protective and Development Services Committee
  - Modernization and Corporate Initiatives Committee
  - Corporate Services Committee
  - Operational Services Committee
  - Planning Act Public Meeting
  - Library Board
  - Heritage Committee
- Attended in-person meetings
  - Council
  - Special Council - Budget
  - Special Council - OCWA Training

- Council/Committee Administration
  - Created and distributed Agendas (February Standing Committee Meetings, Special Council – Budget, Special Council – OCWA Training, Council and Planning Public Meetings)
  - Recorded and compiled minutes (8 meetings)
  - Follow up from Council meetings
  - Drafted By-laws for January Council meeting (8)
  - Prepared Staff Reports for inclusion on the February Council and March Corporate Services Committee agendas (4)
- Clerk's Office General Administration
  - Scheduled upcoming delegations (2)
  - Researched and consulted with staff in response to public inquiries
  - Commissioned various documents onsite and offsite (5)
  - Completed a Municipal Records Search (1)
- Sale of land, agreements and other land matters
  - Reviewed and completed the necessary steps to advance the sale of Port McNicoll Laneways (4)
  - Responded to general inquiries to purchase Township owned lands
  - Meetings with residents regarding various encroachments
- Licensing
  - Reviewed Lottery reports (2) and issued one lottery license (1)
  - Issued Marriage License (1) and responded to various inquiries regarding marriage licenses and ceremony solemnization
- Freedom of Information
  - Responded to general inquiries
  - Researched, reviewed and provided letters of response regarding responsive records and related fees in accordance with MFIPPA (2)
  - Completed the 2022 Year End Reporting with the IPC
- Cemetery
  - Reviewed cemetery transfer request and conducted background research related to upcoming transfer
  - Completed administrative processes to prepare to stake a plot in the Spring at VHUC (2)
  - Responded to general inquiries related to the cemetery matters
  - Renewed the Township's 2023 Cemetery Operating License
- Special Projects
  - Had two meetings with Diligent (iCompass) to continue building and implementing new agenda management software in Spring 2023

- 
- Worked with SLT on the 2023 Draft Budget
  - Completed the Committee Structure and Procedure By-law Review
  - Continued to perform and administer Committee Appointment recruitment process
  - Successfully hired the Municipal Clerk Summer Student

### **Financial and Resource Implications**

There are no financial or resource implications associated with this Item.

### **Relationship to Strategic Plan**

Not Strategic Plan Specific - Other

### **Reference Documents**

There are no reference documents associated with this Item.

### **Attachments**

There are no attachments to this Report.

**Prepared By**           Katelyn Johns, Municipal Clerk

### **Approvals**

Andrea Fay, Chief Administrative Officer/Deputy Clerk

### **Date**

March 1, 2023



## Staff Report

To: **Corporate Services Committee**

Department: Administration

Report Number: **CS - 2023-20**

Meeting Date: March 9, 2023

Subject: Monthly Activity Report – Office of the Chief Administrative Officer

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### Recommendation

That Item CS-2023-20, dated March 9, 2023, regarding the Monthly Activity Report for the Office of the Chief Administrative Officer, be received.

### Executive Summary

The following provides activity highlights for the Chief Administrative Officer for February 2023.

### Background/Analysis/Options

- Follow up on insurance claims, disputes, and other legal matters
- Reviewed various corporate materials including policies and reports
- Member of the Interview panel for Municipal Clerk Summer Student position
- Budget review with the Senior Leadership Team and the Head Librarian

### Meetings:

- Senior Leadership Team and Leadership Team
- Discussions with staff on various topics
- H.R.
- Regular Monthly Committees

- Regular Council, Special Council – Budget and Special Council – Standard of Care Presentation
- Planning Public Meeting
- Development Update with related staff
- Trent Severn Water Brigade 2023
- Library Board
- Mayor and members of Council meetings/calls
- IT related matters
- Discussion with four North Simcoe CAO's and related staff regarding Recreation Centre funding
- Simcoe County CAO's meeting
- North Simcoe CAO's meeting
- Met with Township Staff to provide an update based on the February 22<sup>nd</sup> Council meeting

### **Financial and Resource Implications**

There are no financial or resource implications associated with this Item.

### **Reference Documents**

There are no reference documents associated with this Item.

### **Attachments**

There are no attachments to this Report.

**Prepared By** Andrea D. Fay, Dipl. M.A.  
Chief Administrative Officer/Deputy Clerk

# Intro to the Cities Initiative

*Winter 2023*



**GREAT LAKES AND  
ST. LAWRENCE**  
CITIES INITIATIVE



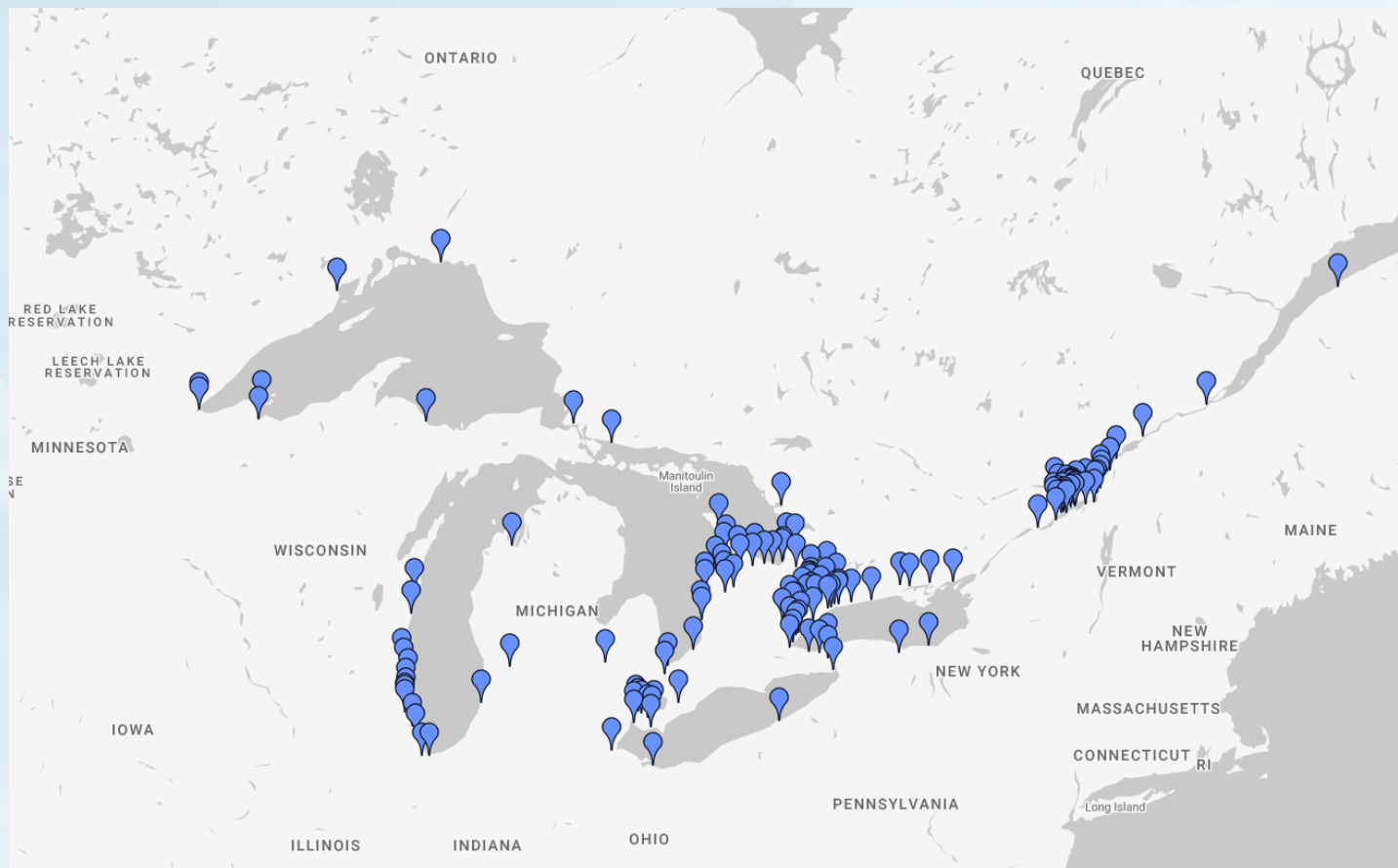
# ABOUT



- The Cities Initiative is a **binational coalition of Canadian and U.S. mayors and local officials** working to advance the socio-economic and environmental health of cities in the Great Lakes and St. Lawrence River Basin
- We are the only organization **exclusively focused on giving municipalities a voice** in advocating on Great Lakes-St. Lawrence water/shoreline issues
- More than 230 (cities and regions), with approx. half in Ontario!



# ABOUT – MEMBERSHIP



CAD membership runs from Thunder Bay, ON (Lake Superior) to Rimouski, QC (St. Lawrence)

# HOW WE WORK

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- GLSLCI's work operates on three dimensions:
  - **Advocate** for programs, policies and resources (with members, governments and legislators)
  - **Collaborate** on issues of shared interest (with members and partners)
  - **Educate** on solutions to common challenges (with members and experts)

# STRATEGIC PRIORITIES 2022-2025



## ➤ Source Water Protection

- Action Plan 2020-2030, Canada Water Agency & federal Freshwater Action Plan
- **Focus on:** Nutrients; Microfibres/microplastics; Legacy pollutants

## ➤ Climate Change/Shoreline Resilience

- Helping cities prepare for the impacts of climate change
- Mayors' Commission on Coastal Resilience
- **Focus on:** Shoreline erosion/flooding; Regulatory barriers

# STRATEGIC PRIORITIES 2022-2025



- **Safe and Affordable Water Services (Water Equity)**
  - Ensuring safe, accessible and affordable water services for all
  - **Focus on:** Dedicated funding for water infrastructure; Public access to waterfronts; Water/Great Lakes literacy
- **Blue Economy**
  - Building a regional vision to leverage freshwater resources and knowledge for sustainable economic development
  - **Focus on:** Port-city relations and waterfront redevelopment

# 2023 PRIORITIES

## Federal

- **\$1B Freshwater Action Plan** commitment from feds and launch of Canada Water Agency
- Dedicated funding for water infrastructure
- Increased funding for climate adaptation and coastal resilience

## Provincial

- Renewed Memorandum of Cooperation with the Ontario government
- Launch of the Ontario Marine Strategy

# OPPORTUNITIES TO ENGAGE WITH US



- Board of Directors
- Commissions
- Working groups
- Annual survey
- AGM, webinars and virtual roundtables
- Policy development and advocacy
- Policy and press events (e.g., press conferences)
  - Ottawa Day – May 1, 2023
- Policy resolutions

# Identifying 2023/24 PRIORITIES



- What are your city's biggest challenges for water management?
- How is your city engaging with the fed/prov government on these issues?
- How can we help?





**GREAT LAKES AND  
ST. LAWRENCE**  
CITIES INITIATIVE



**Thank you!**

**Phillipe Murphy-Rhéaume**

**Canada Policy Director**

**[phillipe.murphy-rheaume@glslcities.org](mailto:phillipe.murphy-rheaume@glslcities.org)** |

**514.609.5436**



## MEMO

### *\$1 Billion Booster for Freshwater Health Campaign*

#### EXECUTIVE SUMMARY

Working with other organizations across Canada, the Cities Initiative is advocating that the federal government **invest \$1 billion in a strengthened Freshwater Action Plan**, a Liberal election commitment which may be in jeopardy because of recent efforts by the government to reduce spending. As part of our campaign, the Cities Initiative is **asking member cities to reinforce this message with the federal government and local federal and provincial elected officials ahead of Budget 2023.**

#### HOW CAN YOUR CITY HELP?

- Encourage your municipal council to **pass a resolution and send a letter** to the Deputy Prime Minister and Finance Minister (Chrystia Freeland) and the Minister of Environment and Climate Change (Steven Guilbeault). The Cities Initiative has prepared templates of a resolution and letter
- **Talk to your local federal and provincial elected representatives** to communicate your support for this campaign and the need for the federal government to live up to its commitment

#### WHY THIS MATTERS

- A \$1-billion investment in the Freshwater Action Plan would **lead to enhanced funding for Great Lakes and St. Lawrence River Basin stewardship**, through budget increases for the Great Lakes Protection Initiative and the St. Lawrence Action Plan
- Without sustained funding from the federal government, **successful programs like the Great Lakes Protection Initiative won't be able to continue** as their funding will sunset in 2023
- The **Great Lake Protection Initiative supports action by municipal and local organizations** that enhance water quality. Increased funding could therefore have enhanced community benefits, as well as supporting local and regional economies
- **Population growth and increasing pressure to develop more housing will exacerbate land and water use pressures** in our region. Significant funding is needed to ensure we are able to address water quality and availability issues to allow for growth
- In the long run, **stewarding our source water reduces the cost of treating water** – helping keep water services affordable – as well as ensuring that water ultimately remains drinkable
- Investments to restore Great Lakes water quality have been shown to **create positive economic spinoffs** (more than \$3 for every \$1 spent on the Great Lakes Restoration Initiative in the US)

#### WHAT THE CITIES INITIATIVE IS DOING

- The Cities Initiative was part of the Great Lakes-St. Lawrence Collaborative that developed the [Action Plan 2020-2030](#), a 10-year, \$2.2-billion strategy which outlined 15 key actions to protect the economy and ecology of the Great Lakes and St. Lawrence River, address shoreline erosion, outdated infrastructure, invasive species, exposure to toxins and beach contamination.
  - Action Plan 2020-2030 in large part serves as the blueprint for Cities Initiative and other organizations' advocacy around the Freshwater Action Plan



- The Cities Initiative is working with the Great Lakes Fishery Commission (GLFC), the Great Lakes Commission (GLC), the Canadian Coalition for Healthy Waters and the Québec Coalition for Healthy Waters to advocate for a **\$1 billion investment in the Freshwater Action Plan over five years**
  - As part of its work with the GLFC and GLC, along with the interparliamentary Great Lakes-St. Lawrence Taskforce, the Cities Initiative will participate in a summit in Ottawa in February 2023 to highlight the need for this investment. More details will be shared in the new year.
- The Cities Initiative also:
  - Passed a [resolution](#) this summer in support of the ask for a \$1-billion investment in the Freshwater Action Plan
  - Provided a [submission](#) to the federal Standing Committee on Finance for its 2023 pre-Budget consultations, which included a section on the Freshwater Action Plan

### **BACKGROUND – Freshwater Action Plan**

- During the 2021 federal election, the Liberal Party committed to a “strengthened Freshwater Action Plan,” including a **historic investment of \$1 billion over ten years**
  - The Cities Initiative and other organizations are pressuring the government to **accelerate the funding commitment over five years**, given the critical need to invest in freshwater restoration and stewardship projects, as well as concerns that longer-term funding commitments may be canceled by a future government
  - The original Freshwater Action Plan launched in 2017 following a Budget commitment of \$70.5 million over five years was scheduled to sunset in 2022.
  - Budget 2022 committed \$19.6 million to sustain the Freshwater Action Plan until March 2023, indicating that the future of the initiative would be communicated at a later date
- In the context of inflation and potential recession, the federal government is looking to reduce spending. According to [reports](#), the Deputy Prime Minister and Finance Minister, Chrystia Freeland, has indicated that new programs will need to be funded by budget cuts to other programs
  - A **renewed push for austerity** by the federal government **could put this promised investment in jeopardy**
- The original Freshwater Action Plan funding of \$70.5 million (2017-2022) was divided between the **Great Lakes Protection Initiative (GLPI; \$44.84 million)** and the Lake Winnipeg Basin Program (\$25.7 million)
  - The **GLPI investments focused on supporting Canada’s commitments under the Canada-United States Great Lakes Water Quality Agreement** in six particular program areas:
    - preventing toxic and nuisance algae
    - assessing and enhancing the resilience of Great Lakes and coastal wetlands
    - evaluating and identifying at-risk nearshore waters
    - reducing releases of harmful chemicals
    - engaging Indigenous Peoples in addressing Great Lakes issues
    - increasing public engagement through citizen science
  - By comparison, **the United States has invested US\$1.8 billion in its Great Lakes Restoration Initiative since 2017** (more than US\$3.8 billion since 2010)
- The GLPI has leveraged \$2.13 in other funding for every dollar the federal government spent



## **BACKGROUND – *Canada Water Agency***

- The Government of Canada has also committed to launching a Canada Water Agency to help coordinate federal efforts "to keep our fresh water safe, clean, and well-managed."
  - The Budget also committed \$43.5 million over five years and \$8.7 million ongoing to create the Canada Water Agency.
  - The government has committed to standing up the Agency in 2022, but there have been no further announcements on the Canada Water Agency to date.
- **The Cities Initiative sees the Canada Water Agency playing an important role in overseeing program development for a strengthened Freshwater Action Plan and in coordinating the rollout of funding.**

Hon. Chrystia Freeland  
Deputy Prime Minister and Minister of Finance  
Government of Canada  
[chrystia.freeland@fin.gc.ca](mailto:chrystia.freeland@fin.gc.ca)

Hon. Steven Guilbeault  
Minister of Environment and Climate Change  
Government of Canada  
[ministre-minister@ec.gc.ca](mailto:ministre-minister@ec.gc.ca)

Dear Ministers,

Following passage of the attached resolution, I am writing in support of the request of the Great Lakes and St. Lawrence Cities Initiative and other organizations across Canada that your government commit \$1 billion over the next five years to invest in freshwater and interior water restoration and stewardship activities.

From blue green algae and biodiversity loss to microplastics and other chemicals of emerging concern, the Great Lakes, St. Lawrence River, and their tributaries continue to face significant pollution and ecological degradation. Climate change is further exacerbating water quality issues across the region and testing our community's resilience.

In fact, in our municipality, we... [option to include a local anecdote or local evidence of water quality issues, investments made by your municipality to improve source water quality (e.g., remediating Areas of Concern)]

Nearly half of Canada's population lives in the Great Lakes and St. Lawrence River Basin and as the country's population continues to grow rapidly, much of that settlement will take place in the region. This growth will in turn intensify property development and growth in the agriculture sector, resulting in greater land and resource use pressures that will further contribute to water availability and quality issues. We therefore need to invest now to ensure that we have the source water necessary to sustain this population growth.

In 2021, your party committed to investing \$1 billion into a strengthened Freshwater Action Plan. That commitment was signaled once more by the Prime Minister in the Minister of Environment and Climate Change's mandate letter. To date, however, that commitment has not been put to paper in a federal budget. We urge you to make this critical investment in freshwater and to accelerate that funding over five years.

The Great Lakes are a shared responsibility with the United States and for the last half decade, our neighbours have put a significant amount of money to clean up this treasured freshwater resource. Since 2017, the US has invested US\$1.8 billion in the Great Lakes Restoration Initiative; that funding will accelerate with the passage of the *Infrastructure Investment and Jobs Act*. Our investments, on the other hand, have come nowhere near to matching American commitments through Canada's Great Lakes Protection Initiative and other programs.

I recognize the difficult task before the government to tame inflation and find savings. As a municipality, we are left to make similar difficult choices. On the other hand, we also understand the consequences of not making strategic investments that are essential to our economy, environment and citizens' wellbeing. **There is nothing more fundamental to our social, environmental and economic wellbeing than clean water.**

Now is the time for Canada to step up with a once-in-a-generation commitment to stewarding the Great Lakes and St. Lawrence River Basin and other major fresh water sources across the country – and keeping them healthy. We cannot afford to take an essential resource like fresh water for granted.

Thank you for your consideration.

Sincerely,  
XX

CC: Terry Duguid, Parliamentary Secretary to the Minister of Environment and Climate Change,  
[terry.duguid@parl.gc.ca](mailto:terry.duguid@parl.gc.ca)

[Local MP]

## **Securing Canada's \$1 Billion Investment in a Strengthened Freshwater Action Plan**

**WHEREAS** [Municipality], as a member of the Great Lakes and St. Lawrence Cities Initiative, supports: protecting source water, planning for climate change impacts and shoreline resilience, ensuring safe and affordable water services for all our residents, and building up a sustainable blue economy in the Great Lakes and St. Lawrence River Basin.

**WHEREAS** ensuring healthy communities and a strong economy for Canadians depend on securing Canada's source water, which includes addressing water quality issues, contaminants and pollution, supporting biodiversity and reversing wetland and fish and wildlife habitat loss and improving community knowledge to empower citizens to safeguard this essential resource.

**WHEREAS** a Freshwater Action Plan and the Great Lakes Protection Initiative it supported were first announced in the 2017 Canadian federal budget with a \$44.84 million investment over five years.

**WHEREAS** the Freshwater Action Plan has combined science and action to address priorities in the Great Lakes such as preventing toxic and nuisance algae, enhancing the resilience of coastal wetlands in the Great Lakes, restoring Great Lakes Areas of Concern and supporting Canada's commitments under the Great Lakes Water Quality Agreement, among other priorities.

**WHEREAS** a commitment was made by the Liberal Party of Canada in the 2021 federal election to strengthen the Freshwater Action Plan with an historic investment of \$1 billion over ten years to restore and protect large lakes and river systems starting with the Great Lakes and St. Lawrence River Basin.

**WHEREAS** the federal government only committed \$19.6 million in funding in the 2022 Budget for the Freshwater Action Plan, falling short of the aforementioned commitment.

**WHEREAS** the United States has invested \$1.8 billion in the Great Lakes Restoration Initiative (GLRI) since 2017 and will see accelerated funding with the *Infrastructure Investment and Jobs Act*.

**WHEREAS** a 2018 University of Michigan study shows that for every dollar of federal spending on GLRI projects between 2010 and 2016, yielded \$3.35 in additional economic activity.

**WHEREAS** nearly half of Canada's population lives in the Great Lakes and St. Lawrence River Basin, a region that will continue to see accelerated growth, resulting in greater land and resource use pressures that will further contribute to water availability and quality issues.

**WHEREAS** the [Stockholm Resilience Centre](#) recently identified the importance of wetlands as carbon sinks and fresh water's role in climate mitigation.

**WHEREAS** the Great Lakes-St. Lawrence Collaborative outlined 30 recommendations to Environment and Climate Change Canada as part of a ten-year, \$2.2 billion [Action Plan 2020-2030 to protect the Great Lakes and St. Lawrence](#) (Action Plan 2020-2030), addressing shoreline erosion, outdated infrastructure, invasive species, exposure to toxins and beach contamination, following an 18-month consultation with First Nations, NGOs, academics and other experts.



**WHEREAS** the recommendations outlined in Action Plan 2020-2030 should serve as the basis of programming for strengthened federal action in the Great Lakes and St. Lawrence River Basin through its strengthened Freshwater Action Plan.

**WHEREAS** the newly established Canada Water Agency should play a role in accelerating the rollout of funding made available through a strengthened Freshwater Action Plan.

**WHEREAS** Freshwater Action Plan funding should largely be directed to community groups, local governments and First Nations to ensure that investments made will have the biggest local impact and empower action at the local level, rather than being held back for federal administration and operations.

**WHEREAS** it is critical to implement a strengthened Freshwater Action Plan, including accelerating a \$1 billion over five years, and to creating a Canada Water Agency to consolidate and coordinate federal water efforts and support provinces and territories in addressing systemic issues impacting the viability of the Great Lakes and St. Lawrence River Basin and the communities dependent upon the region's source water.

**NOW THEREFORE BE IT RESOLVED** that the [municipality] calls on the federal government to commit \$1 billion in funding over five years for a strengthened Freshwater Action Plan in Budget 2023.

**BE IT FURTHER RESEOLVED** that the [municipality] calls on the federal government to guide its Freshwater Action Plan funding to implement recommendations in the Action Plan 2020-2030.

**BE IT FURTHER RESEOLVED** that the [municipality] calls on the federal government to direct priority funding under the strengthened Freshwater Action Plan to projects in the Great Lakes and St. Lawrence River Basin.

**BE IT FURTHER RESEOLVED** that the [municipality] calls on the federal government to make municipalities eligible for future funding in programs announced under the strengthened Freshwater Action Plan.

**BE IT FINALLY RESOLEVED** that the [municipality] directs its staff to submit this resolution to the federal Deputy Prime-Minister and Minister of Finance; the Minister of Environment and Climate Change; the Parliamentary Secretary to the Minister of Environment and Climate Change (responsible for the Canada Water Agency), and local Member of Parliament.

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**February 7, 2023**

Mayor Ted Walker  
450 Park Street  
Box 100  
Victoria Harbour L4N 9Z6

**RE: Annual Log-Sawing Contest – Elmvale Maple Syrup Festival**

Dear Mayor Walker ,

It is with pleasure that I invite you to compete in the Annual Log-Sawing Contest taking place at the **Elmvale Maple Syrup Festival** on **Saturday, April 29, 2023**. This popular event draws crowds from near and far to watch local dignitaries battle it out, in teams of two, as they attempt to saw through the log in the quickest time.

The log-sawing contest takes place after the introduction of local dignitaries on the main stage. We ask that all participants meet at the main stage at the Elmvale Arena at 11:45 a.m. in preparation for the competition.

If you are interested in participating in the competition, please contact Shelley Westlake-Brown at [Shelley.Westlake-Brown@springwater.ca](mailto:Shelley.Westlake-Brown@springwater.ca) or 705-728-4784 x2020 by **April 3, 2023**. We will pair you with someone on the day of the event if you are unable to find a partner.

*A “**Lumber Jill**” women’s only competition will take place again this year (subject to the number of registrants).*

As in previous years, this invitation has been extended to a number of local dignitaries, including area MPs, MPPs and representatives from neighbouring municipal councils. I hope to see everyone out to support this fun and worthwhile community event.

Sincerely,



Mayor Jennifer Coughlin  
Township of Springwater  
[Jennifer.Coughlin@springwater.ca](mailto:Jennifer.Coughlin@springwater.ca)



ST. ANTOINE DANIEL CATHOLIC SCHOOL  
460 PARK ST. P.O. BOX 69  
VICTORIA HARBOUR, ON  
L0K 2A0

PHONE (705) 534-3391

FAX (705) 534-2713



SIMCOE MUSKOKA CATHOLIC  
DISTRICT SCHOOL BOARD

February 17, 2023

Township of Tay  
Mayor Ted Walker  
450 Park St, PO Box 100  
Victoria Harbour, Ontario  
L0K 2A0

Dear Mayor Ted Walker:

The Grade Eight Graduating class of 35 students, their teachers and school staff are preparing for our annual Graduation ceremony. This years celebration will be held on Monday, June 26, 2023 @ 6:00 p.m. in the gym. Cake and water will follow the ceremony in the front foyer. We will celebrate the graduates with a Mass at the Martyr Shrine during our Shrine Day visit on Thursday June 15.

If your organization would like to sponsor an award or make a donation for our graduation ceremony, it would be greatly appreciated. All donations go towards providing graduates with their own keeper plaque for the many awards that are given out, as well as food and decorations for the graduation ceremony. Sponsors will be recognized in our graduation slideshow that will be shared with our graduates and their families.

Your support of St. Antoine Daniel is very much appreciated. We welcome your continued interest in our school and our community.

Yours truly,

B Ray  
Principal

P. Detambel & J. Thompson  
Grade Eight Teachers