



Township of Tay Corporate Strategic Plan Presentation

ENVIRONICS
RESEARCH

Agenda

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



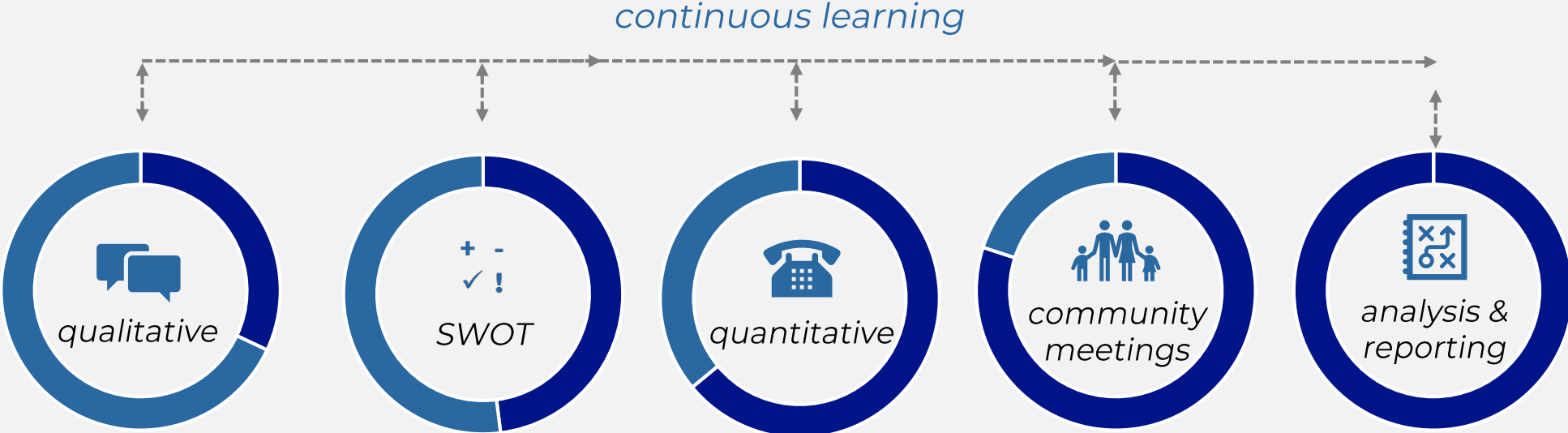


Strategic Planning Process

Purpose of Strategic Planning



Strategic Planning Process



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

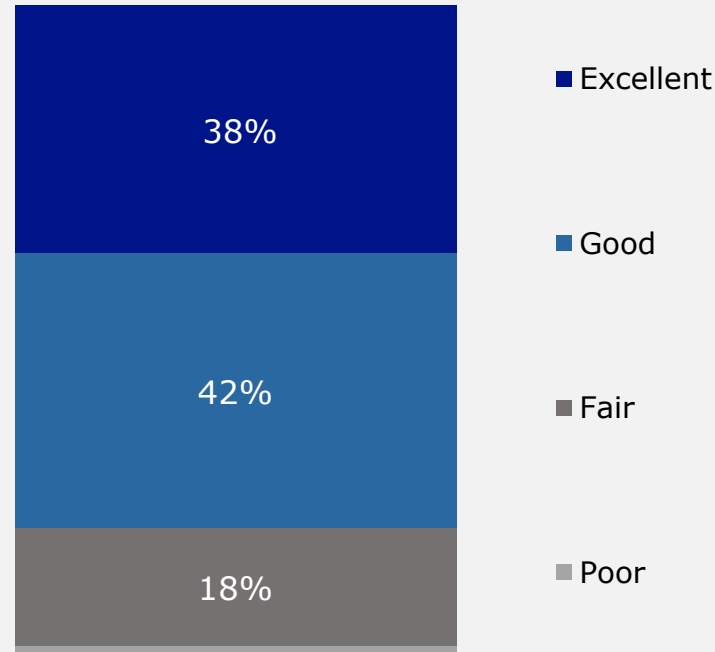


Stakeholder Input

Survey Findings

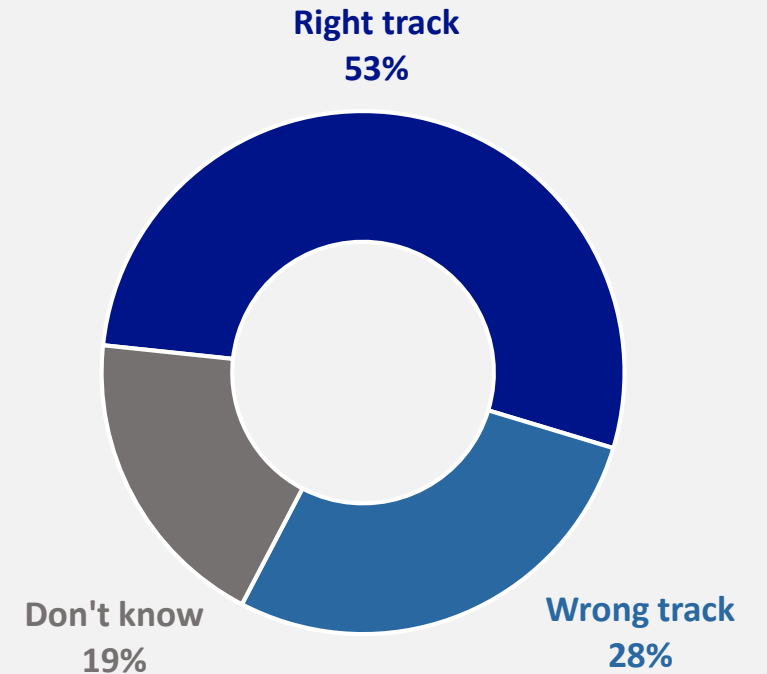
The majority of surveyed residents say the **quality of life in Tay Township is good or excellent**, and that the Township is on **the right track in addressing issues faced by the community**.

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

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



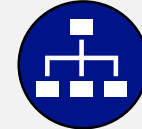
Automation/digital service delivery

Threats

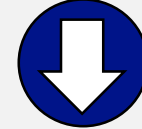
External factors that may limit or prevent Tay Township from overcoming challenges or capitalizing on opportunities



Limited tax base



Limited/competing authority (relative to County/Province)



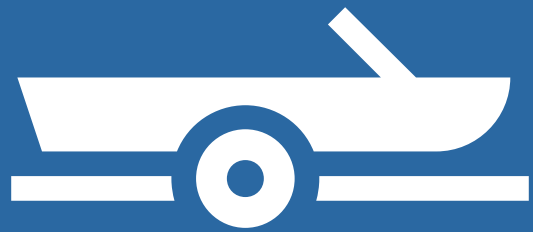
Provincial/ Simcoe County regulations



Regional governance review



Staff morale and resistance to change

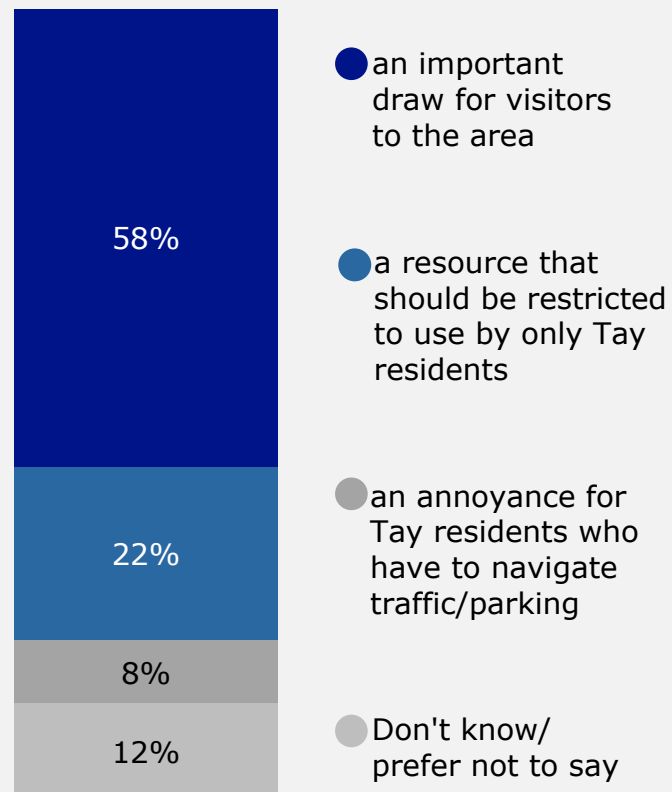


Special Topics

Boat Launch

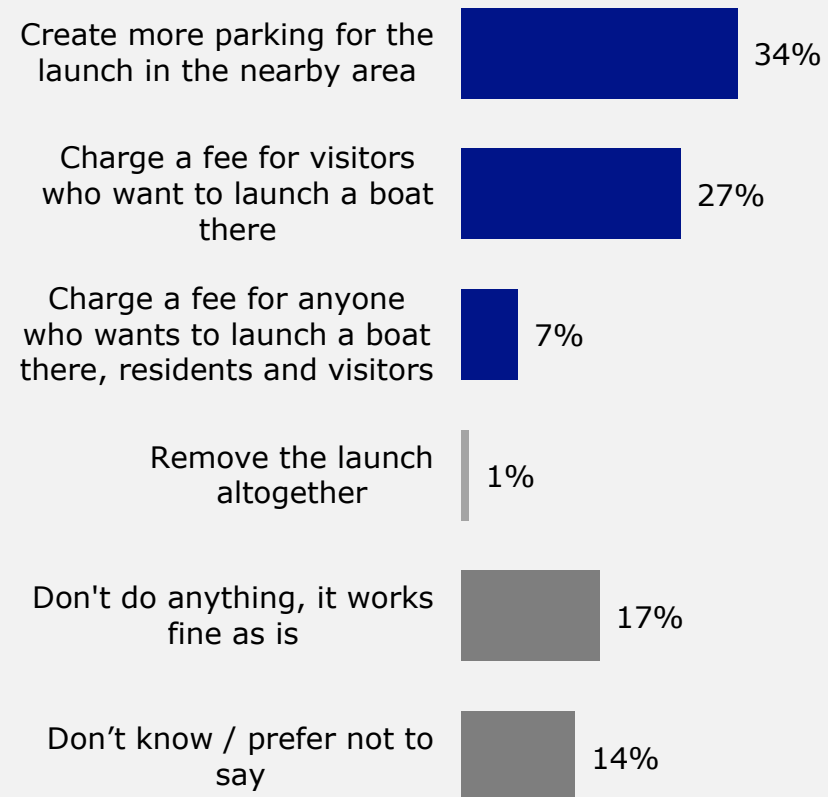
Residents generally see the Victoria Harbour boat launch as an **important draw for visitors**, and most often they would like issues resolved by **creating parking and/or charging visitors a fee.**

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.**

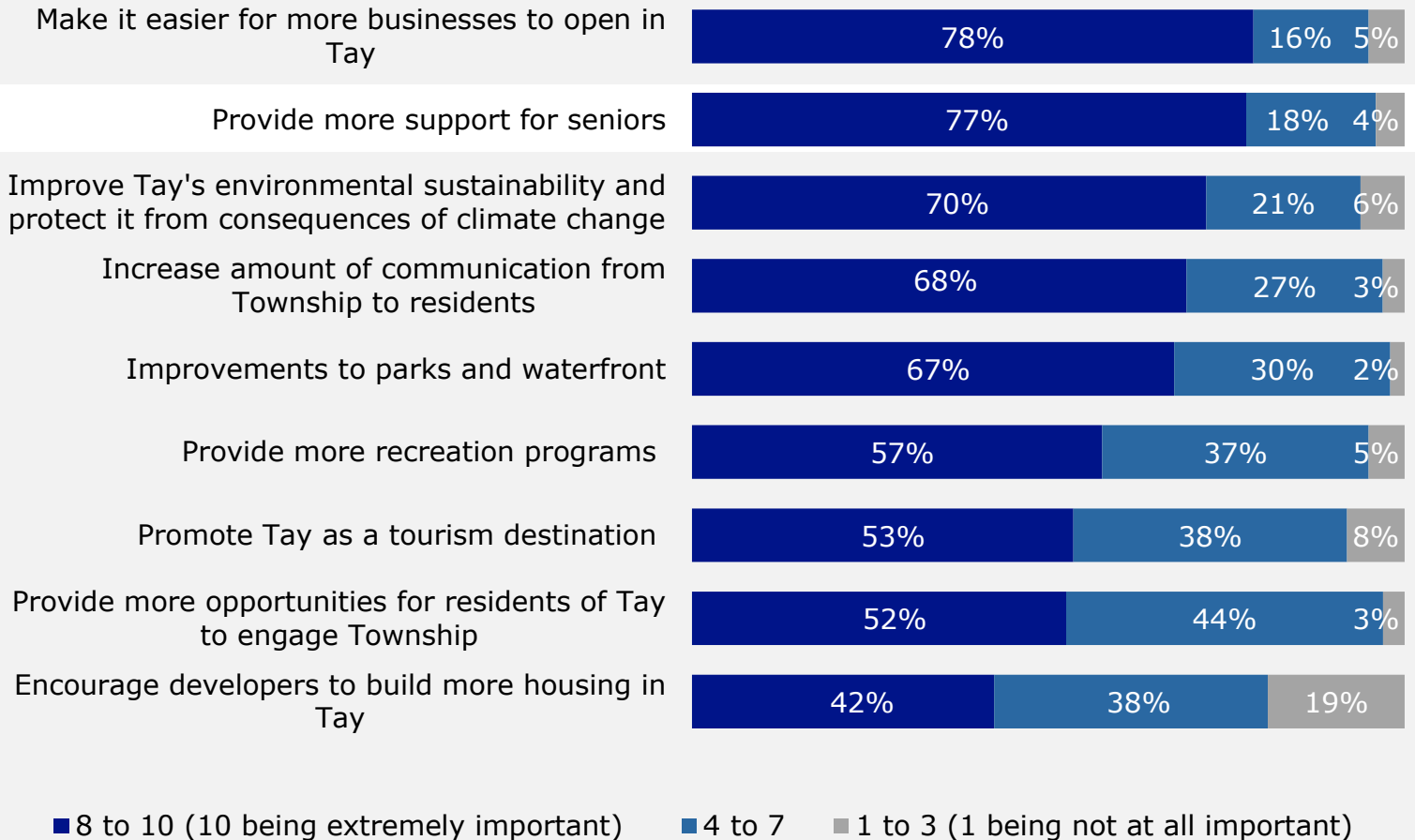
Seniors say they need.....

- 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?

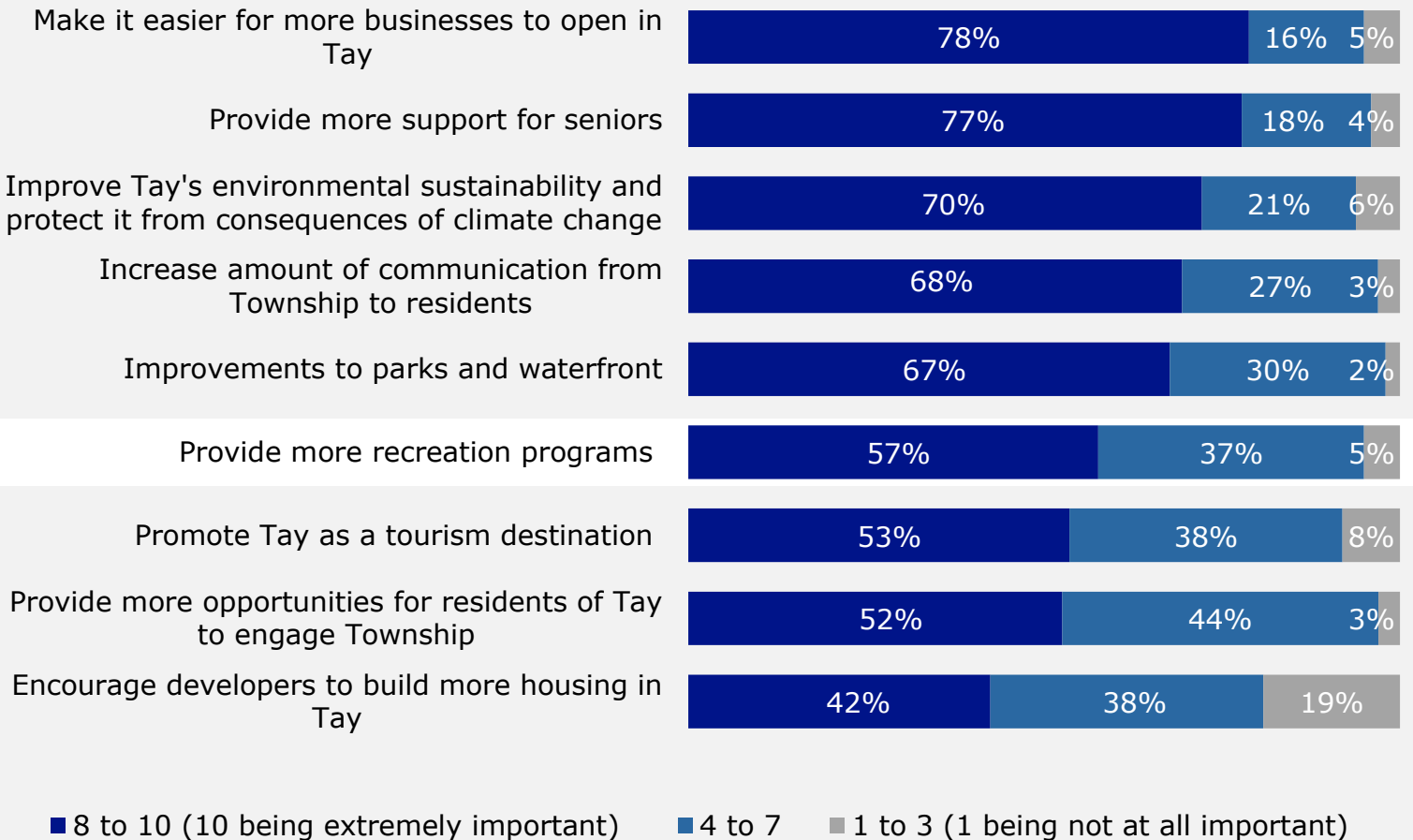
Recreational Services

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 programming 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

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RESEARCH





Township of Tay

Corporate Strategic Plan Report
2019 - 2022



Prepared by:

ENVIRONICS
RESEARCH

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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

Environics 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. Environics 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

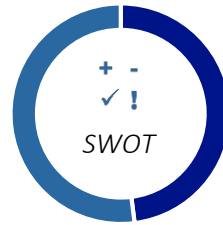
This process was reviewed and approved by the Chief Administrative Officer. The Township's Council. Other senior staff members also had input and review of the process. The following page is an outline of the phases of engagement and analysis involved in this project.



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

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 Waubaushene, 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 Size¹²

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)³

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%

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

² 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)

³ 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)⁴

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)⁴

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)⁴

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%

⁴ 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.

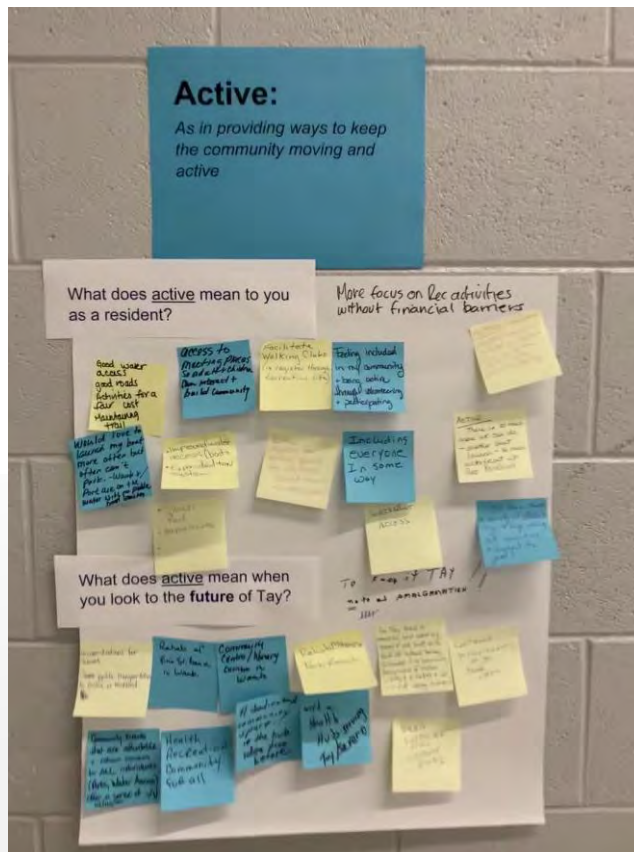
3.2 Goals

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.



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.

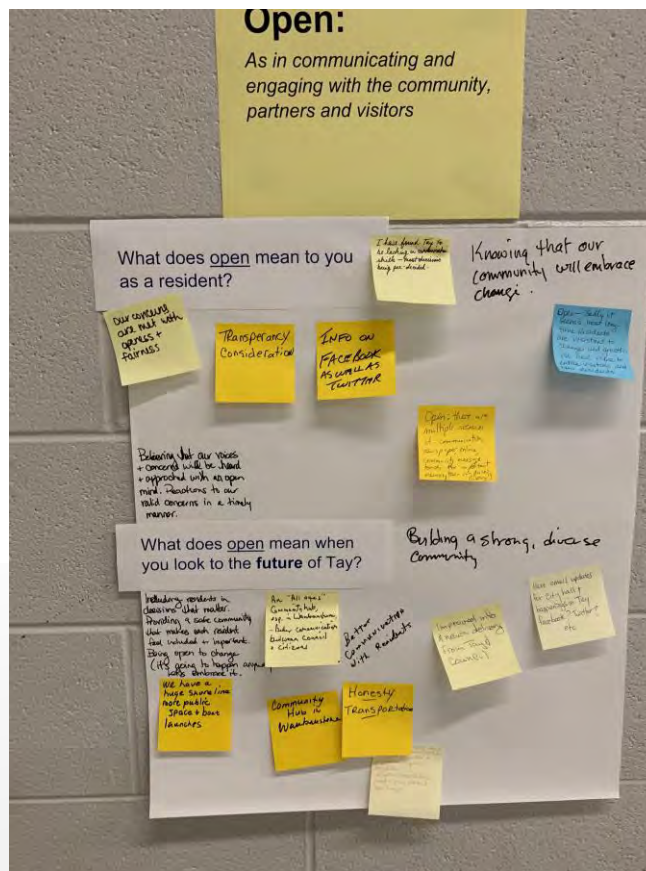
Goals	Actions
Support wellness and activity of underserved community groups	Review current recreational offerings to determine opportunities to introduce new programming for young residents (children/teens) and older (seniors) to ensure their recreational needs are met.
Enable Public Mobility	Explore 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.

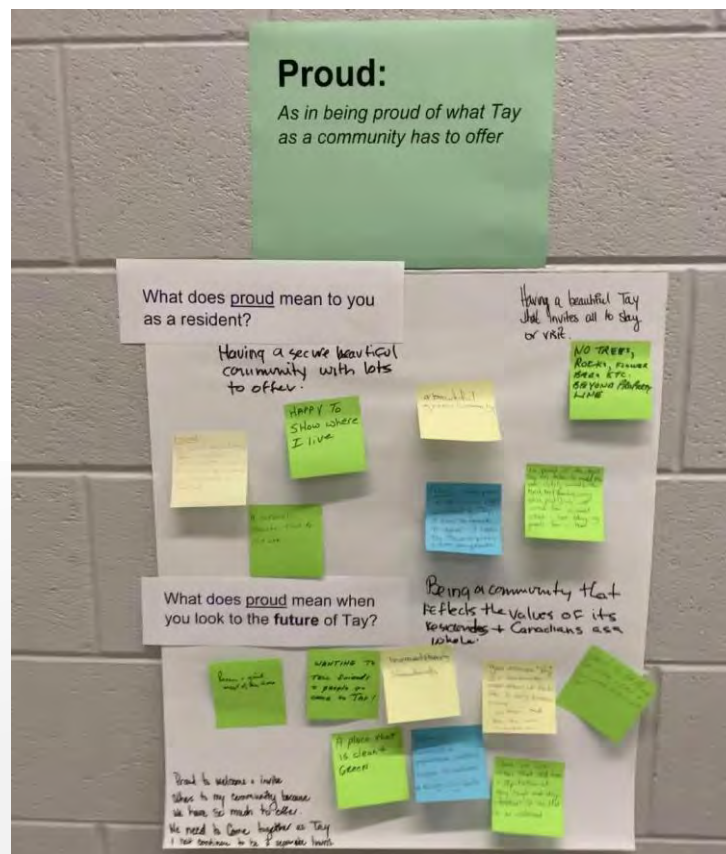
Goals	Actions
Reliable and Accessible Communication	Establish guidelines for frequent and proactive communication about what is happening in Tay to increase transparency about decision-making that affects the community. Utilize the range/variety of channels available to a diversity of residents (electronic signs, direct mail, social media, Township website).
Approachable and Inclusive Engagement	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
	Expedite the adoption of digital solutions to address customer service needs (program/permit registration online; up-to-date municipal information)





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.

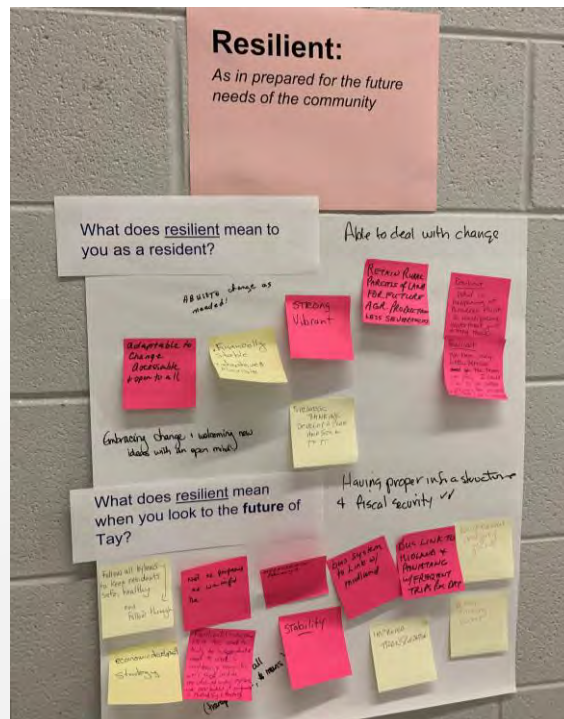
Goals	Actions
A United and Welcoming Community	Partner with local destinations to promote tourism to Tay Township.
	Review communications and administrative practices in an effort to address legacy community divisions and drive to a more cohesive approach to addressing community needs.
	Instill and maintain 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
Economic Development and Sustainability	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.
Effective Governance	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.
Environmental Sustainability	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.
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.



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.”

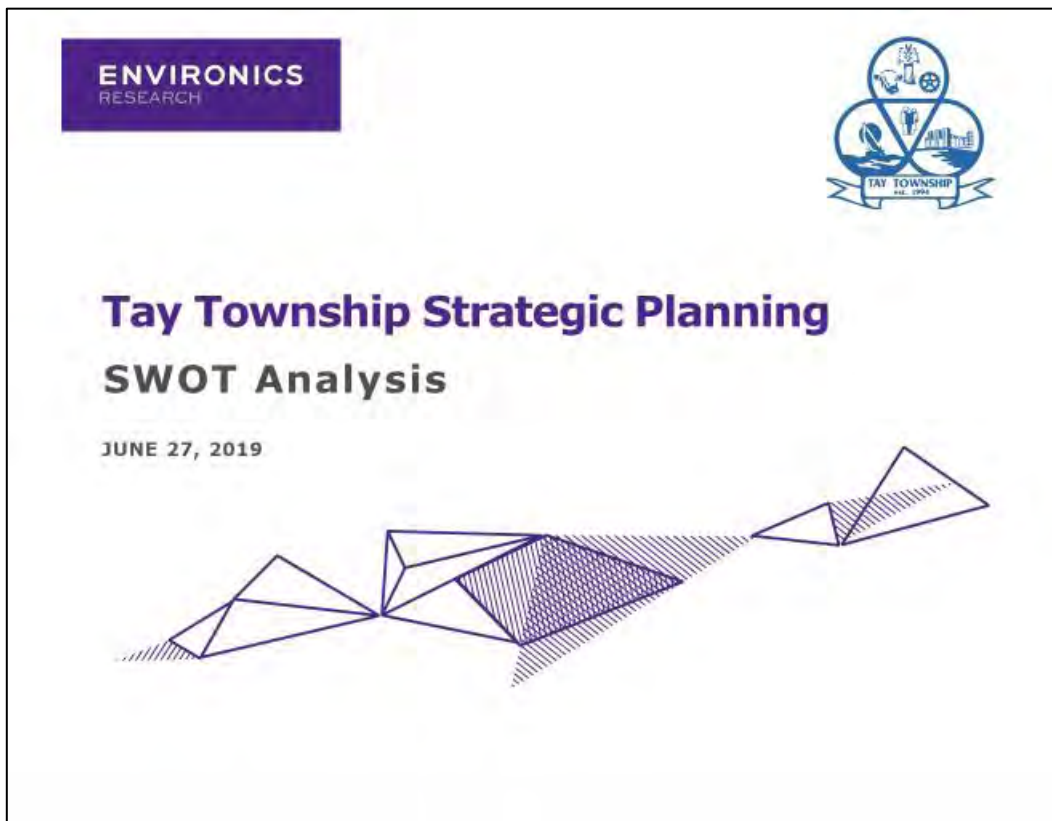
– Community workshop participant

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 data¹. 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.

¹Sources:

- 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](#)

ENVIRONICS
PREFERRED

| 3

+ 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.

ENVIRONICS
PREFERRED

| 4

+ 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.

- 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.

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.

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.

× 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.

ENVIRONICS
RESEARCH

| 9

× 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.

ENVIRONICS
RESEARCH

| 10

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.

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.

4.2 Survey

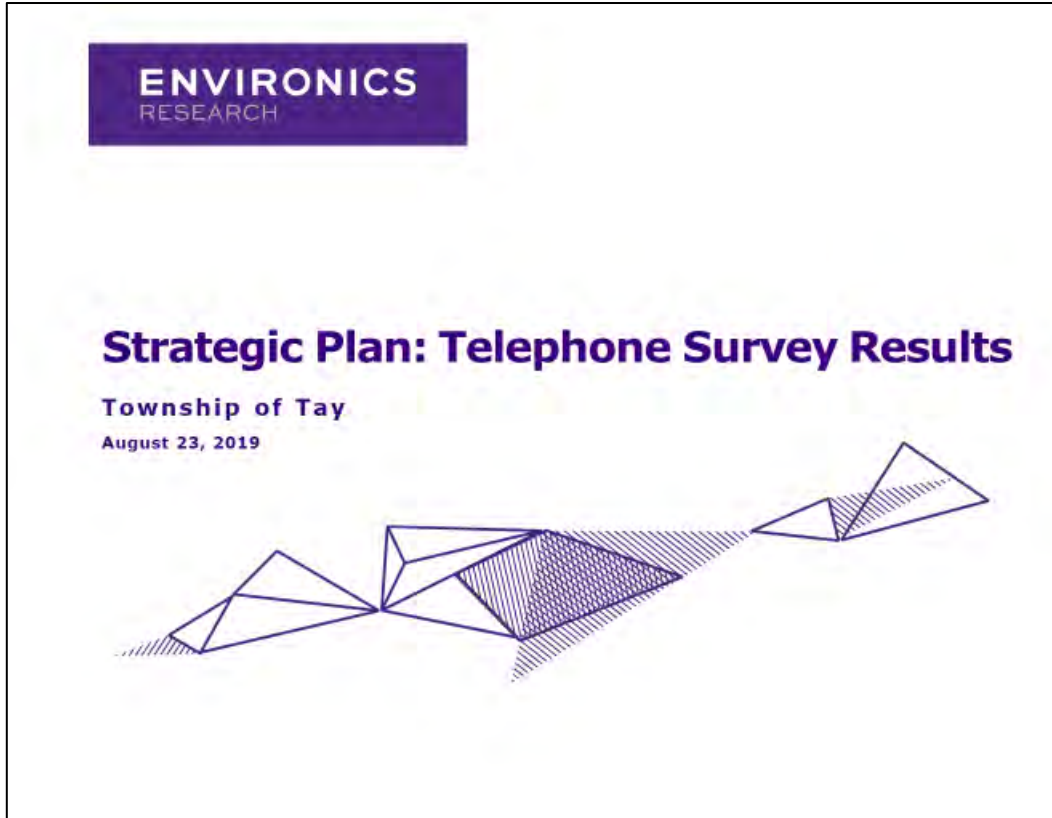


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Research Overview and Methodology

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.

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.

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).

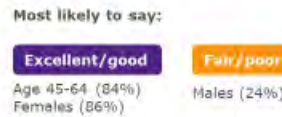
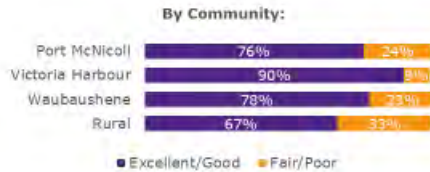
The boat launch is the topic that most clearly differentiates communities. While all communities agree the launch is an important draw for visitors, this is a stronger feeling among Victoria Harbour and Rural residents than for Port McNicoll and Waubaushene residents. The greatest proportions who say 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.

Perceptions of Tay



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.

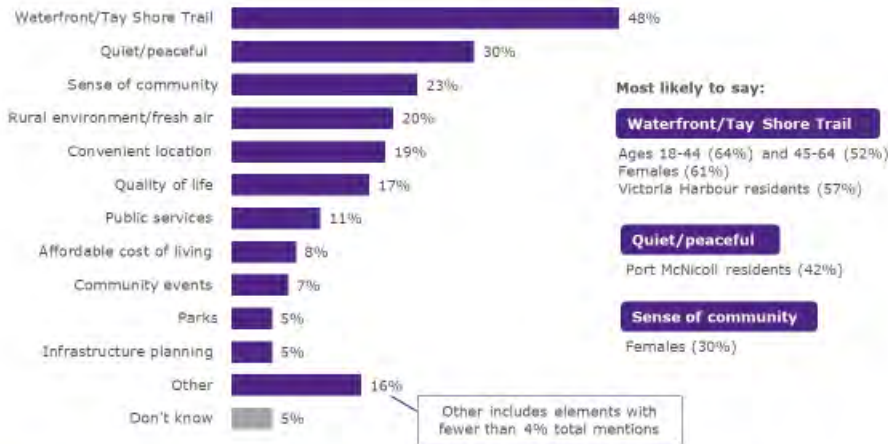


Q1. Overall, how would you rate the quality of life in the Township of Tay?



Top Appealing Elements

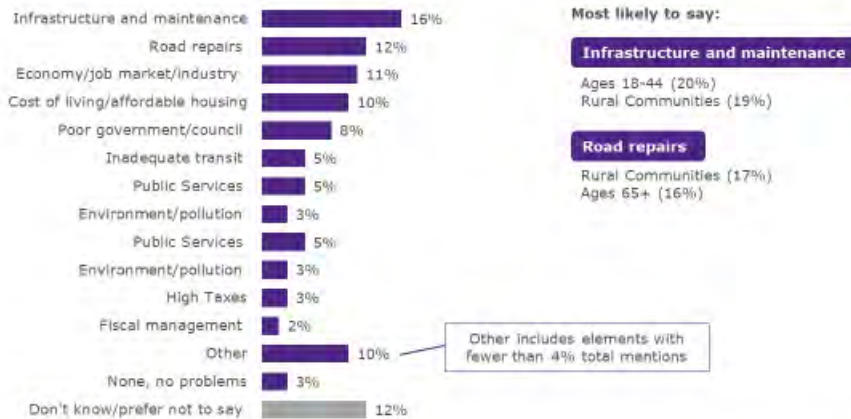
The waterfront and Tay Shore trail are seen as the top appealing elements in Tay on an unaided basis. Sense of community and the town being quiet and peaceful are also among top mentions.



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

Most Important Challenge

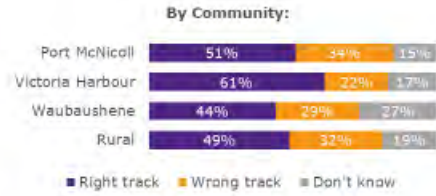
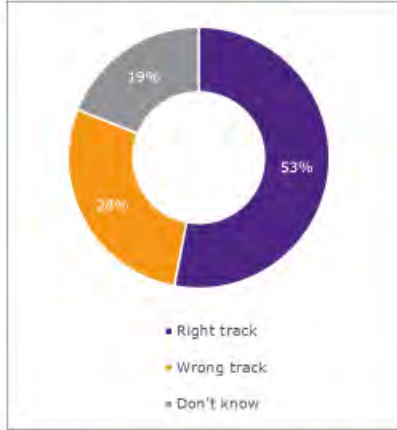
On an unaided basis, the top mentioned challenge in Tay is infrastructure and maintenance. Road repairs and the economy are also among top mentions.



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

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.



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

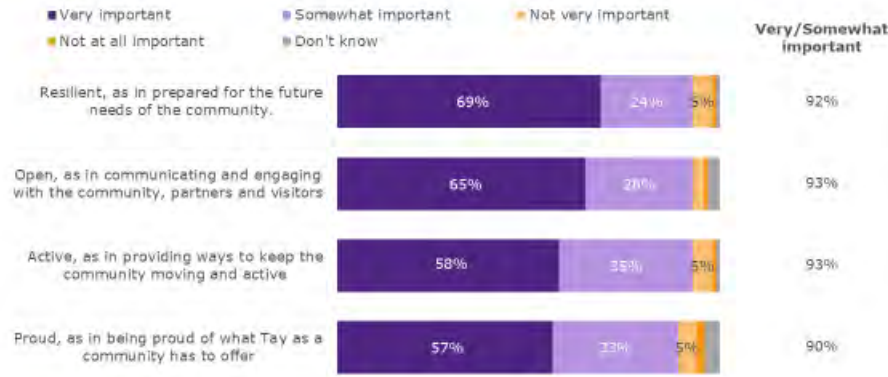


Forward Planning



Important Focus Areas (page 1 of 2)

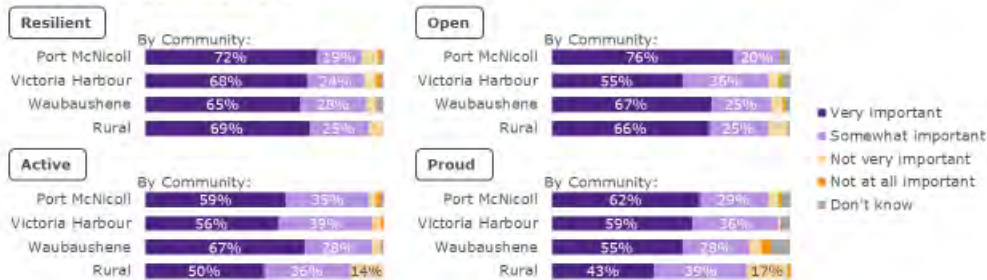
Residents see strong importance in each of the four focus areas identified in the strategic planning process. The strongest levels of importance (rated *very important*) relate to a *resilient* and *open* Tay.



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.

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.



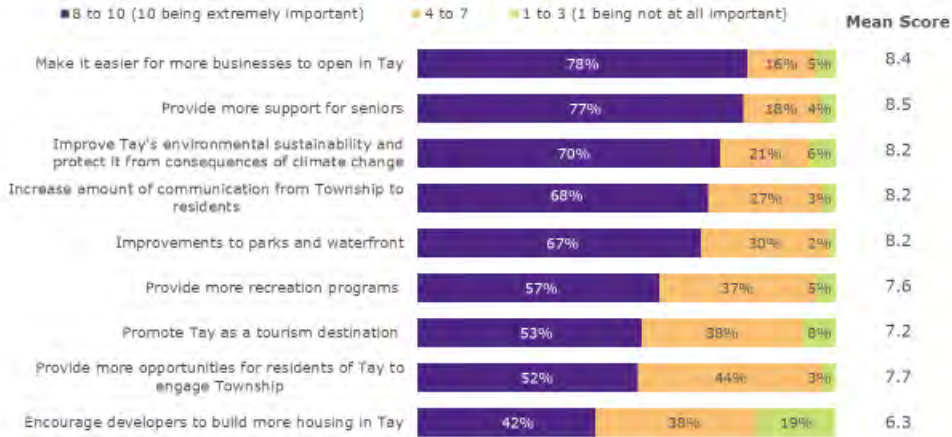
Additional subgroup differences to note:

- 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.

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?



Important Goals (page 2 of 2)

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

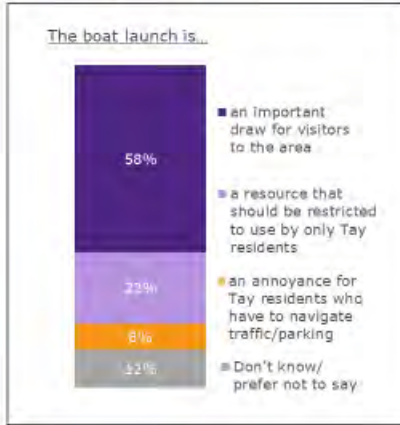
	Scores of 8 to 10 highest among:
Make it easier for more businesses to open in Tay	Port McNicoll residents (85%)
Provide more support for seniors	Port McNicoll residents (87%); Ages 65+ (82%)
Improve Tay's environmental sustainability and protect it from consequences of climate change	Waubauskene residents (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.



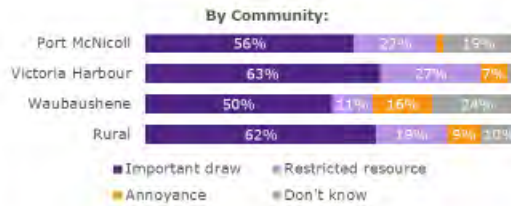
Views on Victoria Harbour Boat Launch

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. Only one in ten view the launch as an annoyance.



Most likely to say:

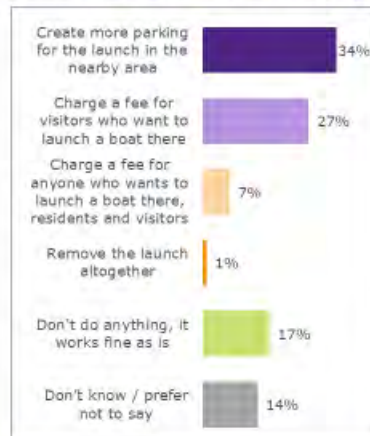
- Important draw**
 - "Working" employment status (63%)
- Don't know**
 - Ages 65+ (16%)
 - "Other" employment status (20%)



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

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.



Most likely to say:

- Visitor fee**
 - Ages 45-64 (33%)
 - "Working" employment status (31%)
- Nothing**
 - Ages 65+ (24%)
 - "Other" employment status (23%)

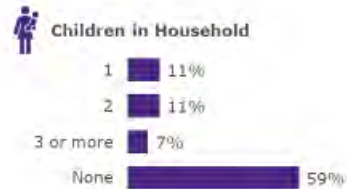
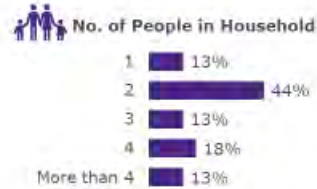
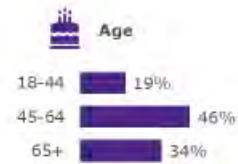
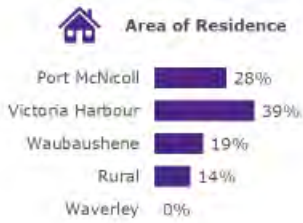


Q8. Much thought has been given to how to resolve issues around the Victoria Harbour boat launch. Which of the following is your preferred outcome?
*Values smaller than 5% are not stated in the chart.

Resident Demographics

ENVIRONICS
RESEARCH

Demographics (Weighted)



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

ENVIRONICS
RESEARCH

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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)

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

A. In-person sessions

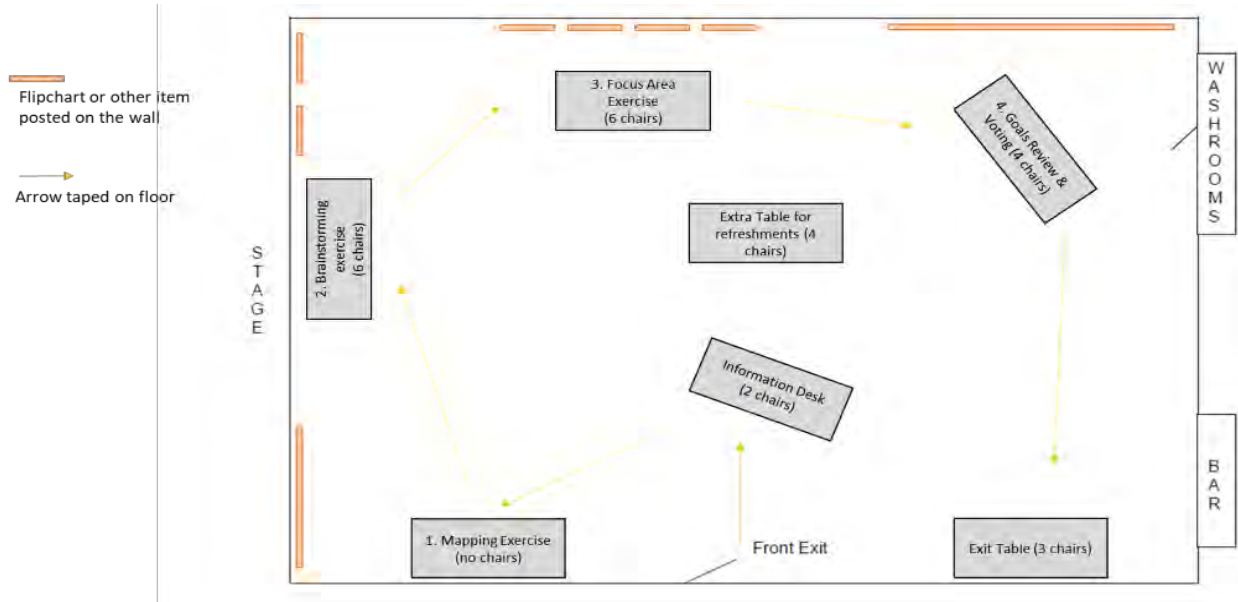
As the final phase of consultation, Environics hosted two in-person open house workshop sessions in Tay; one on July 31 in Victoria Harbour and one on August 15 in Port McNicoll, each from 3:00pm to 7:00pm. The sessions were promoted by the Township through various channels throughout July and August. 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:

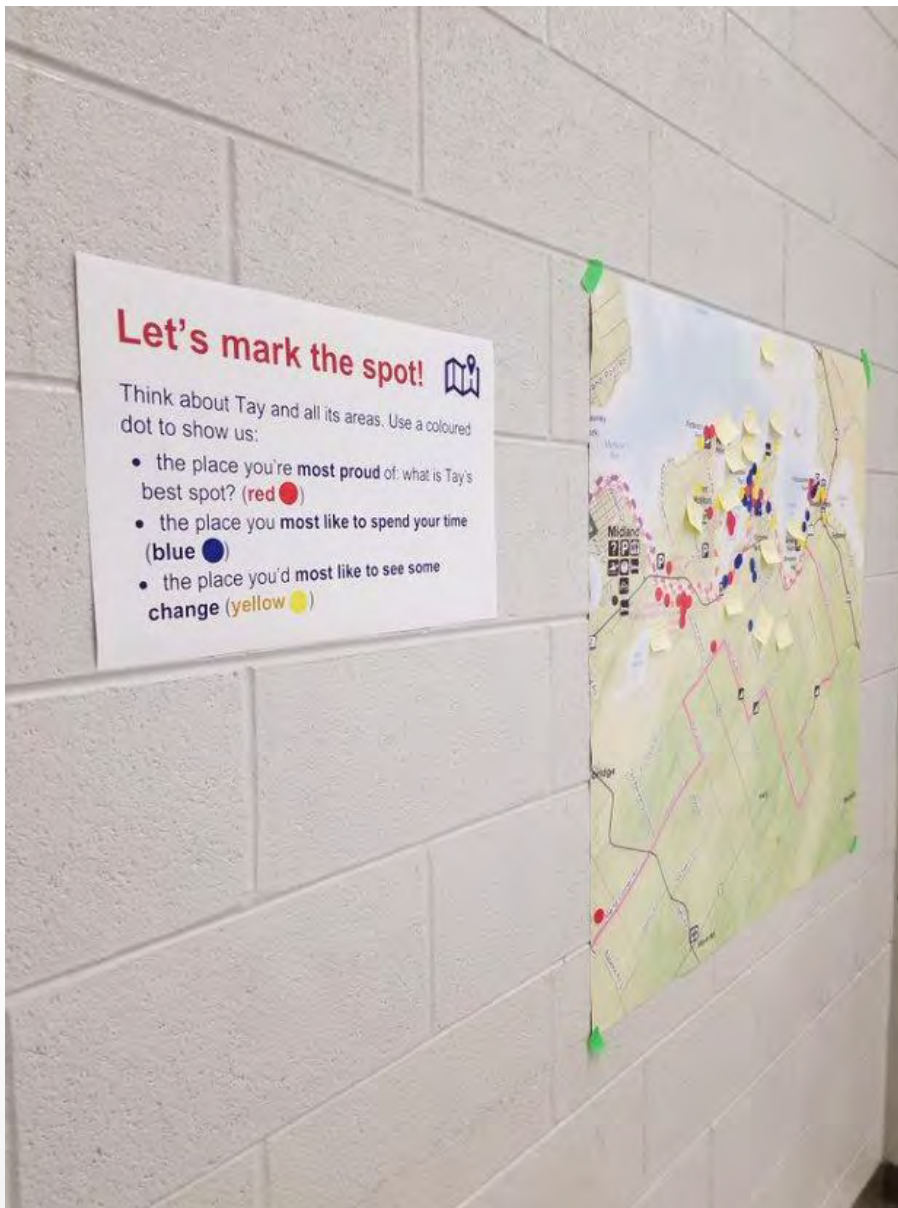


The following section summarizes the feedback received from each part of the sessions.

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

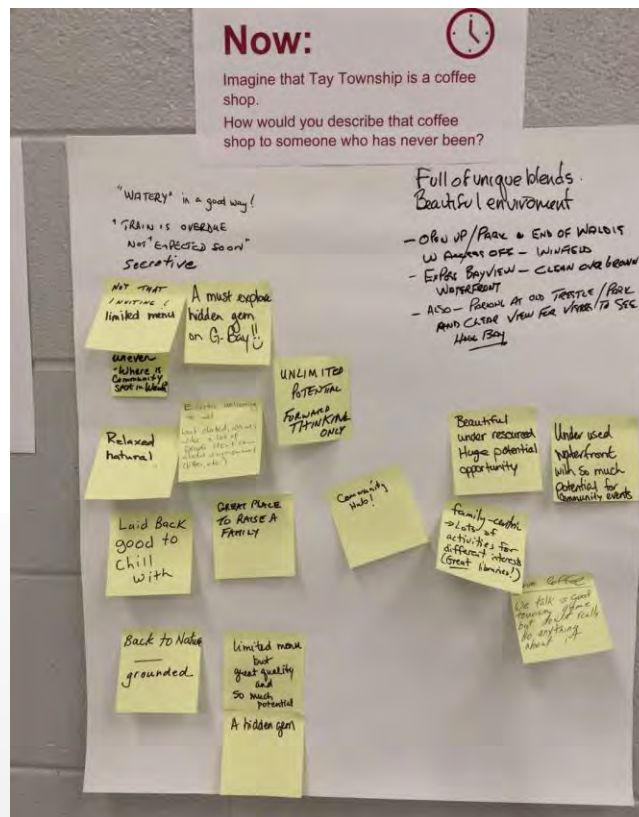
Most Like to Spend Time	
More frequently mentioned:	<ul style="list-style-type: none"> ● Tay Shore Trail ● Mackenzie Park ● Port McNicoll Community Centre ● Waubaushene Beaches Provincial Park ● Waubaushene Beach
Less frequently mentioned:	<ul style="list-style-type: none"> ● Port McNicoll library ●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

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

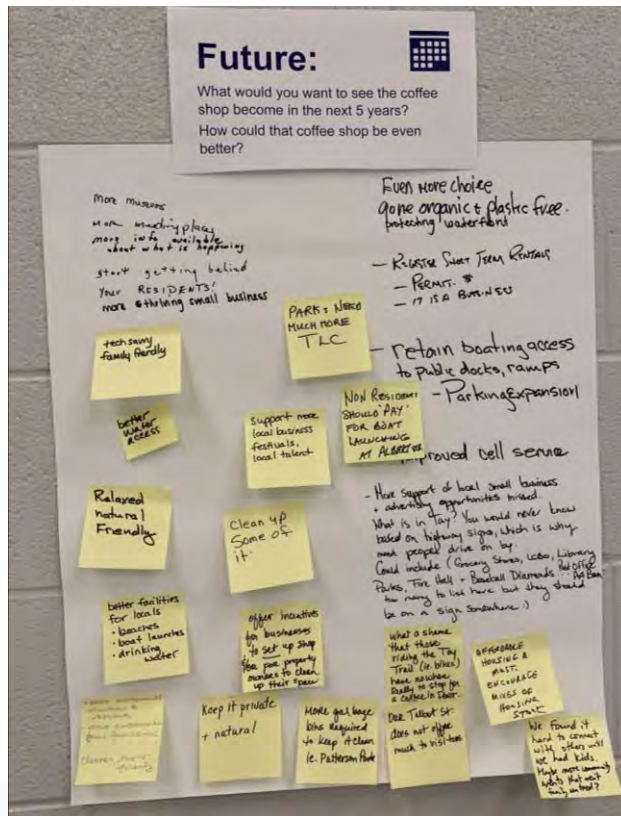
Activity 2: Brainstorming Exercise

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

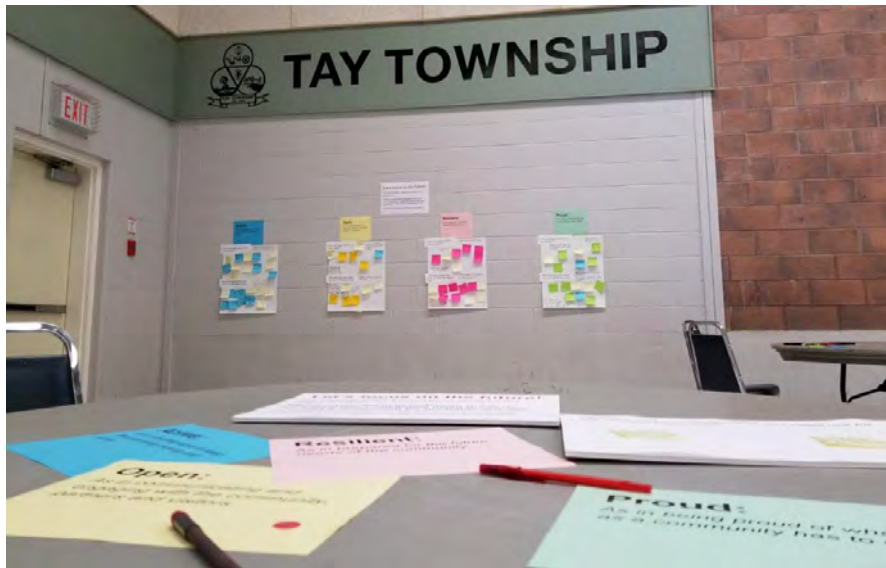


Tay in the Future	
More frequently mentioned:	<ul style="list-style-type: none"> Better water access (boat launch) More meeting/community spaces Better support for local businesses Natural, caring for the environment
Less frequently mentioned:	<ul style="list-style-type: none"> Affordable housing Improved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

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

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

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

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

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

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.

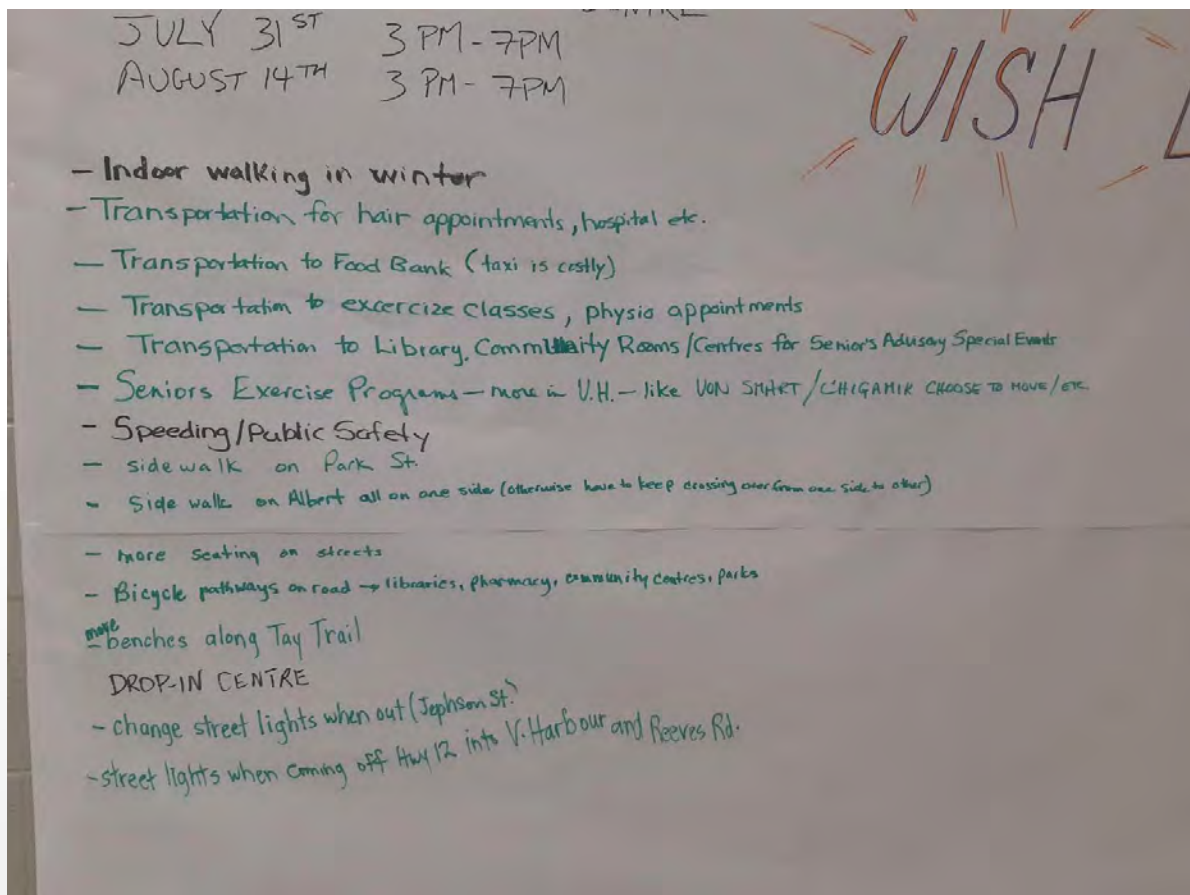
- Would like Victoria Harbour and all of Tay to remain small and quiet.

B. In-person seniors' session

A Seniors Fair was held on Friday, June 7th. This was not facilitated by Envirionics, 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:

- 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 Waubaushene library and offer support and activities to youth in the area.
- Establish a community hub in Waubaushene.
- 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.