



# Township of Tay

Corporate Strategic Plan (Draft)  
2015 - 2018

October 2015





# Contents

1	INTRODUCTION .....	1
1.1	<b>PURPOSE OF THE PLAN</b>	<b>1</b>
1.2	<b>STRATEGIC PLANNING PROCESS</b>	<b>1</b>
2	CORPORATE MISSION, VISION + KEY PRINCIPLES .....	3
2.1	<b>MISSION STATEMENT</b>	<b>3</b>
2.2	<b>VISION</b>	<b>3</b>
2.3	<b>KEY PRINCIPLES</b>	<b>4</b>
3	CONTEXT FOR CHANGE .....	5
3.1.1	MANAGING OUR COMMUNITY ASSETS	7
3.1.2	PLANNING FOR THE FUTURE	7
4	COMMUNITY AND STAKEHOLDER INPUT .....	10
4.1.1	CONSULTATION FINDINGS: COMMUNITY NEEDS AND ASPIRATIONS	11
4.1.2	SURVEY RESULTS: COMMUNITY PRIORITIES	12
5	CORPORATE ACTION PLAN 2015-2018 .....	15
6	IMPLEMENTATION .....	19
7	APPENDIX A: TAY COMMUNITY PROFILE .....	1
7.1	<b>LOCATION CONTEXT</b>	<b>1</b>
7.2	<b>DEMOGRAPHIC PROFILE</b>	<b>2</b>
7.3	<b>WORKFORCE PROFILE</b>	<b>6</b>
7.4	<b>BUSINESS CHARACTERISTICS</b>	<b>14</b>
7.5	<b>BUILDING ACTIVITY</b>	<b>17</b>
8	APPENDIX B: DOCUMENT REVIEW .....	18
8.1	<b>GOVERNING DOCUMENTS</b>	<b>18</b>
8.1.1	TAY TOWNSHIP	18
8.1.2	NORTH SIMCOE	21
8.1.3	SIMCOE COUNTY	25
8.2	<b>RELEVANT DOCUMENTS</b>	<b>27</b>
9	APPENDIX C: TELEPHONE COMMUNITY SURVEY RESULTS .....	31



# 1 Introduction

Strategic planning is one of the most important tools that a municipality can use to bring together the public, municipal staff and members of Council in the development of a common vision, direction and goals for a community. It can also function as an accounting mechanism, allowing management and the public to evaluate progress and ensure that the municipality is moving in the right direction.

Rather than simply reacting to change, municipalities can examine issues and concerns with the goal to creating a community that is sustainable, providing opportunities for business and economic growth, and a healthy lifestyle, while at the same time protecting its social and cultural connections.

While community sustainability doesn't necessarily imply growth or expansion, it does imply change. The decisions made, or not made, will shape how a community develops and prospers. A Corporate Strategic Plan therefore, builds an overall vision for a community and guides municipal decision making that will move the community towards its desired future state. The plan also assists with prioritizing the management and use of the local assets as well as human, financial, physical and environmental resources.

## 1.1 Purpose of the plan

The Township of Tay last completed a Corporate Strategic Plan in 1994 after amalgamation. Recognizing the considerable time that has passed since this work was completed, there is a need to revisit the goals and objectives articulated in the plan to ensure they reflect the current priorities for the municipality and residents of the Township, as well as the service delivery realities for the Municipality.

In developing a Corporate Strategic Plan, the Township of Tay will set a course for its future. Specifically, the Plan will:

- Provide structure for mutually accepted goals and a common agenda for moving forward as a community over a particular timeframe
- Identifies a set of prioritized objectives that can be measured and monitored
- Define the purpose of the Municipality and its role in achieving the stated goals
- Balance the aspirations of the community with municipal and local resources

A detailed action plan advances the goals set out in this plan and contributes to the long term vision for the community. It also acts as a 'measuring stick' against which to evaluate decisions that will keep the municipality on course in the coming years.

## 1.2 Strategic planning process

In developing the Corporate Strategic Plan consideration has been given to a range of information related to the Township's management of future growth and development. This has been accomplished, in part through the development of a community profile



that summarizes the Township's current socio-economic condition and the health of the community, broadly speaking. This provides an understanding of the Township's relative competitive position in Simcoe County and more generally, Ontario. A detailed narrative is provided in Appendix A.

Consideration has also been given to the Township's current policy framework, master planning efforts as it relates to municipal assets and infrastructure, as well as a range of other municipal initiatives considered relevant to the preparation of a Corporate Strategic Plan. An overview and description of these documents is provided in Appendix B.

A community engagement process was also undertaken. Beginning in May 2015, interviews were completed with Council and municipal staff, as well as a select number of community stakeholders. The Township hosted two focus groups where approximately 32 people provided their input on the vision and aspirations for the community. A community survey, available online and in print, attracted input from a further 47 residents. Given the importance of having public input in determining the overall direction of the strategic plan, Forum Research also conducted a telephone based *community satisfaction survey* with 300 full time and seasonal residents from across the Township in August 2015. The complete survey results are provided in Appendix C.

Overall guidance and direction for the creation of the Corporate Strategic Plan was provided by the Chief Administrative Officer with input from the Township's Senior Management Team and Council.



## 2 Corporate mission, vision + key principles

Local government operates in a unique environment. It is a single organization providing a diverse range of services to both local residents and businesses. Although this is done in the context of today's needs, planning and decision making must be future oriented taking into consideration local resources.

For small, rural municipalities like the Township of Tay, municipal services are delivered in the face of ever increasing demands for accountability on the part of residents and senior levels of government, improved service delivery requirements and the need for effective cost management over the long term.

### 2.1 Mission statement

A **MISSION** statement captures the reason that the Township of Tay exists and guides the actions of the Municipality. The following mission statement reflects the input received from Township staff and Council:

*The Township of Tay is committed to delivering responsive and cost effective municipal services and infrastructure that provides for the long term economic, social and environmental well-being of our residents and community.*

### 2.2 Vision

Based on input from residents, community stakeholders, municipal staff and members of Council, a comprehensive **VISION** was created for the community.

*The Township of Tay is a strong, cohesive rural community. We celebrate and promote our unique history, natural heritage and recreational amenities as the cornerstone to our quality of life. Our unique villages and towns support a host of events, services and businesses that contribute to growing local economy and create a unique destination experience for residents and visitors to the community.*

When the Township of Tay achieves this vision, the following key elements will be achieved:

1. Population growth
2. Increase in the number of local and home based business



3. Prosperous towns and villages with minimum number of vacancies
4. Increase use of our recreational and natural amenities by residents and visitors
5. A broader range of housing options, including affordable housing for seniors
6. Enhanced opportunities for developers and investors
7. Regular and effective dialogue with residents and visitors to the community

## 2.3 Key principles

The Township of Tay 2015 Corporate Strategic Plan is premised on conducting municipal business based on **KEY PRINCIPLES** that reflect the expectations and aspirations of the community at large:

1. Operational Performance Excellence
  - Council and Staff will conduct itself in a manner that is affordable to local taxpayers while protecting future generations from being burdened by debts and deficits that they cannot afford.
2. Build a Strong and Collaborative Community
  - Decisions will be made in a balanced, transparent and flexible manner that includes a broad range of interests, perspectives and community input.
3. Provide Value for Money Spent
  - Municipal services will be delivered as efficiently, effectively and economically as possible with an emphasis on continuous improvement and the integration of best practices.
4. Effective Planning and Development
  - Development in Tay Township will complement our natural setting and existing built environment while providing for appropriate growth of our towns, villages and rural areas.
5. Grow our Local Economy
  - Community economic development initiatives will be designed to maintain and enhance a healthy community and foster the attraction, retention, and expansion of business to the Township.



### 3 The context for change

Over the past decade in Ontario, the Provincial government has been proactive in its approach to managing urban growth pressures through the creation of policies aimed at encouraging sustainable and planned forms of development. This includes The Greenbelt Plan (2005), Places to Grow Plan (2006 and 2013), an update Ontario Planning Act (2004) and Provincial Policy Statement (2005 and 2013).

The Places to Grow Plan (Growth Plan) has specific implications for Simcoe County and Tay Township. The Plan projects that the Greater Golden Horseshoe (GGH) will be facing significant growth pressures from population growth with Simcoe County in particular increasing from 446,000 people in 2011 to 667,000 people by 2031 (49.5%). In Tay Township, this will mean planning for a community in excess of 11,000 people – a challenge given the slow population growth evidenced in the last census (Figure 1).

FIGURE 1: POPULATION FORECAST 2031, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY

	2011	2031	Δ 2011-2031	Projected Net Growth 2011-2031
<b>Tay</b>	<b>9,736</b>	<b>11,400</b>	<b>17.1%</b>	<b>1,664</b>
<b>Penetanguishene</b>	9,111	11,000	20.7%	1,889
<b>Midland</b>	16,572	22,500	35.8%	5,928
<b>Tiny</b>	11,232	12,500	11.3%	1,268
<b>North Simcoe</b>	46,651	57,400	23.0%	10,749
<b>Simcoe County</b>	446,063	667,000	49.5%	220,937

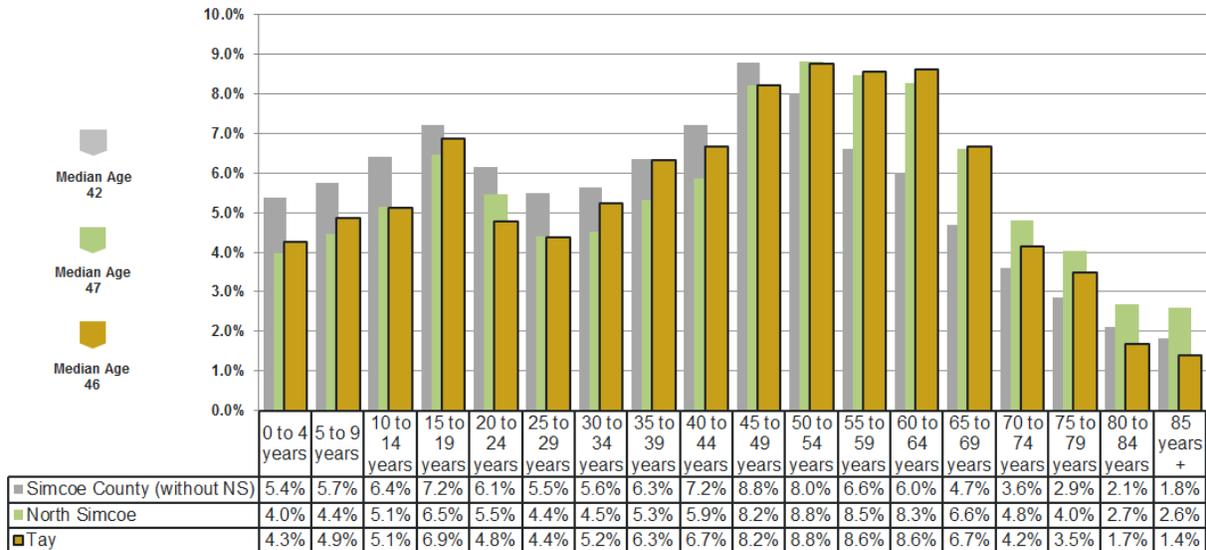
Source: 2006 Growth Plan for the Greater Golden Horseshoe, June 2013 Amendment

The Growth Plan also highlights the distribution of employment as a by-product of population increase. The GGH is estimated to be a working destination to over 6.2 million individuals. The Simcoe area is expected to be a working destination for over 150,000 of those individuals.

These projections highlight real opportunities for the Township of Tay. They speak to the importance of preparing for a workforce that will be seeking places to live in and across North Simcoe. At present the Township of Tay’s current resident and business profile highlights an aging population that is struggling to retain its younger age cohorts (Figure 2) but also reflects a small but growing business base (Figure 3).



FIGURE 2: AGE CHARACTERISTICS IN 2011, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY



Source: Statistics Canada 2011 Census Profiles

FIGURE 3: BUSINESS PATTERNS 2014, TAY TOWNSHIP

Description	Total	Number of Employees								Indeter- minate
		1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	
<b>Total (2009 Businesses)</b>	<b>417</b>	<b>101</b>	<b>28</b>	<b>11</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>270</b>
<b>Total (2014 Businesses)</b>	<b>453</b>	<b>117</b>	<b>28</b>	<b>13</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>284</b>
<b>Change</b>	<b>36</b>	<b>16</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>-1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>14</b>

Source: Canadian Business Patterns June 2014, June 2009

The projected growth of the community provides a rationale for the Township to be more proactive in its efforts to attract new residents to the community – regardless of age. To do this, however, requires an appropriate level of planning and marketing.

This begins with the Township’s Official Plan. As the Township begins considering the need to review and update the Official Plan, these new opportunities for growth and investment must be reflected. This includes the desire for future residential and commercial development, plans for the Township’s waterfront(s), and policies that support the long term viability of the community’s towns and villages (e.g. updated community improvement policies).



### 3.1.1 Managing our Community Assets

In planning for future growth, the Township has prepared a 2015-2024 Long Term Plan that is reviewed annually by Council and Staff. The intent of the Plan is to identify and prioritize unusual expenditures and special projects on a long term basis and give consideration as to how these projects will be financed. This process helps set the annual budget through a detailed and accurate analysis of the costs and highlights key priorities associated with municipal infrastructure.

Broadly speaking, municipal infrastructure comprises a broad range of community assets from roads (and public works), community services, protection services, waterways/waterfronts, parks, recreational activities (both places and programs), cultural activities (both places and programs) and heritage preservation.

The Long Term Plan identifies the need for the repair and replacement of select roads and water and sewer mains in the Township over the next 10 years. The Plan also identifies the need for increased funding to support culture and recreation assets and programming, specifically libraries and parks.

The Township's 2015 Asset Management Plan further informs the Long term Plan, as it details the current state of municipal infrastructure, expected levels of services and current funding requirements.

Other infrastructure plans have been created in recent years, including a 2013 Fire Master Plan as well as a 2015 Quality Management System Operational Plan. However, in light of the importance residents have placed on those assets that contribute to their overall quality of life – libraries, parks, recreational programming and waterfront access, more planning is required to ensure that the Township's 'soft' infrastructure can be sustained and enhanced over the long term.

### 3.1.2 Planning for the Future

Similar to the approach to providing other services in the Township, rationalizing and capitalizing on these form of community assets should be done in a structured and deliberate manner. This includes leveraging policy updates to the Township's Official Plan in conjunction with participation in regional economic development initiatives, and the completion of local municipal cultural plans and parks and recreation master plans.

#### **Economic Development**

The County of Simcoe and the North Simcoe Economic Development Corporation (NSEDCC) provide the Township of Tay with a variety of opportunities to be better engaged in economic development initiatives, either as a partner or as a participant. The County's 2011 Economic Development Strategy contains recommendations designed to attract creative and knowledge based industries, while also serving as means to retain a younger workforce. The strategy is focused on four goals each with specific objectives.

- Fostering partnership opportunities (across all sectors)
- The pursuit of effective regional marketing initiatives



- A supportive business culture (that is supplemented with research, investment, self-growth and education opportunities)
- Fostering growth in regional tourism and cultural industries as a means to improve and renovate recreational and cultural experiences across the region

Following the completion of the regional economic plan, the NSEDC (formerly the Huronia Economic Alliance) prepared a North Simcoe Strategic Action Plan for economic development opportunities across the communities of Midland, Penetanguishene, Tiny and Tay. In an effort to advance the region's economic development agenda, the NSEDC plan set out four priorities. These priorities centered on fundamental principles such as:

- Enhancing local capacity for economic development
- Providing business development and attraction programs for new and current businesses
- Effective marketing and promotion of the area's value proposition to residents, visitors and businesses alike
- Workforce attraction and development as a way to not only satisfy the demands of local businesses but to also facilitate the partnerships that will lead to providing skill development opportunities – limiting skillset gaps that may exist

### **Cultural and Recreation Planning**

Given the importance of ensuring a quality of life for local residents, urban and rural municipalities are completing initiatives centred on cultural planning and recreational development. In the early 2010s, the Province adopted a framework for municipal cultural planning that was influenced by the promise of the social welfare benefits derived from this activity, as well as the contribution that it makes on building a complete municipality (culture is now recognized as the 4<sup>th</sup> pillar to smart growth planning).

The County of Simcoe has recently completed a cultural planning study that positions the County as the facilitator for cultural development across the region. In defining its role, the County described its capabilities as:

- An entity that will manage a comprehensive database of all available arts and cultural assets across the region
- An entity that will provide funding opportunities for municipal cultural development but also targeted grants for cultural organizations to access
- An entity that creates and facilitates a place for discussion to occur around cultural opportunities across Simcoe
- The provision of a full-time staff person to ensure cultural development remains a priority across the region

Neighbouring communities such as Midland and Springwater have recently completed Municipal Cultural Plans as a tool for future decision-making.

Parks and Recreation Master Plans are a municipal planning tool that provides Council and Staff with a document on how to provide recreation-based (and park-based)



facilities and services across the community. These plans take into consideration anticipated population growth, emerging leisure expectations, as well as the implications of aging facilities.

A final consideration that will assist with informing the township's future infrastructure needs is age-friendly community planning. These types of plans which are community driven are emerging as a must have plan for rural communities challenged with aging and declining populations.

Individuals and organizations in communities across Ontario are collaborating to establish accessible, inclusive, age-friendly community plans that provide recommendations on social and physical environments, as well as supportive services and programs that will improve the everyday lives of older adults. The plans are designed to inform Council and Staff about existing services and programs in the community (e.g. healthcare services), incorporating age-friendly principles into planning (e.g. accessibility requirements in building codes), and setting local priorities and developing age-friendly action plans (e.g. integrating age-friendly principles with cultural or recreational activities).

The Province of Ontario is committed to the development of an 'Age-Friendly Ontario' and has made funding available to communities who undertake age-friendly exercises.

Taking into consideration the preceding discussion, the sections that follow provide a more thorough understanding of priorities and long term goals and objectives that have emerged for the Corporate Strategic Plan.



## 4 Community and stakeholder input

Effective strategic planning is driven by broad based community and stakeholder input. Approximately 500 individuals have informed the development of the Tay Township Corporate Strategic Plan utilizing the range of engagement channels illustrated below.

FIGURE 4 TAY TOWNSHIP STRATEGIC PLAN COMMUNITY ENGAGEMENT CHANNELS



Beginning in June of 2015 the community was asked to provide input to the direction of the Township's Corporate Strategic Plan. The combination of the community forums and an online community survey offered residents the opportunity to shape a long term vision for Tay Township and discuss the strategic priorities for the Township for the remaining term of Council.

First and foremost input was focused on:

- How should we define success?
- What kind of township do we want to live in 20 years from now?
- What constrains the community's ability to achieve this vision?
- What are the priorities for the short and long term?

When combined with the results of the interviews and strategic planning sessions, this input provided the basis for the development of the Strategic Plan's goals and objectives.



In July of 2015 Council and Staff were presented with the findings from the consultation process. To address any question that the initial survey results did not reflect the entirety of Township residents, Council commissioned a random telephone community survey. A total of 300 interviews were subsequently completed by Forum Research Inc., an independent polling and research firm. The complete results of this survey are provided in the Appendix C.

The following discussion highlights the consolidated findings from the different community engagement channels.

#### 4.1.1 Consultation Findings: Community Needs and Aspirations

- **Address the implications of amalgamation.** The Township's historic administrative boundaries continue to impact the approach to service delivery. The delivery of community programs and services must be addressed to increase the Township's operational efficiency.
- **Promote the notion of a single inclusive community.** The Township must embrace a single identity rather than the 'community of communities' vision for the township. A rationalization and where necessary a strengthening of Township sponsored, geographically dispersed community events, programs and services is required.
- **Streamline service delivery and increase efficiency.** The Township cannot maintain its current level of services without increasing taxes. Service levels need to be evaluated and prioritized where gaps undermine the Township's operational efficiencies.
- **Assess the role and function of the Township's Library services.** While the Township's library network is well regarded, the traditional role and function of community libraries is changing. Sustaining three libraries will be challenging over the long term. Reframing the role of libraries as flexible community spaces / hubs may address this challenge. Tomorrow's libraries need to embrace technology.
- **Inventory and rationalization of parks and recreational services.** The current number of parks is considered excessive for the township to maintain and select parks may represent a revenue source if they can be sold. The Township needs to consider the role and function of each park and dispose of those considered surplus to the needs of the community. The preparation of a parks and recreation master plan will assist in addressing the long term parks and recreation needs of the community
- **Plan for maintaining and improving roads.** The Township needs to implement a plan for its roads which is affordable, reasonable and responsible. While expectations of roads maintenance may be too high for a rural community, the importance of road maintenance is central to growing the economy and the population. Consideration may be given to joint service agreements with adjoining municipalities.



- **Increase levels of communication and engagement.** There is a need for improved communication between Council, all levels of Township staff and residents. Consideration must be given to understanding the best communications channels to engage residents including less formal opportunities to engage with elected officials.
- **Increase public confidence in local decision making.** Transparency and accountability must be upheld as central tenets for the Township. Formal decision making requires informed insight, which in turn needs to be shared with the community.
- **Bring closure to the Grandview Beach sewer debate.** The contaminated aquifer requires the Township's immediate attention. While it is well understood that there is no easy solution, informed and decisive action is required. The municipality also needs to be effective in managing the communication of the impact of this issue on local taxpayers.
- **Embrace and meet the needs of seniors.** With an aging population in the Township and surrounding area, there is increased demand for alternative and affordable housing for seniors in proximity to the services and amenities they need for a healthy active life. The completion of a community age friendly strategy will also assist to identify the challenges and opportunities for the Township's senior population. Improvements to housing, transportation, and health care would be examined.
- **Invest in the waterfront(s).** The Township's waterfronts represent an under developed community asset both in terms of residential and commercial development as well as more passive uses. While greater promotion of the Township's waterfront is required in order to attract investment and interest, the Township must articulate its expectations for the long term. A waterfront strategy would assist with this effort.

#### 4.1.2 Survey Results: Community Priorities

A total of 300 residents completed the telephone community survey. Of this sample at least 43 respondents were seasonal residents of the Township. Respondents were drawn from each of the Township's three wards. There was also considerable representation from the Townships rural, sub-urban, and urban households. A further 110 residents completed the online survey. Given the statistical reliability of the telephone survey, it is positioned as the benchmark against which to measure all community input. The full results of the telephone survey are provided in the Appendix C.

#### Overall Levels of Satisfaction

When respondents were asked to rate their overall satisfaction with services in the Township of Tay, 44% gave a rating of 4 or 5 (i.e. satisfied/very satisfied). A total of 10% of respondents were not satisfied at all. Seasonal residents reported lower levels of satisfaction with services than full time residents.



When asked to rate their satisfaction with various services offered by the Township of Tay, the largest proportion of respondents were satisfied with fire services, library services, police services, and emergency medical services. The lowest levels of satisfaction centred on retail shopping, planning, economic and community development.

### **Future direction for the Township**

Respondents were asked to rate the level to which they agree with a series of statements dealing with the future direction of Tay Township.

- The largest proportion of respondents agreed that *“the Township needs additional recreational facilities, services and programs for its children and youth”*, though seasonal respondents were significantly less likely to agree (88% of full-time vs. 70% of seasonal residents).
- “Business retention, attraction and investment should be actively pursued in Tay Township” was met with agreement by 84% of respondents.
- “Tay Township needs investment in physical infrastructure (water, roads, sewers) to manage potential growth” was met with agreement by 82% of respondents.
- Only 44% of seasonal residents agreed with, “Tay Township offers adequate value for municipal tax dollar spending”. Full time residents agreed 60% of the time.

Next respondents were asked to rate the importance of various projects for the Township over the next few years. The largest proportion of respondents said the Township should focus on: healthcare, investment in municipal infrastructure, and education. Notably, a higher proportion of full time residents considered these priorities when compared to seasonal residents. From this list of projects the following received the lowest levels of support: attracting industrial land development opportunities, and attracting more tourists and visitors.

### **Priorities by Age**

There was general alignment in response rates between those over the age of 50 and under. However, younger respondents for example, rated the importance of education significantly higher than respondents over the age of 50. Contrastingly, respondents over 50 rated the importance of attracting industrial land development opportunities, as well as attracting more tourists and visitors to Tay Township significantly higher than respondents under 50.

### **Dealing with Increased Costs**

Due to the rising cost of providing municipal services, respondents were asked whether the Township should:

1. Increase tax and/or impose a new charge to maintain current service levels

Or

2. Maintain current tax and/or service charges with a reduction in levels of service



Respondents were generally split on their response. The largest proportion of respondents said they would rather the Township maintain current tax rates and service charges, even if it means a reduction to the level of services (48%). Over a third of the respondents (35%) opted for increases in taxes or new charges while the remaining 17% were unsure. Refer to the Financial Sustainability section of Appendix C for detailed results.

Building from this question, those respondents who were willing to pay more were then asked about their willingness to pay more for specific services. The largest proportion of respondents said they were willing to pay more for the following services. The services are presented in descending order according to the level of community supports. The service with the most support is listed first.

1. **Public works such as road maintenance and facilities**
2. **Public health services**
3. **Fire services**
4. **Police services**
5. **Recreation and leisure**
6. **Parks development**
7. **Recreation and cultural services**
8. **Library services**
9. **Trail development**
10. **Planning and development**

Building on the same question, respondents who said they would prefer tax and service fees to remain the same, even if it means a reduction in the level of services were then asked which services they believe the Township should cut, reduce or maintain. The largest proportion of respondents said they would cut or reduce services related to the following services. These services are presented in descending order with the service with the lowest level of community support listed first.

1. **Clerk's office, Marriage licenses, birth registrations, lottery licensing etc.**
2. **Planning and development**
3. **Building, property standards planning and by-law enforcement**
4. **Provincial Offenses Act Administration**
5. **Trail development**
6. **Recreation (cultural services)**
7. **Parks development**
8. **Public health services**
9. **Recreation (leisure services)**
10. **Library services**

Importantly, the majority of these respondents suggested maintaining current service levels or said they did not know where to cut.

### **Strategic Priorities with the most Community Value**

Using a calculation, the survey informs those service areas with the greatest opportunity to increase overall satisfaction with the Township. Those highest



opportunity areas include: water and wastewater services; planning; economic and community development; building and bylaw enforcement; retail shopping environment; and snow removal. It is important to note those services not included in this list are still important for the Township, but are already well regarded by residents and therefore represent less room for improvement.

## 5 Corporate Action Plan 2015-2018

The development and implementation of a corporate strategic plan will create significant benefits for the Township of Tay. It identifies key steps that build on the input and insight received during the extensive background review and the community engagement process. The plan helps to improve coordination between departments and staff involved in the implementation effort. In addition, the plan contributes to consensus building across the community. Through a commitment to achieve the outlined goals, Tay will make visible progress in a number of areas that impact the long term sustainability of the Township. These include:

### **Goal #1: Open and effective communication between the municipality and the residents of Tay Township**

**Strategic Objective: Increase local awareness, interest and transparency around the key issues impacting the future of the municipality**

#### **Actions**

1. Develop an internal and external communications strategy that provides direction for effective communication between elected officials, staff and residents.
  - 1.1. Empower Township departments to take an individual and fresh look at their communications with an eye to improving development, dissemination and follow-up
2. Monitor operation of committee structure to further encourage public attendance and participation in the decision making process;
  - 2.1. Host bi-annual “Town Hall Meetings” to engage the community in discussions on local matters.
3. Adopt and refine various methods of external outreach including e-newsletters, interactive website formats, social media, target mailings and regular town hall meetings in order to ensure communications are accessible and inclusive.



4. Administer community surveys on an annual basis to create an ongoing loop of community feedback to inform continuous improvement and best practices in service delivery and strategic direction of the municipality.
5. Publish annual Capital and Operating budgets on the Township's website. Include an executive summary to highlight year over year changes along with the fiscal challenges faced by the Township.
6. Inform residents, through an annual report card, on Municipal activities – how taxes are spent, new initiatives, successes, upcoming priorities, etc.
7. Conduct communication and public relations training (key staff and Council) to ensure consistency in message and delivery, and understanding of roles and responsibilities.
8. Explore opportunities to provide remote access to Council deliberations.

## **Goal #2: Efficient and sustainable municipal infrastructure**

**Strategic Objective:** Timely and responsible investment in municipal infrastructure that reflects our rate of growth and rural nature.

### **Actions**

9. Ensure that each department provides the necessary information to inform decisions on the financial requirements and timing to maintain, repair, rehabilitate and replace municipal infrastructure assets.
10. Identify the financial resources available to support the long term sustainability and enhancement of municipal infrastructure assets based on a desired level of service.
11. Continue to allocate any annual surplus to capital infrastructure projects to help close the identified gap in funding.
12. Finalize the costs of the Victoria Harbour Waste Water Treatment Plant and incorporate into the Townships Asset Management Plan.
13. Research and implement a rehabilitation program to extend the useful life of municipal infrastructure until sustainability is achieved.
14. Partner with senior levels of government, other municipalities, community organizations and the private sector to plan and finance infrastructure expenses and improvements.



15. Open dialogue with Simcoe County to explore cooperative approaches to addressing key infrastructure needs.
16. Continue to implement the 2013 Fire Master Plan including recommendations associated with the replacement of Fire Station 2, Old Fort.
17. Bring closure to the Grandview Beach sewer debate.
  - 17.1. Effectively manage the communication of the impact of this issue on local taxpayers.

### **Goal #3: Leverage and enhance our community, heritage and natural assets**

**Strategic Objective: Integrate community culture and related assets and into municipal planning and decision-making**

18. Undertake research to inform the merits of new modes of library service delivery including consolidation. Specifically, examine models that enable and expand the role of the library's role as a community hub.
19. Complete an age-friendly community strategy. Leverage the Province of Ontario's age-friendly community funding program to support this exercise.
20. Complete a parks and recreation master plan (including trails). This plan must be designed to inform and critically assess the long term parks and recreation needs of the community.
21. Develop a comprehensive Waterfront Master Plan (WMP) that guides future development and investment in Tay's waterfront areas, preserves natural and cultural heritage and improves public access. The WMP should include elements such as support for the attraction of tourism investment, shoreline management protection, preservation of natural areas, future development, public access and water and land uses.
  - 21.1. Advance the proposed waterfront development in Port McNicoll.

### **Goal #4: Improve opportunities for business development and attraction**

**Strategic Objective: Establish a supportive corporate culture that strengthens business retention, expansion and attraction, entrepreneurial activity, and new industry investment**

22. Complete Official Plan Review and initiate update of the Municipal Zoning By-Law
  - 22.1. Include updated policy language to reflect importance of cultural heritage assets, support for economic development and focus on place-making (e.g. main streets, home-based businesses, community improvement programming)



23. Maintain active involvement with and ensure appropriate budget allocations are in place to support the economic development activities of the North Simcoe Economic Development Corporation
24. Review opportunities through the planning and development process to facilitate the construction of housing types that are reasonably priced and provide a range of tenure options.
  - 24.1. Explore opportunities for a public-private partnership for the delivery of seniors housing that are informed by a thorough understanding of long term market demand
25. Explore ways to improve local access to small business support and entrepreneurship programming available through the North Simcoe Community Futures Development Corporation, including examining feasibility of a satellite office.

#### **Goal #5: Provide strong financial management**

**Strategic Objective: Improved decision making and organizational performance relating to financial management.**

26. Ensure that the Township's management is both accountable and measured for successful outcomes (eg. More rigorous departmental business planning efforts).
27. Initiate a best practices review of other "like" municipalities to identify new and creative approaches or models for increasing municipal revenues.
28. Explore opportunities for the adaptive re-use of vacant and surplus municipal properties



## 6 Implementation

To ensure that the Corporate Strategic Plan is a living document that directs decision making for the Township of Tay, a detailed implementation plan is necessary. The intent of the implementation plan is to identify the priority status for the actions items to be addresses for the remaining term of Council.

### 6.1 Corporate Strategic Plan Annual Report

In addition to internal communication of progress, it is equally important to ensure that the community is kept informed. Departmental report cards will support the creation of a Corporate Annual Report for the municipality's Corporate Strategic Plan, sharing the status of priority actions, identifying changes in priorities due to significant changes, and telling the story of success that has positively impacted the community. This ensures that the Municipality is fulfilling its commitment for open and ongoing communications, transparency, and accountability.

The suggested content for the Corporate Strategic Plan Annual Report consists of the following sections:

1. Key areas of focus for the Tay Township.
2. Major community initiatives and events in the report year.
3. From vision to action: a matrix of accomplishments based on the goals and objectives in the corporate strategic plan.
4. Maintaining momentum: initiatives and actions for the upcoming year.

#### Performance Management

Performance measures are tools to determine how well a job has been done using qualitative and quantitative information. The following reasons make it important to track activity and performance.

- Providing public accountability
- Assisting with human resources management
- Using results to improve performance
- Identifying the return on investment

Below each action plan, presented below, are several logical performance metrics. It is recommended that the Township carefully consider each metric before their application. Questions to consider:

- Is there enough information to consistently inform this metric over time?
- Are there enough resources to consistently monitor the metric?
- Does the metric effectively demonstrate the success or failure of the action?

If any of these questions cannot be answered with a definite "yes" than the Township should consider a different measure.



<b>Goal #1: Open and effective communication between the municipality and the residents of Tay Township</b>	
<b>Action</b>	<b>Priority Level</b>
1. Develop an internal and external communications strategy that provides direction for effective communication between elected officials, staff and residents. 1.1. Empower Township departments to take an individual and fresh look at their communications with an eye to improving development, dissemination and follow-up	High
2. Monitor operation of committee structure to further encourage public attendance and participation in the decision making process; 2.1. Host Bi-annual Town Hall Meetings to engage the community in discussions on local matters.	Low High
3. Adopt and refine various methods of external outreach including e-newsletters, interactive website formats, social media, target mailings and regular town hall meetings in order to ensure communications are accessible and inclusive.	Medium
4. Administer community surveys on an annual basis to create an ongoing loop of community feedback to inform continuous improvement and best practices in service delivery and strategic direction of the municipality.	Medium
5. Publish annual Capital and Operating budgets on the Township's website. Include an executive summary to highlight year over year changes along with the fiscal challenges faced by the Township.	Medium
6. Inform residents, through an annual report card, on Municipal activities – how taxes are spent, new initiatives, successes, upcoming priorities, etc.	Medium
7. Conduct communication and public relations training (key staff and Council) to ensure consistency in message and delivery, and understanding of roles and responsibilities.	Low
8. Explore opportunities to provide remote access to Council deliberations.	High

### Potential Performance Metrics

- Communications Strategy developed and implemented
- New communications tools adopted and reaching intended audiences
- Human and capital resources allocated to support implementation
- Communications/public relations training delivered
- Increased community participation

<b>Goal #2: Efficient and sustainable municipal infrastructure</b>	
<b>Action</b>	<b>Priority Level</b>
9. Ensure that each department provides the necessary information to inform decisions on the financial requirements and timing to maintain, repair, rehabilitate and replace municipal infrastructure assets.	High



<b>Goal #2: Efficient and sustainable municipal infrastructure</b>	
<b>Action</b>	<b>Priority Level</b>
10. Identify the financial resources available to support the long term sustainability and enhancement of municipal infrastructure assets based on a desired level of service.	High
11. Continue to allocate any annual surplus to capital infrastructure projects to help close the identified gap in funding.	High
12. Finalize the costs of the Victoria Harbour Waste Water Treatment Plant and incorporate into the Townships Asset Management Plan.	High
13. Research and implement a rehabilitation program to extend the useful life of municipal infrastructure until sustainability is achieved.	Medium
14. Partner with senior levels of government, other municipalities, community organizations and the private sector to plan and finance infrastructure expenses and improvements.	Medium
15. Open dialogue with Simcoe County to explore cooperative approaches to addressing key infrastructure needs.	Medium
16. Continue to implement the 2013 Fire Master Plan including recommendations associated with the replacement of Fire Station 2, Old Fort.	Medium
17. Bring closure to the Grandview Beach sewer debate. 17.1. Effectively manage the communication of the impact of this issue on local taxpayers..	High

### Potential Performance Metrics

- Asset Management Plan regularly updated
- Relationships established with senior governments and infrastructure funds/projects explored
- Infrastructure funding gap reduced
- Action taken on Grandview Beach sewer

<b>Goal #3: Leverage and enhance our community, heritage and natural assets</b>	
<b>Action</b>	<b>Priority Level</b>
18. Undertake research to inform the merits of new modes of library service delivery including consolidation. Specifically, examine models that enable and expand the role of the library's role as a <u>community hub</u> .	High
19. Complete an age-friendly community strategy. Leverage the Province of Ontario's age-friendly community funding program to support this exercise.	Medium
20. Complete a parks and recreation master plan (including trails). This plan must be designed to inform and critically assess the long term parks and recreation needs of the	High



<b>Goal #3: Leverage and enhance our community, heritage and natural assets</b>	
<b>Action</b>	<b>Priority Level</b>
community.	
21. Develop a comprehensive Waterfront Master Plan (WMP) that guides future development and investment in Tay's waterfront areas, preserves natural and cultural heritage and improves public access. The WMP should include elements such as support for the attraction of tourism investment, shoreline management protection, preservation of natural areas, future development, public access and water and land uses. 21.1. Advance the proposed development of Victoria Harbour.	Medium

#### Potential Performance Metrics

- Devise a new sustainable delivery model for the Townships library services.
- Age friendly strategy complete and reflected in Township's policy framework (official plan), and related services and programming.
- Parks and Recreation Master Plan is completed and reflected in Long Term Plan
- Increased interest in investment opportunities for the Township's waterfront

<b>Goal #4: Improve opportunities for business development and attraction</b>	
<b>Action</b>	<b>Priority Level</b>
22. Complete Official Plan Review and initiate update of the Municipal Zoning By-Law 22.1. Include updated policy language to reflect importance of cultural heritage assets, support for economic development and focus on place-making (e.g. main streets, home-based businesses, community improvement programming)	Medium
23. Maintain active involvement with and ensure appropriate budget allocations are in place to support the economic development activities of the North Simcoe Economic Development Corporation	Medium
24. Review opportunities through the planning and development process to facilitate the construction of housing types that are reasonably priced and provide a range of tenure options. 24.1. Explore opportunities for a public-private partnership for the delivery of seniors housing that are informed by a thorough understanding of long term market demand	Medium High
25. Explore ways to improve local access to small business support and entrepreneurship programming available through the North Simcoe Community Futures Development Corporation, including examining feasibility of a satellite office.	Low

#### Potential Performance Metrics

- Official Plan review complete



- Local economic development initiatives identified
- increase in the number of local businesses including home based businesses
- prospectus to support the construction of seniors housing complete and promotion effort initiated

<b>Goal: #5: Provide strong financial management</b>	
<b>Action</b>	<b>Priority Level</b>
26. Ensure that the Township's management is both accountable and measured for successful outcomes (eg. More rigorous departmental business planning efforts).	High
27. Initiate a best practices re view of other "like" municipalities to identify new and creative approaches or models for increasing municipal revenues.	Low
28. Explore opportunities for the adaptive re-use of vacant and surplus municipal properties	High

#### **Potential Performance Metrics**

- Alignment of departmental business plans with Corporate Strategic Plan



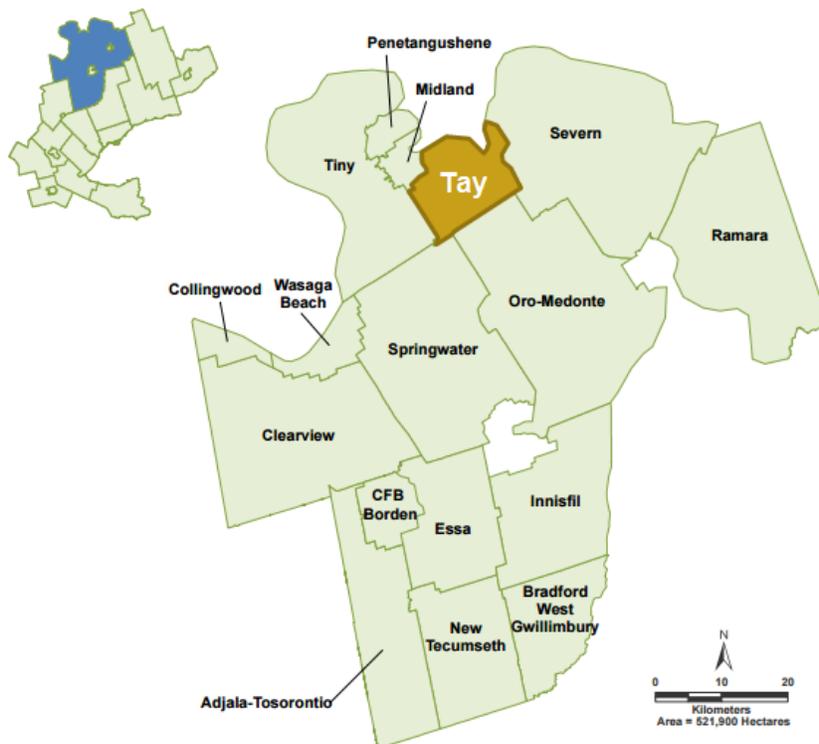
# 7 Appendix A: Tay Community Profile

## 7.1 Location Context

Located 90 minutes north of Toronto in Central Ontario, North Simcoe is ideally situated on the southern tip of Georgian Bay. With a rich history that reflects the diversity of cultures that first settled this area, access to waterfront, beaches and recreation pursuits and a strong local economy, this area of Simcoe County is a unique and special place to live, work and play. North Simcoe is served by Highway 400, Highway 12, and Highway 93, providing easy access to larger urban markets to the south.

Tay Township is a municipality located within North Simcoe. Tay is a proud community with values towards their heritage and the unique environmental features, waterfront areas, and natural setting that take part of the area. Tay is located in the eastern part of North Simcoe.

FIGURE 5: LOCATION OF TAY TOWNSHIP IN SIMCOE COUNTY, ON



Source: Data Management Group 2011, adapted by Millier Dickinson Blais Inc.



## 7.2 Demographic Profile

### Population Growth

In 2011, Tay Township had a total population of 9,736. From 2001-2006, the township's population increased by 6.4%, but between 2006 and 2011 the population saw no additional growth. While that trend is consistent with many municipalities across Simcoe County<sup>1</sup>, Tay has the second lowest total net gross of new residents since 2001 in the North Simcoe<sup>2</sup> area. Compared to Tiny, Tay has struggled to attract new residents.

Based on population forecasts set out in the Growth Plan for the Greater Golden Horseshoe, Tay's latest population in 2031 estimates an increase of over 1,500 new residents. North Simcoe is predicted to have approximately 11,000 new residents over the same period span (2011-2031), while Simcoe County's population will double. The increase in residents will have implications for Tay's aging water and sewer infrastructure currently in need of updating.

FIGURE 6: POPULATION CHANGE 2001-2011, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY

	2001	2006	2011	Δ 2001-2011	Δ 2006-2011	Net Growth 2001-2011
<b>Tay</b>	<b>9,162</b>	<b>9,748</b>	<b>9,736</b>	<b>6.4%</b>	<b>-0.1%</b>	<b>574</b>
<b>Penetanguishene</b>	8,316	9,354	9,111	9.6%	-2.6%	795
<b>Midland</b>	16,214	16,300	16,572	2.2%	1.7%	358
<b>Tiny</b>	9,035	10,784	11,232	24.3%	4.2%	2,197
<b>North Simcoe</b>	42,727	46,186	46,651	9.2%	1.0%	3,924
<b>Simcoe County</b>	377,050	422,204	446,063	18.3%	5.7%	69,013

Source: Statistics Canada 2006 and 2011 Census Profiles

FIGURE 7: POPULATION FORECAST 2031, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY

	2011	2031	Δ 2011-2031	Projected Net Growth 2011-2031
<b>Tay</b>	<b>9,736</b>	<b>11,400</b>	<b>17.1%</b>	<b>1,664</b>
<b>Penetanguishene</b>	9,111	11,000	20.7%	1,889
<b>Midland</b>	16,572	22,500	35.8%	5,928
<b>Tiny</b>	11,232	12,500	11.3%	1,268
<b>North Simcoe</b>	46,651	57,400	23.0%	10,749
<b>Simcoe County</b>	446,063	667,000	49.5%	220,937

Source: 2006 Growth Plan for the Greater Golden Horseshoe, June 2013 Amendment

<sup>1</sup> The following datasets contain Simcoe County figures that include the separated cities of Barrie and Orillia

<sup>2</sup> The North Simcoe area is defined by the North Simcoe Economic Development Corporation as a municipal region that includes the Town of Midland, Town of Penetanguishene, Township of Tiny and Township of Tay.

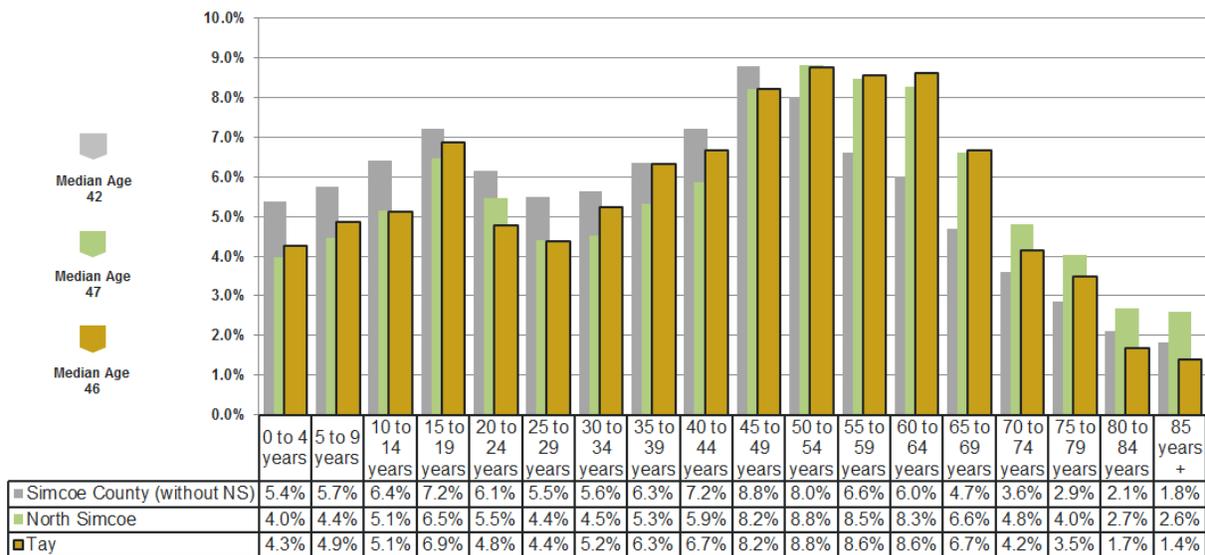


## Age Characteristics

Tay Township has a large older middle-aged population. The largest segment of the population ranges from 45-64 years of age. This trend is similar to that in North Simcoe but not in the rest of Simcoe County. Tay has a lower elderly population compared to both Simcoe County and North Simcoe. Tay shares a similar proportion of residents between the ages of 29 and younger as the other communities in North Simcoe.

Ontarians are living longer, healthier lives than ever before. As they age, older Ontarians are also seeking opportunities to stay active in their communities and in the economy. They are committed, long-term residents of their communities, contributing their time, energy and wealth of experience to local projects and organizations. Older adults have the same needs as people of all ages. Accessibility to health care and social services, public transportation, housing, safety and strong social networks all become more central to their lives as they age. It will be important for Tay to respond to an age-friendly community.

FIGURE 8: AGE CHARACTERISTICS IN 2011, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY



Source: Statistics Canada 2011 Census Profiles

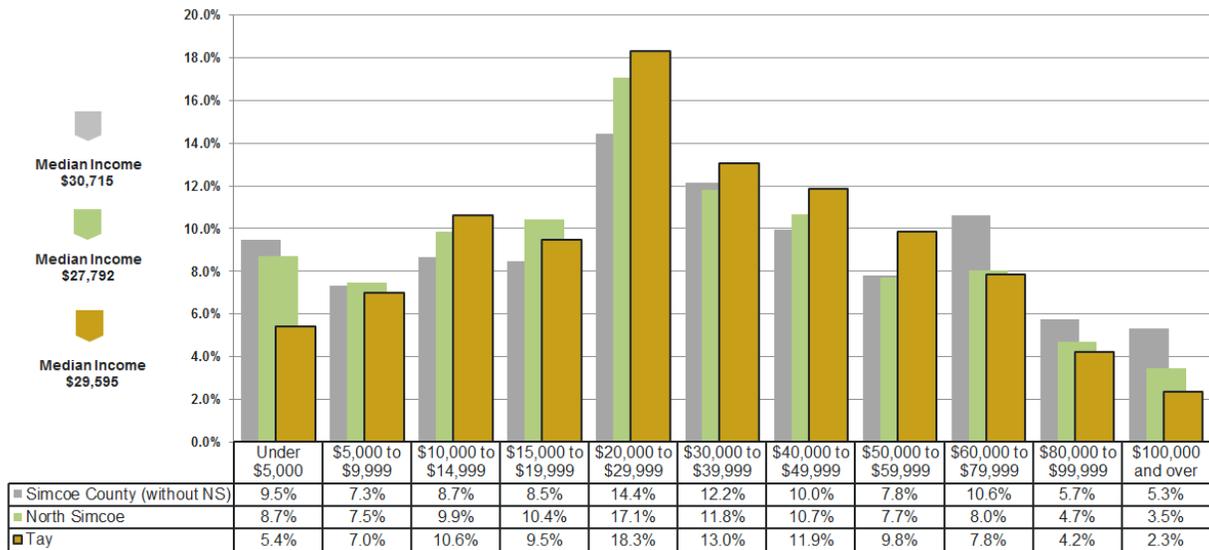
## Income Levels

In 2011, Tay Township had a higher proportion of individuals earning between \$20,000 to \$59,999. Both North Simcoe and the County of Simcoe had higher levels of income earners above \$60,000 and below \$10,000. This indicates that Tay Township has a healthy level of middle-income earners. Tay had a higher median income compared to that of the rest of North Simcoe but lower than that of Simcoe County.

In 2011, Tay Township had the highest proportion on households with an income level of \$60,000-\$79,000 and the lowest proportion of households with an income of under \$5,000 with the majority of households in the township earned above \$20,000. Households in Tay had a higher proportion of income levels between \$15,000 and \$79,000 compared to Simcoe County. Similarly, Tay had a higher proportion of households earning between \$40,000 and \$99,999 compared to the rest of North Simcoe.

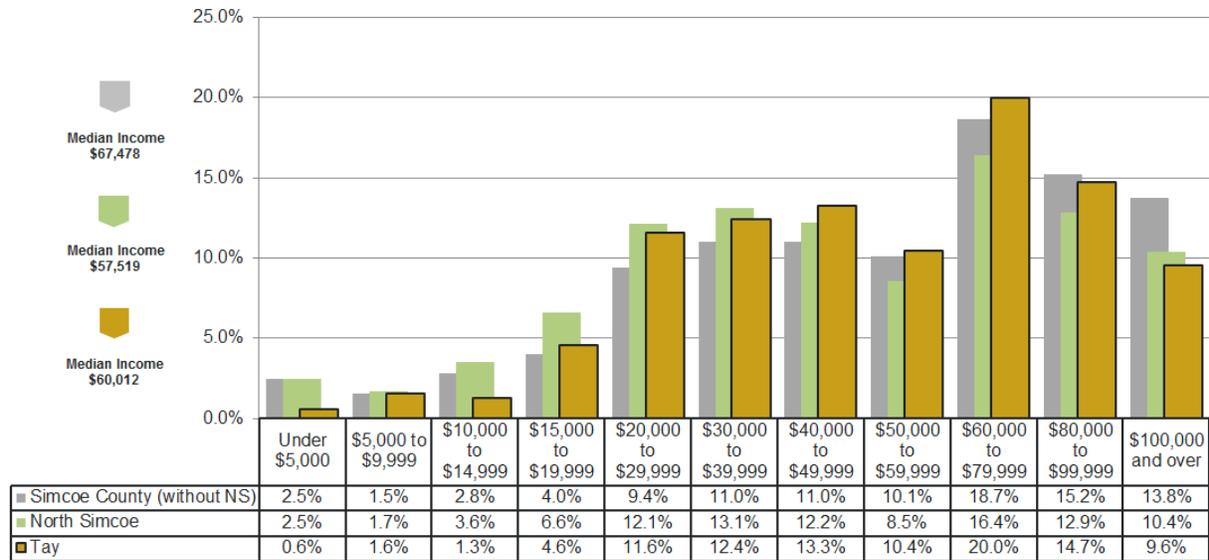


FIGURE 9: INDIVIDUAL INCOME LEVELS IN 2010, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY



Source: Statistics Canada 2011 Census Profiles

FIGURE 10: HOUSEHOLD INCOME LEVELS IN 2010, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY



Source: Statistics Canada 2011 Census Profile

## Educational Attainment

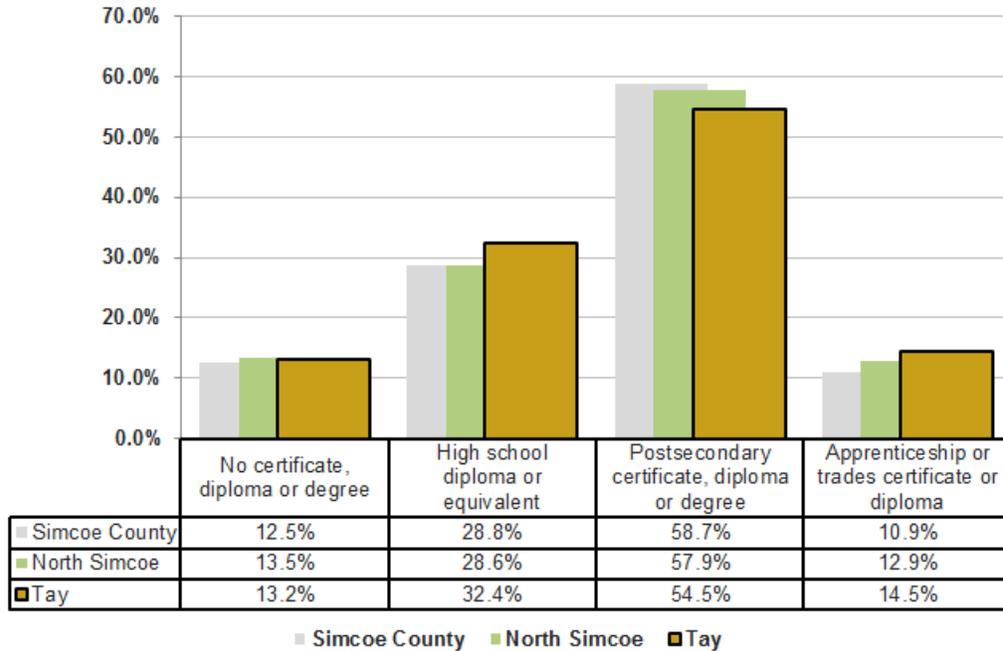
Tay Township has a higher proportion of residents with either a High school diploma or equivalent and apprenticeships/trade certifications or diplomas compared to the rest of Simcoe County. Simcoe County and North Simcoe have a higher proportion of residents with postsecondary educations than Tay



Township. Tay has a marginally lower proportion of residents with no certificate compared to the rest of the North Simcoe communities.

The higher proportion of apprenticeships and trade certificates in Tay is a signal to its strong traditional industry roots. Continuing to be able to provide a mix of skilled and unskilled labourers will be important to the sustainability of a vibrant business base.

FIGURE 11: EDUCATIONAL ATTAINMENT BY TYPE IN 2011, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY



Source: Statistics Canada 2011 Census Profiles



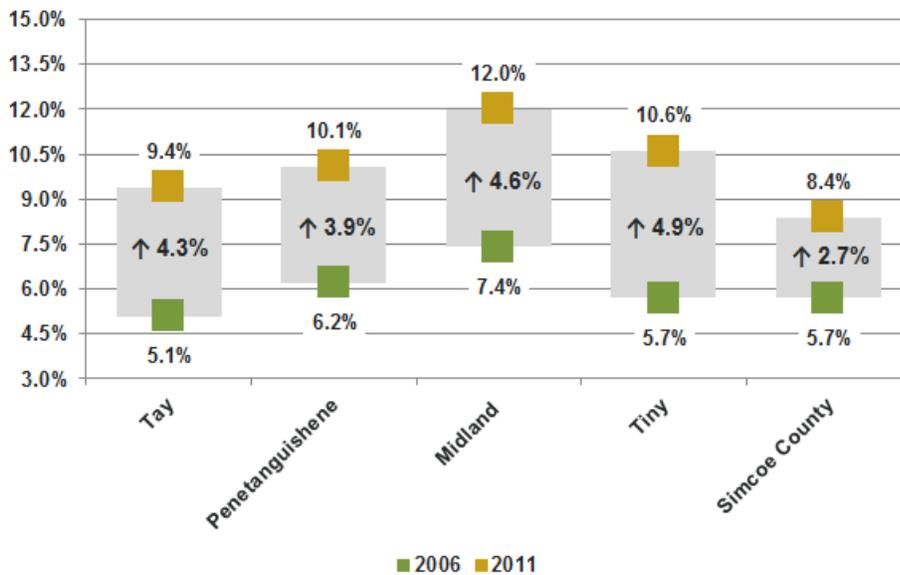
## 7.3 Workforce Profile

While Tay's unemployment rate has increased, the 2011 unemployment remains the second lowest in North Simcoe ahead of Midland and Tiny and behind Penetanguishene. Tay's unemployment rate is greater than that of Simcoe County.

North Simcoe communities present a higher unemployment rate increase when compared to Simcoe County. The North Simcoe communities have witnessed a lower growth of total businesses and are characterized by small-based enterprises. When compared to other Simcoe County areas, North Simcoe is less accessible by major transport routes. Mid-size and large businesses – which tend to be more export oriented – are traditionally tied to selecting communities closer to larger transportation routes.

A recession period that harmed the hospitality industry – a predominant industry across rural Ontario communities - would see its toll on small-sized businesses. Larger urban centres would of fared better and suppressed the growth of an unemployment rate.

FIGURE 12: UNEMPLOYMENT RATES 2006 AND 2011, NORTH SIMCOE



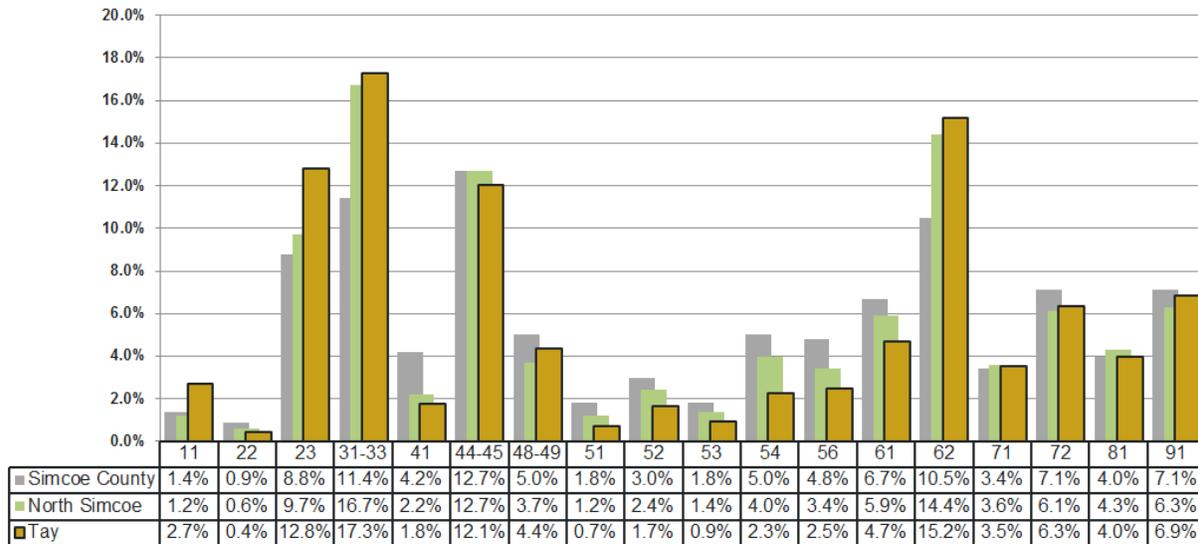
Source: Statistics Canada 2011 Census Profiles

### Labour Force by Industry

An understanding of the skills of the resident labour force by industry can provide an indication of the areas in which a community or jurisdiction can provide support to investment attraction and retention initiatives based on the industry-related skills of its labour force. Figure 9 illustrates the 2011 labour force composition of Tay, North Simcoe, and Simcoe County by major industry sector as defined by NAICS.



FIGURE 13: SHARE OF TOTAL LABOUR FORCE AGED 15 YEARS AND OVER BY INDUSTRY IN 2011, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY



**Top 3 Industries by Total Labour Force (2011)**

- 31-33 Manufacturing - 870
- 62 Health care and social assistance - 730
- 23 Construction - 615

**Top 3 Industries by Total Labour Force Growth and Loss (2006-11)**

- 62 Health care and social assistance - +120
- 23 Construction - +105
- 11 Agriculture, forestry, fishing and hunting - +70
- 31-33 Manufacturing - (440)
- 44-45 Retail trade - (90)
- 81 Other services - (70)

NAIC Categories: 11-Agriculture; forestry; fishing and hunting, 21-Mining; quarrying; and oil and gas extraction, 22-Utilities, 23-Construction, 31-33 Manufacturing, 41-Wholesale trade, 44-45 Retail trade, 48-49 Transportation and warehousing, 51-Information and cultural industries, 52-Finance and insurance, 53-Real estate and rental and leasing, 54-Professional; scientific and technical services, 55-Management of companies and enterprises, 56-Administrative and support; waste management and remediation services, 61-Educational services, 62-Health care and social assistance, 71-Arts; entertainment and recreation, 72-Accommodation and food services, 81-Other services (except public administration), 91-Public administration

Source: Statistics Canada 2011 Census Profiles

The top four industries by Total Labour Force in Tay are:

- Construction
- Manufacturing,
- Retail
- Healthcare and Social Assistance

These industries also have the highest proportion in Simcoe County and the other North Simcoe communities. Each of the four industries has above 12% of the total proportion of the labour force in Tay; a proportion rate compared to the other North Simcoe communities.

The lowest proportions of Tay's labour force are in the following industries:

- Utilities
- Information and Culture
- Real Estate and Rental And Leasing



While Simcoe County and the other North Simcoe communities have higher labour force proportions than Tay in these industries, the four industries still represent the lowest labour force proportions in all communities.

Overall, Tay Township has experienced a growth in employment between 2006 and 2015. The manufacturing, health care and social assistance, and accommodation and food services industries have had the greatest increased in employment between 2006 and 2015. The transportation and warehousing, retail trade and construction industries have had the largest decrease in employment in the same period. The health care and social assistance, manufacturing and the construction industries are the top employers in Tay Township. In both the manufacturing and the construction industries' employment fell between 2009 and 2012, but experienced a recovery in the years following. The health care and social assistance industry only experienced a decrease in 2012.

The industries with the highest average earnings in 2014 are the education, construction, and manufacturing sectors. Those with the lowest average earnings are the accommodation and food services, arts, entertainment and recreation and retail.

FIGURE 14: TOTAL JOBS BY INDUSTRY 2006-2015, TAY TOWNSHIP

NAICS Code	Description	2006 Jobs	2007 Jobs	2008 Jobs	2009 Jobs	2010 Jobs	2011 Jobs	2012 Jobs	2013 Jobs	2014 Jobs	2015 Jobs	Δ 2006 2015	2014 Avg. Earnings Per Job
11	Agriculture, forestry, fishing and hunting	11	14	12	11	<10	<10	<10	<10	<10	<10	--	--
21	Mining, quarrying, and oil and gas extraction	0	<10	<10	<10	<10	<10	<10	<10	<10	<10	--	--
22	Utilities	36	27	18	10	<10	<10	<10	<10	<10	<10	--	--
23	Construction	115	162	140	100	83	69	60	61	73	73	-42	\$50,387
31-33	Manufacturing	103	176	251	251	251	226	201	207	246	247	144	\$49,515
41	Wholesale trade	13	18	15	10	<10	<10	<10	<10	<10	<10	--	--
44-45	Retail trade	139	170	140	123	97	81	70	72	85	86	-53	\$25,786
48-49	Transportation and warehousing	131	146	123	88	47	23	21	24	29	29	-102	\$39,501
51	Information and cultural industries	12	11	<10	<10	<10	<10	<10	<10	<10	<10	--	--
52	Finance and insurance	0	<10	<10	<10	<10	<10	<10	<10	<10	<10	--	--
53	Real estate and rental and leasing	0	<10	<10	10	<10	<10	<10	10	11	12	12	\$30,827
54	Professional, scientific and technical services	50	54	64	68	74	75	63	66	82	85	35	\$34,379



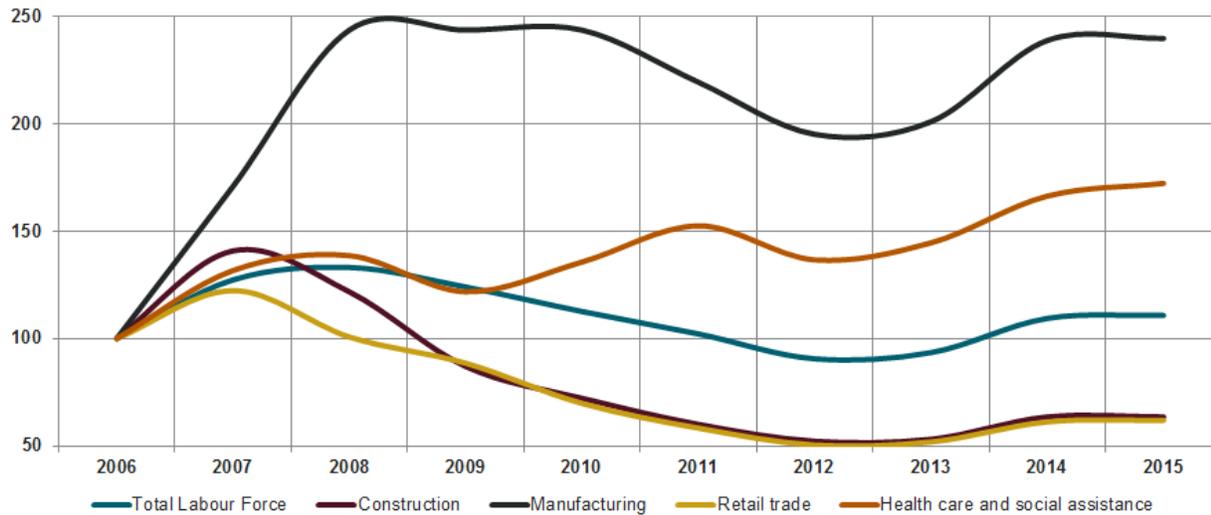
NAICS Code	Description	2006 Jobs	2007 Jobs	2008 Jobs	2009 Jobs	2010 Jobs	2011 Jobs	2012 Jobs	2013 Jobs	2014 Jobs	2015 Jobs	Δ 2006 2015	2014 Avg. Earnings Per Job
56	Administrative and support, waste management and remediation services	31	29	27	16	<10	<10	<10	<10	<10	<10	--	--
61	Educational services	119	97	125	155	136	115	101	102	120	121	2	\$56,969
62	Health care and social assistance	101	133	140	123	137	154	138	146	168	174	73	\$34,507
71	Arts, entertainment and recreation	51	81	77	95	90	78	71	70	79	78	27	\$22,754
72	Accommodation and food services	25	51	64	72	69	64	58	62	75	77	52	\$14,764
81	Other services (except public administration)	75	85	90	66	54	58	50	54	65	66	-9	\$45,198
91	Public administration	49	88	106	108	102	90	77	79	93	93	44	\$48,143
X0	Unclassified	18	19	17	18	21	21	17	16	16	16	-2	\$48,745
	<b>Total</b>	<b>1,079</b>	<b>1,374</b>	<b>1,436</b>	<b>1,338</b>	<b>1,215</b>	<b>1,102</b>	<b>977</b>	<b>1,008</b>	<b>1,180</b>	<b>1,195</b>	<b>116</b>	<b>\$40,424</b>

Source: Employees - EMSI 2015.1

Taking the job totals from above, it can be seen that Tay's total labour force has begun to gradually rebound to pre-recession levels. A large portion of that recovery is due to the Manufacturing and Healthcare sector's ability to withstand recession pressures and recover its employee force rather quickly.



FIGURE 15: EMPLOYMENT GROWTH BY TOP INDUSTRIES 2006 (BASE YEAR), 2007-2015, TAY TOWNSHIP



	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Labour Force	27.3%	4.5%	-6.8%	-9.2%	-9.3%	-11.3%	3.2%	17.1%	1.3%
Construction	40.9%	-13.6%	-28.6%	-17.0%	-16.9%	-13.0%	1.7%	19.7%	0.0%
Manufacturing	70.9%	42.6%	0.0%	0.0%	-10.0%	-11.1%	3.0%	18.8%	0.4%
Retail trade	22.3%	-17.6%	-12.1%	-21.1%	-16.5%	-13.6%	2.9%	18.1%	1.2%
Health care and social assistance	31.7%	5.3%	-12.1%	11.4%	12.4%	-10.4%	5.8%	15.1%	3.6%

Source: Employees - EMSI 2015.1

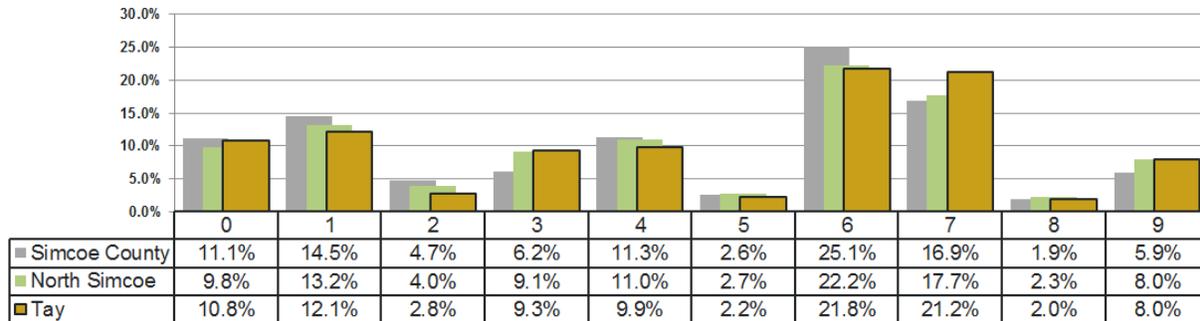
### Labour Force by Occupation

The top two occupations in Tay Township are in sales and services and in trades, transport and equipment operators and related occupations. These two occupations also make up the highest proportion of labour force occupation in the other North Simcoe communities and in Simcoe County. The two occupation in which Tay has a higher proportion are the Natural and applied sciences and related occupations and the Occupations unique to primary industry.

The lowest proportion of occupations across the three areas (Simcoe, North Simcoe and Tay) are in the arts, culture, recreation and sport and the trades, transport and equipment operators and related occupations. Tay's lowest labour force proportion is in the trades, transport and equipment operators and related occupations. However, this proportion is greater than that of Simcoe County as a whole.



FIGURE 16: SHARE OF TOTAL LABOUR FORCE AGED 15 YEARS AND OVER BY OCCUPATION IN 2011, TAY TOWNSHIP, NORTH SIMCOE AND SIMCOE COUNTY



**Top 3 Occupations by Total Labour Force (2011)**

- 6 Sales and service occupations - 1,050
- 7 Trades, transport and equipment operators and related occupations - 1,020
- 1 Business, finance and administration occupations - 585

**Top 3 Occupations by Total Labour Force Growth (2006-11)**

- 0 Management occupations - 64
- 5 Occupations in art, culture, recreation and sport - 46
- 4 Occupations in education, law and social, community and government services - 45

NOC-S Categories: 0 – Management, 1 – Business, finance and administration, 2 – Natural and applied sciences and related occupations, 3 – Health, 4 – Education, law and social, community and government services, 5 – art, culture, and recreation and sport, 6 – Sales and service, 7 Trades, transport and equipment operators and related occupations, 8 – Natural resources; agriculture and related production occupations (primary industry), 9 – manufacturing and utilities

Source: Statistics Canada 2011 Census Profiles

Overall, Tay Township has experienced a growth in jobs. There was a fall in job numbers between 2010 and 2012, but Tay experiences a recovery in the following years. Tay’s median hourly earnings in the social science, education, government service and religion occupations, sales and service occupations, and trades, transport and equipment operators and related occupations are higher than that of the province. In the other occupations, Tay’s median hourly earnings are lower than that of the province. The largest difference in median hourly earnings in Tay’s favour are in the Sales and service occupations. The largest difference in median hourly earnings in the Province’s favour are in the Occupations in art, culture, recreation and sport.

The highest median hourly earnings are in the management occupations, social science, education, government service and religion occupations, and in the natural and applied sciences and related occupations. The lowest median hourly earnings are in the occupations unique to primary industry, sales and service occupations, and occupations in art, culture, recreation and sport.

FIGURE 17: TOTAL JOBS BY OCCUPATION 2006-2015, TAY TOWNSHIP

NOC-S Code	Description	2006 Jobs	2007 Jobs	2008 Jobs	2009 Jobs	2010 Jobs	2011 Jobs	2012 Jobs	2013 Jobs	2014 Jobs	2015 Jobs	Δ 2006-2015	2014 Median Hourly Earnings	2014 Provincial Median Hourly Earnings
0	Management occupations	65	89	95	82	69	66	57	55	62	62	-3	\$37.67	\$38.67



NOC-S Code	Description	2006 Jobs	2007 Jobs	2008 Jobs	2009 Jobs	2010 Jobs	2011 Jobs	2012 Jobs	2013 Jobs	2014 Jobs	2015 Jobs	Δ 2006 2015	2014 Median Hourly Earnings	2014 Provincial Median Hourly Earnings
1	Business, finance and administrative occupations	145	187	191	161	135	124	108	110	135	136	-9	\$21.46	\$22.28
2	Natural and applied sciences and related occupations	60	74	74	72	71	65	54	56	68	69	9	\$29.67	\$32.76
3	Health occupations	57	83	91	93	106	109	104	115	126	130	73	\$25.09	\$29.05
4	Occupations in social science, education, government service and religion	129	124	150	156	132	118	104	108	131	133	4	\$33.32	\$32.15
5	Occupations in art, culture, recreation and sport	34	40	43	45	38	39	36	39	47	48	14	\$17.73	\$22.15
6	Sales and service occupations	240	319	309	295	279	249	216	224	264	268	28	\$16.79	\$14.77
7	Trades, transport and equipment operators and related occupations	274	349	360	309	260	209	191	195	231	231	-43	\$22.58	\$22.21
8	Occupations unique to primary industry	21	30	26	23	25	23	21	19	20	20	-1	\$16.64	\$17.02
9	Occupations unique to processing, manufacturing and utilities	33	59	80	83	79	78	69	70	82	82	49	\$18.84	\$19.34
X	Unclassified	18	19	17	18	21	21	17	16	16	16	-2	--	--
	<b>Total</b>	<b>1079</b>	<b>1374</b>	<b>1436</b>	<b>1338</b>	<b>1215</b>	<b>1102</b>	<b>977</b>	<b>1008</b>	<b>1180</b>	<b>1195</b>	<b>116</b>	<b>\$22.96</b>	<b>\$23.15</b>

Source: Employees - EMSI 2015.1



## Commuter Flow

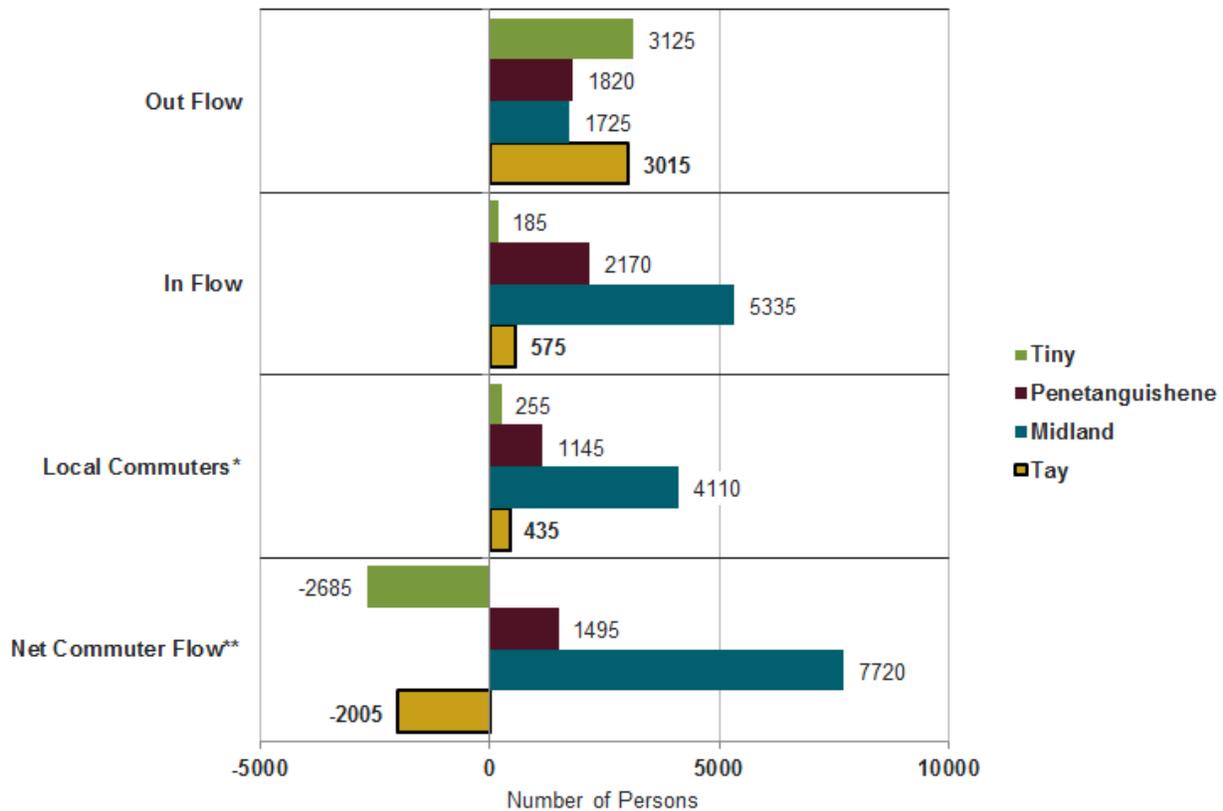
Tay Township has the second highest out-flow (commuters travelling from Tay to another community to work) of commuters in North Simcoe. Approximately, 71% of its total out-flow population travel to work in other North Simcoe municipalities. The majority of those commuters are travelling to Midland.

Tay Township has the second lowest in-flow (commuters travelling from another community to work in Tay) commuters among the North Simcoe communities. In terms of local commuters (commuters who live in Tay commuting to work in Tay), Tay Township has the second lowest representation (compared to other North Simcoe communities) of residents working within the community's borders.

The three types of commuters add up to Tay witnessing approximately 2000 people leaving the community to work elsewhere (Net Commuter Flow). While Tiny shares a similar experience to Tay, other North Simcoe communities such as Midland and Penetanguishene witness positive net commuter flows.

North Simcoe's economy largely employs local labour and often from the communities in which they reside, suggesting Tay is a good position to access local labour from neighbouring communities.

FIGURE 18: COMMUTER FLOW, TAY TOWNSHIP



\* Local Commuters are people who live in Tay and work in Tay

\*\* Net Commuter Flow is total out-flow minus total in-flow and local commuters

Source: Statistics Canada - 2011 National Household Survey, Catalogue Number 99-012-X2011032.



## 7.4 Business Characteristics

A review of the business patterns data for the period between 2009 and 2014 for Tay Township highlighted that the number of businesses across the Township grew by a total of 36 new establishments; a total of 453 operational businesses in Tay as of June 2014.

In terms of concentration, the following sectors exhibit the highest concentration of business establishments in Tay Township as of June 2014:

- Construction (93 businesses, 20.5% of total)
- Other Services (except public administration) (51 businesses, 11.3% of total)
- Retail Trade (46 businesses, 10.2% of total)

Indeterminate businesses (or self-employed establishments) represented a 63% of the total business base across the community. The sectors with the highest self-employed proportions were:

- Construction (63 businesses, 22.2% of total)
- Real Estate and Rental and Leasing (29 businesses, 10.2% of total)
- Professional, Scientific and Technical Services (27 businesses, 9.5% of total)

In terms of number of employees, approximately 97.6% of all businesses in Tay Township employee less than 20 workers.

Overall, business establishments in Tay are overwhelmingly characterized by small companies and enterprises that employ less than 10 people. Despite this, Tay has recently witnessed its business base expand in employee size with two firms surpassing 100 and 200 employees respectively since 2009.

It is important to note the scarcity of medium and large firms in the larger North Simcoe economy. This is of interest because small, medium and large firms are generally believed to provide different economic functions within an economic region. Small firms are generally seen as the major source of new products and ideas, while large firms typically develop as products become more homogenous and firms begin to exploit economies of scale. The lack of mid-size and large business in North Simcoe is concerning for Tay, as these firms are typically more export oriented and generate higher operating surpluses and often help in attracting other large firms.

FIGURE 19: BUSINESS PATTERNS 2014, TAY TOWNSHIP

NAICS Code	Description	Total	Number of Employees								Indeterminate
			1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	
11	Agriculture, forestry, fishing and hunting	29	5	0	1	1	0	0	0	0	22
21	Mining, quarrying, and oil and gas extraction	2	1	0	1	0	0	0	0	0	0
22	Utilities	1	0	0	0	0	0	0	0	0	1
23	Construction	93	22	6	2	0	0	0	0	0	63



NAICS Code	Description	Total	Number of Employees								Indeterminate
			1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	
31-33	Manufacturing	24	9	3	0	0	0	0	0	0	12
41	Wholesale trade	11	4	1	0	0	0	0	0	0	6
44-45	Retail trade	46	13	6	4	1	0	1	1	0	20
48-49	Transportation and warehousing	24	5	1	1	0	0	0	0	0	17
51	Information and cultural industries	4	0	0	0	0	0	0	0	0	4
52	Finance and insurance	22	3	0	0	0	0	0	0	0	19
53	Real estate and rental and leasing	38	8	1	0	0	0	0	0	0	29
54	Professional, scientific and technical services	37	9	0	1	0	0	0	0	0	27
55	Management of companies and enterprises	5	2	0	0	0	0	0	0	0	3
56	Administrative and support, waste management and remediation services	21	4	3	0	0	0	0	0	0	14
61	Educational services	3	0	0	0	0	0	0	0	0	3
62	Health care and social assistance	12	4	0	1	1	0	0	0	0	6
71	Arts, entertainment and recreation	8	3	0	0	1	0	0	0	0	4
72	Accommodation and food services	21	7	1	0	3	1	0	0	0	9
81	Other services (except public administration)	51	18	6	2	0	0	0	0	0	25
91	Public administration	1	0	0	0	0	1	0	0	0	0
	<b>Total (2014 Businesses)</b>	<b>453</b>	<b>117</b>	<b>28</b>	<b>13</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>284</b>
	<b>Total (2009 Businesses)</b>	<b>417</b>	<b>101</b>	<b>28</b>	<b>11</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>270</b>
	<b>Change</b>	<b>36</b>	<b>16</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>-1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>14</b>

Source: Canadian Business Patterns June 2014, June 2009



## Agricultural Business Activity

A limitation on business patterns data is its ability to appropriately evaluate the Agricultural Sector. Using the Census of Agriculture and 2011 figures, a preliminary scan of Tay's farming activity is presented.

According to the Agricultural Census (Figure 16) for Tay Township, the community has a total of 68 farms. Nearly all of the farms specialize in one of three types of farms; Cattle ranching, Animal production (not hog, poultry, or sheep), and Crop farming (not oilseed, vegetable, or fruit). Tay's farms can be classified as small-medium sized farms, with the most common farm types are between 10-130 acres, and only a few farms passing 500 acres. The total number of farms covers an approximate 11,000 acres worth of Tay's land, with a 70/30 split between farms that are owned and operated by the owner, and farms in which the owner of the land has rented or leased to others.

Throughout the community, Tay is home to 105 farm operators. Most of the farm operators are entering a decade in which they will come close to retiring (average age is 53.1). Despite the aging, there is still a broad mix of farmers between the ages of 35-54. Most farms are operating with a capital between \$350,000 - \$1,000,000 but only grossing in farm receipts to a total of under \$25,000. This suggests that most of Tay's farms and operators are struggling to survive in the community.

The trend across the Province is that fewer operators, fewer young operators and fewer farms showed no signs of reversing and may indicate more consolidation and significant turnover in farm assets in the future. Tay requires a balanced diverse economy that includes traditional industries such as Agriculture. It will be important to collect further data and study Tay's agricultural community to understand the implications and benefits it may bring.

FIGURE 20: TAY'S AGRICULTURAL PROFILE

<b>Total Number of Farms</b>	<b>68</b>	<b>Total Acres of Farm Area</b>	<b>10,978</b>
<b>Total Number of Operators</b>	<b>105</b>	<b>Average age of farm operators</b>	<b>53.1</b>
<b>Type Of Farm</b>		<b>Farms Classified By Total Farm Capital</b>	
Cattle ranching and farming	20	Farms, under \$100,000	1
Hog and pig farming	0	Farms, \$100,000 to \$199,999	0
Poultry and egg production	1	Farms, \$200,000 to \$349,999	8
Sheep and goat farming	3	Farms, \$350,000 to \$499,999	17
Other animal production	18	Farms, \$500,000 to \$999,999	26
Oilseed and grain farming	2	Farms, \$1,000,000 to \$1,499,999	7
Vegetable and melon farming	3	Farms, \$1,500,000 to \$1,999,999	6
Fruit and tree-nut farming	2	Farms, \$2,000,000 to \$3,499,999	1
Greenhouse, nursery and floriculture production	1	Farms, \$3,500,000 and over	2
Other crop farming	18		
<b>Total Farm Area</b>		<b>Farms classified by total gross farm receipts</b>	
Farms under 10 acres	1	Total gross farm receipts (dollars)	\$5,098,214
Farms 10 to 69 acres	22	Farms, under \$10,000	27



Farms 70 to 129 acres	19	Farms, \$10,000 to \$24,999	17
Farms 130 to 179 acres	7	Farms, \$25,000 to \$49,999	8
Farms 180 to 239 acres	6	Farms, \$50,000 to \$99,999	4
Farms 240 to 399 acres	7	Farms, \$100,000 to \$249,999	5
Farms 400 to 559 acres	3	Farms, \$250,000 to \$499,999	4
Farms 560 to 759 acres	2	Farms, \$500,000 to \$999,999	3
Farms 760 acres +	1	Farms, \$1,000,000 +	0

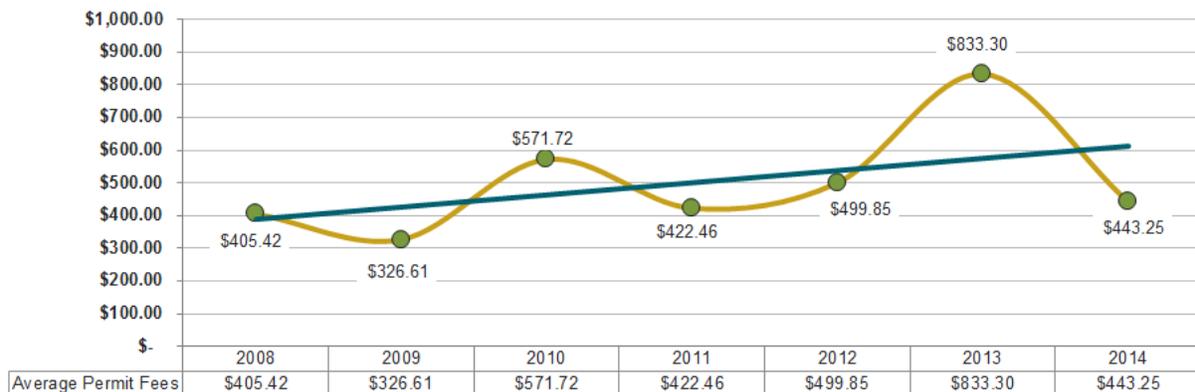
Source: Statistics Canada Census of Agriculture Tables: 004-0200, 004-0201, 004-0204, 004-0232, 004-0233, 004-0239

## 7.5 Building Activity

Building activity across Tay Township has gradually continued to climb since 2008. From 2008-2014, a total of 2016 building permits have been issued, 217 of which were issued for new dwellings. A total of \$1,019,465.93 was collected in permit fees during the same time span.

It should be noted that while building activity was consistent over that period, the average dollar value of permit fees collected were sporadic. This is a result of the type of builds or building enhancements that were undertaken during those specific years. In 2013, a record high in permit fees was collected despite having a lower total of permit fees issued compared to 2012 and 2014.

FIGURE 21: AVERAGE DOLLAR VALUE OF PERMITS FEES COLLECTED 2008-2014, TAY TOWNSHIP



Source: Tay Township Planning and Development Department, Building Services Division, Year End Reports 2010-2014



## 8 Appendix B: Document Review

This appendix presents a number of documents that have an impact on community development within Tay Township. The following documents were examined:

### Governing Documents

- Tay Township
  - Asset Management Plan (2015)
  - Long Term Plan (2015)
  - Official Plan (1999)
- North Simcoe
  - Huronia Economic Alliance Strategic Action Plan (2014)
  - Huronia Area Tourism Action Plan (2014)
  - Healthcare Economy Action Plan (2013)
- County of Simcoe
  - Economic Development Strategic Plan (2011)

### Relevant Documents

- Finding the Right Fit: Age-Friendly Community Planning (2014)
- Benchmarking the Creative Economy in Rural Ontario (2012)
- Rural Social Enterprise Project (2012)
- Severn Sound Sustainability Plan (2009)

## 8.1 Governing Documents

### 8.1.1 Tay Township

#### Asset Management Plan (2015)

The Asset Management Plan (AMP) identifies issues related to maintaining existing infrastructure under the current tax and rate levels. Tay recognizes the need to deal with continued downloaded responsibilities and the growing needs of maintaining and renewing infrastructure. As a result, Tay Township has developed an asset management plan to better understand the current state of its infrastructure, expected levels of service, and funding requirements.

As Tay controls over \$200 million in assets, efficient use of infrastructure and other assets is a key concern for the community. The report highlights the development of key performance indicators (KPIs) to track the levels of service to ensure that maintenance is specific, measurable, achievable, relevant, and time bound (SMART). The KPIs indicate the objective, the performance indicator and how the objective will be measured. Additionally, Tay has undertaken a life cycle cost analysis to determine the most cost effective approach for asset management.

Several key issues were identified:



- The overall rating of the Infrastructure Report Card is a C. Infrastructure is in fair condition but deterioration is evident and has affected the function of these assets. Current funding is covering only 61 to 75% of the needs.
- *Water infrastructure* and the *vehicle & equipment inventory* received a B grade, noting that infrastructure is in good condition with only minor deterioration required for both assets.
- The *Roads network* along with *Bridges & Culvers* also received a C grade. Infrastructure is in fair condition but deterioration is evident and the function is affected.
- The *Wastewater infrastructure* and *storm sewer network* received a D grade, with infrastructure in poor condition with serious deterioration, with inadequate function.

Four of the six asset categories are currently underfunded. The water network is currently above the necessary yearly allocation for sustaining the infrastructure but will require more maintenance in upcoming years. The vehicle and equipment inventory's annual funding is less than what is needed for sustaining the infrastructure, however the deficit is shirking

The infrastructure gap (the difference between the amounts of funding delivered to asset management compared to what is needed to sustain the infrastructure) is \$23,764,312. Bridging the funding gap will require that capital projects are prioritized to fit the resulting annual funding envelopes.

### **Long Term Plan 2015-2024 (2015)**

As in other municipalities across Ontario, Tay's Council review the Long Term Plan every fall; which assist Council and staff in identifying and prioritizing unusual expenditures and special projects on a long term basis. This process helps set the annual budget and obtain a more accurate analysis of costs for projects.

Expenditures and activities expected to occur in the next ten years include:

- Ongoing large construction projects to repair roads and replace water and sewer mains.
- Increased funding towards culture and recreation
- Building, vehicle and equipment for municipal departments
- Update to the Township's Official Plan and Zoning By-Law
- Software upgrade

### **Official Plan (1999) (Consolidated 2007)**

The Township Official Plan was adopted by Township Council on July 8, 1998 and approved by the MMAH on February 23, 1999. The Township is currently undertaking a statutory Five-Year Official Plan Review.

The purpose of the Plan is to provide a vision for the township as a community of communities. The Plan provides guidelines for future development for both the public and private sectors with respect to land use designations and the principles of development.

At the onset of the development of the Plan, the Township undertook a community-based strategic planning exercise that set out a vision for the township to achieve by the year 2016. Adopted by Council in 1994, the following vision guides the Township's community development activities today:

*"The Township of Tay is a 'community of communities' which will work together to build a prosperous and progressive future. The Township is proud of our heritage and values the unique environmental features,*



*waterfront areas, and natural setting that are a part of our community. Through tourism, agriculture, commerce and industry, the Township will endeavor to develop a diverse and stable local economy which is compatible with our lifestyles. The Township will strive to ensure a range of community services to provide residents and visitors with lifelong opportunities in our community. The Township was built on a long history of partnerships. The Township is committed to building upon and using these partnerships to achieve broad community development goals and to ensure that Tay remains a safe, affordable and active community."*

To support the community vision for the Township, goals were developed for eight key elements of the community:

- Community Identity – Develop an awareness and identity for Tay as a ‘unified community of communities’ by promoting and marketing Tay based activities and initiatives among all the communities.
- Economic Development – Diversify and stabilize Tay’s economy by creating an environment that supports existing businesses and attracts new businesses. Economic development activities should tie into regional economic development initiatives to foster a stronger network of sector development (cottage industries, entrepreneurial opportunities, high technology industries).
- Tourism and Waterfront - To develop a vibrant tourism industry in Tay which promotes tourism, waterfront and service commercial opportunities in the Township, and recognizes and enhances heritage, and air, water and natural resources for future generations.
- Community Services - Encourage and support initiatives to ensure continued awareness, information and access to health and social services in the community and North Simcoe area. Encourage and support continued maintenance and enhancement of education, fire protection, police and library services and programs.
- Housing – To encourage the provision of a wide range of housing types which meet the needs of year-round and seasonal residents of all ages and incomes in the Township.
- Planning and Environment – To plan and manage land development in Tay to complement the existing natural and built environments, and to provide opportunities for appropriate future growth in the community which is compatible with the environment and lifestyles in Tay. Establish priorities to preserve and protect the environment, waterfront, heritage, character and lifestyles of Tay.
- Infrastructure and Transportation – To develop and maintain transportation and infrastructure systems that support existing and future development, protect the environment, improve transportation, and integrate current systems within the Township.
- Community Development and Governance - To govern and manage Tay in a fiscally responsible and accountable manner, and build on the community's longstanding tradition of public awareness and involvement in community development initiatives.

In addition to the Vision, the Plan was crafted on the premise that the Township will remain predominantly rural in nature with two major and two minor settlement areas during the planning period.

Communities have developed in the Township which provide for a variety of uses including residential, commercial and industrial uses. The Plan provides for the completion of the existing communities while



restricting and regulating residential, commercial and industrial development in other areas of the Township.

Lastly, the Plan also recognizes that the tourist industry is an important economic benefit to the Township. New tourist commercial development and the expansion of existing development which provide a stable economic base for the Township are accommodated in the Plan.

## 8.1.2 North Simcoe

### **Hurononia Economic Alliance Strategic Action Plan (2014)**

In an effort to advance economic development programming in the Huronia region, Midland, Penetanguishene, Tay and Tiny formed the Honoria Economic Alliance (HEA) – now North Simcoe Economic Development Corporation, which focuses on driving economic growth and investment in the region. The Huronia Economic Alliance Strategic Action Plan is intended to guide the region’s continuing transformation to a sustainable rural economy – an economy that harnesses the talents of local citizens, attracts new residents and businesses, provides authentic cultural experiences, and rewards entrepreneurial and innovative successes.

Benefits will accrue to the four communities by growing the region’s unique industrial, institutional, retail, agricultural, and tourism and recreational base in a financially, environmentally and socially sustainable manner. The Plan capitalizes on elements and characteristics that distinguish the region and more effectively positions it for a sustainable future.

Regional economic opportunities highlighted in the report include:

- The abundance of tourism assets across the region, both cultural (museums, aboriginal culture, Discovery Harbour) and physical (waterfront access to Georgian Bay).
- The proximity to both Georgian College and Lakehead University. Both institutions and their local campuses have strong healthcare programs that are connected to local hospitals.
- The creation of a dedicated economic development website for the four municipalities. This website profiles economic development news, information and opportunities in Huronia and contains area specific data (population, labour force, and income levels, etc.).
- The creation of an online business directory. With a stronger online presence, the HEA is better positioned to leverage the business attraction and promotional efforts.
- The development of a Healthcare Economic Action Plan. As healthcare has been identified as a key priority sector in the region, the HEA adopted the action plan to guide growth in the sector.
- The adoption of the Simcoe County Economic Development Strategy premised on advancing a coordinated approach for regional economic development. The strategy is based on: pursuing partnership and regional marketing, supporting an innovative business culture, and fostering growth in regional tourism and cultural industries
- Recognition for the need to support the remaining business investment in the construction industry, including fostering the integration between technology and productivity improvements, workforce development and market choices in terms of land and buildings



Similarly, regional economic challenges highlighted in the report include:

- Low population growth- only 1% since 2006
- Proximity to major transportation corridors is a challenge is attracting and retaining business investment and visitors.
- Large number of season residents and visitors. The strength and long-term viability of the tourism sector is fundamental to the local economy.
- Huronia, and specifically Tay, has a lower average household income and median household income than that of both the province.
- The top industries by labour force are manufacturing, retail trade and healthcare and social assistance. Out of the three, only the healthcare and social assistance industry has seen an increase in jobs between 2006 and 201.
- Lack of infrastructure to support the shift from large scale manufacturing to technology based industries.

Out of these opportunities and challenges that were presented the Plan laid out four strategic priorities that would guide regional economic prosperity for years to come. These priorities were:

29. **Enhance Local Capacity for Economic Development** - With local community interest in economic development at an all-time high, it will be essential that an economic development delivery model exists that can reflect and respond to the needs and interests of all four communities.

As a result the North Simcoe Economic Development Corporation (NSEDCC) was created to assist local municipal staff, businesses, and individuals to effectively leverage economic programs and services.

30. **Business Development and Attraction Programming** - It is generally accepted that a community's job growth and business investment comes from companies already located in a given community. Research into this trend suggests that as much as 76% of all new job growth can be attributed to existing employers. In a rural community and even in select sectors, this can be even more pronounced.

The Plan encourages local municipalities to conduct a business retention and expansion program (with the help of a larger regional collective) to address the needs of industry sectors across the community.

Additionally, the Plan recommends downtown revitalization programs across each community. Well-functioning and vibrant downtowns and commercial areas are vital to the economic health and social identity of any community or region and factored into the decision making for relocating businesses and future residents. Successful downtowns function as civic and cultural amenities, tourist destinations, investment stimulants and make a significant contribute to a community's overall prosperity.

31. **Effective Marketing and Promotion** - Though many of the lower-tier communities across Simcoe County continue to build their profile, the external identity and value proposition at the County level remains comparatively weak despite its proximity to the Greater Toronto and Hamilton Area (GTAH).



This is highlighted by slow in-migration, lingering difficulties in retaining its youth population, and the struggles with workforce attraction in several key sectors of the economy.

The Plan recommends that the region prepare a more detailed community investment profile that builds on recent County of Simcoe efforts and better illustrates the strength of the North Simcoe business community by key sectors together with the quality of life experience in the region (affordable housing, entertainment, recreation and education opportunities, etc.)

32. **Workforce Attraction and Development** - The availability of workers with the skills to satisfy the demands of local business is one of the strongest competitive advantages that a community can offer. The impacts of an aging workforce, increased technological integration across all sectors of the economy and the reliance on skilled immigrants in many of the country's growth sectors have combined to make this a very competitive environment. This is no more evident than in the challenge the County of Simcoe and the Huronia region face in the attraction of health care workers.

Leveraging the results of the County of Simcoe Ontario Works Department Labour Market Analysis, the Plan recommends that the region determine the industry/community partnerships required to address local labour market issues, particularly as it relates to growth the region's Health and Wellness sector and Manufacturing sectors. The outcome of this action is intended to assist the local communities with the development of innovative strategies to prepare for future skills requirements and provide insight into the emerging employment opportunities across the region.

Additionally, the priority recommends the pursuit or expansion of a post-secondary education facility or program to further support educational opportunities across the area. The Plan suggests that consideration be given to the range of programming associated with the emergence of environmental and green industries that would enable the region to capitalize on this growing demand and the local agricultural/rural economy

### **Huronia Area Tourism Action Plan (2014)**

The Huronia Economic Alliance have placed a priority on enhancing and supporting the further development of their collective Tourism Industry. Recognizing that leadership, communication, coordination and collaboration are the key actions that will serve to prepare the local Tourism Industry for the future. Strong partnerships will be required to meet and overcome the diverse challenges being faced by this important segment of the area economy.

The Huronia Area Tourism Action Plan is the starting point that provides the foundation required to build on the guiding principles, the strategic approach and the coordination strategy.

The Plan highlights the implications of a status quote tourism industry, these include:

- The tourism sector will continue to lack leadership;
- Marketing will continue to be fragmented resulting in a relatively small voice in the marketplace;
- Tourism will continue to be highly seasonal;
- The region will lack destination image and appeal;
- There will continue to be significant economic leakage out of the region;
- It will be difficult to attract tourism investment as one of the prerequisites for investors will be strong and effective destination management and marketing;
- The tourism visitation potential for the region will not be realized;



- The region will miss out on opportunities to leverage off RTO 7 and Tourism Simcoe County product development and marketing initiatives.

On the positive side, the Plan highlights the opportunities that are associated with the Tourism industry. Based on the analysis conducted in the plan, the existing tourism product throughout the region offers the following opportunities:

- Aboriginal tourism product/experiences
- Waterfront lodging and dining
- Fully connected regional multi-use trail system with loops
- Further agritourism development
- Expanded character accommodation options (B&B's, farm stays)
- Historic villages as shopping destinations
- Enhanced/expanded packaging of existing products into experiences
- Designated touring routes with supporting infrastructure (motorcycle, bicycle, RV/car, pilgrimage)
- Water connection to Georgian Bay Islands National Park
- Ecotourism, responsible tourism
- Creative interpretation of the wealth of local stories
- Regional culinary tourism growth

The Plan calls for a strong collaborative effort between the four municipalities. Citing that the tourism industry needs to develop with soft boundaries in place to offer visitor experiences that encompass complementary and strategically important venues, facilities and services located in adjacent areas.

The Plan highlighted the Keewatin attraction as a positive example of an asset that can be collaboratively promoted as a regional attraction. During its first year of operation (2014), the Keewatin attraction welcomed approximately 30,000 visitors who spent \$350,000 to tour the ship, these visitors then went on to either stay or visit additional regional attractions.

The main objective in the immediate term will be to set up an expanded Huronia Area Tourism Steering Committee to begin coordinated destination development and management throughout the area. The four municipalities are taking the initial step as the catalysts to initiate implementation of the strategy, but the intent will be to engage the private sector to take on a joint leadership role going forward. By doing this, the four municipalities are establishing the collaborative culture needed to succeed across four political and social boundaries.

In the longer term, beyond 2017, subject to the necessary resources, the intent will be to develop a more formal structure with a joint private/public sector governed Tourism Office to assist in implementing the annual project priorities.

### **Healthcare Economy Action Plan (2013)**

The Healthcare Economy Action Plan is intended to cover all issues and initiatives that bear directly and indirectly upon the development of the Huronia Healthcare Economy. The Plan focuses on actions to be undertaken at the local level to support and expand the local healthcare economy.

There are five goals highlighted in this report:



- Leverage the relationships between Waypoint and the University of Toronto and between GBGH and Georgian College to become a provincial leader in the areas of mental health and geriatric services and to create a cluster of healthcare services and facilities
- Designate “Healthcare Centres” in local planning documents as focal points for existing and expanded healthcare services and facilities Identify and designate “Healthcare Centres” as a way to create healthcare sector nodes to attract new healthcare facilities and related businesses
- Consider land acquisition and land assembly programs (alone or in partnership) to provide the lands and location for new healthcare facilities and services. Identify opportunities for municipal involvement in the creation of healthcare business parks to support the creation of new Healthcare Centres for physician offices, private clinics, medical supply stores, etc.
- Review and update existing planning documents to permit a greater range of healthcare related businesses as home-based businesses and in areas adjacent to the identified Healthcare Centres and within existing commercial areas. Permit a greater range of healthcare related businesses as-of-right to support the expansion of the local healthcare economy
- Develop strategies to capitalize on the Province’s move away from institutional healthcare. Create strategies to grow the emerging sectors in private sector healthcare including community based and residential based healthcare and attract new health-related businesses to the area

### 8.1.3 Simcoe County

#### **Economic Development Strategic Plan (2011)**

Four years ago, the County of Simcoe Economic Development Strategic Plan was released which highlighted current economic development efforts including policies for attracting creative industries, major themes in economic development, and key recommendations for future success. This Plan relates to Tay by developing a regional economic context.

The report indicated that Simcoe County has had a 30% increase in its population between 1996 and 2011 and that this growth will continue. This continued growth is expected to create significant opportunities at the County level to attract new business investment and employment opportunities.

The County is a hub for commercial and tourist traffic and can capitalize on emerging economic trends given its diversity of communities. The plan lays the foundation in the importance of building partnership for economic growth and opportunity and the need for effective regional leadership in building and sustaining a strong economy. The plan outlines the goals and objectives for continued economic development which to fulfil the needs of the growing population.

The report highlights the sectors of interest in by region for each municipality within Simcoe County. The Township of Tay’s sectors of interest include: tourism, culture, knowledge based industries and health care. Current business support comes through the North Simcoe CFDC. The following comments are of most relevant to the Township of Tay:

- The region offers Tay access to economic drivers such as sustainable sources of water and energy, smart transportation and logistics, R&D facilities, and post-secondary institutions



- Tay Township is not the designated growth node within North Simcoe.
- North Simcoe had low location quotients for arts, entertainment and recreation industries and for the agriculture industry.
- North Simcoe's highest location quotients are found in the manufacturing industry, the health care and social assistance industries, and the construction industry. In Northwest Simcoe, the three industries showing the strongest concentration gains were the construction (+1.4%), professional, scientific and technical services (+1.4%) and finance and insurance (+0.8%)
- North Simcoe's creative enterprises have decreased in number between 2005 and 2010. There was a 8.6% decrease in cultural enterprises.
- North Simcoe's tourism industry had decreased 11.4% between 2005 and 2010
- North Simcoe's health and wellness industry had increased by 13% between 2005 and 2010

Underpinning the strategy are four high level goals. These goals are intended to anchor all strategic initiatives or ensuing actions on the part of the County's Economic Development Office. These goals also support the vision for the County.

These priorities have been assessed and used by County staff over the past four years. Today, the high level goals still hold to the test of time as good principles for community development within Simcoe. The following diagram contains the objective of each goal.



GOALS	OBJECTIVES
<b>Foster partnerships and outreach in the community</b>	<ul style="list-style-type: none"><li>• The County will demonstrate leadership and advocacy through the creation of collaborative partnerships to advance economic growth, business development and entrepreneurship.</li></ul>
<b>Pursue effective regional marketing and promotion</b>	<ul style="list-style-type: none"><li>• The County will consistently and effectively market its local strengths and assets to regional stakeholders and businesses, external investors and visitors, and potential residents.</li></ul>
<b>Support an innovative business culture</b>	<ul style="list-style-type: none"><li>• The County will build upon its existing strengths and assets to become a leader in Ontario for research and development, investment, education &amp; training and entrepreneurship in the health &amp; wellness and green &amp; environmental technologies industries.</li></ul>
<b>Foster growth in regional tourism and cultural industries</b>	<ul style="list-style-type: none"><li>• The County will be recognized provincially and nationally for its thriving tourism and cultural industries, with communities that offer a diverse range of rural, recreational and cultural experiences.</li></ul>

## 8.2 Relevant Documents

### **Finding the Right Fit: Age-Friendly Community Planning (2014)**

The oldest members of the baby boomer generation in North America and Europe turned 65 in 2011. By the year 2036, our province's older adult population will more than double to 4.1 million. This major change affects every jurisdiction in Canada and in Ontario.

Ontarians are living longer, healthier lives than ever before. As they age, older Ontarians are also seeking opportunities to stay active in their communities and in the economy. They are committed, long-term residents of their communities, contributing their time, energy and wealth of experience to local projects and organizations. All they need is the opportunity. Older adults have the same needs as people of all ages. Accessibility to health care and social services, public transportation, housing, safety and strong social networks all become more central to our lives as we age.



Individuals and organizations in communities across Ontario are working together to create age-friendly communities (AFCs). Accessible, inclusive, age-friendly social and physical environments, services and programs are making a difference in the everyday lives of older adults. Municipalities have also taken important steps. They are developing community profiles, gathering information about existing services and programs in communities, establishing advisory committees and consulting with older adults. They are also incorporating age-friendly principles into planning, setting local priorities and developing age-friendly action plans.

AFCs are a key component of Ontario's Action Plan for Seniors. The plan, released in January of 2013, was informed by a report on how to promote better care and health outcomes for older Ontarians entitled *Living Longer, Living Well*. Ontario's Action Plan for Seniors identifies three main goals and outlines a significant number of programs and initiatives by which Ontario intends to realize them. The action plan builds on a decade's worth of work on behalf of Ontario seniors on three pillars:

- **Healthy Seniors:** Ontario will help seniors find and access the health-care services they need to be healthier, stay at home longer and improve their quality of life.
- **Senior-Friendly Communities:** Ontario will harness the potential and maximize the contributions of seniors by promoting the development of age-friendly communities that weave together services and policies to enhance seniors' well-being and participation.
- **Safety and Security:** Ontario will ensure that seniors have access to the programs, services and supports that help them live safely, independently and with dignity.

The *Finding the Right Fit: Age Friendly Community Planning* guide released by the Province in 2014 is intended to assist local municipalities in creating the social and physical environments that will allow every person to participate fully – regardless of age or disability. The guide presents a step by step on crafting an Age-Friendly Action Plan specific to the custom needs of any community. The Province of Ontario has also committed to the development of an Age-Friendly Ontario by providing funding assistance to communities who undertake an age-friendly exercise.

### **Benchmarking the Creative Economy in Rural Ontario (2012)**

A Martin Prosperity report 'Benchmarking the Creative Economy in Rural Ontario', completed in 2012, paints a picture of the growth of the creative economy in rural Ontario and the unique challenges that the rural context presents. The report highlighted the growth of the creative class and creative industries in Canada, Ontario, Toronto and Midland.

Based on the findings of the report, key issues and opportunities that with regards to the growth of the creative economy in rural Ontario were:

#### **Issues**

- Rural Ontario communities must contend with major urban areas. As a result, many rural municipalities may not be able to attract investment and interests for creative individuals seeking a robust environment.
- Rural Ontario communities traditionally have lower average and median employment incomes, high unemployment rates and a lower percentage of the population with higher education when compared to major urban areas.



- Rural Ontario communities have a lower share of visible minorities and immigrant population. As such, the tolerance towards inclusion and diversity is often perceived lower than in urban areas.
- Rural Ontario communities have lower numbers of arts and entertainment establishments per 10,000 people than urban areas but often have more recreation facilities per 10,000 people.

#### Opportunities

- As urban centres' housing affordability continues to decline, Rural Ontario communities provide plentiful affordable housing options for creative individuals (or families) looking to rent or own.
- Rural Ontario communities are beginning to invest in hi-speed communication infrastructure allowing creative individuals the freedom to decide between communities rather than companies.
- Rural Ontario communities provide similar unique historic and cultural vistas that can attract residents to move into its community.

### **Rural Social Enterprise Project (2012)**

Increasingly the non-profit sector is being recognized as an important contributor to not only the health and wellbeing of communities but also the local and provincial economies. Non-profits or often named 'social enterprises' are businesses whose primary purpose is the common good. They use the methods and disciplines of business and the power of the marketplace to advance their social, environmental and human justice agendas.

Social enterprises also represent an important opportunity for rural communities. They mobilize considerable assets in creative ways to serve community needs and contribute to overall quality of life. It is a way of meeting the needs within a community and generating added value that blends social, environmental and economic benefits. It is also an important element for creating vibrant communities with good jobs and strong community support.

The Foundation for Rural Living recently completed a Rural Social Enterprise Project (RSEP) which highlighted the predominant needs and issues inhibiting social enterprise investment and growth. What they found were similar needs and issues to that of any entrepreneurial business (i.e. business models and idea development, support and funding, and lastly partnership development). The research also suggested that those organizations best positioned to support social enterprises were local community economic development departments and/or Community Future Corporations.

There is considerable interest in the social enterprise model in rural Ontario and in particular, opportunities for Tay. In total 59,605 social enterprises are registered with the Province of Ontario<sup>3</sup>. Farmers' market initiatives is an example of the importance of social enterprise operations to the region's economy. Many local food initiatives are social collaborations that combine the interests of farmers, food security and anti-poverty activists, municipal economic development and tourism staff, food businesses, and health-related organizations. Given this diversity of interests building local capacity and networks is often essential for effective collaboration.

Social enterprise development is also a form of employment within rural communities. The growth and expansion of social enterprises can turn significant volunteer hours at a non-profit organization into paid employment.

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<sup>3</sup> List Of Ontario Non-Profit Corporations, Blumberg Segal LLP, March 20, 2014



## Severn Sound Sustainability Plan (2009)

The Township of Tay is a partner of the Severn Environmental Association. Only the communities of Midland, Tay and Penetanguishene lie wholly within the watershed. The Places to Grow legislation directs both population and employment growth to the region. The growth means that there will be increase resource consumption, greater demand on services, climate change, and greater impact on the environment. These four issues gave rise to the need for a sustainability plan.

To ensure that the Severn Sound area remains economically viable and socially vibrant, the Severn Sound Environmental Association and its partners developed the sustainability plan. The vision of the Plan is to ensure that by 2050, the Severn Sound Watershed will contain a network of communities that have achieved a sustainable quality of life for all citizens by developing a common culture of environmental, economic and social balance. The plan's goals fall under three pillars- environmental sustainability, economic prosperity, and community well-being. In total there are 15 goals outlined in the Plan.

SEVERN SOUND WATERSHED SUSTAINABILITY PLAN GOALS		
Sustainability Pillar #1: Environmental Integrity & Protection	Sustainability Pillar #2: Community Well-Being	Sustainability Pillar #3: Economic Prosperity
EN1 Protect, restore and enhance natural heritage	C1 Promote wellness of mind, body, and soul	E1 Create a sustainable, diverse and balanced economic base that provides quality employment and sustainable wages for residents
EN2 Protect and enhance biodiversity	C2 Provide safe, healthy, diverse and affordable housing	E2 Improve the watershed's communications infrastructure
EN3 Reduce consumption of natural resources	C3 Protect and enhance a network of active living activities for all ages and abilities	E3 Strengthen tourism and recreation development in a low-impact manner
EN4 Design efficient public facilities in harmony with natural systems	C4 Recognize and protect cultural identity and local arts and heritage	E4 Revitalize downtowns and main streets for residents and visitors
EN5 Promote environmental education programs to encourage respect for natural areas and habitats	C5 Retain and build diverse social networks	E5 Enhance the economic viability of sustainable agriculture



## **9 Appendix C: Telephone Community Survey Results**