



Tay Township

STRATEGIC PLAN

2022-2026

tay.ca



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450 Park Street, PO Box 100
Victoria Harbour, ON L0K 2A0

Members of Council 2022-2026



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Councillor
Paul Raymond



Councillor
Sandy Talbot



Councillor
Sylvia Bumstead



Councillor
Judy Larmand



Councillor
Gerard La Chapelle



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Executive SUMMARY

In 2019, the Township began a strategic planning process with support from Environics Research. From this work, Council identified 19 potential action items and prioritized seven key initiatives to form the foundation of the 2019-2022 Strategic Plan.

However, the COVID-19 pandemic created significant challenges, limiting staff capacity and resources to fully advance these priorities. Despite these disruptions, the identified actions remain relevant. As a result, Council has adopted a renewed Strategic Plan for 2022–2026 to reaffirm its commitment and refocus efforts on these priorities.

MUNICIPAL PRIORITIES For 2022-2026

The following 7 priorities were identified. Council and staff will use these priorities and guidelines to plan and make decisions for upcoming projects, initiatives and program implementation over the Council term:



**REVIEW PLANNING
AND DEVELOPMENT
POLICIES**



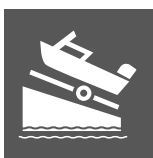
**ESTABLISH GUIDELINES
FOR FREQUENT
COMMUNICATION**



**REVIEW CURRENT
RECREATIONAL
OFFERINGS**



**APPROVE AND
IMPLEMENT A ROAD
MAINTENANCE
STRATEGY**



**VICTORIA
HARBOUR BOAT
LAUNCH**



**AGING IN PLACE
STRATEGIES**



**REVIEW STAFF
COMPLEMENT**



REVIEW PLANNING & DEVELOPMENT POLICIES

PRIORITY



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

GOALS



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

2022 ACTIONS TAKEN:



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

2023 ACTIONS TAKEN:



- Discussion with Consultant and County to update draft Official Plan document from 2022 to make sure it is in conformity with the County Official Plan. Provided latest Official Plan Amendment's approved by the Ontario Land Tribunal to be implemented into the new Official Plan.



REVIEW PLANNING & DEVELOPMENT POLICIES

2023 ACTIONS TAKEN CONTINUED: ✓

- Completed Zoning By-law update to make planning provisions to simplify wording and clarify the intent of ambiguous provisions and purposes.
- Passed Official Plan Amendment and Zoning By-law Amendment to permit up to 3 units on a property. Completed a handout for residents to simplify what is permitted.
- Finalized Site Plan Agreements for 3100 Triple Bay Road. (Cherry Blossom).

2024 ACTIONS TAKEN: ✓

- Consultant continues to work on revising and updating the draft Official Plan: researching demographic data and community context/history for Introduction section; reviewing general policies; re-organizing Introduction and Vision sections; revisions to Introduction, Definitions and Growth Management sections; revisions and updates to policies for Land Use Designations (Waterfront, Residential, Commercial); revisions to interpretation policies; revisions to policies for Settlement Areas, Housing, Additional Residential Units, Congregate Housing and Waterfront policies.
- Discussions with developers/builders concerning planning policies.
- Preparing a housekeeping By-law to amend the Zoning By-law. The proposed changes would simplify wording and clarify the intent of ambiguous provisions and purposes.
- Education of Council as to planning framework legislation.
- Updated Council on the new Provincial Policy Statement 2024 (PPS 2024) that was released on August 20, 2024.
- Increased education respecting affordable units (accessory unit/basement apartments & secondary suites).
- By-law has been passed, and a handout has been created for accessory dwelling units.
- Removed Hold provisions on Fifth Avenue to allow for development now that full services are available.
- Working on 2 plans of subdivision applications for development in Waverley and Port McNicoll.



ESTABLISH GUIDELINES FOR FREQUENT COMMUNICATION

PRIORITY



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

GOALS



- Review/redesign of website to make more customer focus 'people friendly';
 - Ensure new website remains vibrant, up-to-date and continues to be an effective platform for accurate and easily accessible information from the Township. (updated as review/redesign was completed in 2023)
- Develop way to communicate with more residents (quarterly council highlights mail out/distribution channels to residents, newspaper, etc.)

2022 ACTIONS TAKEN:



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



ESTABLISH GUIDELINES FOR FREQUENT COMMUNICATION

2023 ACTIONS TAKEN:



- Focused on empowering staff who are subject matter experts, to update their department webpages. This not only enhances the website's customer focus but also fosters a culture of ownership and collaboration within the Township.
- Received Tourism, Culture and Sport Enhancement Grant through the County of Simcoe. This grant provided professional photos to be taken of our sport and recreation facilities, assisting with the marketing of these facilities as valuable sport and tourism assets in our community.
- Produced the digital Year in Review. This new design offers a captivating visual snapshot of the Township's progress, accomplishments, and initiatives throughout the past year.
- In process of completing tender for electronic signs including the potential relocation of the sign in Waverley.

2024 ACTIONS TAKEN:



- Six new digital electronic signs were installed, significantly enhancing accessibility across the Township. With their clear, easy-to-read format, they ensure that important information is readily available to all residents, including those who may not use social media or have access to our website. These signs serve as an inclusive resource, keeping those in our community informed and engaged with updates and events in a convenient and effective way.
- Increased the frequency and variety of social media posts to maintain a consistent presence, share timely updates and highlight Township services and initiatives. This proactive approach has helped to build trust, keep residents informed and drive higher levels of engagement across platforms. Continue to ensure all posts link back to our website, the trusted source for all Township information.
- Produced another edition of the digital Year in Review, providing a visually engaging snapshot of the Township's progress and accomplishments over the past year.



REVIEW CURRENT RECREATIONAL OFFERINGS

PRIORITY



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

GOALS



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

2022 ACTIONS TAKEN



- After a two-year absence (due to COVID-19) the TOTS Summer Soccer Program was reinstated for children/youth ages 3-13. The program had its best registration numbers to date with 203 children/youth signed up for the program.
- The Summer Day Camp Program was once again offered at two locations this summer (Oakwood Community Centre and Port Community Centre) for area children/youth ages 5-12. The program was successful at both locations with approximately 460 registrations between the two locations this summer.
- Two community programs have been restarted in our Community Centres that address needs of Seniors (55+) and Children/Families/Caregivers.
 - VON SMART (Seniors Maintaining Active Roles Together) exercise classes
Description: A gentle exercise program designed for ages 55+ to help improve and maintain balance, strength, flexibility, and mobility
Port McNicoll CC: Tuesdays/Thursdays @ 9:30am
Oakwood CC: Thursdays @ 10:00am
These classes are FREE to anyone 55+
 - Ontario Early Years satellite Program Centre
Description: EarlyON Child and Family Centres provide community meeting places for all children, parents and caregivers to grow, learn and have fun - together!
Harbour Shore Community Room: Tuesday 9am-12pm
FREE for all



REVIEW CURRENT RECREATIONAL OFFERINGS

2022 ACTIONS TAKEN CONTINUED ✓

- New Youth Program slated to start on Saturday October 29th at the Harbour Shore Community Room in Victoria Harbour and run for six weeks for youth ages 8-12
Description: Join Quest Art School + Gallery for creative art-making sessions. Youth ages 8 to 12 explore a range of techniques including drawing, painting, printmaking, sculpture, collage, and weaving.
- FREE Pickleball workshops for both youth and adults.
- FREE Disc Golf workshops.
- New Urban Poling class for Spring 2023
- New Accessible Playground installed at Sheppard Park in Victoria Harbour. The new playground has play elements for children/youth ages 2-12.

2023 ACTIONS TAKEN ✓

- Waverley Park received new accessible playground equipment and surfacing.
- Oakwood Park Outdoor Rink is now asphalt (multi-use) complete with new Arena Boards. Pickleball Court lines (4 courts) have been added on the asphalt surface as well.
- The Tay Shore Trail received several 'spot' asphalt repairs throughout 2023 to improve the accessible trail surface.
- Tay Community Rink added two new accessible changerooms/washrooms to improve access (accessibility) and user experience at the facility.
- We have partnered with the Boys and Girls Club of North Simcoe to offer after school programming at the Oakwood Community Centre for children attending both St. Antoine Daniel and Tay Shores.



REVIEW CURRENT RECREATIONAL OFFERINGS

2024 ACTIONS TAKEN



- The Township began the process of completing a Parks and Recreation Master Plan through the help of thinc design (consultant). This master plan document will help guide the Parks and Recreation division over the next 20 years. The Master Plan is slated to be presented to Council in June of 2025.
- Waverley Outdoor Rink Upgrades. These upgrades included: a new 50 x 80 asphalt multi-use sport/activity surface (accessible), refurbished outdoor rink boards and new line markings (on asphalt) for two pickleball courts.
- Township Staff continue to work with local Recreation Committees to expand Youth programming offerings. Some new Youth Activities created through these Committees in 2024 included: Garden Planting Workshops, Christmas Decorations Workshops, Halloween Themed Workshops, Kub Kar Building, Open Gym Nights, Bowling Nights and various other activities associated with special events.
- The Township offered Youth Home Alone and Babysitting Courses through the Community Emergency Response Team (CERT).
- We continue to partner with the Boys and Girls Club of North Simcoe to offer after school programming at the Oakwood Community Centre for children attending both St. Antoine Daniel and Tay Shores.



APPROVE & IMPLEMENT A ROAD MAINTENANCE STRATEGY

PRIORITY



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

GOALS



- Underway - proceed with current roads program, continue to monitor, and work with Council Working Group #7a - Traffic Safety Concerns - speed & signage on roads and develop guidelines/policies;
- Undertake review of speed limits & signage gaps in Tay (current limits, what needs to change), Director to work with PW Chair & Vice Chair;
- Establish protocol to respond to speed & traffic complaints (monitor & measure & rotating radar sign)

2022 ACTIONS TAKEN



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



APPROVE & IMPLEMENT A ROAD MAINTENANCE STRATEGY

2023 ACTIONS TAKEN

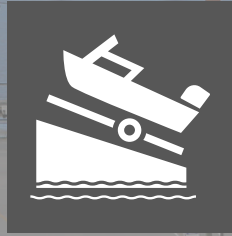


- Collecting data regarding sign inventories including speed signs within the Township.
- Continuing to collect data through traffic monitoring (speed and volumes) at various locations throughout the Township. Areas of complaint are being concentrated on. All related data is provided to the OPP.
- Installation of new signs including signage related to farm equipment and volunteer fire fighters (green light).

2024 ACTIONS TAKEN



- Third party will be reviewing Retroreflectivity and sign inventory throughout the Township.
- Replacing signage at the Boat launch re: no trailer parking.
- Continuing to utilize and collect traffic count and speed data throughout the Township on a two-week rotation. Related data is provided to the OPP.
- Purchased an additional portable interactive speed sign.
- Rosemount Bridge 5 replacement. Tender came in at \$1.6 million. Staff were able to work with Northern Bridge and Mat and install the bridge for \$723,000.
- The 2024 roads program involved asphalt paving and surface treatments at 14 locations with approximately 9.92 kms of road being resurfaced.
- Replaced streetlights throughout the Township with LED bulbs. This project enhances public safety, sustainability and cost efficiency.



VICTORIA HARBOUR BOAT LAUNCH

PRIORITY

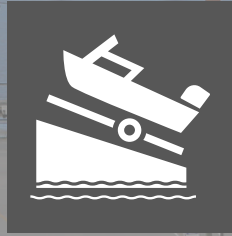


Undertake an economic impact study of the Victoria Harbour Boat Launch to bring evidence to the discussion regarding the future of the local asset.
AMENDED - Resolve Victoria Harbour Boat Launch issues, no economic impact study.

GOALS



- Investigate increased parking (end of Waldie St, close Veterans Lane, etc.), how many new spots?
 - Staff reviewed various locations and four additional spaces were added to the Albert Street Park;
- Investigate whether or not use of launch should be open to all vs Tay residents & compare to what is available in other municipalities (fees, revenues, costs, tag program similar to Tiny?);
 - Launch can be used by all but parking permits are only issued to Tay residents. Non-residents can park in other areas in close proximity.
- Report reviewing 2019 season (issues, concerns, revenues from increased fines);
 - Averaging approximately 95 parking violations annually (2019-2022).



VICTORIA HARBOUR BOAT LAUNCH

2022-2023 ACTIONS TAKEN

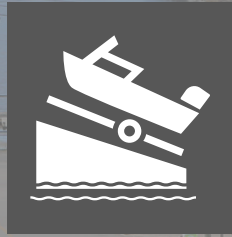


- Four additional parking spaces were added to the Albert Street Park located off Waldie Street.
- Education, public awareness and the increase in parking fines does not appear to have an effect on violations since implementing the program. No additional actions are recommended at this time.
- Pamphlet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

2023-2024 ACTIONS TAKEN



- Although it is difficult to determine this early in the season, education and public awareness appear to have a positive impact on the number of violations thus far as most users seem to have a better understanding of the parking restrictions this year.
- Staff updated the 2024 pamphlet to include permitted parking locations rather than only identifying the prohibited areas. Staff continue to utilize the pamphlet as a handout and attached it to warning tickets during the first 2 weeks of May.
- Morning patrols in 2023 seemed to be effective for violation prevention, although towards the end of the summer, the boat launch and parking ran quite efficiently, and morning patrols no longer seemed to be the best use of staff time.
- In 2024, staff began educating on parking restrictions at the boat launch the first weekend of May (earlier than in previous years) by issuing warning tickets, information pamphlets and answering questions. This had a positive impact as it encouraged those who received warning tickets to obtain their permit, or to call in with questions which allowed staff to provide further information related to boat launch restrictions.



VICTORIA HARBOUR BOAT LAUNCH

2023-2024 ACTIONS TAKEN CONTINUED ▼

- Staff held a Boat Launch Permit Day on Saturday May 11th to offer boat launch permits outside of regular business hours. This also provided an opportunity for staff to educate residents/visitors on the boat launch parking without having to issue tickets.

2024 ACTIONS TAKEN ▼

- Education and public awareness continue to have a positive impact on the number of violations thus far as most users seem to have a good understanding of the parking restrictions.
- The parking pamphlet which includes the permitted and prohibited parking locations continues to be utilized and promoted on our social media platforms and Township website. Staff continue to utilize the pamphlet as a handout and attach it to warning tickets during the first 2 weeks of May.
- The boat launch and parking ran efficiently in 2024 and regular patrols between the hours of 8:30 am - 8:30 pm would be considered to be the best use of staff time.
- Again, this year, staff began educating on parking restrictions at the boat launch the first weekend of May by issuing warning tickets, information pamphlets and answering questions. This had a positive impact as it encouraged those who received warning tickets to obtain their permit, or to call in with questions which allowed staff to provide further information related to boat launch restrictions.
- Staff attended the "Meet the Fleet" event on May 24th to offer boat launch permits outside of regular business hours. This also provided an opportunity for staff to educate residents/visitors on the boat launch parking without having to issue tickets.
- Staff frequently receive feedback from the public requesting that additional parking spaces be added to allow for more parking at the municipal launch.



AGING IN PLACE STRATEGIES

PRIORITY



Empower the Seniors Committee of Council to develop a plan to support aging in place strategies (including housing, transportation and recreational services).

2022-2023 ACTIONS TAKEN



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



AGING IN PLACE STRATEGIES

2023-2024 ACTIONS TAKEN



- Seniors Talks, Seniors Picnic, Seniors Symposium, Pole Walking sessions and more take place throughout the year to promote community and health services, as well as encourage social engagement and activity among our senior residents.
- Promotion of community services directed at Seniors, such as '211', on our website, at all events and across Township social media.
- Applied for 2024 Seniors Community Grant Program through the Ministry for Seniors and Accessibility to assist with costs associated with events put on by the Seniors Advisory Committee; as well as applying for funding for additional accessible picnic tables and a 'Mobi-Mat' for our beaches.
- The Seniors Advisory Committee is actively reviewing and updating Tay Township's Age Friendly Plan.

2024 ACTIONS TAKEN



- 'Seniors Talks' are Committee led events that provide a free interactive learning experience for seniors (and their caregivers) in Tay. Each Seniors Talk focuses on 1-2 topics of interest (Wills, Estate and Funeral Planning, The Cost of Healthy Eating, Emergency Preparedness, Tax Benefits and Credits for Seniors, Transportation, Aging in Place) and are presented by experts in their respective fields. The Senior Talk events have been provided on a bi-monthly schedule and are intended to promote community services, promote information sharing, encourage social engagement, and open the lines of communication between senior residents, the Committee and the Township.
- Nordic pole walking group sessions have been offered by the Committee throughout the year. Free day-use pole rentals are available for pick-up year-round at all three (3) Tay Township Public Library Branches and the Township office.
- The Seniors Advisory Committee continues to review and update Tay Township's Age Friendly Plan with input from all departments.



AGING IN PLACE STRATEGIES

2024 ACTIONS TAKEN CONTINUED ▼

- Community services for seniors are routinely shared/maintained on the seniors webpage (www.tay.ca/seniors). Information is shared at every Seniors Talk (Committee run event) in the form of pamphlets, printouts, guides, and through email. Events and services for seniors are routinely shared on Tay's social media channels (Facebook, X and LinkedIn), through the website (pages and News and Notices) and eNewsletter.
- All promotional material for events hosted by the Committee are available in digital and printed formats to increase accessibility.
- Free transportation to and from Committee organized events has been provided to seniors who reside in Tay. This service is offered to help remove barriers of participation and encourage all seniors to engage with their community.



PRIORITY

Proceed with a formal assessment of the appropriate staff complement required for service delivery in Tay Township and align existing resources with prescribed staffing levels.

2022-2023 ACTIONS TAKEN

- Continued to adjust the organizational chart as natural attrition and retirements occur to further align staffing levels with our service delivery needs.
- New phone system that assists residents by reaching the appropriate staff person and also frees up staff time with the removal of the queue.

2023 ACTIONS TAKEN

- Commenced a compensation review to evaluate our staff pay grid against our market comparators to ensure that our compensation practices and structure remain competitive to attract and retain our workforce – estimated completion date fall 2024.
- Continued to adjust the organizational chart as natural attrition and retirements occur to further align staffing levels with our service delivery needs.
- New positions include Facility Maintenance Technicians (internal transfers), Manager of Human Resources (internal promotion), Manager of Communications and Technology (internal promotion), Legislative Coordinator (internal promotion), and Human Resources Assistant.
- Modified the job description related to the Executive Assistant (Mayor, CAO) position to better reflect the corporate need by including communications and grant/funding opportunity review.



2023 ACTIONS TAKEN CONTINUED

- Modified the Protective and Development Services Administrative Assistant job description and job title to Fire and Emergency Services Administrative Assistant and removed reference to By-law and included the same within the MLEO position.
- Modified the job description and job title for one of the two Operational Services Administrative Assistant positions to Operational Services Executive Assistant to better reflect the corporate need providing focused administrative support to the Operational Services leadership team.
- Further enhancements have been made to the phone system to assist residents when trying to reach the appropriate staff person.

2024 ACTIONS TAKEN

- Continued to adjust and review the organizational design and structure to ensure alignment of staffing levels with our service delivery needs.
- Completed a Compensation Review to evaluate our compensation practices and structure (staff pay grid), position descriptions, and position titles. Our compensation practices and structure were compared to our market comparators to ensure that the Township remains competitive and continues to put forth consistent efforts to be an employer of choice amongst our comparator group with the goal of retaining talent, for the long term, and attracting new talent.
- Modified/updated the position descriptions and position titles for Operational Services Operator/Labourer positions to allow for recruitment of various employment types and to differentiate between driver's licence requirements, ensuring adaptability to evolving operational needs.
- Temporarily adapted Engineering Services Student position (year-round Full-Time, Student) to Geographic Information Systems Technician position (Full-Time, Contract) to ensure continuity and quality pertaining to current GIS projects and tasks.
- Created Communications Coordinator position (Full-Time, Contract – 1 year) position to assist with Communications execution and planning, and Tee Off with Tay event.
- Further enhancements have been made to the phone system to assist residents when trying to connect with the appropriate department and staff person.



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