



**THE CORPORATION OF THE TOWNSHIP OF TAY**  
**SPECIAL GENERAL GOVERNMENT & FINANCE**  
**COMMITTEE WORKSHOP**

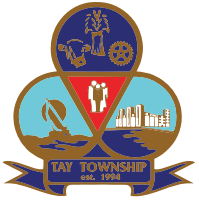
**MARCH 27, 2017**  
**1:00 P.M.**

**MUNICIPAL OFFICE – COUNCIL CHAMBERS**

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1. **CALL TO ORDER**
2. **DECLARATION OF PECUNIARY INTEREST**
3. **ADOPTION OF THE AGENDA**
4. **CONSIDERATION OF BUSINESS FOR WHICH NOTICE WAS GIVEN**
  - 4.1 Workshop: 2015-2018 Strategic Action Plan Review
5. **ADJOURNMENT**

**NOTE: This meeting will be held in a workshop format.**



# 2015-2018 **Action Plan**



# Tay Township Action Plan | 2015-2018

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# Tay Township Action Plan | 2015-2018

## Vision

*Tay Township 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 a growing local economy and create a unique destination experience for residents and visitors to the community.*

## Mission

*Tay Township 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.*

## Key Principles

1. Operational Performance Excellence
2. Build a Strong and Collaborative Community
3. Provide Value for Money Spent
4. Effective Planning and Development
5. Grow our Local Economy

# Open and effective communication between the municipality and the residents of Tay Township

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

## **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.

### **March 14, 2016**

Given the new Township website, Twitter feed, and ability for residents to sign up for news and alerts from the Township's website, in addition to established newsletters circulated in tax and water bill mailings, direction was given that no new action be taken and existing service levels be maintained.

### **Accomplishments**

- ✓ With the addition of a new part-time Communications and Special Projects Officer in November, 2016, the Township live-tweets during its Council and Committee of all Council meetings.
- ✓ Staff created and published an interim tax bill insert, Water and Wastewater bill insert, and 2017 Budget Overview. Residents provided positive comments on the print and digital publications.

# Open and effective communication between the municipality and the residents of Tay Township

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

## **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.

### **March 14, 2016**

That no change be made to the current committee structure; however, that focused topic-specific town hall meetings may be held in the future.

### **Accomplishments**

- ✓ As of August, 2016, staff provide Power Point presentations for all Minor Variance and Consent applications – including location maps, drawings and photographs – during Committee of Adjustment meetings. The visual aids help Committee members and the public understand the nature of each application more easily.

# Open and effective communication between the municipality and the residents of Tay Township

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

**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.**

## **March 14, 2016**

That the Information and Communications Technology (ICT) Coordinator report to Council at a future meeting regarding the costs associated with installing digital sign boards.

## **Accomplishments**

- ✓ Funds are included in the 2017 Capital Budget to update the community sign boards in Port McNicoll, Victoria Harbour, Waubauskene, Waverley, and Municipal Office (double-sided) to LED remote programmable sign boards. An additional sign board will be installed at the newly constructed Fire Hall 2 (Old Fort).
- ✓ See related accomplishments for actions [1](#) and [5](#).

# Open and effective communication between the municipality and the residents of Tay Township

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

**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.**

## **March 14, 2016**

That an annual fiscal report card be developed and provided to the public through the agendas and online.

## **Accomplishments**

- ✓ In March, 2017, the Planning and Development Department launched a user survey for feedback on recent changes to the building permit process. A summary of the survey results will be shared with Council and management, and help the department in its continuous improvement efforts to provide efficient customer service.
- ✓ The Finance Department published the 2016 Financial Summary to the Township website.
- ✓ The Township engaged the service of C.C. Tatham and Associates to conduct a Road Needs Study. The results will help inform the 2018-2027 Long-Term Plan.

# Open and effective communication between the municipality and the residents of Tay Township

*Increase local awareness, interest and transparency around the key issues impacting the future 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.**

**March 14, 2016**

That an annual fiscal report card be developed and provided to the public through the agendas and online.

## **Accomplishments**

- ✓ Staff created and published a four-page overview of the 2017 Preliminary Operating and Capital Budget – including the budget process, breakdown of the budget, overview of 11 projects slated for 2017, and breakdown of services for your tax dollars.
- ✓ Staff included a one-page (tabloid) summary within the interim tax bill insert.
- ✓ Local media published articles on the 2017 Budget following the receipt of a media release from the Township.
- ✓ The 2016 Financial Summary, which includes information on revenues and expenditures compared to the budget changes in tax receivables, and status of Capital projects, has been posted to the financial section of the website.

## Open and effective communication between the municipality and the residents of Tay Township

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

**6. Inform residents, through an annual report card, on Municipal activities – how taxes are spent, new initiatives, successes, upcoming priorities, etc.**

**March 14, 2016**

That an annual fiscal report card be developed and provided to the public through the agendas and online.

### **Accomplishments**

- ✓ See related accomplishments for actions [1](#) and [5](#).

# Open and effective communication between the municipality and the residents of Tay Township

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

**7. Conduct communication and public relations training (key staff and Council) to ensure consistency in message and delivery, and understanding of roles and responsibilities.**

**March 14, 2016**

That the Township website and services be promoted through the libraries, that the Chief Administrative Officer (C.A.O.) contact the County of Simcoe regarding an Effective Communications workshop and that the C.A.O. report to Council at a future meeting regarding the potential costs and options for a (part-time or full-time) communications coordinator.

## **Accomplishments**

- ✓ Council approved the hiring of a part-time Communications and Special Projects Officer. The position was filled in November, 2016. Staff will provide a report to Council as part of the 2018 budget process.
- ✓ A hyperlink to the Township website is on the Library website homepage, *Community Info* page, and *Quick Links* footer.
- ✓ The Library continues to process fire permits and promote Township services and activities.

## Open and effective communication between the municipality and the residents of Tay Township

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

### **8. Explore opportunities to provide remote access to Council deliberations.**

**March 14, 2016**

That the ICT Coordinator report to Council at a future meeting regarding the costs associated with streaming Council online.

#### **Accomplishments**

- ✓ The ICT Coordinator will provide a report to Council in spring, 2017 regarding the costs associated with streaming Council online.

## Efficient and sustainable municipal infrastructure

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

**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.**

### **March 14, 2016**

While the item is ongoing, and infrastructure maintenance, repairs and replacement are planned for in the Long-Term Plan, Council reviewed the need for additional detail in the annual budget process.

### **Accomplishments**

- ✓ Prior to Council adopting the 2017 budget, the Director of Finance, Financial Analyst, and department heads held the following special meetings:
  - ✓ Special Committee of all Council (COAC) meeting regarding Parks and Recreation on May 18, 2016.
  - ✓ Special COAC meeting regarding Winter Control on June 15, 2016.
  - ✓ Special COAC meeting regarding Waterfront Master Planning on August 23, 2016.
  - ✓ Special COAC meeting regarding Roads and Infrastructure on September 15, 2016). Council directed a Road Needs Study be completed in 2017.
  - ✓ Special COAC meeting regarding the Long-Term Plan (Part 1) on October 5, 2017.
  - ✓ Special COAC meeting regarding the Long-Term Plan (Part 2) on October 13, 2016.
  - ✓ Special COAC meeting regarding the 2017 Operating and Capital Budget on November 30, 2016.
- ✓ Departments enhanced the 2017 Budget notes to provide more details.

# Efficient and sustainable municipal infrastructure

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

## **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.**

**March 14, 2016**

While the item is ongoing, Council directed that a special meeting be held in June to discuss the level of service for winter maintenance. It was noted that a report on sidewalks was to come forward with the 2017 Budget.

### **Accomplishments**

- ✓ The Township held a Special COAC meeting regarding Winter Control policies on June 15, 2016.
- ✓ The Township procured a rear salt and sand spreader for its current sidewalk plow for use in the 2016/2017 winter season.
- ✓ The purchase of a second sidewalk machine will increase the level of service for snow clearing in the upcoming 2017/2018 winter season.
- ✓ The Township engaged the service of C.C. Tatham and Associates to conduct a Road Needs Study. The results will help inform the 2018-2027 Long-Term Plan.
- ✓ As part of the 2017 long-term planning process, Council approved a change to the timing of the purchase of Fire and Public Works vehicles that require an order/build time of more than a year.
- ✓ As part of the 2017 Capital Budget, Council approved the following projects to be completed during the 2017 construction period:
  - ✓ The Township will improve Simcoe Avenue (Talbot Street to Alberta Street) and Assiniboia Street (First Avenue to Fourth Avenue) from a rural cross section with ditches to an urban standard with curb and storm sewer. The full road reconstruction will include replacement of the water main.
  - ✓ As part of a comprehensive asset management approach, the Township will apply slurry seal to sections of Newton Street and Wood Road that were surface treated in 2014.
  - ✓ The Township will apply gravel to Gerhardt Road, Old Coach Road, Comber Place, Government Dock Road, Hemlock Avenue, and French Road.

## Efficient and sustainable municipal infrastructure

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

**11. Continue to allocate any annual surplus to capital infrastructure projects to help close the identified gap in funding.**

**March 14, 2016**

To continue with the existing practices and that Council will provide direction on allocating any surplus or additional taxation at the budget meeting.

### **Accomplishments**

- ✓ The Township continued with existing practices for the 2017 Budget and included an additional half of a percent tax increase for roads infrastructure.

## Efficient and sustainable municipal infrastructure

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

**12. Finalize the costs of the Victoria Harbour Waste Water Treatment Plant and incorporate into the Townships Asset Management Plan.**

**March 14, 2016**

This item has been completed, and costs amended per the bid price.

## Efficient and sustainable municipal infrastructure

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

**13. Research and implement a rehabilitation program to extend the useful life of municipal infrastructure until sustainability is achieved.**

**March 14, 2016**

This item will be an ongoing practice.

### **Accomplishments**

- ✓ Water and Wastewater utilizes trenchless options when available to reduce cost and road cuts.
- ✓ In 2016, the Public Works Department started a Spray Patch Program to help extend the life of paved surfaces.
- ✓ Staff anticipate that the Road Needs Study will help provide direction on the best way to extend the life of the Township's road surfaces.

## Efficient and sustainable municipal infrastructure

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

**14. Partner with senior levels of government, other municipalities, community organizations and the private sector to plan and finance infrastructure expenses and improvements.**

### **March 14, 2016**

Council and staff will continue with ongoing lobby efforts and explore other funding opportunities.

### **Accomplishments**

- ✓ The Township will receive \$1,483,335 from the Ontario Community Infrastructure Fund for the Grandview Beach Paradise Point Water Project.
- ✓ The Township submitted an application to the Clean Water and Wastewater Fund Program for a total of \$891,567; \$221,679 for Grandview Beach Paradise Point and \$669,888 for water and storm water. Staff are awaiting a response to confirm if the application is successful.
- ✓ The Township received \$5,890 in funding from the Ministry of Natural Resources and Forestry for its Phragmites Program in 2016. Council approved the continuation of the program for 2017.

## Efficient and sustainable municipal infrastructure

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

### **15. Open dialogue with Simcoe County to explore cooperative approaches to addressing key infrastructure needs.**

#### **March 14, 2016**

Staff was directed to work with the County on possible affordable housing opportunities and other infrastructure options when available.

#### **Accomplishments**

- ✓ The Mayor and department heads held a meeting with the County of Simcoe Warden and Chief Administrative Officer to discuss affordable housing and other infrastructure options in Fall, 2016.
- ✓ Staff attended a number of meetings with the County of Simcoe regarding the regional transit project.
- ✓ Tay Township partnered with the District Municipality of Muskoka on the Muskoka Extended Transit (MET) pilot project.

## Efficient and sustainable municipal infrastructure

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

### **16. Continue to implement the 2013 Fire Master Plan including recommendations associated with the replacement of Fire Station 2, Old Fort.**

#### **March 14, 2016**

This item is ongoing and a staff report regarding the result of the Fire Hall RFP is anticipated for the March 23 Council meeting.

#### **Accomplishments**

- ✓ The Township awarded the contract for the construction of Fire Hall 2 (Old Fort) in April, 2016.
- ✓ Construction is underway with completion of the new building anticipated for spring, 2017.
- ✓ The budget for the Fire Hall debt payments is structured to phase in over two years to mitigate the annual tax rate increase.
- ✓ The Township procured new Self Containing Breathing Apparatus (SCBA) and Rapid Intervention Team (RIT) kits.
- ✓ The Township ordered a new medium-duty rescue truck, and pumper truck to be stationed at Fire Hall 1 (Waubashene).
- ✓ The Chief Training Officer position is now a permanent part-time position (formerly a contract position).

# Efficient and sustainable municipal infrastructure

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

## **17. Bring closure to the Grandview Beach sewer [and water] debate.**

17.1. Effectively manage the communication of the impact of this issue on local taxpayers.

### **March 14, 2016**

This item is awaiting a reply from the Province; however, it was noted that once direction is provided that communications on the matter to the affected residents need to be consistent.

### **Accomplishments**

- ✓ On July 6, 2016, the Minister of Environment and Climate Change advised that the Township could proceed with the recommended solution of the study.
- ✓ A Boil Water Advisory was placed on the seasonal water system on September 1, 2016.
- ✓ The following immediate-term interim action items have been completed:
  - ✓ Implementation of backflow prevention – by-law was ratified by Council and will be implemented prior to the seasonal system startup in 2017.
  - ✓ Provision of private well and septic system fact sheets.
  - ✓ Increased access for private well water sample testing.
  - ✓ Funding from senior levels of government has been provided to facilitate the water system construction.
- ✓ Additional geotechnical work has been completed to allow detailed water system design and an improved understanding of possible wastewater system costs.
- ✓ J.L. Richards and Associates is assisting with the preliminary design work and advancing a more reliable cost estimate for the entire servicing project as per the recommendations of the Class Environmental Assessment.
- ✓ Detailed design for the water system is underway, such that construction can proceed in fall, 2017 with expected completion in late 2018.
- ✓ A Public Information Centre meeting is scheduled for April 22, 2017 at the Port McNicoll Community Centre to provide an update to the public on this project.
- ✓ A motion with respect to the residential costs for the water system is anticipated to be ratified at the March 22, 2017 Council meeting.

## Leverage and enhance our community, heritage and natural assets

*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.**

### **March 14, 2016**

Staff was directed to bring the matter to the Library Board and that a Library Master/Strategic Plan be undertaken to review the service levels and sustainability of the current library system. It will be requested that the Library Board issue the RFP and that once the results are known that the funding request be brought forward to Council.

Councillor Root was directed to proceed with gathering information about a potential community hub in Waubaushene and report back with a business plan at a future meeting.

### **Accomplishments**

- ✓ The Library Board awarded the contract to produce the Library Master Plan to the successful firm in early 2016.
- ✓ Following three public meetings and 423 completed community surveys, the Library Board received the final Master Plan in December, 2016.
- ✓ The Board will consider a report regarding revised branch hours at a Board meeting scheduled for March 23, 2017.
- ✓ The Board will provide direction on the balance of the Library Master Plan recommendations at a Special Library Board meeting scheduled for March 25, 2017.
- ✓ The Library Board and consultants are anticipated to present the Library Master Plan and recommended actions to Council at a Special Committee of all Council meeting in April, 2017.

## Leverage and enhance our community, heritage and natural assets

*Integrate community culture and related assets and into municipal planning and decision-making.*

**19. Complete an age-friendly community strategy. Leverage the Province of Ontario's age-friendly community funding program to support this exercise.**

### **March 14, 2016**

It was agreed that the Township would support the County through the age-friendly survey, currently being circulated, as well as consideration of future affordable housing developments within Tay.

### **Accomplishments**

- ✓ The Mayor and department heads held a meeting with the County of Simcoe Warden and Chief Administrative Officer to discuss a number of items, including age-friendly communities, in Fall, 2016.

## Leverage and enhance our community, heritage and natural assets

*Integrate community culture and related assets and into municipal planning and decision-making.*

**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.**

### **March 14, 2016**

Council agreed to hold a special meeting in May to review the municipality's parkland holdings (parks and trails) in relation to the existing service level for each park. In addition, Council agreed to bring any park development ideas to the meeting for consideration.

### **Accomplishments**

- ✓ The Township held a Special Committee of all Council meeting regarding Parks and Recreation on May 18, 2016.
- ✓ Staff investigated the following potential capital projects and reported to Council during the Long-Term Plan (LTP) meeting:
  - ✓ Pavilion at Patterson Park – included in LTP 2018.
  - ✓ Washroom at Albert Street – included in 2017 Budget.
  - ✓ Option to have paved path from First Avenue to Paradise Point – included in LTP 2026.
  - ✓ Cost for a splash pad – included in 2017 budget with community fundraising.
- ✓ Staff arranged for the provision of portable toilets at the Albert Street Gazebo Park.
- ✓ In 2016, Council added a 14-week seasonal position to provide weekend park coverage.
- ✓ The Township is recruiting two additional Parks summer students for 2017.
- ✓ The Township has issued a request for proposal for the replacement of play structures at Waubaushene Beach (Pine Street) and Oakwood Park.
- ✓ Tay Township is developing a request for proposal for a small-scale splash pad at MacKenzie Park. The Township will seek community support to fund 25 percent of the \$110,000 project. Completion of construction is scheduled for fall, followed by a grand opening in 2018.

## Leverage and enhance our community, heritage and natural assets

*Integrate community culture and related assets and into municipal planning and decision-making.*

**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.

### **March 14, 2016**

Council agreed to hold a special meeting in August to discuss the development of a Waterfront Master Plan.

### **Accomplishments**

- ✓ The Township held a Special Committee of all Council meeting regarding Waterfront Development on August 23, 2016.
- ✓ Council reviewed the current level of service and following discussion, requested that staff report back at a future meeting regarding potential park enhancements for the following parks: Pine Street Park, Eplett Park, Patterson Park, Magnus Beach Park, and Mackenzie Beach Park.
- ✓ When reviewing park enhancements, staff was directed to focus on the following: improved beaches, splash pads, washrooms, parking, gazebo/pavilion, and playgrounds.
- ✓ Staff will provide a report to Council in spring, 2017 on options for a pay-parking system for non-residents at the Victoria Harbour Boat Launch, an invasive species program, as well as possible changes to the Hawker and Peddler, Refreshment Vehicle regulations. (Council passed changes to the business licensing by-law in February, 2017.)
- ✓ Council approved a Canada 150 mural project with Quest Art to be installed in June, 2017.
- ✓ Council approved a new mural to be installed on the side of the Waubaushene Pumping station (along Tay Shore Trail) created by students of Midland Secondary High School.
- ✓ The Township is working with the Port McNicoll 100<sup>th</sup> Anniversary Committee on their planned celebrations for August, 2017.
- ✓ Staff worked with consultants and held two community input sessions to complete a conceptual design for the Harbour Park. The design was adopted in principal at the September, 2016 Council meeting.

## Leverage and enhance our community, heritage and natural assets

*Integrate community culture and related assets and into municipal planning and decision-making.*

- ✓ Staff continue to wait on Skyline Developments to proceed with any of their plans for this project.

## Improve opportunities for business development and attraction

*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 placemaking (e.g. main streets, home-based businesses, community improvement programming).

#### **March 14, 2016**

This item is ongoing with the public meeting on the new Official Plan and Zoning By-law scheduled for April 2016.

#### **Accomplishments**

- ✓ The review of the Official Plan and Zoning By-law is ongoing. Staff anticipate that the updated documents will be provided to Council for adoption in 2017.
- ✓ Staff is awaiting the release of new provincial planning legislation that will affect the Township's planning documents.
- ✓ Staff hosted two open houses on April 5, 2016, and held a Public Meeting at the April 27, 2016 Council meeting.
- ✓ Staff is continually meeting with persons having interest in the process and will provide an overview of comments received once the new documents are brought forward for Council's consideration.

## Improve opportunities for business development and attraction

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

**23. Maintain active involvement with and ensure appropriate budget allocations are in place to support the economic development activities of the Economic Development Corporation of North Simcoe (EDCNS).**

**March 14, 2016**

This item is ongoing, and Council noted that they currently have a three-year commitment to EDCNS.

### **Accomplishments**

- ✓ The Township has an appointed representative on the Board of Directors of EDCNS.
- ✓ EDCNS provides Council with biannual updates on its activities and those of the newly created Heart of Georgian Bay destination marketing organization.
- ✓ The financial contribution to EDCNS was increased for 2017 to represent half of a percent on the municipal tax levy.

## Improve opportunities for business development and attraction

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

### **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.

#### **March 14, 2016**

This item in ongoing and partnership opportunities will be explored as they arise.

#### **Accomplishments**

- ✓ In 2016, Council prepared an unsuccessful proposal for County of Simcoe funding for an affordable housing project on the Township lands attached to Oakwood Park.
- ✓ In March 2017, the Mayor seconded a motion at the County of Simcoe to request that the County dedicate affordable housing funding for smaller rural municipalities.
- ✓ The Township is reviewing its Official Plan and Zoning By-law to allow for mixed-use development of Oakwood Park – i.e. existing open space, institutional uses, and potential affordable housing development for seniors. The Oakwood Community Centre, Fire Hall 5 (Victoria Harbour), and recreational amenities would remain on the property. Tay Township and Severn Sound Environmental Association are developing terms of reference for an Environmental Impact Study in 2017.
- ✓ The Mayor and department heads held a meeting with the County of Simcoe Warden and Chief Administrative Officer to discuss a number of items, including affordable housing, in Fall, 2016.

## Improve opportunities for business development and attraction

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

**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.**

**March 14, 2016**

This item is ongoing.

## Provide strong financial management

*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 (e.g. More rigorous departmental business planning efforts).**

**March 14, 2016**

This item is ongoing.

### **Accomplishments**

- ✓ Department heads continually review their operational and staffing needs for efficiency.

## Provide strong financial management

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

**27. Initiate a best practice review of other “like” municipalities to identify new and creative approaches or models for increasing municipal revenues.**

**March 14, 2016**

Department heads were directed to review options to increase revenues (i.e. fire permits, online payments, dog licences for two years, etc.) and report back to Council at a future meeting.

### **Accomplishments**

- ✓ Starting in 2018, the Township will charge \$20 for Fire Permits.
- ✓ By-law staff will provide a report to Council in spring, 2017 regarding two and three-year dog tags.
- ✓ The ICT Coordinator is working with the Finance Department to introduce an online payment process for multiple Township programs for implementation in 2017.
- ✓ The Recreation Department is reviewing its programs and comparing them to those of neighbouring municipalities with respect to offerings and fees.
- ✓ Staff conducted a biennial corporate-wide review and provided a report to Council on fee changes in 2016.
- ✓ In July, 2016, the Library Board implemented overdue fines on all materials.

## Provide strong financial management

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

### **28. Explore opportunities for the adaptive re-use of vacant and surplus municipal properties.**

**March 14, 2016**

This item is ongoing.

#### **Accomplishments**

- ✓ Council completed a Township wide review of all of its land holdings in January, 2016.
- ✓ In 2016, the Township sold 91 Anderson Crescent to the owner of abutting land.
- ✓ As of March, 2017, the Township has five properties listed for sale, including the former rink lands in Port McNicoll.
- ✓ Fire Hall 2 (Old Fort Road) will accommodate storage of the Public Works Department's seasonal equipment. This will allow Council to make future decisions on whether to dispose of the old Victoria Harbour Fire Hall currently being used for storage as well as the soon to be decommissioned Old Fort Fire Hall.