



**The Corporation of the Township of Tay
Regular Meeting of Council**

**February 26, 2020
7:00 p.m.**

**Municipal Office Council Chambers
Agenda**

1. Call to Order

2. Moment of Silent Reflection

3. Approval of the Agenda

4. Disclosure of Interest

5. Presentations / Delegations

5.1 Presentation – Multiple Recipients – Re: 2020 Township Grants

6. Consent List

a) Adoption of Minutes

- i. Regular Council – January 22, 2020

Resolution

That the regular Council meeting minutes dated January 22, 2020 be approved.

- ii. Special General Government & Finance Committee – February 5, 2020

Resolution

That the special General Government & Finance Committee meeting minutes dated February 5, 2019 be approved.

- iii. Regular Committee of all Council – February 12, 2020

Resolution

That the regular Committee of all Council meeting minutes dated February 12, 2020 be approved.

- iv. Special General Government & Finance Committee – February 13, 2020

Resolution

That the special General Government & Finance Committee meeting minutes dated February 13, 2019 be approved.

- v. Special Council – February 13, 2020

Resolution

That the special Council meeting minutes dated February 13, 2019 be approved.

b) Reports of Various Committees

- i. Tay Heritage Committee – November 5, 2019

Resolution

That the Tay Heritage Committee meeting minutes dated November 5, 2019 be approved.

- ii. Tay Heritage Committee – January 7, 2020

Resolution

That the Tay Heritage Committee meeting minutes dated January 7, 2020 be approved.

- iii. Seniors Advisory Committee – January 14, 2020

Resolution

That the Seniors Advisory Committee meeting minutes dated January 14, 2020 be approved.

- iv. Property Standards Committee – January 15, 2020

Resolution

That the Property Standards Committee meeting minutes dated January 15, 2020 be approved.

- v. Accessibility Advisory Committee – January 16, 2020

Resolution

That the Accessibility Advisory Committee meeting minutes dated January 16, 2020 be approved.

c) Municipal Report

- i. Municipal Report 2020-02-01

Resolution

That Municipal Report 2020-02-01 be received and the recommendations contained therein be approved.

- ii. Municipal Report 2020-02-02

Resolution

That Municipal Report 2020-02-02 be received and the recommendation contained therein be approved.

7. Staff Reports / Other Business

- 7.1 Verbal Report from Mayor Walker
Re: Appointment of New Chief Administrative Officer
- 7.2 Verbal Report from the Acting Chief Administrative Officer
Re: Tay Hydro Inc. Director Appointment
- 7.3 Report from the Fire Chief
Report No. PPP-2020-13
Re: Emergency Response Agreement (Fire & Water Rescue)
- 7.4 Verbal Report from the Director of Public Works
Re: Enbridge Natural Gas Expansion Program
- 7.5 Report from the Clerk
Report No. GGF-2020-13
Re: Strategic Plan Priorities
- 7.6 Report from the Clerk
Report No. GGF-2020-14
Re: Organization Review Report
- 7.7 Correspondence from the Karma Project
Re: Request for Letter of Support – Tay Culinary Map

8. Notice of Motions

9. Council Announcements

10. Closed Session

- 10.1 Verbal Report from the Clerk – Re: Personal matters about an identifiable individual, including municipal or local board employees (Horticulture and Committee of Adjustment Applications)

11. By-laws

- 2020-01 Appointment, Various Committees
- 2020-04 Agreement, Vac Truck (Joe Johnson Equipment)
- 2020-06 Appointment, Chief Administrative Officer/Deputy Clerk (L. Barron)
- 2020-07 Easements, 60 Maple Street
- 2020-08 Deeming, 450 Sturgeon Bay Road (Pt of Percy St)
- 2020-09 Agreement, Fire & Water Rescue
- 2020-10 Amending, Joint Accessibility Advisory Committee Terms of Reference

12. Confirming By-law

13. Adjournment

**The Corporation of the Township of Tay
Regular Council Meeting**

**Wednesday, January 22, 2020
7:00 p.m.**

Present:

Mayor Ted Walker
Councillor Paul Raymond
Councillor Sandy Talbot
Councillor Mary Warnock
Councillor Barry Norris
Councillor Jeff Bumstead

Staff Present:

Alison Gray, Clerk *
Joanne Sanders, Director of Finance/Deputy Clerk
Steve Farquharson, Director of Planning & Development **
Daryl O'Shea, Director of Technology & Communications **
Peter Dance, Director of Public Works **
Brian Thomas, Fire Chief *

Regrets:

Deputy Mayor Gerard LaChapelle

* did not attend Closed Session Item 10.2

** did not attend Closed Session Item 10.2 or return to the meeting

1. Call to Order:

Mayor Walker called the meeting to order at 7:02 p.m.

2. Moment of Silent Reflection:

Mayor Walker called for a moment of silent reflection.

3. Approval of the Agenda:

Moved By: Councillor Mary Warnock

Seconded By: Councillor Sandy Talbot

That the Council Meeting Agenda for January 22, 2020 be adopted with the following amendment:

- **Addition – By-law 2020-02 – Agreement, Culture Alliance Collaboration.**

Carried.

4. Disclosure of Interest:

None were presented.

5. Presentations / Delegations:

No presentations/delegations were made.

6. Consent List:

a) Adoption of Minutes

- i. Public Meeting of Municipal Council – November 27, 2019

Resolution

That the Public Meeting minutes dated November 27, 2019 be approved.

- ii. Regular Council – December 18, 2019

Resolution

That the regular Council meeting minutes dated December 18, 2019 be approved.

- iii. Regular Committee of all Council – January 8, 2020

Resolution

That the regular Committee of all Council meeting minutes dated January 8, 2020 be approved.

b) Reports of Various Committees

- i. Culture Alliance – September 24, 2019

Resolution

That the Culture Alliance meeting minutes dated September 24, 2019 be approved.

- ii. Seniors Advisory Committee – October 24, 2019

Resolution

That the Seniors Advisory Committee meeting minutes dated October 24, 2019 be approved.

- iii. Culture Alliance – October 25, 2019

Resolution

That the Culture Alliance meeting minutes dated October 25, 2019 be approved.

- iv. Culture Alliance – November 4, 2019

Resolution

That the Culture Alliance meeting minutes dated November 4, 2019 be approved.

- v. Horticulture Committee – November 14, 2019

Resolution

That the Horticulture Committee meeting minutes dated November 14, 2019 be approved.

- vi. Tay Township Public Library Board – November 19, 2019

Resolution

That the Tay Township Public Library Board meeting minutes dated November 19, 2019 be approved.

- vii. Committee of Adjustment – November 20, 2019

Resolution

That the Committee of Adjustment meeting minutes dated November 20, 2019 be approved.

- viii. Culture Alliance – November 22, 2019

Resolution

That the Culture Alliance meeting minutes dated November 22, 2019 be approved.

- ix. Senior Advisory Committee – November 26, 2019

Resolution

That the Senior Advisory Committee meeting minutes dated November 26, 2019 be approved.

- x. Senior Advisory Committee – December 17, 2019

Resolution

That the Senior Advisory Committee meeting minutes dated December 17, 2019 be approved.

c) Municipal Report

- i. Municipal Report 2020-01-01

Resolution

That Municipal Report 2020-01-01 be received and the recommendations contained therein be approved.

Moved By: Councillor Mary Warnock

Seconded By: Councillor Jeff Bumstead

That the Consent List for January 22, 2020 and the Recommendations contained therein be adopted as Resolutions of Council, except Item 6(c)(i) Municipal Report 2020-01-01, Public Works Item 3.2.

Carried.

Municipal Report 2020-01-01, Public Works Item 3.2

Councillor Warnock advised that correspondence has been received from the Georgian Landing Homeowners Association regarding the Traffic Proposal, and requested that the correspondence be considered by Council.

Staff advised that the correspondence has been placed on the February 12th, 2020 Committee agenda.

7. Staff Reports / Other Business:

7.1 Verbal Report from Mayor Walker regarding Wye Marsh Fundraising Dinner.

Council received a verbal report from Mayor Walker respecting the Wye Marsh Fundraising Dinner.

Council agreed that the dinner should continue in 2020; however, noted that further conversation needs to occur at the February 12th Committee respecting who the recipient of the funds will be.

Staff was directed to contact Jill Dunlop, MPP to see if she would like to take the event over as a Wye Marsh Fundraiser and report back to the February 12th Committee meeting.

7.2 Report from the Clerk regarding Culture Alliance Ontario Trillium Foundation Application

Council received Staff Report No. GGF-2020-05 from the Clerk regarding the Culture Alliance Ontario Trillium Foundation Application

Moved By: Councillor Barry Norris

Seconded By: Councillor Paul Raymond

**That Staff Report No. GGF-2020-05 regarding the Culture Alliance's Ontario Trillium Foundation Application be received;
And that the Collaboration Agreement between the Town of Midland, Town of Penetanguishene, Township of Tay, Township of Tiny and Beausoleil First Nation be approved;
And that the required by-law be brought forward for consideration.**

Carried.

7.3 Report from the President of Tay Hydro Inc. regarding Tay Hydro Inc. Director Appointment

Council received a report from the President of Tay Hydro Inc., January 13, 2020 regarding Tay Hydro Inc. Director Appointment.

Moved By: Councillor Sandy Talbot

Seconded By: Councillor Mary Warnock

THAT the Tay Hydro Inc. ("Tay Hydro") Report of the President dated January 13, 2020 regarding the appointment of the sole director be received and the following recommendations be adopted:

Cont'd...

WHEREAS the Corporation of the Township of Tay (the "Sole Shareholder") is the Sole Shareholder of Tay Hydro Inc. ("Tay Hydro");

AND WHEREAS Tay Hydro owns all of the common shares of Tay Utility Contracting Inc. ("Tay Contracting");

AND WHEREAS pursuant to s.102(2) of the *Business Corporations Act* (Ontario) (the "OBCA") where a body corporate is the shareholder of a corporation the corporation shall recognize any individual properly authorized by the body corporate to represent it at meetings of shareholders of the corporation;

AND WHEREAS pursuant to s.104 of the *OBCA* a written resolution dealing with all the matters required to be dealt with at a shareholders meeting and signed by the shareholders entitled to vote at that meeting satisfies all requirements of the *OBCA* relating to that meeting of shareholders;

NOW THEREFORE BE IT RESOLVED by the Municipal Council of the Corporation of the Township of Tay as follows:

1. THAT the Mayor, as the Sole Shareholder's legal representative, is directed to sign the following Tay Hydro Shareholder resolutions:

a. THAT Joanne Sanders be appointed as the sole director of Tay Hydro to hold office until the next annual meeting of shareholders or until her successor is elected or appointed.

b. THAT Joanne Sanders, so long as she is the sole director of Tay Hydro, shall represent Tay Hydro at meetings of shareholders of NT Power and Tay Contracting;

2. AND THAT the Mayor, as the Sole Shareholder's legal representative, direct Joanne Sanders, the sole director and legal representative of Tay Hydro, to sign the following Tay Contracting shareholder resolutions:

a. THAT Joanne Sanders be appointed as the sole director of Tay Contracting to hold office until the next annual meeting of shareholders or until her successor is elected or appointed.

Carried.

8. **Notices of Motion:**

None were presented.

9. **Council Announcements**

Councillor Bumstead provided Council with a monthly report on upcoming events and other matters.

Councillor Warnock provided Council with a monthly report on upcoming events and other matters.

Councillor Raymond provided Council with a monthly report on upcoming events and other matters.

Councillor Norris provided Council with a monthly report on upcoming events and other matters.

Mayor Walker provided Council with a monthly report on upcoming events and other matters.

10. Closed Session

Moved By: Councillor Paul Raymond

Seconded By: Councillor Barry Norris

That Council adjourn to a Closed Session;

And further that this portion of the meeting be closed to the public pursuant to Section 239, Subsection 2 of the Municipal Act, 2001:

- **Personal matters about an identifiable individual, including municipal or local board employees (Horticulture and Committee of Adjustment Applications, and Employee Matter).**

Carried.

Closed Session commenced at 7:32 p.m.

10.1 We received a verbal report from the Clerk regarding personal matters about an identifiable individual, including municipal or local board employees (Horticulture and Committee of Adjustment Applications). Council deferred the matter to the next Council meeting along with By-law 2020-01.

10.2 We received a verbal report from Mayor Walker regarding personal matters about an identifiable individual, including municipal or local board employees (Employee Matter).

Moved By: Councillor Paul Raymond

Seconded By: Councillor Barry Norris

That Council adjourn from the Closed Session at 8:05 p.m. and return to the regular meeting.

Carried.

11. By-laws

2020-02 Agreement, Culture Alliance Collaboration

Moved By: Councillor Sandy Talbot

Seconded By: Councillor Mary Warnock

That By-law 2020-02 be read a first, second and third time and finally passed.

Carried.

12. Confirming By-law:

Moved By: Councillor Mary Warnock

Seconded By: Councillor Sandy Talbot

That By-law 2020-03 being a by-law to adopt the proceedings of the meeting be read a first, second and third time and finally passed.

Carried.

13. Adjournment:

Moved By: Councillor Mary Warnock

Seconded By: Councillor Sandy Talbot

That this Regular Meeting of Council adjourn at 8:06 p.m. and to reconvene on February 26, 2020 at 7:00 p.m.

Carried.

MAYOR

CLERK

The Corporation of the Township of Tay
Special Committee of all Council Meeting
General Government & Finance Committee

Wednesday, February 5, 2020
10:00 a.m.

Present: Mayor Ted Walker
Deputy Mayor Gerard LaChapelle
Councillor Paul Raymond
Councillor Sandy Talbot
Councillor Jeff Bumstead
Councillor Mary Warnock
Councillor Barry Norris

Staff Present: Joanne Sanders, Director of Finance/Deputy Clerk
Alison Gray, Clerk
Steve Farquharson, Director of Planning & Development
Daryl O'Shea, Director of Technology & Communications
Peter Dance, Director of Public Works
Brian Thomas, Fire Chief
Lindsay Barron, Financial Analyst

1. Call to Order

Mayor Walker called the special meeting to order at 10:00 a.m.

2. Disclosure of Interest

None were presented.

3. Adoption of the Agenda

Mayor Walker inquired as to any additions, deletions or amendments to the agenda.

After discussion and consideration the following motion was moved by Councillor Norris and seconded by Councillor Raymond recommending the following to Council for consideration:

That the February 5, 2020 agenda be adopted as circulated.
Carried.

4. **Staff Reports / Other Business**

4.1 **Workshop on the 2019-2022 Council Strategic Plan**

Council and staff reviewed the 19 Strategic Plan Actions that were developed from the recent Strategic Plan.

Individual Council members identified their various priorities, and following discussion Council agreed on the following six priorities:

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

Action/Goal:

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

#3 - 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 Township website)

Action/Goal:

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

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

Action/Goal:

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

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

Action/Goal:

1. Underway - proceed with current roads program, continue to monitor and work with council working group

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

Action/Goal:

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

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

Action/Goal:

1. Investigate increased parking (end of Waldie St, close Veterans Lane, etc.), how many new spots?;
2. Investigate whether or not use of launch should be open to all vs Tay residents & compare to what is available in other municipalities (fees, revenues, costs, tag program similar to Tiny?);
3. Report reviewing 2019 season (issues, concerns, revenues from increased fines)

It was noted that the following additional items are already in progress:

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

Action/Goal:

1. RFP for consultant out February 7, 2020

#8 - 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.

Action/Goal:

1. Draft Report to Special GGF Feb 13, inter-related to #16

Council requested that a follow up workshop be held in August or September 2020 to review progress made on the priorities, and if some had been completed new priorities may be identified.

Council agreed that the Chair & Vice Chair of each Council Committee would meet with staff to work and develop each item before the item is reported back to Council, with the exception that Councilors' Raymond and Warnock would work with staff on recreation items rather than the Chair & Vice Chair of Public Works.

4. **Adjournment**

Moved by Councillor Raymond and seconded by Deputy Mayor LaChapelle.

That this Special General Government & Finance Committee meeting adjourn at 1:02 p.m.

Carried.

Minutes Recorder – Alison Gray, Clerk

The Corporation of the Township of Tay
Committee of all Council Meeting Minutes

Wednesday, February 12, 2020
10:00 A.M.

Present: Mayor Ted Walker
Deputy Mayor Gerard LaChapelle
Councillor Paul Raymond
Councillor Sandy Talbot
Councillor Jeff Bumstead
Councillor Mary Warnock
Councillor Barry Norris

Staff Present: Alison Gray, Clerk
Joanne Sanders, Director of Finance/Deputy Clerk
Steve Farquharson, Director of Planning & Development
Daryl O'Shea, Director of Technology & Communications
Peter Dance, Director of Public Works
Brian Thomas, Fire Chief
Robert Kennedy, Municipal Law Enforcement Officer (Sec. A)
Lyell Bergstrom, Manager of Roads & Fleet (Sec. C)
Bryan Anderson, Manager of Parks, Recreation & Facilities (Sec. C)
Mike Emms, Superintendent of Water & Wastewater (Sec. C)

1. **Call to Order:**
Mayor Walker called the meeting to order at 10:00 a.m.
2. **Adoption of the Agenda:**
Mayor Walker inquired as to any additions, deletions or amendments to the agenda.
After discussion and consideration the following motion was moved by Councillor Talbot and seconded by Councillor Norris recommending the following to Council for consideration:
That the February 12, 2020 agenda be adopted as circulated.
Carried.
3. **Disclosure of Interest:**
None were presented.
4. **Delegations:**
10:00 – J. Evans, O.P.P. – Re: 4th Quarter Update & Year End
We received a delegation from Inspector Joe Evans, OPP providing a 3rd Quarter Update, as outlined in his report. Inspector Evans highlighted various matters of interest, community service events attended and reviewed the quarterly statistical report for our area.

10:15 – KCee (Karen) Clark – Re: Water Billing Issue

We received a delegation from KCee Clark regarding a high water billing issue, as detailed in her correspondence. Ms. Clark reported that since buying the building in Port McNicoll she has been working on rebuilding it between contract jobs. She noted that per her correspondence that she did act quickly when she was informed of the leak.

Ms. Clark noted that she was informed by staff that if she wanted to request clemency with respect to her bill she would need to appeal to Council. In addition, she inquired as to whether or not the building could be charged at the residential rate as the commercial portion is currently vacant. In conclusion, she requested clemency as it related to her outstanding water bill.

Council requested a report the matter and advised Ms. Clark that a decision would occur at a future meeting.

10:45 – Irene York & Craig Moreau – Re: Request to have Tay 'Opt In' for Cannabis Retail to facilitate construction of retail store on Hwy 12

We received a delegation from Irene York & Craig Moreau regarding a request to have the Township 'Opt In' for Cannabis Retail, as detailed in her correspondence. Ms. York noted that she understood why Council, as with many other municipalities, 'opted out' in 2018 due to a lack of information with respect to how retail cannabis was going to work. She advised that since 2018 the provincial framework and regulations governing retail cannabis have changed substantially with the Province opening up the market to any qualified retail operator. Ms. York noted that cannabis sales are already in the community through the online store and outlined the local benefits of a physical store. In conclusion, she requested on behalf of Mr. Moreau that Tay 'opt in' to permit retail sales.

Mr. Moreau advised that he would like to open a retail cannabis store on Highway 12 that would 'set the bar' for the area. He noted that he has been working towards this since legalization and requested that Council 'opt in' to permit the store.

Council requested a report on the matter as soon as possible with respect to regulating retail cannabis stores, what other municipalities have done and what has changed since January 2019.

10:30 – Greg Bishop & Arfona Zwiers, County of Simcoe – Re: 60 Maple Street Update

We received a delegation from Greg Bishop, Arfona Zwiers & Brad Spiwak, County of Simcoe providing a progress update on the affordable housing development at 60 Maple Street, as detailed in their PowerPoint presentation. Mr. Bishop and Mrs. Zwiers provided a brief overview of the history of the project highlighting that once finished the development will provide 41 units with seven barrier-free suites.

Mr. Spiwak provided a detailed overview of the building's features including the common room, room designs, and amenities and highlighted the linking connection to Oakwood Park. He reviewed the construction timeline over the upcoming year that will result in substantial completion by August 2020, and move in by late Fall 2020.

Mrs. Zwiers reviewed how to apply to for the County's affordable housing, the estimated rent, and eligibility criteria. In conclusion, she noted that applications for initial occupancy are to be submitted by May 31st, 2020.

Staff was requested to place a link to the application and information on the Township's webpage.

5. Committee Business:

C: Public Works Committee – Chaired By Chair Councillor Barry Norris:

C.1 The Public Works Committee was called to order by the Chair at 12:15 p.m.

C.3.1 We received correspondence for information from Georgian Land Home Owners Association regarding Wycliffe Speed Bumps and Traffic Calming.

Council gave direction that the Chair & Vice Chair of Public Works meet with the Director of Public Works, and Mr. Chivers to review the matter and that staff report back to the March Committee meeting.

Council temporarily recessed at 12:18 p.m.

Council reconvened at 12:50 p.m.

A: Protection to Persons & Property Committee – Chaired by Chair Councillor Sandy Talbot:

A.1 The Protection to Persons & Property Committee was called to order by the Chair at 12:50 a.m.

A.2.6 We received Report No. PPP-2020-12 from the Municipal Law Enforcement Officer, under date of February 12, 2020 regarding Overview of the 2019 Boat Launch Season.

After discussion and consideration the following motion was moved by Councillor Raymond and seconded by Councillor Bumstead recommending the following to Council for consideration:

That Staff Report No. PPP-2020-12 regarding the Overview of the 2019 Boat Launch Season be received for information.

Carried.

Council gave direction to proceed with staff's suggested changes for the 2020 season.

A.3.2 We held a discussion on the Victoria Harbour Boat Launch.

Council gave direction to review future parking improvements, resident vs non-resident usage, and other further considerations in late 2020 following this year's season.

A.2.1 We received Report No. PPP-2020-06 from the Fire Chief, under date of February 12, 2020 regarding a Monthly Activity Report for January 2020.

After discussion and consideration the following motion was moved by Councillor Bumstead and seconded by Councillor Raymond recommending the following to Council for consideration:

That Staff Report No. PPP-2020-06 regarding Fire Chief's Monthly Activity Report – January 2020 be received for information.

Carried.

A.2.2 We received Report No. PPP-2020-11 from the Deputy Fire Chief/Fire Prevention Officer, under date of February 12, 2020 regarding a Monthly Activity Report for January 2020.

After discussion and consideration the following motion was moved by Councillor Bumstead and seconded by Councillor Warnock recommending the following to Council for consideration:

That Staff Report No. PPP-2020-11 regarding Deputy Fire Chief/FPO Monthly Activity Report – January 2020 be received for information.

Carried.

A.2.3 We received Report No. PPP-2020-07 from the Fire Chief, under date of February 12, 2020 regarding Public Education Trial.

After discussion and consideration the following motion was moved by Councillor Warnock and seconded by Councillor Raymond recommending the following to Council for consideration:

**That Staff Report No. PPP-2020-07 regarding Public Education Trial be received for information; and
That a public education trial for fire safety be approved and the 2020 Budget be amended to include \$10,000 funded by Fire Marque.**

Carried.

- A.2.4 We received Report No. PPP-2020-05 from the Municipal Law Enforcement Officer, under date of February 12, 2020 regarding a Year End by-law Activity Report for 2019.

After discussion and consideration the following motion was moved by Councillor Norris and seconded by Councillor Warnock recommending the following to Council for consideration:

That Staff Report No. PPP-2020-05 regarding Year End By-law Activity Report for 2019 be received for information.

Carried.

- A.2.5 We received Report No. PPP-2020-10 from the Municipal Law Enforcement Officer, under date of February 12, 2020 regarding a Monthly Activity Report for January 2020.

After discussion and consideration the following motion was moved by Councillor Bumstead and seconded by Councillor Warnock recommending the following to Council for consideration:

That Staff Report No. PPP-2020-10 regarding Municipal Law Enforcement Officer's Monthly Activity Report – January 2020 be received for information.

Carried.

Council requested that staff note where the dumping is occurring and provide a summary in a few months.

- A.2.7 We received Report No. PPP-2020-08 from the Municipal Law Enforcement Officer/Canine Control, under date of February 12, 2020 regarding a Canine Control 2019 Year End Report.

After discussion and consideration the following motion was moved by Councillor Warnock and seconded by Councillor Bumstead recommending the following to Council for consideration:

That Staff Report No. PPP-2020-08 regarding Year End Canine Control Report for 2019 be received for information.

Carried.

- A.2.8 We received Report No. PPP-2020-09 from the Municipal Law Enforcement Officer/Canine Control, under date of February 12, 2020 regarding a Monthly Activity Report for December 2020.

After discussion and consideration the following motion was moved by Councillor Bumstead and seconded by Deputy Mayor LaChapelle recommending the following to Council for consideration:

That Staff Report No. PPP-2020-09 regarding MLEO/Canine's Monthly Activity Report – January 2020 be received for information.

Carried.

- A.3.1 We received a verbal report for information from Councillor Raymond regarding ATV/ORV Road Use.
Councillor Raymond reviewed the information and advised that when the new provincial legislation is passed that the rules regulating usage will reverse and the municipality would need to pass a by-law prohibiting ATV/ORV's on roads if that is Council's direction.
- A.4.1 We received for information a news bulletin from the OPP Municipal Policing Bureau regarding January 2020 News.
- A.4.2 We received for information correspondence from AMO regarding Government announces consultation on re-composition of OPP Detachment Boards.
Mayor Walker advised that Councillor Warnock and he will be in attendance.
- A.4.3 We received for information correspondence from Jon Pegg, Fire Marshal regarding an Assigned fire Protection Adviser.

B: General Government & Finance Committee – Chaired by Chair Deputy Mayor Gerard LaChapelle:

- B.1 The General Government & Finance Committee was called to order by the Chair at 2:05 p.m.
- B.2.1 We received Report No. GGF-2020-06 from the Director of Finance/Acting CAO, under date of February 12, 2020 regarding Christmas Season Office Hours 2020.
After discussion and consideration the following motion was moved by Councillor Warnock and seconded by Councillor Talbot recommending the following to Council for consideration:
That Staff Report No. GGF-2020-06 regarding Christmas Season Office Hours 2020 be received for information.
Carried.
- B.2.2 We received Report No. GGF-2020-07 from the Director of Finance/Acting CAO, under date of February 12, 2020 regarding Community Safety and Well-being Plan.
After discussion and consideration the following motion was moved by Councillor Raymond and seconded by Councillor Norris recommending the following to Council for consideration:

That Staff Report No. GGF-2020-07 regarding Community Safety and Well-being Plan be received;

And further that the Township of Tay participate in a collaborative initiative with the Township of Tiny and the Towns of Midland and Penetanguishene under the County of Simcoe's leadership to develop a joint Community Safety and Well-being Plan in accordance with the new legislative amendments outlined under Part XI, Section 143 of the Police Services Act, R.S.O. 1990;

AND THAT the Fire Chief be appointed to the Geographical Municipal Coordinating Committee to assist with the development of the joint Community Safety and Well-being Plan.

Carried.

Staff was directed to report any pertinent information back to the Community Policing Committee as necessary.

- B.2.3 We received Report No. GGF-2020-08 from the Director of Finance/Acting CAO, under date of February 12, 2020 regarding Chief Administrative Officer Job Description.

After discussion and consideration the following motion was moved by Councillor Warnock and seconded by Councillor Norris recommending the following to Council for consideration:

That Staff Report No. GGF-2020-08 regarding Chief Administrative Officer Job Description be received;

And further that the Chief Administrative Officer Job Description as amended be approved.

Carried.

- B.2.4 We received Report No. GGF-2020-12 from the Director of Finance/Acting CAO, under date of February 12, 2020 regarding Joint Services Review.

After discussion and consideration the following motion was moved by Councillor Raymond and seconded by Councillor Talbot recommending the following to Council for consideration:

That Staff Report No. GGF-2020-12 regarding the Joint Services Review be received;

And further that the Mayor and Clerk be delegated the authority to sign the necessary contract agreements with the respect to award of the project under the Municipal Modernization Funding; and

And further that the Mayor and Clerk be authorized to sign necessary Municipal Modernization Fund funding agreement with the Province of Ontario.

Carried.

B.2.5 We received for information Report No. GGF-2020-11 from the Clerk, under date of February 12, 2020, regarding the Clerk's Monthly Activity Report.

B.2.6 We received Report No. GGF-2020-10 from the Clerk, under date of February 12, 2020 regarding Amendments to the Terms of Reference for the Joint Accessibility Advisory Committee.

After discussion and consideration the following motion was moved by Councillor Warnock and seconded by Councillor Norris recommending the following to Council for consideration:

That Staff Report GGF-2020-10 regarding Amendments to the Terms of Reference for the Joint Accessibility Advisory Committee be received;

And that the amended Terms of Reference be approved;

And that the required amending by-law be brought forward for Council's consideration.

Carried.

B.2.7 We received for information Report No. GGF-2020-09 from the Director of Technology and Communications, under date of February 12, 2020, regarding the Monthly Activity Report – January 2020.

B.3.1 We held a discussion on the upcoming Fundraising Dinner.

Staff advised that discussions are underway with the local MPP to see if they wish to assume the annual fundraising dinner.

Staff was directed to advise the Wye Marsh that the Township will not be fundraising for them in 2020 as Council would like any proceeds from the fundraising dinner to benefit multiple charities.

Council directed that the matter be referred for additional discussion to the March Committee meeting.

B.3.2 We received a verbal report from Mayor Walker regarding Rural Broadband Committee.

Council directed that Councillors Bumstead, Norris and Raymond develop an IT & Broadband Ad Hoc Committee with the Director of Technology & Communications, and further that the Committee work to develop a Terms of Reference at their first meeting.

B.3.3 We received a verbal report from Mayor Walker regarding a Community Safety Plan Appointment.

Council noted that the matter was addressed under Item B.2.2.

B.3.4 We received a verbal report from Councillor Bumstead regarding ROMA Conference 2020 Presentation Schedule.

Councillor Bumstead provided an overview of the recent ROMA Conference.

- B.3.5 We received a verbal report from Councillor Norris regarding the creation of a planning committee for the Waubaushene Community Centre/Hub.
Councillor Norris noted that in Fall 2019 the Township applied for a grant to construct a new Waubaushene Community Center and inquired as to whether or not a planning committee should be created in the event that the grant is approved.
Following discussion, Council directed that Councillor Norris, Deputy Mayor LaChapelle, the Director of Public Work, Financial Analyst and Manager of Parks & Recreation meet to hold preliminary discussions on the project.
- B.4.1 We received a memorandum for information from Steven Pelletier regarding the Appointment of Presidency, The Guesthouse Shelter. Staff was directed to send a letter of congratulations.
- B.4.2 We received correspondence for information from AMO regarding Infrastructure and Court Security Funding News.
- B.4.3 We received a resolution for information from the County of Simcoe regarding the AMO Report "Towards a Reasonable Balance".
- B.4.4 We received correspondence for information from Society of St. Vincent de Paul regarding Thank You.
- B.4.5 We received correspondence for information from the County of Simcoe regarding County Council Highlights.

C: Public Works Committee – Chaired By Chair Councillor Barry Norris:

- C.1 The Public Works Committee resumed at 2:58 p.m.
- C.2.1 We received for information Staff Report No. PW-2020-10 from the Director of Public Works, under date of February 12, 2020, regarding a Monthly Activity Report.
- C.2.2 We received for information Staff Report No. PW-2020-07 from the Manager of Parks, Recreation & Facilities, under date of February 12, 2020 regarding a Monthly Activity Report.
Staff advised that reports are anticipated in March on planned MacKenzie Beach Park & Oakwood Park improvements.
Staff advised that they will report back on the usage of the outdoor rinks following the conclusion of the season.
- C.2.3 We received for information Staff Report No. PW-2020-11 from the Manager of Roads & Fleet, under date of February 12, 2020 regarding a Monthly Activity Report.

C.2.4 We received for information Staff Report No. PW-2020-09 from the Water/Wastewater Superintendent, under date of February 12, 2020 regarding a Monthly Activity Report.

C.2.5 We received Report No. PW-2020-05 from the Director of Public Works, under date of February 12, 2020 regarding Vac Truck Procurement Options.

After discussion and consideration the following motion was moved by Councillor Warnock and seconded by Councillor Talbot recommending the following to Council for consideration:

That Staff Report No. PW-2020-05 regarding Vac Truck Procurement Options be received;

At that staff sole source a used vac truck from an established vendor and report to Council with a proposed vehicle purchase.

Carried.

C.2.6 We received Report No. PW-2020-06 from the Director of Public Works, under date of February 12, 2020 regarding Vac Truck Purchase.

After discussion and consideration the following motion was moved by Councillor Raymond and seconded by Councillor Bumstead recommending the following to Council for consideration:

That Staff Report No. 2020-06 regarding the sole source purchase of a 2019 vac truck be received;

And that the offer from Joe Johnson Equipment in the amount of \$489,500.00 plus HST to supply a 2019 Vac Truck be accepted;

And that staff be directed to prepare the by-law authorizing the execution of the contract between the Township of Tay and Joe Johnson Equipment.

Carried.

C.2.7 We received Report No. PW-2020-08 from the Director of Public Works, under date of February 12, 2020 regarding MacKenzie Park Washroom Options.

After discussion and consideration the following motion was moved by Councillor Talbot and seconded by Councillor Raymond recommending the following to Council for consideration:

That Staff Report No. PW-2020-08 regarding the MacKenzie Park Washroom Building be received;

And that Staff proceed with a detailed architectural design based on the Option B conceptual design outlined in this report;

And that a tender be issued once the detail architectural design is completed.

Carried.

C.2.8 We received Report No. PW-2020-12 from the Director of Public Works, under date of February 12, 2020 regarding 2020 Road Resurfacing.

After discussion and consideration the following motion was moved by Councillor Talbot and seconded by Councillor Bumstead recommending the following to Council for consideration:

That Staff Report No. PW-2020-12 regarding 2020 Road Resurfacing be received;

And that Council approves the sections of roads proposed as amended;

And that Council approves the allocation of \$127,000 for the Seventh Avenue sidewalk project.

Carried.

Council agreed to include additional works on Sallows Drive in the tender, and that staff will report back once the tender is received.

C.4. No Items for Information were presented.

D: Planning & Development Committee – Chaired by Chair Councillor Mary Warnock:

D.1 The Planning & Development Committee was called to order by the Chair at 3:45 p.m.

D.2.1 We received Report No. PD-2020-05 from the Chief Building Official, under date of February 12, 2020 regarding Building Services Division Monthly Report – January 2020.

After discussion and consideration the following Deputy Mayor LaChapelle and seconded by Councillor Norris recommending the following to Council for consideration:

That Report No. PD-2020-05 regarding Building Services Division Monthly Report – January 2020 be received.

Carried.

D.2.2 We received for information Report No. PD-2020-06 from the Director of Planning & Development, under date of February 12, 2020 regarding Director Monthly Update – January 2020.

D.2.3 We received Report No. PD-2020-07 from the Director of Planning & Development, under date of February 12, 2020 regarding Zoning Certificate Improvement Process.

After discussion and consideration the following motion was moved by Councillor Raymond and seconded by Councillor Talbot recommending the following to Council for consideration:

**That Staff Report No. PD-2020-07 regarding Zoning Certificate Improvement Process be received;
And further, that the Council supports the implementation of the proposed changes as outlined in Staff Report PD-2020-07, and that the proposed changes come into effect immediately.
Carried.**

D.2.4 We received Report No. PD-2020-08 from the Director of Planning & Development, under date of February 12, 2020 regarding 60 Maple Street Updated Easements.

After discussion and consideration the following motion was moved by Councillor Talbot and seconded by Councillor Raymond recommending the following to Council for consideration:

That Staff Report No. PD-2020-08 regarding the addition of underground hydro and fibre optic communication to the existing easement to service the development at 60 Maple Street be received;

And that the appropriate by-law be brought forward to update the easement to include hydro and communications.

Carried.

D.3.1 We received a verbal report for information from Councillor Warnock regarding Protection Clean Water Sources – Request for Support.

D.4.1 We received correspondence for information from the Town of Collingwood regarding Conservation Authorities.

D.4.2 We received resolutions for information from Georgian College regarding Build Your Career.

D.4.3 We received a notice for information from EDCNS regarding Economic Development Office Report – January 16, 2020.

6. CLOSED SESSION:

No Closed Session was held.

7. ADJOURNMENT:

Moved by Deputy Mayor LaChapelle and seconded by Councillor Bumstead.

That this Committee of All Council meeting adjourn at 4:01 p.m. and reconvene on March 11, 2020.

Carried.

Minutes Recorder: Alison Gray, Clerk

The Corporation of the Township of Tay
Special Committee of all Council Meeting
General Government & Finance Committee

Thursday, February 13, 2020
10:00 a.m.

Present: Mayor Ted Walker
Deputy Mayor Gerard LaChapelle
Councillor Paul Raymond
Councillor Sandy Talbot
Councillor Jeff Bumstead
Councillor Mary Warnock
Councillor Barry Norris

Staff Present: Joanne Sanders, Director of Finance/Deputy Clerk
Alison Gray, Clerk *
Steve Farquharson, Director of Planning & Development *
Daryl O'Shea, Director of Technology & Communications *
Peter Dance, Director of Public Works *
Brian Thomas, Fire Chief *
Chas Anselmo, KPMG Consultant

* Did not attend Closed Session

1. Call to Order

Mayor Walker called the special meeting to order at 10:03 a.m.

2. Disclosure of Interest

None were presented.

3. Adoption of the Agenda

Mayor Walker inquired as to any additions, deletions or amendments to the agenda.

After discussion and consideration the following motion was moved by Councillor Norris and seconded by Councillor Raymond recommending the following to Council for consideration:

That the February 13, 2020 agenda be adopted as circulated.
Carried.

4. Staff Reports / Other Business

4.1 Presentation from Chas Anselmo, KPMG – Re: Draft Report, Tay Organization Review

Council received a presentation from Chas Anselmo, KPMG providing a review of the draft Tay Organization Review report, as detailed in his PowerPoint presentation. Mr. Anselmo noted that the report was reviewed with staff and that constructive comments were received. He outlined various themes that emerged from the review, and considerations for potential structures.

He detailed three corporate models emphasizing that they are options for consideration that may be changed, amended or added to as Council deems necessary. Mr. Anselmo reviewed five particular positions for Council's consideration, being Human Resources, Mechanic, Engineering Technologist, and Corporate Communications, Recreation Assistant as well as the rationale for the recommended positions.

Mr. Anselmo noted the potential that the personnel changes may have on the organization. In addition, he noted that when considering the options Council may want to have regard for the potential of establishing continuous improvement capacity within the organization, exploring the redevelopment of the Township's approach to customer service, as well as examining and redeveloping corporate systems associated with human resources. In conclusion, he commented that he looks forward to discussing the options and report further with Council.

4.2 Closed Session – Council – Re: Personal matters about an identifiable individual, including municipal or local board employees (Organization Review).

Moved By: Councillor Paul Raymond

Seconded By: Deputy Mayor Gerard LaChapelle

That Council adjourn to a Closed Session;

And further that this portion of the meeting be closed to the public pursuant to Section 239, Subsection 2 of the Municipal Act, 2001:

- Personal matters about an identifiable individual, including municipal or local board employees (Organization Review).**

Carried.

Closed Session commenced at 10:55 a.m.

We held a Closed Session regarding personal matters about an identifiable individual, including municipal or local board employees (Organization Review).

Council reviewed the draft report by KPMG as it pertains to individual positions and employees.

Council temporarily recessed at 12:10 p.m.
Council reconvened at 12:50 p.m.

Moved By: Deputy Mayor Gerard LaChapelle

Seconded By: Councillor Paul Raymond

That Council adjourn from the Closed Session at 1:50 p.m. and return to the regular meeting.

Carried.

After discussion and consideration the following motion was moved by Councillor Bumstead and seconded by Councillor Talbot recommending the following to Council for consideration:

That the position of mechanic be added to the staff complement and staff proceed with recruitment.

Carried.

Staff was directed to bring a copy of the job description to Council prior to advertising for the position.

4. Adjournment

Moved by Councillor Raymond and seconded by Deputy Mayor LaChapelle.

That this Special General Government & Finance Committee meeting adjourn at 1:56 p.m.

Carried.

Minutes Recorder – Alison Gray, Clerk

**The Corporation of the Township of Tay
Regular Council Meeting**

**Thursday, February 13, 2020
3:00 p.m.**

Present: Mayor Ted Walker
Deputy Mayor Gerard LaChapelle
Councillor Paul Raymond
Councillor Sandy Talbot
Councillor Mary Warnock
Councillor Barry Norris
Councillor Jeff Bumstead

Staff Present: Joanne Sanders, Director of Finance/Deputy Clerk

1. **Call to Order:**
Mayor Walker called the meeting to order at 7:02 p.m.
2. **Approval of the Agenda:**
Moved By: Deputy Mayor Gerard LaChapelle
Seconded By: Councillor Paul Raymond
That the Special Council Meeting Agenda for February 13, 2020
be adopted as circulated.

Carried.
3. **Disclosure of Interest:**
None were presented.
4. **Staff Reports / Other Business:**
4.1 Closed Session – Council – Re: Personal matters about an identifiable individual, including municipal or local board employees (Recruitment).

Moved By: Councillor Mary Warnock
Seconded By: Councillor Jeff Bumstead
That Council adjourn to a Closed Session;
And further that this portion of the meeting be closed to the public pursuant to Section 239, Subsection 2 of the Municipal Act, 2001:
 - Personal matters about an identifiable individual, including municipal or local board employees (Recruitment).

Carried.

Closed Session commenced at 3:02 p.m.

- 4.1 We received presentations regarding personal matters about an identifiable individual, including municipal or local board employees (Recruitment).

Council received presentations from various individuals subject to the recruitment for the position of Chief Administrative Officer.

Moved By: Councillor Mary Warnock

Seconded By: Councillor Jeff Bumstead

That Council adjourn from the Closed Session at 7:18 p.m. and return to the regular meeting.

Carried.

Moved By: Councillor Jeff Bumstead

Seconded By: Councillor Mary Warnock

That the Mayor & Acting CAO provide the Offer of Employment to the successful candidate selected during the In Camera Session.

Carried.

12. Confirming By-law:

Moved By: Councillor Barry Norris

Seconded By: Councillor Paul Raymond

That By-law 2020-05 being a by-law to adopt the proceedings of the meeting be read a first, second and third time and finally passed.

Carried.

13. Adjournment:

Moved By: Councillor Paul Raymond

Seconded By: Councillor Barry Norris

That this Regular Meeting of Council adjourn at 7:21 p.m.

Carried.

MAYOR

DEPUTY CLERK



TAY HERITAGE COMMITTEE

Minutes

November 5, 2019

Present: John Todd, Chair
Susan Lucas, Vice-Chair
Ken Lung, Committee Member
Paul Raymond, Council Representative

Staff Present: Aleah Clarke, Planner
Steve Farquharson, Director of Planning & Development

1. Call to Order

The Chair called the meeting to order at 3:00 p.m.

2. Acceptance of Agenda

Moved By: Susan Lucas

Seconded By: Councillor Raymond

That the Agenda be accepted as presented.

Carried.

3. Declarations of Pecuniary Interest

None were presented at this time.

4. Adoption of Minutes

4.1 Minutes of October 1, 2019

Moved By: Ken Lung

Seconded By: Councillor Raymond

That the October 5, 2019 minutes be adopted as presented.

Carried.

5. Items for Information

None were presented.

6. New & Unfinished Business

6.1 Presentation by Don Ward

Don gave a presentation about building a new cenotaph in Port McNicoll to recognize veterans from across Simcoe County. Councillor Raymond asked if this type of project would fall under the committee's mandate. Staff was directed to find out.

The committee decided that the project should be presented to Tay's Council and if they support the project, council should then send a letter of support to County Council. The Legion should also send a letter of support to County Council and the final decision of whether the project goes ahead should be the responsibility of Simcoe County Council.

6.2 Invite from Community Heritage Ontario

Ken and John will attend.

6.3 Verbal Report from the Chair

The committee will proceed with a \$5,200 budget request for 2020 and will not make a presentation to council.

6.4 Verbal Update on Agricultural Tour

Councilor Raymond discussed the Agricultural tour of the Township that he attended and the large number of old farms that are still in operation. He suggested that the heritage committee should widen their scope to work with the local High school students and provide report topics such as the Township's farming heritage.

Susan Lucas suggested that the Township's farms could be a theme for the 2020 Canada Day exhibit.

6.5 Verbal Update Regarding Educational Material to Secondary Schools on Heritage in Tay

John Todd and Ken Lung met with the principle from the high school and discussed the opportunity to create a partnership with the school's co-op program. Co-op students could work on a legacy project for the Township to be built on yearly.

Ken and John are putting together a list of possible topics for this project to be presented to the school's principle at a later date.

6.6 Appointment of Chair and Vice Chair for 2020

The committee asked if it's possible for there to be two co-chairs instead of one chair for the committee. Staff will ask the clerk if this is possible. A new chair, or co-chairs, will be appointed at the beginning of 2020.

6.7 2020 Potential Objectives

The committee discussed buildings that could be designated heritage in the future including the Ebenezer Schoolhouse. The committee also discussed how owners of newly designated properties are educated about the restrictions placed on their property through designation.

6.8 The Role of the Committee

John Todd discussed the committee's role and the need to promote heritage in the township. He also discussed the need for the committee to update the heritage inventory.

6.9 Christmas Contribution

Susan Lucas suggested that the heritage Committee arrange for a wreath to be hung from the Range Light as a Christmas contribution.

Steve Farquharson advised the committee that Parks and Recreation would make the final decision on this issue and suggested that the committee request consideration from the Parks and Recreation department.

7. Adjournment

Moved By: Councillor Raymond

Seconded By: Susan Lucas

**That the Heritage Committee meeting adjourn at 4:41 p.m.
Carried.**

John Todd, Chair



TAY HERITAGE COMMITTEE

Minutes

January 7, 2020

Present: John Todd, Chair
Ken Lung, Committee Member
Susan Lucas, Vice-Chair

Staff Present: Steven Farquharson, Director of Planning and Development
Alison Gray, Clerk*

Absent: Paul Raymond, Council Representative

*left the meeting at 4:00

1. Call to Order

The Chair called the meeting to order at 3:02 p.m.

2. Acceptance of Agenda

Moved By: Susan Lucas

Seconded By: Ken Lung

That the Agenda be accepted as presented.

Carried.

3. Declarations of Pecuniary Interest

None were presented at this time.

4. Adoption of Minutes

4.1 Minutes of November 5, 2019

Moved By: Susan Lucas

Seconded By: Ken Lung

That the November 5, 2019 minutes be adopted as amended.

Carried.

5. Items for Information

5.1 CHO News Fall- 2019

Received for information.

5.2 Township of Oro-Medonte, Re: Doors Open Ontario 2020.

The Committee deferred speaking to item 5.2 until item 6.4 on the agenda.

6. New & Unfinished Business

6.1 Welcome to new Member, Susan Schumach

The Chair advised Susan wasn't able to make it to the meeting and that this item would be deferred until the next meeting to welcome her.

6.2 Review of General Mandate and Responsibilities/Terms of Reference

The Committee reviewed the General Mandate and Responsibilities and Term of Reference with the Township Clerk.

6.3 2020 Meeting Dates

The Director of Planning and Development provided an overview as to why the item was on the agenda and if there was any interest in switching the meeting dates to the first Thursday of the month. The Committee decided that the dates would remain the same as presently scheduled and would discuss the item once again when the entire Committee is present at the next meeting. Susan Lucas and Ken Lung stated that they would not be at the next couple of meetings, so this item would likely not come forward for further discussion until the April meeting at the earliest.

6.4 Ratification of 2020 Committee Objectives

The Chair introduced a list of potential projects for the Committee to complete in 2020. After discussions among the members the following decisions were made on the projects and events for 2020:

- Tay Canada Day- Yes
- Tay Bike Day- Yes
- Fall Car Rally- No (Revisit in 2021)
- Santa Clause Parade- Yes
- Century Home House Numbers- Yes
- Walking Tour Brochure- Yes (Ken Lung was suggesting to the Committee that we look at more of a digital map instead of the paper copies. The Committee said that they look at this as they get closer to working on the project)
- Updating the Inventory- Yes, but this is a long term project. They would look to utilize the student involvement.
- Increase viability at the Libraries- Yes. The Committee discussed reaching out to the Library CAO to discuss having a speaker series at the library locations in the Township. Staff will provide this contact information to the Chair.
- Student Involvement - Yes. Ken Lung has said he continues to work with the secondary schools in the area.
- Trail Plaque Program- Ken Lung suggested a plaque program along the trail, the Committee said that they would look further into this type of project.
- Doors Open Ontario 2020 – Yes, the Committee selected to participate.

6.5 Verbal Update from Ken Lung, Re: Student Involvement in Heritage Studies

Ken provided an update on this project and said that with the pending teacher strikes it has effected it moving anywhere, and the teachers are not stepping up to do special projects. Ken said he would reach out to the post-secondary schools to see if there is interest to help to try and get youth engagement.

6.6 Verbal Report from the Chair, Re: Heritage Member Workshops

- Community Heritage Ontario Orientation Workshop Power Point Presentation (Penetanguishene Centennial Museum's Website)
- Land Registry Office online at onland.ca

The Chair provided an overview of the presentation and said it was a very good presentation and requested that the presentation information be provided to the new member of the Committee.

7. **Adjournment**

Moved By: Susan Lucas

Seconded By: Ken Lung

**That the Heritage Committee meeting adjourn at 4:40 p.m.
Carried.**

John Todd, Chair

**The Corporation of the Township of Tay
Seniors Advisory Committee Meeting
January 14, 2020
2:00 P.M.**

Present: Councillor Mary Warnock
Cate Root, Chair
Jo-Anne Granger
Joyce Himel
Janet Pattullo

Staff Present: Alison Gray, Clerk
Cyndi Bonneville, Administrative Support

Regrets: Shirley White

1. **Call to Order:**
The Chair called the meeting to order at 2:04 p.m.
2. **Acceptance of Agenda:**
Moved by: Janet Pattullo
Seconded by: Mary Warnock
That the January 14, 2020 agenda be adopted with the following amendment:
 - 6.4 – 2020 Meeting Schedule
 - 6.5 – Bus Tour/Horticulture Committee

Carried.
3. **Declarations of Pecuniary Interest:**
None were presented.
4. **Adoption of the Minutes:**
 - 4.1 **Moved by: Jo-Anne Granger**
Seconded by: Mary Warnock
That the December 17, 2019 minutes be adopted as presented.

Carried.
5. **Items for Information:**
 - 5.1 **Seniors Advisory Fan out of Information**
Following review of the list of locations to distribute copies of the February Seniors Talk flyer a discussion ensued regarding other locations and methods available to promote the flyer. Councillor Warnock noted that she will post the event on Facebook and staff advised that the flyer will be posted to the events calendar and the Seniors Advisory Committee page on the Township's website.
 - 5.2 **Topics for Seniors Talks**
The Committee reviewed a list of potential topics for consideration during upcoming Seniors Talk sessions. Staff advised that as previously discussed Seniors Talk sessions will be scheduled on a bi-monthly basis following the February session.

6. New & Unfinished Business:

6.1 Recap of Seniors Directory Meeting

Staff updated the Committee regarding a recent meeting with the neighbouring municipalities to discuss the creation of a North Simcoe Seniors Directory which will incorporate the Townships of Tay and Tiny and the Towns of Midland and Penetanguishene.

Staff circulated a copy of Tiny Township's current Seniors Directory and noted that the directory will include service agencies and not promote personal businesses. Each municipality will be provided with a page to outline their Council's information and a double sided page to promote general content in regard to seniors programming and resources in their area. Staff will create a draft copy for the committees review. In conclusion, it was agreed that it would be advantageous to have the directory completed for distribution at the Seniors Symposium on March 27, 2020.

6.2 Review of Survey Results

The Chair outlined the results of the senior's survey which seniors aging from 55 to over 80 years of age responded to questions regarding their health care, activity/social engagement, housing and transportation. The committee agreed that overall the numbers gathered from the survey were impressive.

6.3 Update on Symposium Planning

For information staff provided an update on the agencies that have confirmed their attendance and outlined the floor plan for the service groups attending the symposium. Staff further noted that there will be a projector, podium and microphone available, and if needed the Township's I.T. Technician will assist.

A discussion ensued with respect to options to cost effectively promote the symposium and it was agreed that the event be advertised in the Mirror Newspaper on three occasions. Staff was provided with direction.

6.4 2020 Meeting Schedule

Staff provided the committee with a list of potential meeting dates for their consideration. Following discussions the committee agreed on the following 2020 meeting dates:

- February 11
- March 10
- May 12
- August 11
- October 13

6.5 Proposed Bus Tour/Horticulture Committee

Staff advised that during a recent Horticulture meeting the committee discussed the possibility of a bus tour in partnership with the Seniors Advisory Committee.

Following discussions it was agreed that the Chair broach the proposed event during the upcoming January Seniors Talk session to determine if there is an interest. The Chair will report back to committee members at the next meeting.

At this point in the meeting staff advised that the County of Simcoe is attending Council on February 12th to provide an update on the 60 Maple Street project and that committee members were welcome to attend.

7. ADJOURNMENT:

Moved by: Janet Pattullo

Seconded by: Joanne Granger

That the Seniors Advisory Committee meeting adjourn at 3:35 p.m.

Carried.

Cate Root, Chair

**The Corporation of the Township of Tay
Property Standards Committee**

**January 15, 2020
5:30 P.M.**

**Municipal Office Council Chambers
Minutes**

Present: Andy Ott, Chair
Heinrich Naumann, Member
Stephen Stone, Member

Staff Present: Alison Gray, Clerk (Secretary)
Robert Kennedy, By-law Enforcement Officer

Regrets: Matthew Heffer, Member

1. Call to Order

The Chair called the meeting to order at 5:30 p.m.

2. Disclosure of Interest

None were declared.

3. Requests for Deferral or Withdrawal

The Chair inquired as to whether or not there was anyone in attendance who is requesting that that matter be deferred or withdrawn.

No requests were made.

4. PUBLIC HEARING

4.1 85 Todd Lane

a) Presentation - Property Standards Officer

The Committee received a report, under date of January 15, 2020 from the Property Standards Officer regarding the Order to Remedy Non-Conformity with the Property Standards By-law. The Officer reviewed the history of the file and actions undertaken by staff to date.

b) Presentation - Appellant, 85 Todd Lane

The Committee received a presentation from the appellant who recognizes that he can't keep up with the house anymore, but has located someone who is interested in joint ownership.

He noted that the intent is to obtain a new mortgage so that he can tear down the current house and rebuild. He advised that the mortgage appointment is on Monday, and if unsuccessful he intends to sell the property.

The Committee and the appellant discussed the Committee's concerns respecting the missing well cap, and the appellant advised that he can have it replaced before the end of the weekend.

5. Decision

Moved By: S. Stone

Seconded By: H. Naumann

That regarding the Notice of Appeal submitted by the owner of 85 Todd Lane that the Property Standards Committee amends the Order to Remedy and grants an extension until March 31, 2020 with the exception that the a cap be placed on the well, being Item 2, no later than Saturday, January 18, 2020.

Carried.

6. Adjournment

Moved By: S. Stone

Seconded By: H. Naumann

That the Property Standards Committee adjourn at 5:47 p.m.

Carried.



Report

Accessibility Advisory Committee
Thursday, January 16, 2020
Oro-Medonte Severn Boardroom
Chair: Doug Mein



Members Present: Member Doug Mein; Deputy Warden Barry Burton; Member Jan Dobson-Rose; Member Liz Grummett; Member Fred Heyduk; Township of Springwater Councillor Anita Moore; Township of Adjala-Tosorontio Councillor Ron O'Leary; Township of Oro-Medonte Councillor Shawn Scott; and Township of Tay Councillor Sandy Talbot

Members Absent: Member Susan Hamer

Staff Present: Jennifer Marshall, Legislative Coordinator; Jessica Haley, Council and Committee Coordinator; Sasha Helmkey, Deputy Clerk, Township of Springwater; Alison Gray, Clerk, Township of Tay; Steve Farquharson, Planner, Township of Tay; and Donna Hewitt, Director, Corporate Services, Township of Oro-Medonte.

1. Call to Order

The Chair called the meeting to order at 10:05 a.m.

2. Approval of Agenda

Resolution AAC-1-20

Moved by: Member Fred Heyduk
Seconded by: Councillor Ron O'Leary

That the agenda for the January 16, 2020 meeting of the Joint Accessibility Advisory Committee, be approved.

CARRIED

3. Disclosure of Pecuniary Interest

There were no declarations made.

4. Presentations and Delegations

There were no items for this portion of the meeting.

5. Items of Reference

5.1. Workplan

[2020 Work Plan](#)

6. Consent Agenda

There were no items for this portion of the meeting.

7. Matters for Consideration

7.1. Joint Accessibility Advisory Committee Site Plan Review Guidelines

[Joint Accessibility Advisory Committee Site Plan Review Guidelines](#)

Recommendation AAC-2-20

Moved by: Member Fred Heyduk

Seconded by: Councillor Shawn Scott

That the Staff Report regarding the Joint Accessibility Advisory Committee Site Plan Review Guidelines, be received; and

That the Site Plan Review Guidelines attached to the Report be approved.

CARRIED

Township of Tay

7.2. Site Plan Review - 400 Newton St, Victoria Harbour – Victoria Mews

[400 Newton Site Plan 1](#)

[400 Newton Site Plan 2](#)

[400 Newton Site Plan 3](#)

[400 Newton Site Plan 4](#)

[400 Newton Site Plan 5](#)

[400 Newton Site Plan 6](#)

[400 Newton Site Plan 7](#)

[400 Newton Site Plan 8](#)

Recommendation AAC-3-20

Moved by: Member Fred Heyduk

Seconded by: Councillor Shawn Scott

That the site plans for 400 Newton St., Victoria Harbour - Victoria Mews, be received, and

That staff bring the Committee's comments back to the developer.

CARRIED

7.3. Annual Accessibility Compliance Report

[Annual Accessibility Compliance Report](#)
[Attachment: Accessibility Plan 2018-2022](#)

Recommendation AAC-4-20

Moved by: Councillor Sandy Talbot
Seconded by: Deputy Warden Barry Burton

That the Staff Report regarding the Township of Tay's Annual Accessibility Report, be received for information.

CARRIED

Township of Oro-Medonte

7.4. CS2020-01 Annual Accessibility Report

[CS2020-01 Annual Accessibility Report](#)

Recommendation AAC-5-20

Moved by: Councillor Ron O'Leary
Seconded by: Councillor Shawn Scott

That Report No. CS2020-01 be received and adopted;

And that the Annual Accessibility Report be added to the Township of Oro-Medonte's website in accordance with provincial legislation.

CARRIED

County of Simcoe

No items at this time.

Township of Springwater

No items at this time.

Township of Adjala-Tosorontio

No items at this time.

8. Other Matters for Consideration

There were no items for this portion of the meeting.

9. Confidential Matters for Consideration

There were no items for this portion of the meeting.

10. Adjournment

Resolution AAC-6-20

Moved by: Member Fred Heyduk

Seconded by: Councillor Sandy Talbot

That the January 16, 2020 meeting of the Joint Accessibility Advisory Committee be adjourned at 11:00 a.m.

CARRIED



**THE CORPORATION OF THE
TOWNSHIP OF TAY**

450 Park Street
P.O. Box 100
Victoria Harbour, ON
L0K 2A0

February 26, 2020

Mayor and Council,
The Corporation of the
Township of Tay

Enclosed please find Municipal Report No. 2020-02-01 respectfully
recommended to Council for adoption.

Alison Gray, BAH, CMO
Clerk

**PROTECTION TO PERSONS AND PROPERTY
CHAIRPERSON: CHAIR COUNCILLOR TALBOT**

RECOMMENDATIONS

That the following recommendations be and are hereby adopted by Council:

1. That Staff Report No. PPP-2020-12 regarding the Overview of the 2019 Boat Launch Season be received for information.

COUNCIL ACTION:_____

2. That Staff Report No. PPP-2020-06 regarding Fire Chief's Monthly Activity Report – January 2020 be received for information.

COUNCIL ACTION:_____

3. That Staff Report No. PPP-2020-11 regarding Deputy Fire Chief/FPO Monthly Activity Report – January 2020 be received for information.

COUNCIL ACTION:_____

4. That Staff Report No. PPP-2020-07 regarding Public Education Trial be received for information; and

That a public education trial for fire safety be approved and the 2020 Budget be amended to include \$10,000 funded by Fire Marque.

COUNCIL ACTION:_____

5. That Staff Report No. PPP-2020-05 regarding Year End By-law Activity Report for 2019 be received for information.

COUNCIL ACTION:_____

6. That Staff Report No. PPP-2020-10 regarding Municipal Law Enforcement Officer's Monthly Activity Report – January 2020 be received for information.

COUNCIL ACTION:_____

7. That Staff Report No. PPP-2020-08 regarding Year End Canine Control Report for 2019 be received for information.

COUNCIL ACTION:_____

8. That Staff Report No. PPP-2020-09 regarding MLEO/Canine's Monthly Activity Report – January 2020 be received for information.

COUNCIL ACTION:_____

**GENERAL GOVERNMENT AND FINANCE
CHAIRPERSON: CHAIR DEPUTY MAYOR LACHAPPELLE**

RECOMMENDATIONS

That the following recommendations be and are hereby adopted by Council:

9. That Staff Report No. GGF-2020-06 regarding Christmas Season Office Hours 2020 be received for information.

COUNCIL ACTION: _____

10. That Staff Report No. GGF-2020-07 regarding Community Safety and Well-being Plan be received;
And further that the Township of Tay participate in a collaborative initiative with the Township of Tiny and the Towns of Midland and Penetanguishene under the County of Simcoe's leadership to develop a joint Community Safety and Well-being Plan in accordance with the new legislative amendments outlined under Part XI, Section 143 of the Police Services Act, R.S.O. 1990;
AND THAT the Fire Chief be appointed to the Geographical Municipal Coordinating Committee to assist with the development of the joint Community Safety and Well-being Plan.

COUNCIL ACTION: _____

11. That Staff Report No. GGF-2020-08 regarding Chief Administrative Officer Job Description be received;
And further that the Chief Administrative Officer Job Description as amended be approved.

COUNCIL ACTION: _____

12. That Staff Report No. GGF-2020-12 regarding the Joint Services Review be received;
And further that the Mayor and Clerk be delegated the authority to sign the necessary contract agreements with the respect to award of the project under the Municipal Modernization Funding; and
And further that the Mayor and Clerk be authorized to sign necessary Municipal Modernization Fund funding agreement with the Province of Ontario.

COUNCIL ACTION: _____

13. That Staff Report GGF-2020-10 regarding Amendments to the Terms of Reference for the Joint Accessibility Advisory Committee be received;
And that the amended Terms of Reference be approved;
And that the required amending by-law be brought forward for Council's consideration.

COUNCIL ACTION: _____

**PUBLIC WORKS
CHAIRPERSON: CHAIR COUNCILLOR NORRIS**

RECOMMENDATIONS

That the following recommendations be and are hereby adopted by Council:

- 14.** That Staff Report No. PW-2020-05 regarding Vac Truck Procurement Options be received;
At that staff sole source a used vac truck from an established vendor and report to Council with a proposed vehicle purchase.

COUNCIL ACTION: _____

- 15.** That Staff Report No. 2020-06 regarding the sole source purchase of a 2019 vac truck be received;
And that the offer from Joe Johnson Equipment in the amount of \$489,500.00 plus HST to supply a 2019 Vac Truck be accepted;
And that staff be directed to prepare the by-law authorizing the execution of the contract between the Township of Tay and Joe Johnson Equipment.

COUNCIL ACTION: _____

- 16.** That Staff Report No. PW-2020-08 regarding the MacKenzie Park Washroom Building be received;
And that Staff proceed with a detailed architectural design based on the Option B conceptual design outlined in this report;
And that a tender be issued once the detail architectural design is completed.

COUNCIL ACTION: _____

- 17.** That Staff Report No. PW-2020-12 regarding 2020 Road Resurfacing be received;
And that Council approves the sections of roads proposed as amended;
And that Council approves the allocation of \$127,000 for the Seventh Avenue sidewalk project.

COUNCIL ACTION: _____

**PLANNING AND DEVELOPMENT
CHAIRPERSON: CHAIR COUNCILLOR WARNOCK**

RECOMMENDATIONS

That the following recommendations be and are hereby adopted by Council:

- 18.** That Report No. PD-2020-05 regarding Building Services Division Monthly Report – January 2020 be received.

COUNCIL ACTION: _____

- 19.** That Staff Report No. PD-2020-07 regarding Zoning Certificate Improvement Process be received;
And further, that the Council supports the implementation of the proposed changes as outlined in Staff Report PD-2020-07, and that the proposed changes come into effect immediately.

COUNCIL ACTION: _____

- 20.** That Staff Report No. PD-2020-08 regarding the addition of underground hydro and fibre optic communication to the existing easement to service the development at 60 Maple Street be received;
And that the appropriate by-law be brought forward to update the easement to include hydro and communications.

COUNCIL ACTION: _____



**THE CORPORATION OF THE
TOWNSHIP OF TAY**

450 Park Street
P.O. Box 100
Victoria Harbour, ON
L0K 2A0

February 26, 2020

Mayor and Council,
The Corporation of the
Township of Tay

Enclosed please find Municipal Report No. 2020-02-02 respectfully
recommended to Council for adoption.

Alison Gray, BAH, CMO
Clerk

**GENERAL GOVERNMENT AND FINANCE
CHAIRPERSON: CHAIR DEPUTY MAYOR LACHAPELLE**

RECOMMENDATIONS

That the following recommendations be and are hereby adopted by Council:

- 1.** That the position of mechanic be added to the staff complement and staff proceed with recruitment.

COUNCIL ACTION:_____



STAFF REPORT

Department/Function: Protection to Persons and Property Committee

Chair: Mayor Ted Walker

Meeting Date: February 26, 2020

Report No.: **PPP-2020-13**

Report Title: Emergency Response Agreement
(Fire & Water Rescue)

RECOMMENDATION:

That Staff Report No. PPP-2020-13 regarding an Emergency Response Agreement with the Corporation of the Township of Georgian Bay be received for information; and

That the Township of Tay enter into an agreement with the Township of Georgian Bay for access and use of the Georgian Bay Marine Units;

And that the required by-law be brought forward to authorize the Emergency Response Agreement.

INTRODUCTION/BACKGROUND:

Over the past few years there have been occurrences on Georgian Bay where access to a Marine Unit would have enabled Tay Fire & Emergency Services to provide an increased level of service. In 2019 there was an incident which involved a resident who was in distress while out in his boat during bad weather. The previous year there was a tragic event in which one of our residents had drowned and OPP had requested our help in locating the missing person. At that time, we requested and obtained the assistance of Georgian Bay Township Fire Department who performed a search with their Marine Unit.

Staff has previously advised Council as to the cost to purchase a boat suitable for water rescue and fire suppression on Georgian Bay. At that time, Council requested that staff try to find a method in which the Township could provide some level of water rescue and fire suppression options, which did not require the purchase of a Marine Unit.

ANALYSIS:

The cost of leasing such equipment was not considered as it was the opinion of staff that although total costs would be less than the purchase of a Marine Unit, the cost of training staff, insurance, dockage and maintenance would still be at a dollar amount that Council would not consider at this time.

There have been discussions at previous Operation Cooperation meetings with the northern Simcoe County/Georgian Bay Fire Chiefs regarding water rescue by boat, fire suppression at marinas and medical calls on islands. The Georgian Bay Township Fire Chief indicated that he currently had a service agreement with Severn Township to provide a Marine Unit when needed if available.

After Council's direction to find a way to provide a level of protection on the water for Tay residents, staff approached the Georgian Bay Township Fire Chief regarding the possibility of an emergency response agreement and he agreed to approach his Council with the recommendation to proceed with a formal agreement.

FINANCIAL/BUDGET IMPACT:

Throughout the years, Tay Fire and Emergency Services and the Georgian Bay Township Fire Department have assisted each other through Mutual Aid, training and purchasing. With this in mind, and taking into consideration that Tay has only one made request for the Marine Unit in 10 years, the Georgian Bay Township Fire Chief recommended to his Council that they do not impose a service fee for the use of the Marine Unit for the first year contract. The contract would be automatically renewed annually unless notice is given, and if the costs to Georgian Bay Township were to get to a point that the Fire Chief felt an impact to his budget, a service fee would be agreed upon and added into the annual contract.

The Marine Unit would respond with minimum Georgian Bay Township staff, including a certified Captain who would be in charge of all boat operations. Therefore, Tay staff would not have to take extra training to go on the boat, only ensure that the proper personal protective equipment be worn to the standard dictated by the Captain, and the Georgian Bay Fire Standards. Tay currently has the PPE that the Captain would be requiring.

There would be some joint training for orientation purposes, but that would be at a minimal cost or may be part of the existing monthly training.

CONCLUSION:

It is recommended that Council approves entering into an Agreement (attached) with the Corporation of the Township of Georgian Bay for access to the use of the Georgian Bay Marine Units.

Prepared By: Brian Thomas, Fire Chief/CEMC

Reviewed By:

Date: February 20, 2020

Joanne Sanders
Acting Chief Administrative Officer

Attach. Emergency Response Agreement

EMERGENCY RESPONSE AGREEMENT

BETWEEN:

The Corporation of the Township of Tay
(hereinafter referred to as "Tay")

AND

The Corporation of the Township of Georgian Bay
(hereinafter referred to as "Georgian Bay")

WHEREAS the *Municipal Act*, S.O. 2001, Chapter 25, Section 20.(1) provides that a municipality may enter into an agreement with one or more municipalities to jointly provide, for their joint benefit, any matter which all of them have the power to provide within their own boundaries;

AND WHEREAS it is deemed expedient to enter into an agreement with Georgian Bay for the provision of boat water rescue, fire suppression and medical emergency within the boundaries of the Township of Tay;

NOW THEREFORE IN CONSIDERATION OF MUTUAL COVENANTS AND AGREEMENT HEREIN CONTAINED, IT IS MUTUALLY AGREED BETWEEN THE TWO PARTIES AS FOLLOWS:

1. Definitions

"Call" shall mean an emergency call from Tay for the provision of boat water rescue, fire suppression and medical emergency by the Township.

"Equipment" shall mean the equipment necessary for boat water rescue, fire suppression and medical emergency owned by Georgian Bay.

2. Area to be Protected

- 2.1 The Township of Georgian Bay shall make all reasonable attempts to try to respond to call of which it has been notified within the municipal boundaries of Tay. Additional apparatus and firefighters will be provided by the Tay Fire Department as deemed necessary by the Fire Chief.
- 2.2 It is agreed between the parties hereto that should Georgian Bay respond to a call and upon arriving at the scene find the call is actually

outside the area of Tay, that Georgian Bay will notify Tay but continue to service the call until such time as the correct Fire Department in whose jurisdiction the call is within arrives at the scene.

3. **Equipment & Firefighters**

- 3.1 It is agreed that sufficient firefighters to operate the boat water rescue equipment, fire suppression and whatever equipment in the opinion of the Fire Chief or Officer in Charge of Georgian Bay is deemed necessary shall attend each call.

4. **Response**

- 4.1 In the event Georgian Bay receives a call while responding to, or at the scene of a call, the Chief or such other person as may be in charge will immediately notify Tay Fire Department via dispatch and update the dispatch centre that a Georgian Bay response cannot be made.
- 4.2 Whenever Georgian Bay is committed to a call within their boundaries, within other area agreement boundaries or to a Muskoka Mutual Aid assistance call, the Chief or such person as may be in charge will notify Tay dispatch and update Tay that Georgian Bay will be unable to provide boat water rescue, fire suppression and medical emergency response until further notice. The Chief or such person as may be in charge will update Tay through dispatch as soon as the boat water, fire suppression and medical emergency response can again be provided.
- 4.3 It is further understood and agreed that notwithstanding the provisions of the Agreement, and as provided for in the *Municipal Act*, S.O. 2001, c. 25 and any amendment thereto, no liability shall accrue to Georgian Bay for failing to supply the use of firefighting equipment or any of it, in answer to a call.

5. **Indemnification**

Tay agrees that it will at all times indemnify and save harmless Georgian Bay and the members of the Fire Department for any and all claims, actions, suits or demands for damage or otherwise for any negligence of action on the part of Georgian Bay and the members of the Fire Department while performing any of the services contemplated by this Agreement.

6. **Liability**

No liability shall attach or accrue to Tay by reason of any injury or damaged sustained by personnel, apparatus, or equipment of Georgian

Bay Fire and Emergency Services Department while engaged in the provision of boat water rescue, fire suppression and medical emergency within the corporate boundaries of Tay.

7. Mutual Aid

- 7.1 Should additional assistance by way of personnel, apparatus, or equipment in addition to that provided by the Township of Tay Fire Department be required, the Georgian Bay Fire Chief or such other person as may be in charge may invoke the applicable provisions of the County of Simcoe Mutual Aid Plan.

8. Reports

The Georgian Bay Fire Chief or designate shall provide an incident report to Tay within ten (10) working days after each incident.

9. Authority at the Scene

- 9.1 The Georgian Bay Fire Chief or designate shall have full authority and control over all personnel and equipment provided by Georgian Bay which may be engaged at the call until the arrival of equipment and personnel from the Tay Fire Department.
- 9.2 Transfer of command to Tay may be done when the fire or emergency rescue is complete or it is safe to do so.
- 9.3 Upon transfer of command to the Tay Fire Chief or designate, all Georgian Bay equipment and personnel will be released from the call as soon as this can be done safely.

10. Fees

- 10.1 Service Rate - \$0.00 per hour.
- 10.2 The fees contained herein are subject to an annual review.

11. Term of Agreement

- 11.1 It is agreed between the parties hereto that the terms of this Agreement shall come into force and take effect on the _15 day of April 2020 and remain in full force and effect for a period of one (1) year after which the agreement is automatically renewable annually unless notice is given to terminate this agreement.

- 11.2 Amendments may be made at any time by the mutual consent of the parties after the party desiring the amendment(s) gives the other party thirty (30) days written notice of the proposed amendment(2). Both parties must agree in writing to the amendments.
- 11.3 This agreement may be terminated by either party by giving notice to the other party not less than ninety (90) days prior to the desired termination date. Any monies owing to the Township of Georgian Bay and not paid shall forthwith be paid to Georgian Bay prior to the date of said termination.

12. Severability

In the event that any covenant, provision or term of this agreement should at any time be held by any competent tribunal to be void or unenforceable, then the agreement shall not fail but the covenant, provision or term shall be deemed to be severable from the remainder of this agreement which shall remain in full force and effect mutates mutandis.

IN WITNESS WHEREOF the parties have hereunto affixed their Corporate Seals under the hand of its officers **duly** authorized in that behalf.

CORPORATION OF THE TOWNSHIP OF TAY

Ted Walker, Mayor

Alison Gray, Clerk

CORPORATION OF THE TOWNSHIP OF GEORGIAN BAY

Peter Koetsier, Mayor

Karen Way, Clerk

February 19, 2020

Mayor Ted Walker
Township of Tay
450 Park Street, Box 100
Victoria Harbour, ON
L0K 2A0

Dear Mayor Walker and Members of Council,

Re: Natural Gas Expansion Program Update

In December 2019, the Government of Ontario announced its plans to further increase access to natural gas by making financial support available for new expansion projects. The Government's Natural Gas Expansion Program offers an opportunity to drive economic development and enhance the quality of life and prosperity of families and businesses across Ontario. As your Regional Director for Enbridge Gas Inc., I'm writing to provide an update on next steps, and how we can work together to bring natural gas to unserved communities in Ontario.

Enbridge Gas will submit project proposals to the Ontario Energy Board (OEB) based on Guidelines that are currently under development. The OEB will review project submissions and provide a report to the Ministry of Energy, Northern Development and Mines later this year recommending potential natural gas expansion projects that the Ontario government could consider as candidates for financial support. The Ministry of Energy, Northern Development and Mines will review the recommendations of the OEB along with other considerations and issue a decision on future natural gas expansion projects eligible to receive financial support.

Your municipality may have a project that you would like to submit for funding consideration. Based on Guidelines expected to be issued by the OEB, submissions will require certain information in order to be considered for funding. A summary of the expected filing requirements is included with this letter. If you would like to move a project within your community forward for consideration by the OEB, we ask that you provide a letter of support returned to us within 10-15 business days of receiving this letter. A sample letter of support is also included for your consideration.

For more than 170 years, Enbridge Gas has been delivering the energy that Ontarians need and want. With our long history, anchored in our commitment to operational excellence and strong safety performance, Enbridge Gas is in the best position to bring natural gas to currently unserved areas. We have a number of expansion projects underway, and we are committed to building on this success. If you have any questions, please do not hesitate to contact me or your Municipal Advisor, Mark Wilson, at mark.wilson@enbridge.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Biki Balkanci", with a long, horizontal, wavy line extending from the end of the name.

Biké Balkanci
Director, GTA West/Niagara
Enbridge Gas Inc.



Natural Gas Expansion Program – Anticipated Submission Requirements

The province is helping expand natural gas access to more communities in Ontario through its Natural Gas Expansion Program. The Ontario Energy Board (OEB) has been directed to examine and report back to the Ministry of Energy, Northern Development and Mines on potential natural gas expansion projects to assist the provincial government in determining which future expansion projects will receive government funding.

Enbridge Gas Inc. will submit project proposals to the OEB based on the OEB's Guidelines, which are currently under development. Based on the draft Guidelines issued by the OEB (EB-209-0255), Enbridge Gas Inc. anticipates it will be required to include letters from the Band Council(s) and/or local government, as applicable, stating support for proposed projects and providing details of any commitment to financial support.

Although Enbridge Gas Inc. is not currently aware of any requirement for municipal financial contributions to qualify for grant funding under the Natural Gas Expansion Program, the Company believes that a municipality's contribution toward project costs (e.g., equivalent to the municipal portion of property taxes recovered on the new infrastructure being built for a period of 10 years) would demonstrate the community's support for the proposed project. How this contribution is made is up to the discretion of the municipality or First Nation in consultation with Enbridge Gas Inc.

Note: To support project economics, councils should understand that Enbridge Gas Inc. will apply a 23 cent/m³ System Expansion Surcharge to all customers connected through the proposed project for a defined period of time of up to 40 years as a contribution toward recovery of the cost of the proposed project.

For Enbridge Gas Inc. to complete its submission to the OEB, we will be looking to gather the following information for proposed projects and may be seeking the municipality's assistance:

- 1) Map of desired service area, including:**
 - a. Residential dwellings within the potential service area
 - b. Commercial dwellings within the potential service area
 - c. Industrial properties (excluding farms) within the potential service area
 - d. Farms and agri-businesses (grain elevators, feed manufacturing, etc.) within the potential service area
 - e. Institutional buildings (municipal facilities, schools, hospitals, etc.) within the potential service area
- 2) Information regarding the primary heating source in your community, including:**
 - a. Number of properties currently heated using electric baseboard
 - b. Number of properties currently heated using electric forced air
 - c. Number of properties currently heated with propane
 - d. Number of properties currently heated with oil
 - e. Number of properties currently heated with wood

Project submission requirements have not yet been finalized by the OEB. We will notify municipalities if additional information is required for purposes of our submission to the OEB.

Please send your information to your municipal advisor or savewithgas@enbridge.com.

February 2020

Dear *REGIONAL DIRECTOR*,

Re: Expression of Support for Natural Gas Expansion to *MUNICIPALITY/PROJECT NAME*

In December 2019, the Government of Ontario announced plans to further increase access to natural gas by making financial support available for new service expansion projects. This Natural Gas Expansion Program will unlock financial support needed to expand natural gas service to new areas across Ontario that are not economically feasible without support. Our municipality is one such area, and we are eager to bring this affordable, reliable fuel source to our residents and businesses.

On behalf of *MUNICIPALITY*, I would like to formally express our interest to have *PROJECT NAME* included on Enbridge Gas' list of projects being proposed to the Ontario Energy Board (OEB) for consideration for financial support through the Natural Gas Expansion Program.

Based on the draft Guidelines issued by the OEB (EB-2019-0255), we are aware that Enbridge Gas Inc. may be required to include support for the proposed project from Band Council(s) and/or local government, as applicable, demonstrated through a written expression of support and/or a commitment to financial support in its project submissions.

Natural gas is the most common, affordable heating fuel in Ontario. We fully support the efforts of Enbridge Gas Inc., the OEB and the Ministry of Energy, Northern Development and Mines. We look forward to working together to expand natural gas access in our community to attract new opportunities, help create jobs and lower monthly costs for our residents.

Sincerely,

Name

Title

Municipality Name

Contact Information



STAFF REPORT

Department/Function: General Government & Finance

Chair: Deputy Mayor Gerard LaChapelle

Meeting Date: February 26, 2020

Report No.: GGF-2020-13

Report Title: Strategic Plan Priorities

RECOMMENDATION:

That Staff Report GGF-2020-13 regarding Strategic Plan Priorities be received;

And the Strategic Plan priorities identified in the attached listing be endorsed.

INTRODUCTION/BACKGROUND:

In 2019 the Township undertook a strategic planning process with the assistance of Environics Research that resulted in the approval of the 2019-2022 Strategic Plan on November 27, 2019.

Following the approval of the Strategic Plan, Council held a Special General Government & Finance Committee meeting workshop on February 5, 2020 to prioritize the 19 actions of the Strategic Plan and discuss the high priority items.

ANALYSIS:

At the February 5th meeting, each Council member was given six votes to place against the 19 actions, which they could bundle or not, to provide an initial sort of Council's initial thoughts on the priorities.

As a result of the discussion and review, Council identified the high priority actions as noted on the attached table.

In addition to the high priority actions identified it was noted at the meeting that there are two additional actions that are already underway.

Council will notice that since the February 5th meeting, it has been requested that Item #4 be marked as partly underway due to the ongoing work of the MacKenzie Beach Park Committee and Oakwood Park Improvement Ad hoc Committee. Both of these projects already have funding either through fundraising, the budget or a contribution from the County of Simcoe.

Staff notes that Item #4 will require further discussion as the current two projects do not reflect the entirety of what is included with Item #4 being the future funding and maintenance of parks & public spaces.

As directed, a follow-up workshop will be held in late August/early September to update Council on progress to date. In addition, at the second workshop Council can give consideration to any remaining Strategic Plan actions they deem appropriate.

FINANCIAL/BUDGET IMPACT:

There is no financial impact as a result of this report.

The costs associated with the implementation of any priority will be reported separately through regular staff reports or the annual budget cycle as required.

CONCLUSION:

Staff is recommending that the priorities identified be endorsed by Council.

Once endorsed, an easy reference version of list of priorities, with goals, will be placed on the Township's website for the public's information.

Prepared By: Alison Gray, Clerk

Recommended By: Date: February 14, 2020

Alison Gray, BAH, CMO
Clerk

Reviewed By:

Joanne Sanders
Acting Chief Administrative Officer

Attachment: List of Council Priorities

Council Priorities from 2019-2022 Strategic Plan

Focus Area		Strategic Plan Actions	Strategic Plan Priority	Council Priority	Council Directed Action/Goals/Notes
2	Active	Empower the Seniors Committee of Council to develop a plan to support ageing in place strategies (including housing, transportation and recreational services)	High	underway	RFP out Feb 7
8	Resilient	Proceed with a formal assessment of the appropriate staff complement required for service delivery in Tay Township and align existing resources with prescribed staffing levels.	High	underway	Draft Report to Special GGF Feb 13, inter-related to #16
6	Resilient	Review planning and development policies (including partnerships) with a view to encourage increased development of housing and, specifically, affordable housing.	High	9	1. Comprehensive review of draft OP; 2. Discussions with developers/builders concerning planning policies; 3. Education of Council as to planning framework legislation; 4. Increase education respecting affordable units (accessory unit/basement apartments & secondary suites)
3	Open	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 Township website)	High	7	1. Review/redesign of website to make more customer focus 'people friendly'; 2. Develop way to communicate with more residents (quarterly council highlights mail out/distribution channels to residents, newspaper, etc)
1	Active	Review current recreational offerings to determine opportunities to introduce new programming for young residents (children/teens) and older (seniors) to ensure their recreational needs are met.	High	4	1. Review & inventory recreation programs offered by other municipalities, as well as internal groups & organizations (Library, Legions, Lions, Anglers & Hunters, etc.) to see what is being offered compared to Tay; 2. Volunteer recruitment campaign; 3. Identify gaps/partnerships with groups to increase recreation opportunities
7	Resilient	Approve and implement a road maintenance strategy which ensures a timely, sustainable and economically responsible approach to maintaining and replacing local roadways throughout the municipality.	High	3	1. Underway - proceed with current roads program, continue to monitor and work with council working group

'grey' shading - underway

'green' shading - council priority

Council Priorities from 2019-2022 Strategic Plan

Focus Area		Strategic Plan Actions	Strategic Plan Priority	Council Priority	Council Directed Action/Goals/Notes
7a		Traffic Safety Concerns - speed & signage on roads and develop guidelines/policies			1. undertake review of speed limits & signage gaps in Tay (current limits, what needs to change), Director to work with PW Chair & Vice Chair; 2. establish protocol to respond to speed & traffic complaints (monitor & measure & rotating radar sign)
12	Proud	Undertake an economic impact study of the Victoria Harbour Boat Launch to bring evidence to the discussion regarding the future of the local asset. Action AMENDED - Resolve Victoria Harbour Boat Launch issues, no economic impact study	Medium	1	1. Investigate increased parking (end of Waldie, close Veterans Lane, etc.), how many new spots?; 2. Investigate whether or not use of launch should be open to all vs Tay residents & compare to what is available in other municipalities (fees, revenues, costs, tag program similar to Tiny?); 3. Report reviewing 2019 season (issues, concerns, revenues from increased fines)
10	Open	Implement and promote regular opportunities for citizen engagement (town halls, surveys, online communications, etc.) which support communication between the Township and residents and transcend community divisions.	Medium	3	
4	Proud	<i>Ensure the allocation of funding and resources to maintain local parks and public spaces in a manner that is appealing and consistent with the physical beauty of the community and encourages community usage.</i>	High	2	<i>Item partly underway through MacKenzie Beach Park Committee and Oakwood Park Improvement Ad hoc Committee</i>
5	Resilient	Encourage and promote economic development and support for local business through partnerships like the EDCNS.	High	2	
9	Active	Explore partnerships with public and private organizations that can support the design and implementation of public transit solutions throughout the municipality to accommodate residents who are without private transportation (personal vehicle).	Medium	2	

'grey' shading - underway

'green' shading - council priority

Council Priorities from 2019-2022 Strategic Plan

Focus Area		Strategic Plan Actions	Strategic Plan Priority	Council Priority	Council Directed Action/Goals/Notes
13	Proud	Review communications and administrative practices in an effort to address legacy community divisions and drive to a more cohesive approach to addressing community needs.	Medium	2	
16	Proud	Instill and maintain a formalized culture of customer service among Township staff on both the front lines of service delivery and in the back offices.	Low	2	
11	Open	Expedite the adoption of digital solutions to address customer service needs (program/permit registration online; up-to-date municipal information)	Medium	1	
14	Proud	Promote Tay as a tourism destination to encourage visitation from other areas.	Medium	1	
19	Resilient	Familiarize staff and elected officials with governance best practices to ensure adherence to the norms of effective governance.	Low	1	
15	Resilient	reducing the impacts of climate change, thereby ensuring the environmental sustainability of Tay Township.	Medium	0	
17	Proud	Continue investment in the upkeep, development and promotion of the Tay Shore Trail.	Low	0	
18	Resilient	Review water usage fee structure to determine if there are opportunities for adjustments to promote increased conservation efforts by residents.	Low	0	

'grey' shading - underway

'green' shading - council priority



STAFF REPORT

Department/Function: General Government & Finance

Chair: Deputy Mayor Gerard LaChapelle

Meeting Date: February 26, 2020

Report No.: GGF-2020-14

Report Title: Organization Review Report

RECOMMENDATION:

That Staff Report GGF-2020-14 regarding Organization Review Report be received;

And the final KPMG Organization Review Report be accepted by Council.

INTRODUCTION/BACKGROUND:

In the 2019 Council allocated funding to hire an outside company to come in and perform an organizational review.

Following the results of the required Request for Proposal (RFP) the project was awarded to KPMG LLP at the September 25, 2019 Council meeting.

ANALYSIS:

Upon award of the RFP, the KPMG consultant met with Council, as well as staff, through the Fall conducting stakeholder engagement exercises. They further proceeded to survey five comparator municipalities to benchmark the Township's structure, services and performance.

As a result of this work, KPMG developed various organizational structures as well as other potential changes to the organization that are detailed within the draft report. The draft report was presented to Council by KPMG at the Special General Government & Finance Committee meeting on February 13th, 2020.

As there have been no requested changes to the draft report (i.e. comparisons, approach, statistics, etc.), KPMG has issued the final report which is attached for Council's consideration and approval.

It is anticipated that should the final report be approved at the February 26th Council meeting that staff will be seeking direction with respect to the scheduling of an additional workshop with KPMG so that Council has a further opportunity to discuss the report.

FINANCIAL/BUDGET IMPACT:

There is no financial impact as a result of this report.

CONCLUSION:

Staff is recommending that the Organization Review Report by KPMG be accepted by Council.

Prepared By: Alison Gray, Clerk

Recommended By: Date: February 20, 2020

Alison Gray, BAH, CMO
Clerk

Reviewed By:

Joanne Sanders
Acting Chief Administrative Officer

Attachment: Organization Review Report



Corporation of the Township of Tay

Organizational Review

Final Report





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

February 19, 2020

Dear Mr. Walker

Organizational Review

We are pleased to provide our report concerning KPMG's organizational review of the Township of Tay (the "Township"). Our review was undertaken based on the terms of reference outlined in our engagement letter with the Township dated October 10, 2019.

The purpose of the review was to assist in an objective evaluation of its current organizational structure and associated municipal service offerings and operations currently provided by the Township, with the view of identifying potential opportunities intended to maximize operating efficiency and effectiveness.

We trust our report is satisfactory for your purposes and appreciate the opportunity to be of service to the Township. Please feel free to contact the undersigned at your convenience should you wish to discuss any aspect of our report.

A handwritten signature in black ink, appearing to read "Chas Anselmo". The signature is fluid and cursive, written over a light gray rectangular background.

Chas Anselmo, Senior Manager
705.669.2549 | canselmo@kpmg.ca

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Corporation of the Township of Tay

Executive Summary



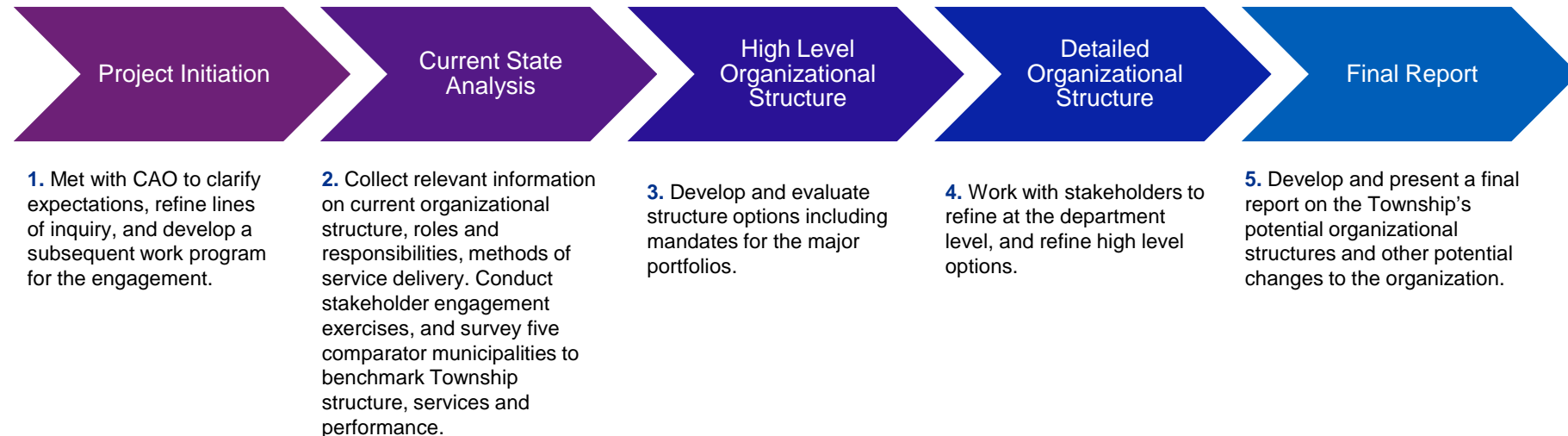
Executive Summary

Terms of Reference

The terms of reference for our engagement were established in KPMG's engagement letter dated October 10, 2019. Based on discussions with the Township, the objectives shared for the review were as follows:

- Identify organizational structures to better support the effective and efficient delivery of services;
- Identify service improvement opportunities;
- Link to the Township's new strategic plan; and
- Position the organization for future innovation.

Project Scope



Executive Summary

Current State Assessment

At the time of the report, the Township has 47 permanent full-time staff. The following table is a summary of each department within the current organizational structure

	Office of the CAO	Public Works	Planning and Development	Municipal Clerk	Technology and Communications	Finance	Fire
Full-time	2	26	7	2	2	6	2
Part-time	1	-	-	-	1	-	1

Financial Indicators and Benchmarking

The Township's financial indicators appear to demonstrate the Township does not appear to have issues with the three financial condition categories (sustainability, flexibility and vulnerability). From an overall perspective, we note that:

- The Township does not appear to be facing a significant affordability constraint, with taxation levels consistent with the comparator municipalities;
- The Township's financial position indicators are generally consistent with the comparator municipalities; and
- The Township's operating costs and staffing levels are consistent with the comparator group.

Additionally, the Township currently provides a complement of services that appear to be consistent with its comparator group and do not appear to exceed expected service levels.

The operating costs and staffing levels associated with municipal service delivery is consistent with the comparator group with the Township falling to the low end of the comparator group for both operating costs and staffing levels. This presents a potential opportunity to invest in strategic and/or traditional services typically found in similarly sized municipalities.

Executive Summary

Potential Organizational Design Options

Three potential organizational design options were developed for the consideration of the Township. The following table summarizes the three options contained within the report:

Option	Advantages	Disadvantages	Consistent with Municipal Common Practices	Consistent with Municipal Comparators
Functional Model I	<ul style="list-style-type: none"> High functional specialization Clear control and line of sight in smaller organizations 	<ul style="list-style-type: none"> As organizational size and number of functional areas increase – control decreases 	Yes – Municipalities of similar size structure their organizations with functional direct reports to the Chief Administrative Officer	Yes – The majority of the municipal comparators have ‘flat’ organizations with more than 4 direct reports to the Chief Administrative Officer; The average number of direct reports within the municipal comparator group is seven
Functional Model II	<ul style="list-style-type: none"> High functional specialization Back office services (Finance, IT, HR) are consolidated into one department (Corporate Services) Protection of persons and property are consolidated one department (Protective Services) Clear control and line of sight in smaller organizations 	<ul style="list-style-type: none"> As organizational size and number of functional areas increase – control decreases 	Yes – Many municipalities structure their organization in a similar fashion	No – The majority of the municipal comparators have relatively ‘flat’ organizations with multiple direct reports to the Chief Administrative Officer

Executive Summary

Potential Organizational Design Options

Three potential organizational design options were developed for the consideration of the Township. The following table summarizes the three options contained within the report:

Option	Advantages	Disadvantages	Consistent with Municipal Common Practices	Consistent with Municipal Comparators
Program Model I	<ul style="list-style-type: none">▪ Knowledge sharing▪ Breaks down silos between functional groups▪ Encourages horizontal integration▪ Promotes strategic focus across the organization	<ul style="list-style-type: none">▪ Span of control becomes large in smaller organizations	Yes – A program based organizational structure is commonly found in larger municipalities	No – The majority of the municipal comparators have relatively ‘flat’ organizations with multiple direct reports to the Chief Administrative Officer

In addition to the three organizational structure options, five positions were identified that are either currently vacant/or did not previously exist within the Township:

- Human resources
- Engineering technologist
- Mechanic
- Corporate communications
- Recreation assistant

Other Opportunities for Consideration

Beyond the three potential structural and staffing changes, three other opportunities were provided for the consideration for the Township:

- Explore the potential of establishing continuous improvement capacity within the organization;
- Explore the redevelopment of the Township’s approach to customer service; and
- Examine and redevelop corporate systems associated with human resources.

We recognize that the ultimate decision as to the organizational structure and related municipal services provided by the Township rests with Council and we trust our report assists with the decision making process.

KPMG would like to express our appreciation to members of Council, management and staff of the Township of Tay who assisted with and participated in the review.



Corporation of the Township of Tay

Project Overview



Project Overview

Terms of Reference

The terms of reference for our engagement were established in KPMG's engagement letter dated October 10, 2019. Based on discussions with the Township, the objectives shared for the review were as follows:

- Identify organizational structures to better support the effective and efficient delivery of services;
- Identify service improvement opportunities;
- Link to the Township's new strategic plan; and
- Position the organization for future innovation.

Project Scope

- **Project Planning:** Meet with the Chief Administrative Officer to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement.
- **Current State Analysis:** Collect relevant information on the current organization structure, roles and responsibilities, and methods of service delivery, conduct stakeholder engagement exercises and survey five comparator municipalities to benchmark Township structures, services and performance.
- **High Level Organizational Structure:** Develop and evaluate structure options including mandates for the major portfolios.
- **Detail Organizational Structure:** Work with stakeholders to refine at the department level, and refine high level options.
- **Final Report & Presentation:** Develop and present a final report on the Township's potential organizational structures and other potential changes to the organization.

Project Overview

Restrictions

This report is based on information and documentation that was made available to KPMG at the date of this report. We had access to information up to January 30, 2020 in order to arrive at our observations but, should additional documentation or other information become available which impacts upon the observations reached in our report, we will reserve the right, if we consider it necessary, to amend our report accordingly. This report and the observations and recommendations expressed herein are valid only in the context of the whole report. Selected observations and recommendations should not be examined outside of the context of the report in its entirety.

Our observations and full report are confidential and are intended for the use of the Township. Our review was limited to, and our recommendations are based on, the procedures conducted. The scope of our engagement was, by design, limited and therefore the observations and recommendations should be in the context of the procedures performed. In this capacity, we are not acting as external auditors and, accordingly, our work does not constitute an audit, examination, attestation, or specified procedures engagement in the nature of that conducted by external auditors on financial statements or other information and does not result in the expression of an opinion.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and opportunities as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Township of Tay. Accordingly, KPMG will assume no responsibility for any losses or expenses incurred by any party as a result of the reliance on our report.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Township of Tay nor are we an insider or associate of the Township of Tay or its management team. Our fees for this engagement are not contingent upon our findings or any other event. Accordingly, we believe we are independent of the Township of Tay and are acting objectively.



Corporation of the Township of Tay

Current State
Assessment

Current State Assessment

Population Trend

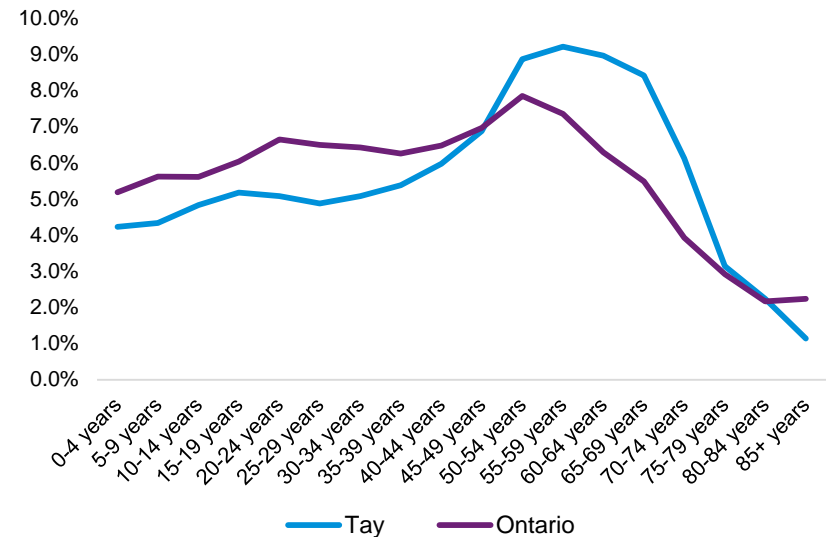
Based on the information collected as part of the Township's 2016 Census Profile, the Township's population is 10,033 with 4,931 private dwellings. Over the past twenty years (1996 to 2016), the Township's population has increased in each Census reporting year with the exception of a decrease of 12 residents between 2006 and 2011. Since 1996, the Township has increased by an average of 2.7% over each Census period.

Census Profile Year	Population	Population Change
2016	10,033	3.1%
2011	9,736	-0.1%
2006	9,748	6.4%
2001	9,162	1.3%
1996	9,044	-

Source: Statistics Canada – Census Profile for the Township of Tay

Demographics of the Township

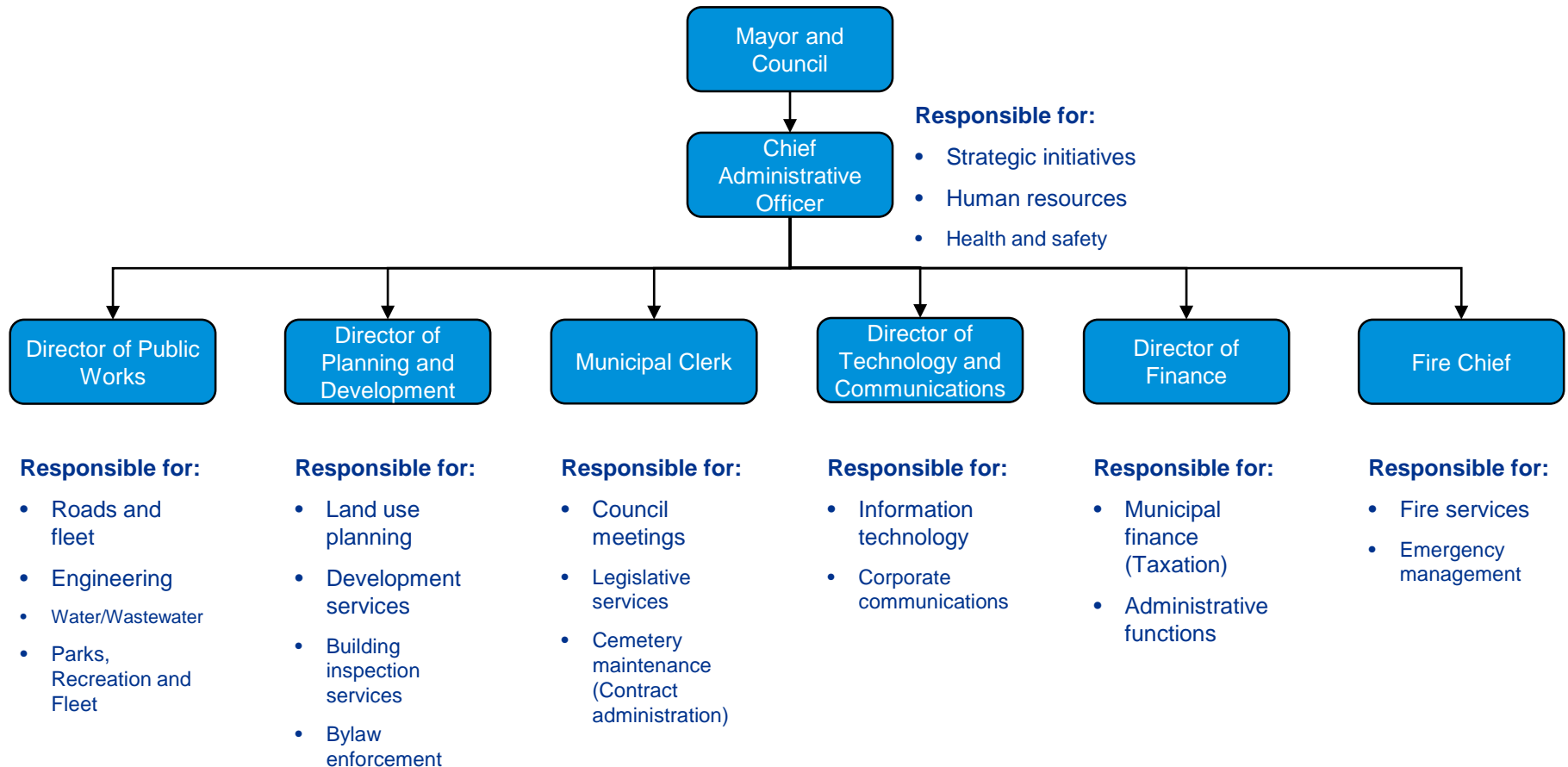
The demographics of the Township of Tay appear to be consistent with demographic trends across Ontario. The demographic trend of the Township appears to be similar to that of the Province's whereas the population over 50 years or older is 48% (Ontario is 45%).



Source: Statistics Canada – Census Profile for the Township of Tay

Current State Assessment

The Township's Current Organizational Structure



Current State Assessment

Township's Staffing Profile

At the time of the report, the Township has 47 permanent full-time staff. The following table is a summary of each department within the current organizational structure

Department	Full-time	Part-time
Office of CAO	2	1
Public Works	26	
Planning and Development	7	-
Municipal Clerk	2	-
Technology and Communications	2	1
Finance	6	-
Fire*	2	1
Total	47	3

Source: KPMG Analysis of Township Organizational Chart

Summary of Personnel Changes

Based on information provided by the Township, the following table summarizes changes to the Township's staffing complement over the past four years

2019	<ul style="list-style-type: none"> Information Technology Technician position added Creation of the Director of Technology and Communications
2018	<ul style="list-style-type: none"> Committee Coordinator/Clerks Administrative Assistant became a full-time position Two part-time positions (Communications and Special Projects Officer and Recreation Administrative Assistant) became a full-time position
2017	<ul style="list-style-type: none"> No personnel changes noted
2016	<ul style="list-style-type: none"> Elimination of Planning Technician and Planning Administrative Assistant; Creation of Planner and Engineering Technologist positions (currently, the Engineering Technologist is vacant)

* - The Fire Department has a volunteer complement of 62 firefighters

Township of Tay Organizational Review

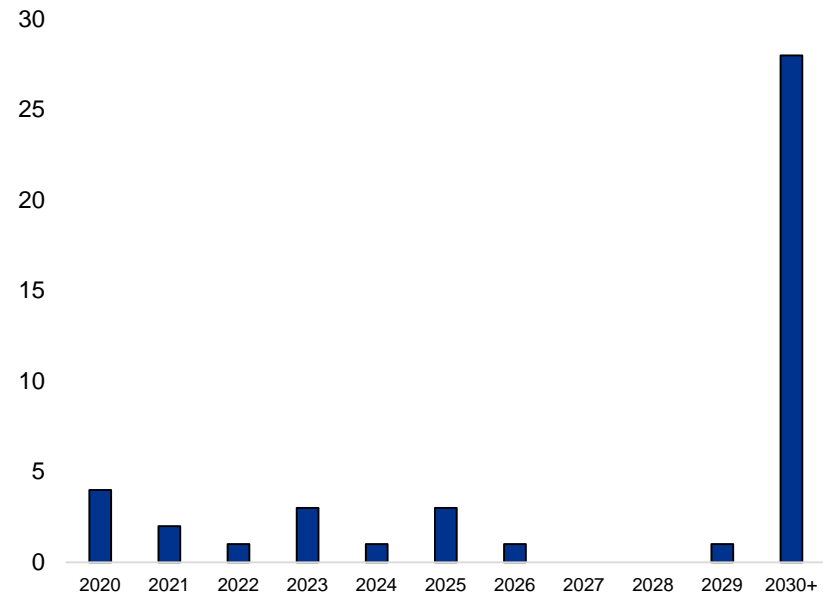
Current State Assessment

Township Staffing Profile

The Ontario Ministry of Finance has identified the aging population as the greatest demographic trend facing Ontario and this is a challenge that municipalities are also facing with respect to its workforce and ability to attract and retain municipal professionals. Based on KPMG's analysis of the Township's staffing profile, approximately 25% of the Township's fulltime employees may be in a position to retire.

The current demographics of the Township's personnel is consistent with the municipality's demographic curve illustrated earlier within this chapter. 36% of the Township's workforce is over 50 years of age with representation across all other age ranges for the remaining 64%.

Potential Staff Retirement Profile (2020 to 2030 and beyond)



Source: KPMG Analysis of Information Provided by the Township

Current State Assessment

Operating Expenditures

Over the past five years, the Township's operating expenditures (excluding amortization) have increased by nearly \$2.9 million (\$10.37 million in 2014 vs. \$13.30 million in 2018), representing an average increase of 6.6% over that period of time. All expenditure categories experienced growth over the past five years. Expenditures related to wages and benefits grew by an average of 4.4% from 2014 to 2018. Expenditures related to the acquisition of materials and interest paid on the Township's long term debt increased by an average of 4.4% and 13.6% respectively. Contracted services increased by 10.4% on average.

	2014	2015	2016	2017	2018	Average Change
Wages and benefits	\$4,630,864	\$4,847,055	\$5,220,689	\$5,371,940	\$5,498,942	+4.4%
Interest on long term debt	\$232,278	\$215,387	\$270,960	\$329,355	\$378,378	+13.6%
Materials	\$2,684,478	\$2,599,213	\$3,065,395	\$3,085,303	\$3,143,901	+4.4%
Contracted services	\$2,677,743	\$2,635,069	\$2,942,237	\$2,918,627	\$3,867,090	+10.4%
Rents and financial expenses	\$50,483	\$21,043	\$287,669	\$1,461,279	\$676,603	+404.1%
External transfers	\$89,606	\$92,727	\$43,849	\$68,471	\$81,487	+6.5%
Total expenses (Exc. Amortization)	\$10,365,452	\$10,437,494	\$11,830,799	\$13,234,975	\$13,306,401	+6.6%

Source: KPMG Analysis of Financial Information Returns

Current State Assessment

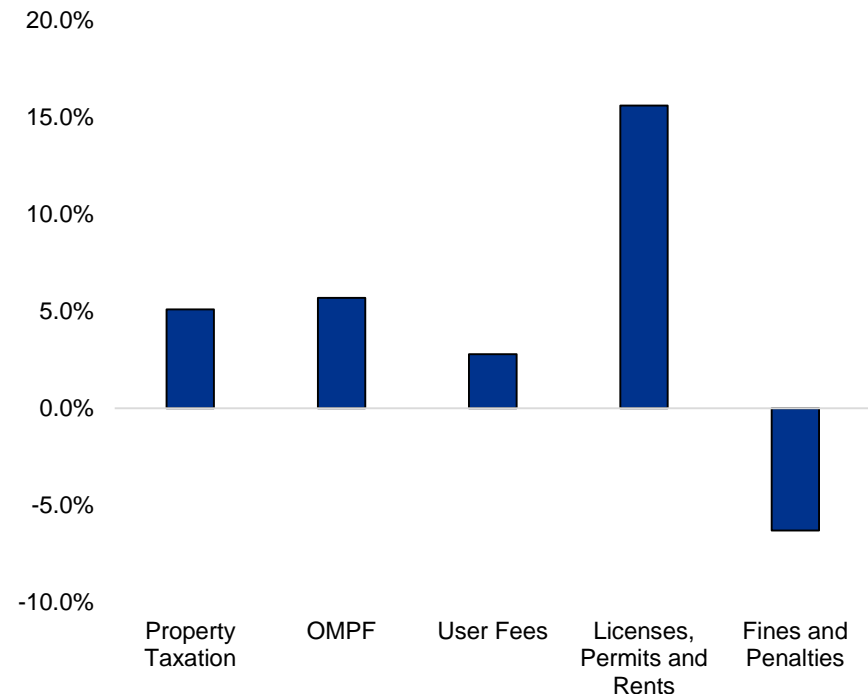
Funding Sources

For the 2018 fiscal year, the Township generated and received revenues of \$21.3 million. Of that total, the Township's local funding sources (defined as taxes and user fees) accounted for \$6.6 million and represented 67.6% of total revenue. Property tax revenues (own purpose taxation) has increased on an average of 5.1% for the years between 2014 to 2018. Over the same time period, user fee revenues increased on an average of 2.8%.

The Township's Ontario Municipal Partnership Fund ('OMPF') allocation, an unconditional grant provided to municipalities by the Province of Ontario, increased by an average of 5.7% over the past five years where the Township received \$236,500 more in 2018 than in 2014.

Other revenue sources for the Township's purposes have varied over the five years examined for the purposes of the review and in many cases, the revenues generated are not entirely within the control of the municipality. Revenues associated with licensing and permitting increased by an average of 15.6% meanwhile fines and penalties related revenues decreased by an average of 6.3%.

Funding Source Average Annual Changes (2014 to 2018)



Source: KPMG Analysis of Financial Information Returns



Corporation of the Township of Tay

Financial Indicators
and Benchmarking



Financial Indicators and Benchmarking

In order to provide additional perspective on the Township's financial performance and position, we have included in this chapter an analysis of financial indicators for the Township and other comparative municipalities.

In Canada, the development and maintenance of principles for financial reporting fall under the responsibility of the Accounting Standards Oversight Council ('AcSOC'), a volunteer body established by the Canadian Institute of Chartered Accountants in 2000. In this role, AcSOC provides input to and monitors and evaluates the performance of the two boards that are tasked with established accounting standards for the private and public sector:

- The Public Sector Accounting Board ('PSAB') establishes accounting standards for the public sector, which includes municipal governments; and
- The Accounting Standards Board ('AcSB'), which is responsible for the establishment of accounting standards for Canadian entities outside of the public sector.

In May 2009, PSAB released a Statement of Recommended Practice that provided guidance on how public sector bodies should report on indicators of financial condition. As defined in the statement, financial condition is *'a government's financial health as assessed by its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others'*. In reporting on financial condition, PSAB also recommended that three factors, at a minimum, need to be considered:

- **Sustainability.** Sustainability is the degree to which the Township can deliver services and meet its financial commitments without increasing its debt or tax burden relative to the economy in which it operates. To the extent that the level of debt or tax burden grows at a rate that exceeds the growth in the Township's assessment base, there is an increased risk that the Township's current spending levels (and by association, its services, service levels and ability to meet creditor obligations) cannot be maintained.
- **Flexibility.** Flexibility reflects the Township's ability to increase its available sources of funding (debt, taxes or user fees) to meet increasing costs. Municipalities with relatively high flexibility have the potential to absorb cost increases without adversely impacting on affordability for local residents and other ratepayers. On the other hand, municipalities with low levels of flexibility have limited options with respect to generating new revenues, requiring an increased focus on expenditure reduction strategies.
- **Vulnerability.** Vulnerability represents the extent to which the Township is dependent on sources of revenues, predominantly grants from senior levels of government, over which it has no discretion or control. The determination of vulnerability considers (i) unconditional operating grants such as OMPF; (ii) conditional operating grants such as Provincial Gas Tax for transit operations; and (iii) capital grant programs. Municipalities with relatively high indicators of vulnerability are at risk of expenditure reductions or taxation and user fee increases in the event that senior levels of funding are reduced. This is particularly relevant for municipalities that are vulnerable with respect to operating grants from senior levels of government, as the Municipal Act does not allow municipalities to issue long-term debt for operating purposes (Section 408(2.1)).

Financial Indicators and Benchmarking

As a means of reporting the Township's financial condition, we have considered the following financial indicators (*denotes PSAB recommended financial indicator).

Financial Condition Category	Financial Indicators
Sustainability	<ol style="list-style-type: none"> 1. Financial assets to financial liabilities* 2. Total reserves and reserve funds per household 3. Total operating expenses as a percentage of taxable assessment* 4. Capital additions as a percentage of amortization expense
Flexibility	<ol style="list-style-type: none"> 5. Residential taxes per household 6. Total long-term debt per household 7. Residential taxation as a percentage of average household income 8. Total taxation as a percentage of total assessment* 9. Debt servicing costs (interest and principal) as a percentage of total revenues* 10. Net book value of tangible capital assets as a percentage of historical cost of tangible capital assets*
Vulnerability	<ol style="list-style-type: none"> 11. Operating grants as a percentage of total revenues* 12. Capital grants as a percentage of total capital expenditures*

A detailed description of these financial indicators is included on the following pages, including a comparison of the Township's performance and position against the comparator group.

As noted on the following pages, the Township's financial indicators appear to demonstrate the Township does not appear to have issues with the three financial condition categories. From an overall perspective, we note that:

- The Township does not appear to be facing a significant affordability constraint, with taxation levels consistent with the comparator municipalities;
- The Township's financial position indicators are generally consistent with the comparator municipalities; and
- The Township's operating costs and staffing levels are consistent with the comparator group.

Financial Indicators and Benchmarking

FINANCIAL ASSETS TO FINANCIAL LIABILITIES

This financial indicator provides an assessment of the Township's solvency by comparing financial assets (including cash, investments and accounts receivable) to financial liabilities (accounts payable, deferred revenue and long-term debt). Low levels of financial assets to financial liabilities are indicative of limited financial resources available to meet cost increases or revenue losses.

TYPE OF INDICATOR

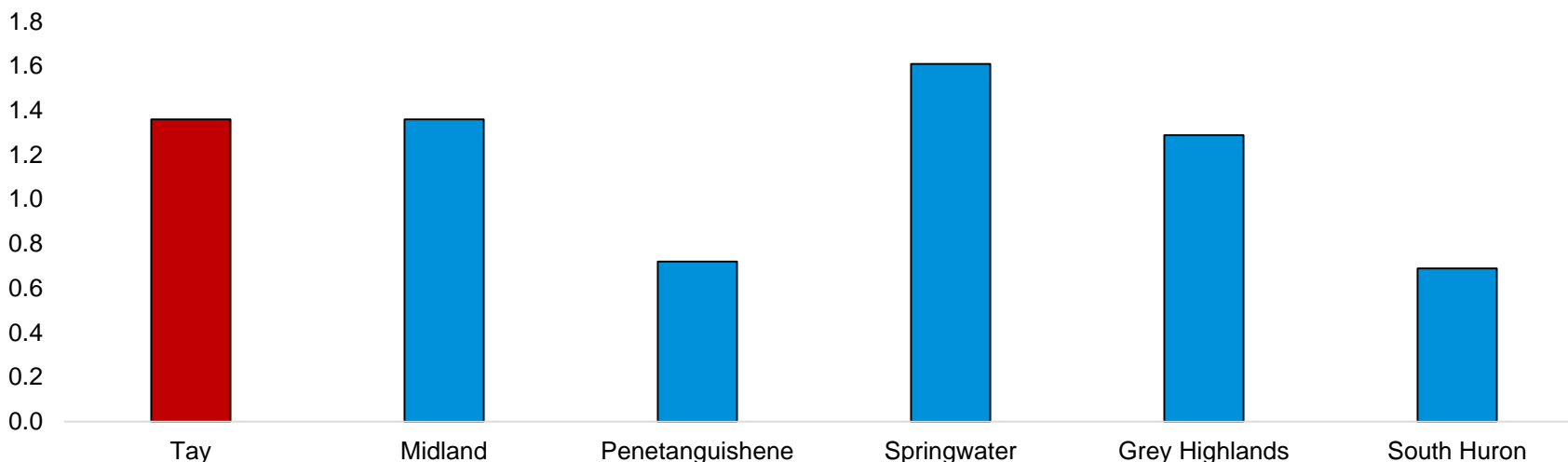
Sustainability ✓
Flexibility
Vulnerability

FORMULA

FIR Schedule 70, Line 9930,
Column 1 divided by FIR
Schedule 70, Line 9940,
Column 1

POTENTIAL LIMITATIONS

- Financial assets may include investments in government business enterprises, which may not necessarily be converted to cash or yield cash dividends
- Financial liabilities may include liabilities for employee future benefits and future landfill closure and post-closure costs, which may (i) not be realized for a number of years; and/or (ii) may not be realized at once but rather over a number of years



Financial Indicators and Benchmarking

TOTAL RESERVES AND RESERVE FUNDS PER HOUSEHOLD

This financial indicator provides an assessment of the Township's ability to absorb incremental expenses or revenue losses through the use of reserves and reserve funds as opposed to taxes, user fees or debt. Low reserve levels are indicative of limited capacity to deal with cost increases or revenue losses, requiring the Township to revert to taxation or user fee increases or the issuance of debt.

TYPE OF INDICATOR

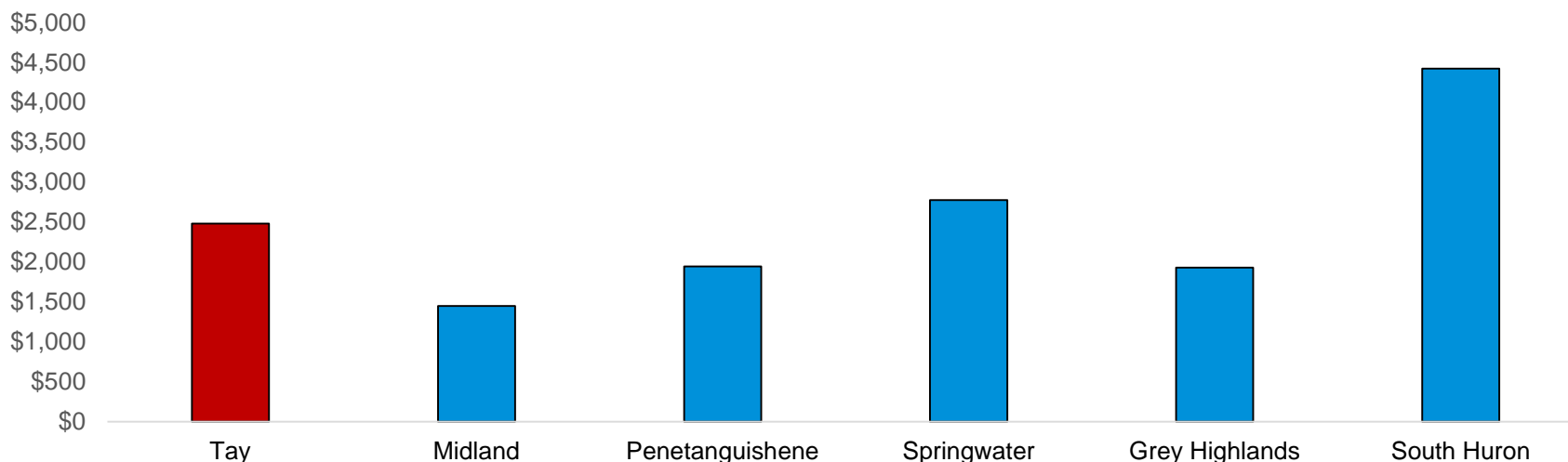
Sustainability ✓
Flexibility
Vulnerability

FORMULA

FIR Schedule 70, Line 6420,
Column 1 divided by FIR
Schedule 2, Line 40, Column 1

POTENTIAL LIMITATIONS

- Reserves and reserve funds are often committed to specific projects or purposes and as such, may not necessarily be available to fund incremental costs or revenue losses
- As reserves are not funded, the Township may not actually have access to financial assets to finance additional expenses or revenue losses



Financial Indicators and Benchmarking

TOTAL OPERATING EXPENSES AS A PERCENTAGE OF TAXABLE ASSESSMENT

This financial indicator provides an assessment of the Township's solvency by determining the extent to which increases in operating expenses correspond with increases in taxable assessment. If increases correspond, the Township can fund any increases in operating costs without raising taxation rates.

TYPE OF INDICATOR

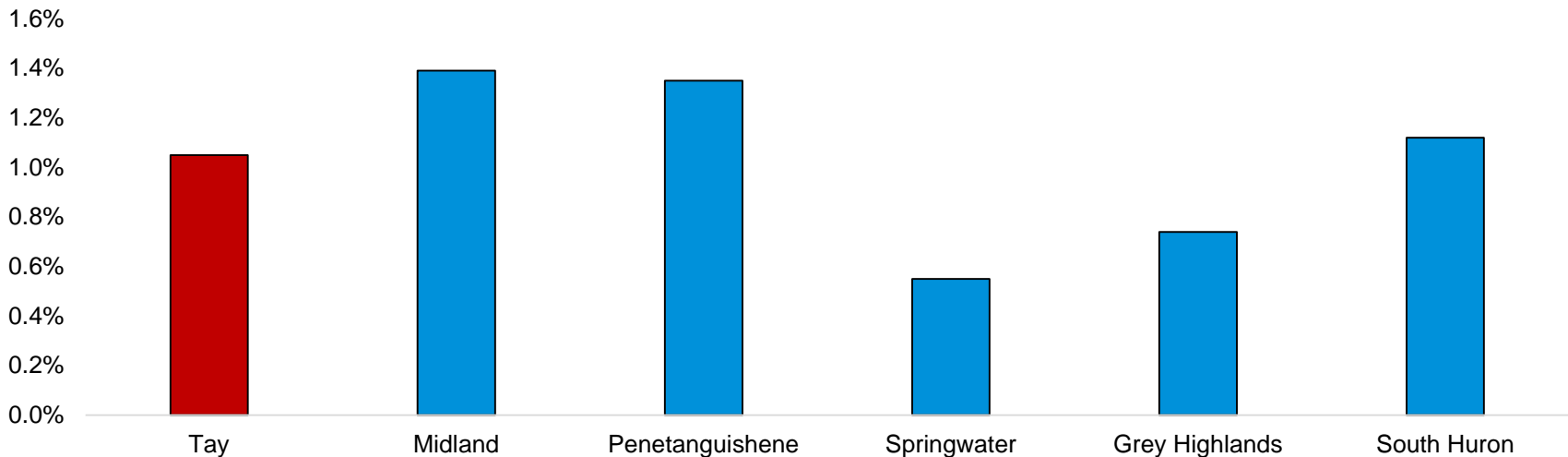
Sustainability ✓
Flexibility
Vulnerability

FORMULA

FIR Schedule 40, Line 9910,
Column 7 less FIR Schedule
40, Line 9910, Column 16
divided by FIR Schedule 26,
Column 17, Lines 9199 and
9299

POTENTIAL LIMITATIONS

- As operating expenses are funded by a variety of sources, the Township's sustainability may be impacted by reductions in other funding sources that would not be identified by this indicator.



Financial Indicators and Benchmarking

CAPITAL ADDITIONS AS A PERCENTAGE OF AMORTIZATION EXPENSE

This financial indicator provides an assessment of the Township's solvency by assessing the extent to which it is sustaining its tangible capital assets. In the absence of meaningful reinvestment in tangible capital assets, the Township's ability to continue to deliver services at the current levels may be compromised.

TYPE OF INDICATOR

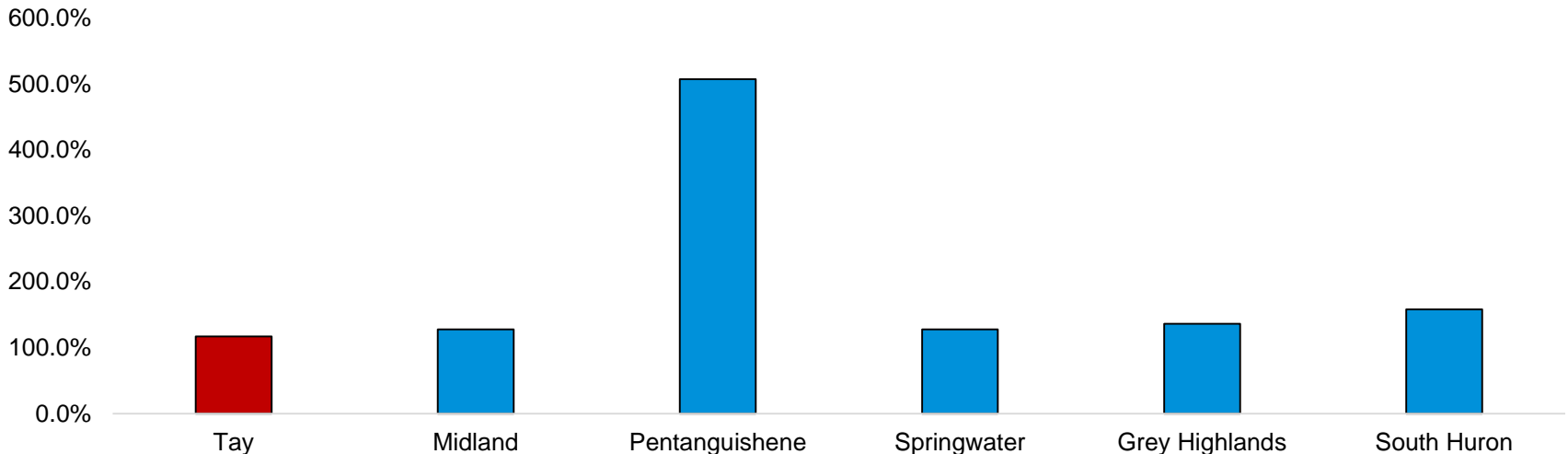
Sustainability ✓
Flexibility
Vulnerability

FORMULA

FIR Schedule 51, Line 9910,
Column 3 divided by FIR
Schedule 40, Line 9910,
Column 16

POTENTIAL LIMITATIONS

- This indicator considers amortization expense, which is based on historical as opposed to replacement cost. As a result, the Township's capital reinvestment requirement will be higher than its reported amortization expense due to the effects of inflation.
- This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



Financial Indicators and Benchmarking

RESIDENTIAL TAXES PER HOUSEHOLD

This financial indicator provides an assessment of the Township's ability to increase taxes as a means of funding incremental operating and capital expenditures.

TYPE OF INDICATOR

Sustainability

Flexibility ✓

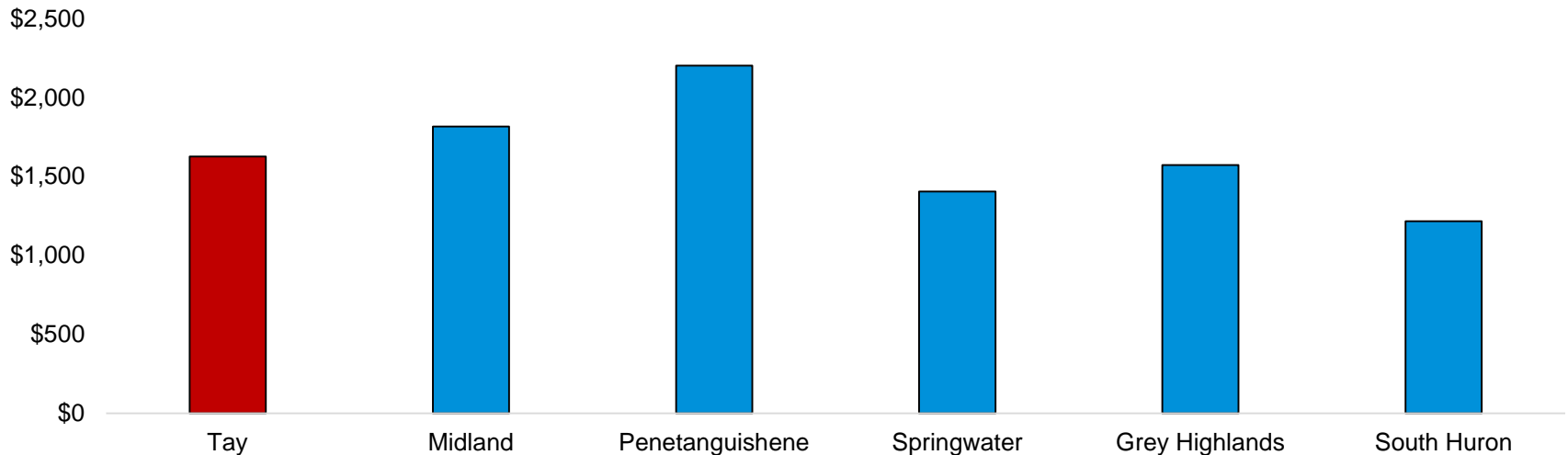
Vulnerability

FORMULA

FIR Schedule 26, Line 0010
and Line 1010, Column 4
divided by FIR Schedule 2, Line
0040, Column 1

POTENTIAL LIMITATIONS

- This indicator does not incorporate income levels for residents and as such, does not fully address affordability concerns.



Financial Indicators and Benchmarking

RESIDENTIAL TAXATION AS A PERCENTAGE OF HOUSEHOLD INCOME

This financial indicator provides an indication of potential affordability concerns by calculating the percentage of total household income used to pay municipal property taxes.

TYPE OF INDICATOR

Sustainability

Flexibility ✓

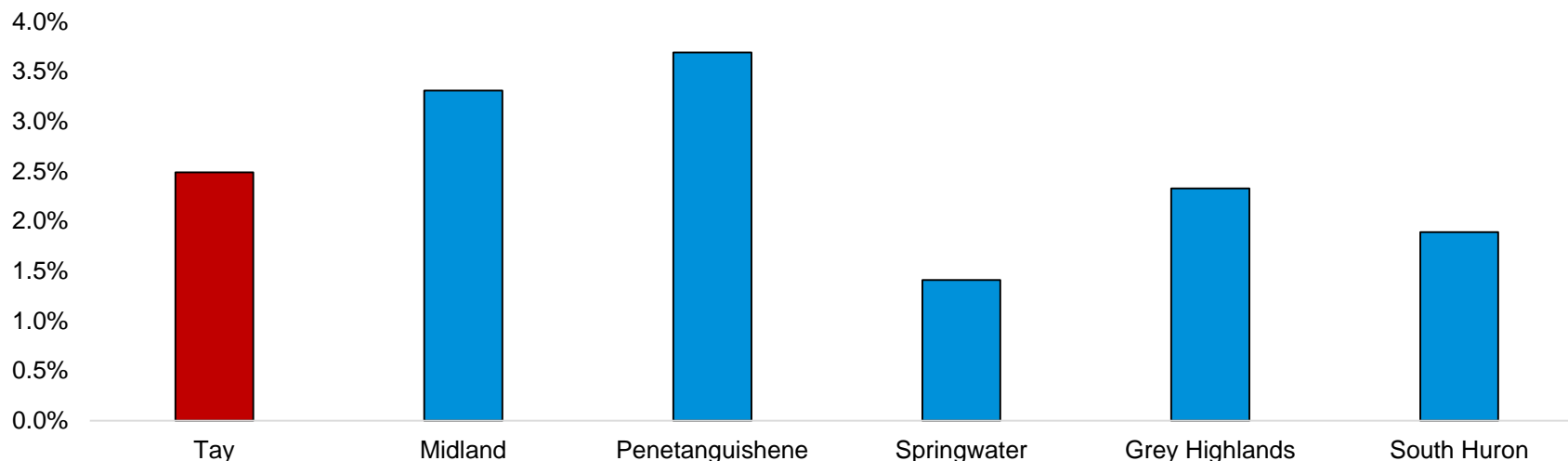
Vulnerability

FORMULA

FIR Schedule 26, Line 0010 and Line 1010, Column 4 divided by FIR Schedule 2, Line 0040, Column 1 (to arrive at average residential tax per household). Average household income is derived from the National Housing Survey.

POTENTIAL LIMITATIONS

- This indicator considers residential affordability only and does not address commercial or industrial affordability concerns.
- This indicator is calculated on an average household basis and does not provide an indication of affordability concerns for low income or fixed income households.



Financial Indicators and Benchmarking

TOTAL LONG-TERM DEBT PER HOUSEHOLD

This financial indicator provides an assessment of the Township's ability to issue more debt by considering the existing debt loan on a per household basis. High debt levels per household may preclude the issuance of additional debt.

TYPE OF INDICATOR

Sustainability

Flexibility ✓

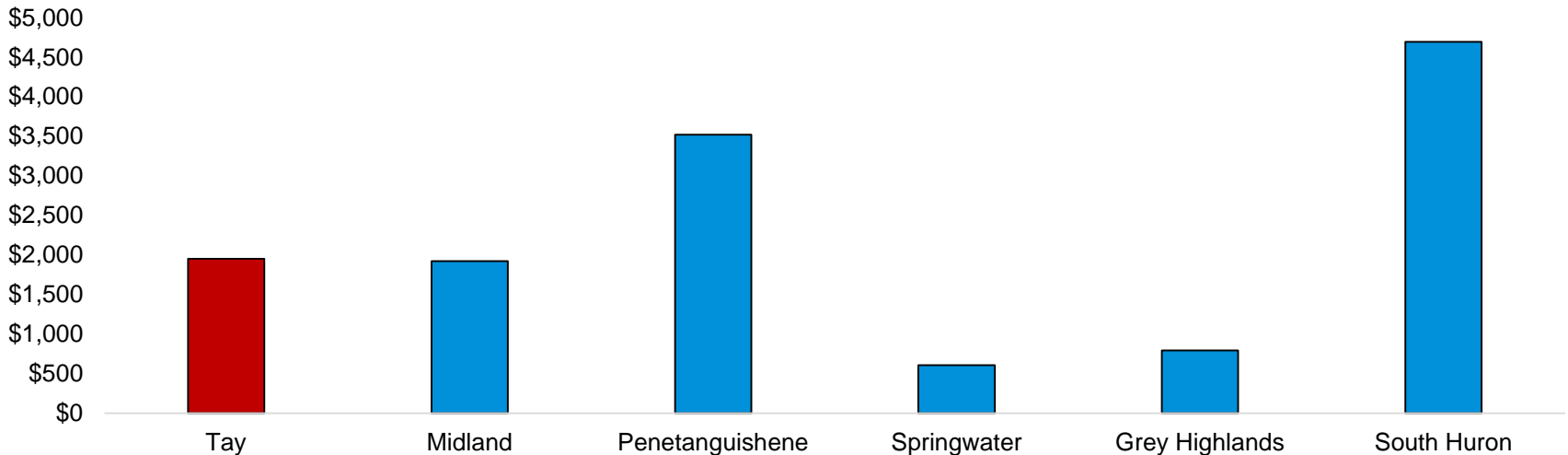
Vulnerability

FORMULA

FIR Schedule 70, Line 2699,
Column 1 divided by FIR
Schedule 1, Line 0040, Column
1

POTENTIAL LIMITATIONS

- This indicator does not consider the Provincial limitations on debt servicing cost, which cannot exceed 25% of own-source revenues unless approved by the Ontario Municipal Board



Financial Indicators and Benchmarking

TOTAL TAXATION AS A PERCENTAGE OF TOTAL ASSESSMENT

This financial indicator provides an indication of potential affordability concerns by calculating the Township's overall rate of taxation. Relatively high tax rate percentages may limit the Township's ability to generate incremental revenues in the future.

TYPE OF INDICATOR

Sustainability

Flexibility



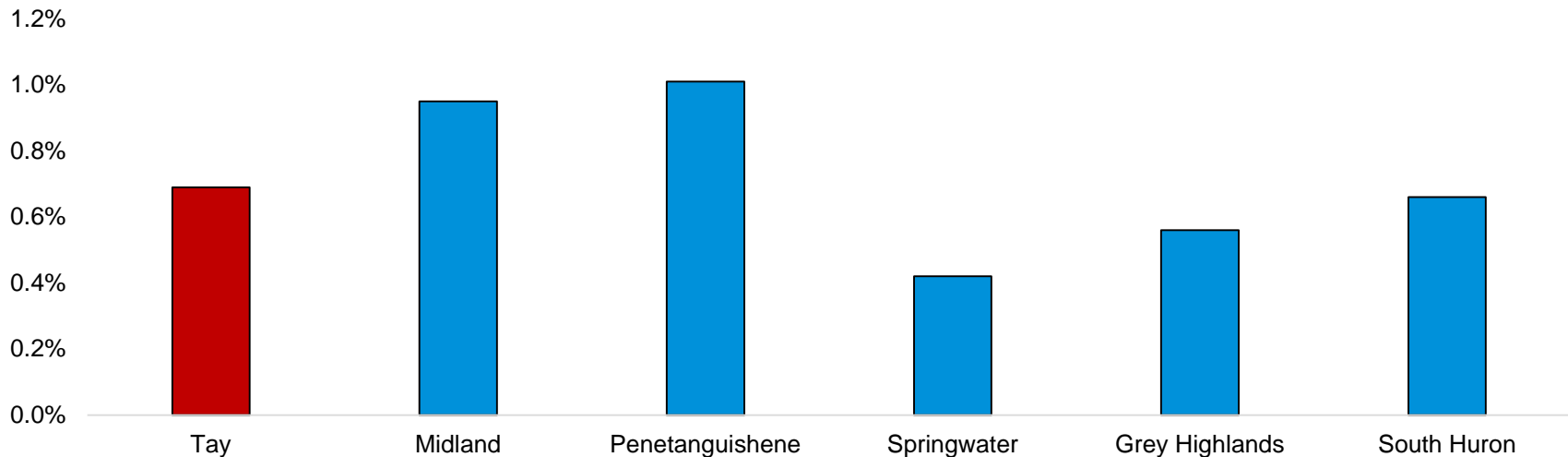
Vulnerability

FORMULA

FIR Schedule 26, Line 9199 and Line 9299, Column 4 divided by FIR Schedule 26, Line 9199 and 9299, Column 17.

POTENTIAL LIMITATIONS

- This indicator considers the Township's overall tax rate and will not address affordability issues that may apply to individual property classes (e.g. commercial).



Financial Indicators and Benchmarking

DEBT SERVICING COSTS (INTEREST AND PRINCIPAL) AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Township's overall indebtedness by calculating the percentage of revenues used to fund long-term debt servicing costs. The Township's ability to issue additional debt may be limited if debt servicing costs on existing debt are excessively high.

TYPE OF INDICATOR

Sustainability

Flexibility



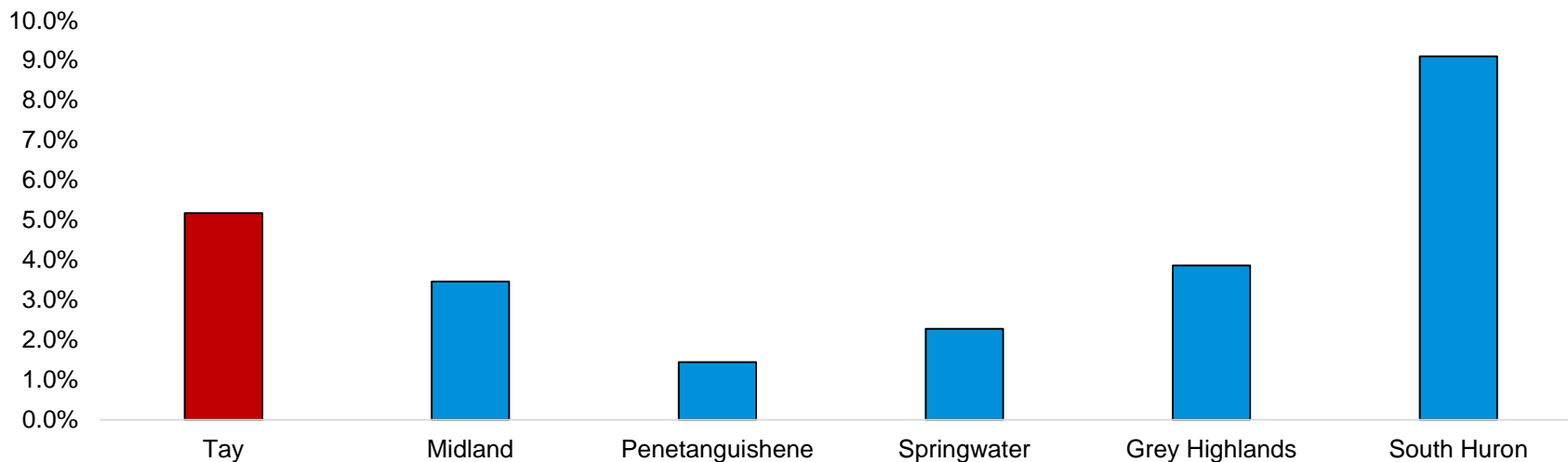
Vulnerability

FORMULA

FIR Schedule 74C, Line 3099,
Column 1 and Column 2
divided by FIR Schedule 10,
Line 9910, Column 1.

POTENTIAL LIMITATIONS

- No significant limitations have been identified in connection with this indicator



Financial Indicators and Benchmarking

NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS AS A PERCENTAGE OF HISTORICAL COST OF TANGIBLE CAPITAL ASSETS

This financial indicator provides an indication as to the extent to which the Township is reinvesting in its capital assets as they reach the end of their useful lives. An indicator of 50% indicates that the Township is, on average, investing in capital assets as they reach the end of useful life, with indicators of less than 50% indicating that the Township's reinvestment is not keeping pace with the aging of its assets.

TYPE OF INDICATOR

Sustainability

Flexibility



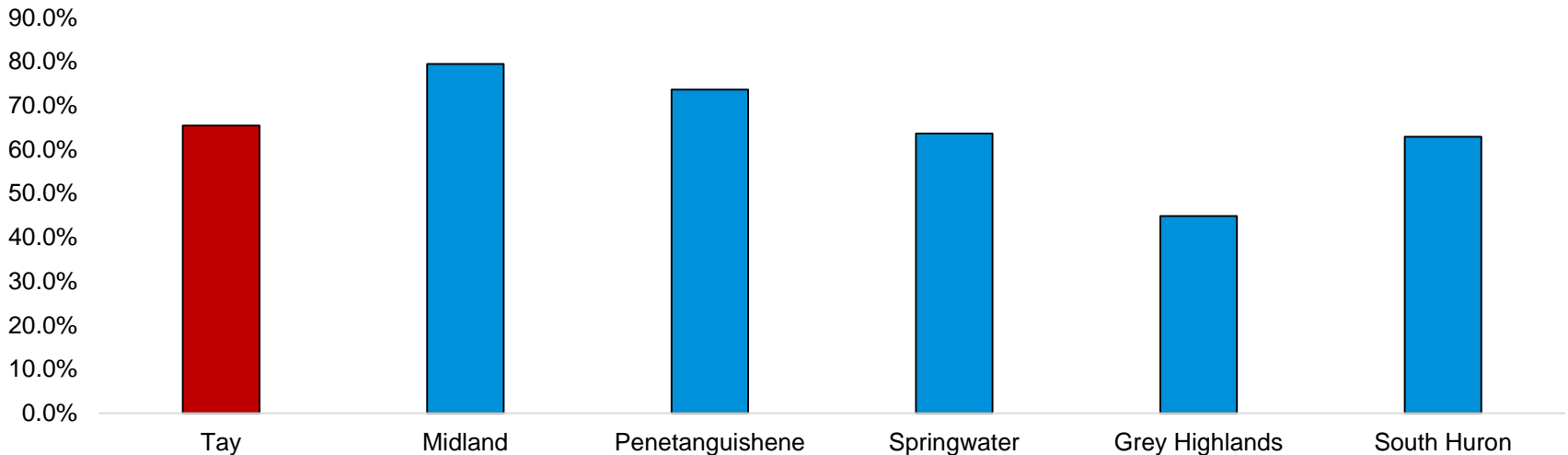
Vulnerability

FORMULA

FIR Schedule 51A, Line 9910,
Column 11 divided by FIR
Schedule 51A, Line 9910,
Column 6.

POTENTIAL LIMITATIONS

- This indicator is based on the historical cost of the Township's tangible capital assets, as opposed to replacement cost. As a result, the Township's pace of reinvestment is likely lower than calculated by this indicator as replacement cost will exceed historical cost.
- This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



Financial Indicators and Benchmarking

OPERATING GRANTS AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Township's degree of reliance on senior government grants for the purposes of funding operating expenses. The level of operating grants as a percentage of total revenues is directly proportionate with the severity of the impact of a decrease in operating grants.

TYPE OF INDICATOR

Sustainability

Flexibility

Vulnerability

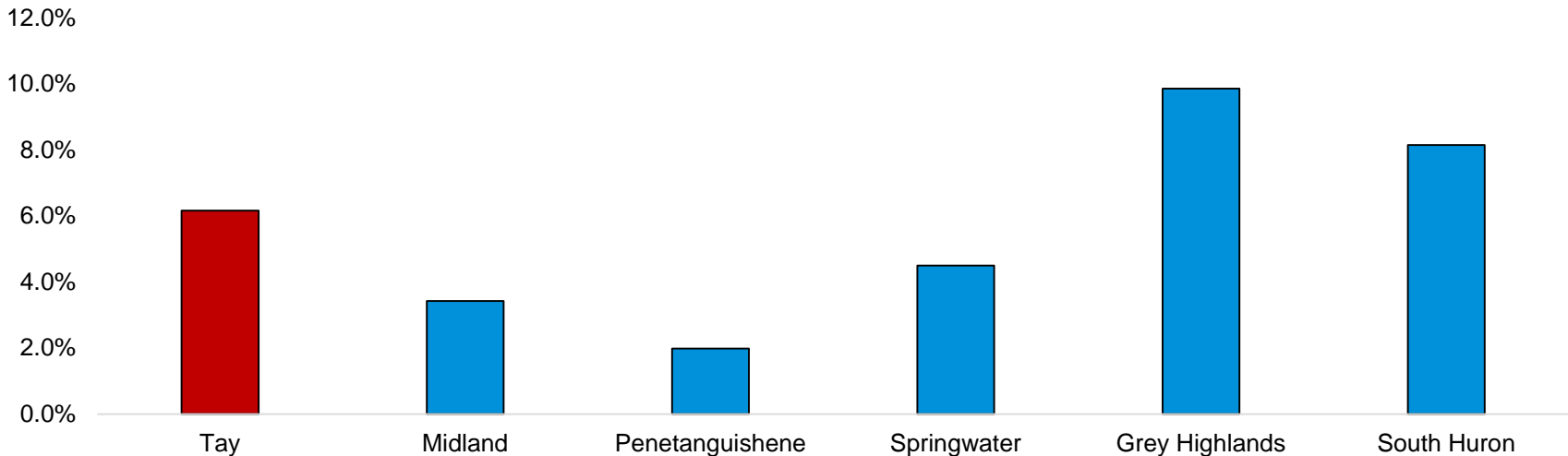
✓

FORMULA

FIR Schedule 10, Line 0699,
Line 0810, Line 0820, Line
0830, Column 1 divided by FIR
Schedule 10, Line 9910,
Column 1.

POTENTIAL LIMITATIONS

- To the extent possible, the Township should maximize its operating grant revenue. As such, there is arguably no maximum level associated with this financial indicator.



Financial Indicators and Benchmarking

CAPITAL GRANTS AS A PERCENTAGE OF TOTAL CAPITAL EXPENDITURES

This financial indicator provides an indication as to the Township's degree of reliance on senior government grants for the purposes of funding capital expenditures. The level of capital grants as a percentage of total capital expenditures is directly proportionate with the severity of the impact of a decrease in capital grants.

TYPE OF INDICATOR

Sustainability

Flexibility

Vulnerability

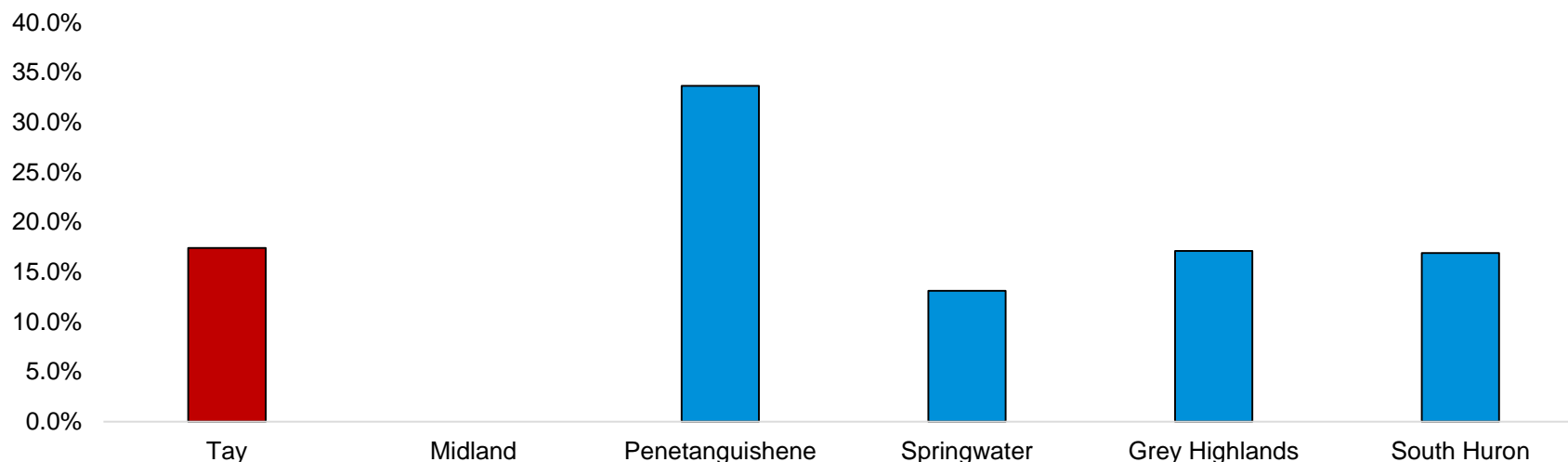
✓

FORMULA

FIR Schedule 10, Line 0815,
Line 0825, Line 0831, Column
1 divided by FIR Schedule 51,
Line 9910, Column 3.

POTENTIAL LIMITATIONS

- To the extent possible, the Township should maximize its capital grant revenue. As such, there is arguably no maximum level associated with this financial indicator.



Financial Indicators and Benchmarking

Municipal Benchmarking

In addition to the corporate-level financial indicators presented in this chapter, we have also undertaken benchmarking for selected municipal services based on comparisons to similar-sized municipalities.

Each service was benchmarked against five comparator municipalities and those municipalities were selected on the basis of being located in

- Midland
- Grey Highlands
- Penetanguishene
- South Huron
- Springwater

The service-level comparative analysis, which is based on 2018 Financial Information Returns ('FIR'), is intended to provide perspective on the relative cost of delivering services. However, it is important to recognize potential limitations with respect to the analysis:

- Differences in organizational structure and resource allocations can complicate a municipal-to-municipal comparison as the structure of budgets may not yield an apples-to-apples comparison. In certain instances, we have attempted to adjust for these differences by aggregating same or similar services to a level that allows for a reasonable comparison. However, in certain cases the requisite information was not available to KPMG for the purposes of our review.
- In a number of instances, the allocation of costs can vary significantly, impacting any comparison of financial indicators. For example, the treatment of corporate-type costs such as insurance, information technology and financial support can differ, with some municipalities allocating these costs to individual departments while others budget for them as a central cost. Similarly, different approaches to the allocation of fleet expenses (operating only, operating plus capital, operating plus capital plus corporate costs) have the potential to skew the financial analysis.
- The financial benchmarking is independent of any adjustment for service levels. Accordingly, the comparative position of any municipality included in our analysis does not necessarily reflect operating efficiencies but may be due to higher or lower levels of service.

In light of the above, financial indicators are not available for all of the Township's services.

A summary of our service-level financial benchmarking is provided on the following pages.

Current State Assessment – Benchmarking

Service	Indicator	Tay	Comparator Municipalities		
			Low	High	Average
Corporate Wide	Wages and benefit costs per household	\$1,115.18	\$1,002.79	\$1,924.87	\$1274.25
	Wages and benefit costs as a percentage of total operating expenditures	40.3%	30.9%	51.6%	40.5%
	Contracted services costs per household	\$784.24	\$697.09	\$1,145.94	\$833.55
Corporate Services	Net operating costs per household	\$363.64	\$310.24	\$484.18	\$405.56
	Wages and benefit costs as a percentage of departmental operating costs	69.1%	56.5%	74.6%	62.1%
Transportation Services	Operating costs per lane kilometre	\$7,133.83	\$4,287.54	\$31,526.84	\$16,924.22
	Wages and benefit costs as a percentage of departmental operating costs	48.9%	26.5%	45.4%	37.7%
	Number of operators per 100 lane kilometre	3.4	2.0	7.8	5.1
Environmental Services	Level of cost recovery for water and wastewater services generated through user fees	124.8%	128.6%	190.0%	156.0%
	Wages and benefits costs as a percentage of departmental operating costs	18.7%	4.5%	43.4%	27.6%
Fire Services	Net operating costs per household	\$184.30	\$95.07	\$324.55	\$189.18
	Wages and benefit costs as a percentage of departmental operating costs	57.2%	56.2%	87.2%	66.7%

Source: KPMG Analysis of Financial Information Returns

Current State Assessment – Benchmarking

Service	Indicator	Tay	Comparator Municipalities		
			Low	High	Average
Planning and Development Services	Net operating costs per household	\$66.89	\$42.54	\$76.50	\$58.68
	Level of cost recovery for planning services generated through user fees	21.1%	13.7%	74.6%	33.5%
	Wages and benefit costs as a percentage of departmental operating costs	58.7%	3.5%	71.2%	42.7%
Other Protective Services (Building and Bylaw Services)	Operating costs per household	\$95.55	\$57.06	\$101.02	\$78.18
	Wages and benefit costs as a percentage of total operating expenditures	82.0%	36.0%	91.5%	62.0%
Parks and Recreation Services	Total net operating costs per household (excluding library services)	\$197.84	\$130.13	\$298.31	\$230.11
	Total Wages and benefit costs as a percentage of departmental operating costs (excluding library services)	70.1%	45.3%	57.8%	52.3%
	Recreational facilities – net operating cost per household	\$53.95	\$50.03	\$197.66	\$117.70
	Recreational programming – net operating cost per household	\$21.69	\$25.40	\$56.31	\$41.66

Source: KPMG Analysis of Financial Information Returns

Current State Assessment – Benchmarking

Municipal Staffing Comparative Analysis

At the time of the report, the Township of Tay has 47 budgeted full-time employees. Within the 47 positions, there exist vacancies including the positions of the Chief Administrative Officer, the Communications and Special Projects Officer (these positions became vacant during the time of the review),

The following table is a comparative summary of the Township's staffing levels versus the comparative municipalities. Based on KPMG's analysis, the Township's staffing levels are consistent with the comparator group.

Service (Full-time Positions)	Tay	Comparator Municipalities		
		Low	High	Average
Corporate Services	13.0	9.0	25.0	18.5
Fire Services	2.5	1.0	14.0	5.0
Parks and Recreation Services	2.5	2.0	26.0	11.0
Public Works	22.0	17.0	42.0	24.0
Planning and Development	7.0	0.5	13.0	5.0
Total	47.0	46.0	129.0	69.0



Corporation of the Township of Tay

High Level
Organizational
Structure Design



High Level Organizational Structure Design

Introduction

Organization design is the deliberate process of configuring structures, processes, and people practices to create an effective organization capable of achieving the organization's identified strategy.

Form Follows Function - strategy drives structure; processes are based on structure; and structures and processes define the implementation of people practices. Structure is just one of several levers to be 'pulled' in organizations to optimize performance and an effective organization design considers: strategy, structure, processes and systems, people practices and culture.

Common Organizational Design Pitfalls

Observations	Implications
Organization design efforts often begin and end just with a structure chart.	Creating just structure charts is insufficient with respect to effective governance and collaboration within the organization and across boundaries. And it is inadequate if you want people to adopt new accountabilities, responsibilities and ways of working.
Many organizations evolve without conscious design choices from a holistic perspective.	Piecemeal tweaks over time can result in structures that become inefficient, with unclear accountabilities and suboptimal working relationships. <i>This has been a key issue for the Township of Woolwich over the years.</i>
Creating an effective 'lean' organization doesn't happen by chance.	Focusing an organization on primary outputs and deliverables, and helping reduce non value-added activities is a common objective. However, lean organizations do not exist by chance. They have to be deliberately designed.
Today's organizations compete in rapidly changing environments.	Leadership should constantly rethink how their business is designed and how it can achieve and sustain increased levels of performance. No matter what is driving change, more rigor needs to be applied to ensure that structures, processes, systems, and capabilities all support the objective.
Organization design can become a political compromise – undertaken to find jobs for existing people.	Senior teams need an opportunity to work outside of the current conventions, politics and mindsets to start again.

High Level Organizational Structure Design

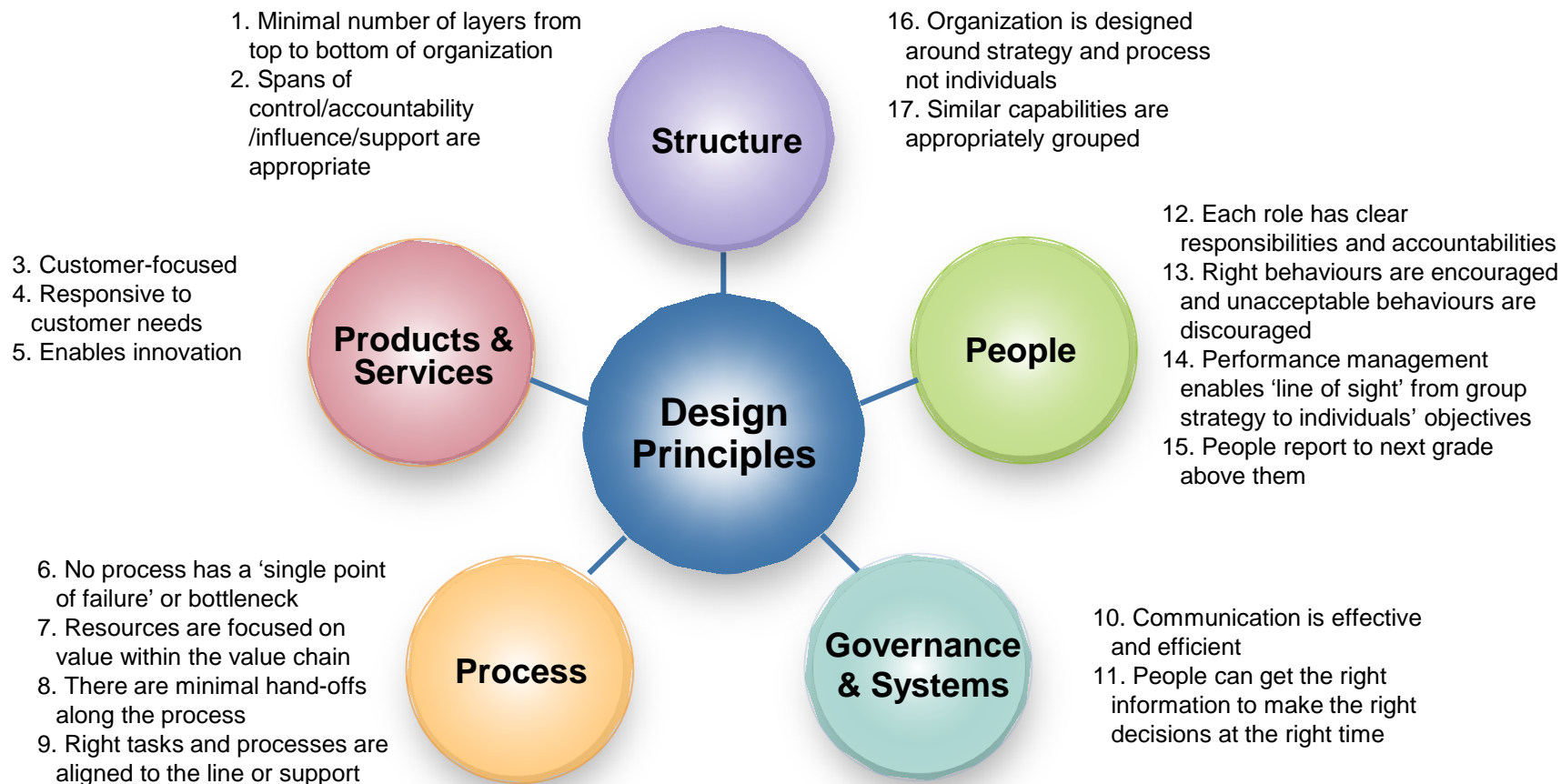
Organizational Design Principles

For the purposes of the high level organizational structure design, the following principles are to be considered:

- Design principles form the criteria against which to measure the organization design.
- Design principles should reflect a focus on effectiveness. An organization is effective if it is doing the right things to achieve its mandate and vision.
- Design principles should reflect a focus on efficiency. An organization is efficient if it is doing things in a way that maximizes utilization of resources.
- Design principles should reflect desired performance (success measures).

High Level Organizational Structure Design

Leading Practice in Design Principles



High Level Organizational Structure Design

Leading Practice in Design Principles (continued)

- 18. Form follows function** – Build an organization around its role and purpose – not around its people.
- 19. Single points of accountability** – There will be clear, well-defined accountabilities and decision-making authorities, supporting the concepts of single points of accountability for results
- 20. Future growth and change** – Organize to be flexible and adaptable to future growth and service needs.
- 21. Span of control** – Span of control should be as broad as possible without sacrificing efficiency. However, there is a limit to the number of positions one person can effectively be responsible for.
- 22. Specialization** – The activities for which a single individual is held accountable should be similar.
- 23. Simplicity** – The organization should be kept as simple as possible.
- 24. Layers of supervision** – The number of levels of authority should be held to a minimum.
- 25. Decision making** – The organization design should facilitate effective and timely decision-making in support of day-to-day operations.
- 26. Decentralize/centralize** – What to centralize and decentralize depends on the nature of the work being performed and the objectives of the organization relative to its customers and stakeholders. As a very general rule, decentralize customer-facing work and centralize enabling system work.
- 27. Consistent with strategic direction** – The overall organizational design should support the vision, direction and strategic priorities.
- 28. Customer driven** – The design of the organization should be accessible, responsive and easily understood by the customer.
- 29. Balance in scale and scope** – The scale and scope of operations across each layer in the organization should be comparable in terms of operational, political and financial complexity and risk.
- 30. Minimal organizational disruption** – The preferred organization design should help minimize the potential service disruptions to the customer.
- 31. Reasonable workload** – The organization should be designed to balance reasonable workload, the ability to keep promised deadlines, and provide high service levels.



Corporation of the Township of Tay

Potential
Organizational Design
Options



Organization Types Comparison Chart¹

ORGANIZATION TYPE	ADVANTAGES	DISADVANTAGES	USE WHEN
FUNCTIONAL A functional structure is organized around major services/activity groups Ex: finance, Clerk, planning	<ul style="list-style-type: none"> Knowledge sharing within unit High functional specialization Efficiency & economies of scale Standardization 	<ul style="list-style-type: none"> Limited decision making capacity Communication across functions is difficult Coordination across functions is difficult Less responsive to end user needs 	<ul style="list-style-type: none"> Single line of business Common standards are required Highly regulated Core capability is based in functional expertise or economies of scale
PRODUCT/PROGRAM A product structure is organized around products or programs Ex: Corporate Services, Community Services	<ul style="list-style-type: none"> Speed of product development cycle Product excellence Product diversification Operating freedom 	<ul style="list-style-type: none"> Duplication of effort Lost economies of Scale Multiple customer points 	<ul style="list-style-type: none"> Product features are competitive advantage Multiple products for separate market segments Short product life cycles
CUSTOMER A customer structure is organized around market segments or specific customers Ex: specific urban areas	<ul style="list-style-type: none"> Customization Relationship building Solutions not just products 	<ul style="list-style-type: none"> Knowledge sharing is limited Duplication of effort Lost economies of Scale 	<ul style="list-style-type: none"> Buyers/customers have power Customer knowledge is a competitive advantage Rapid customer service is key Rapid product cycles are key
GEOGRAPHIC A geographic structure is organized around physical location Ex: Elmira, Breslau, St. Jacobs	<ul style="list-style-type: none"> Responsive to regional customer needs Relationship building Selective centralization-decentralization 	<ul style="list-style-type: none"> Mobilization & sharing resources is difficult Sharing knowledge is difficult Multiple points of contact for clients Internal competition for resources Client relationships belong to who? 	<ul style="list-style-type: none"> Smaller efficient scale exists High cost of transport Just-in-time delivery is critical Need to locate close to supply source

¹ Adapted from Designing Your Organization, Amy Kates and Jay R. Galbraith, 2007

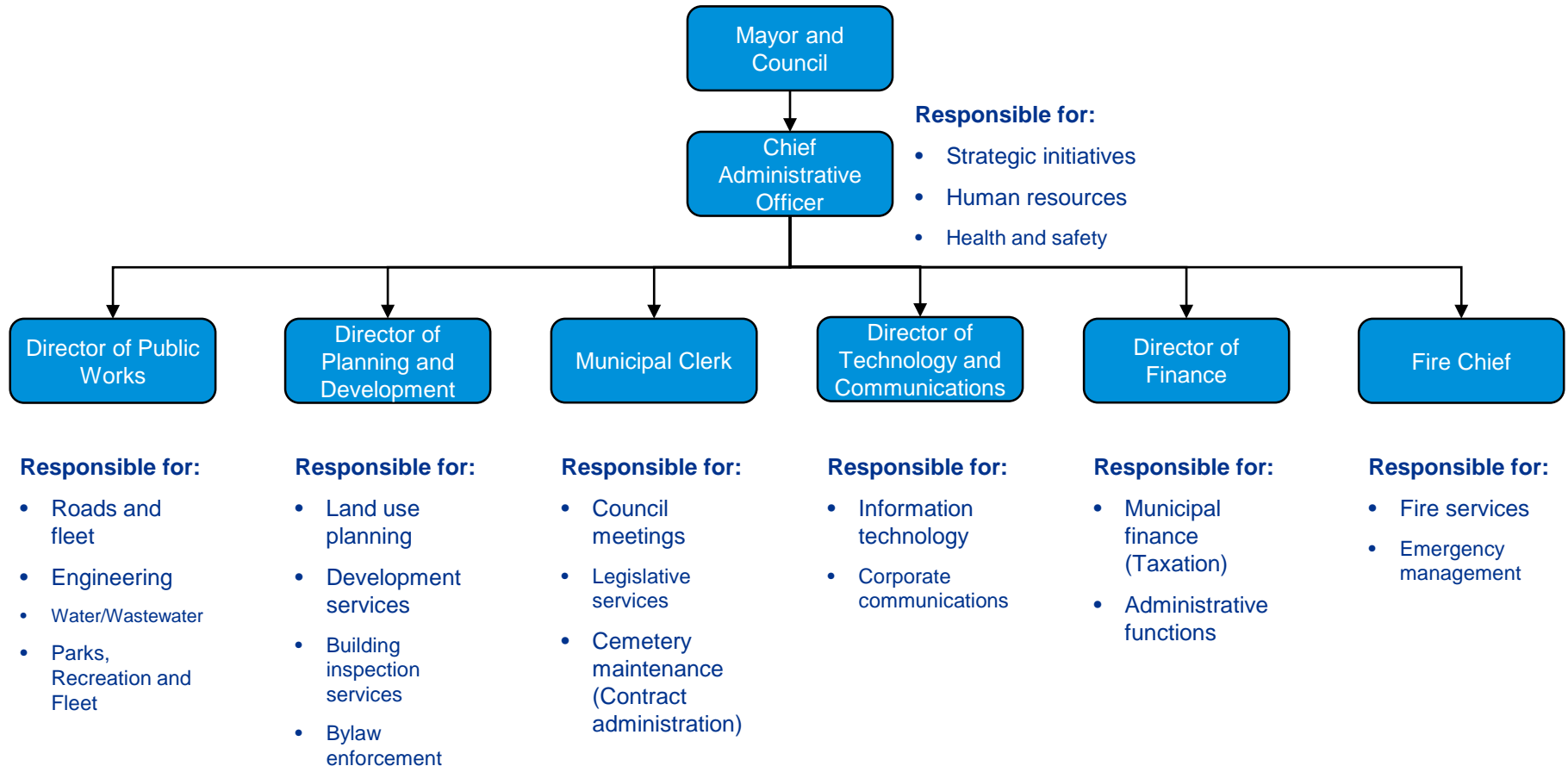
Organization Types Comparison Chart¹

ORGANIZATION TYPE	ADVANTAGES	DISADVANTAGES	USE WHEN
PROCESS A process structure is organized around major processes	<ul style="list-style-type: none"> • Process excellence • TQ (total quality) • Cycle time reduction • Continuous Improvement • Easy measurement • Cost reductions 	<ul style="list-style-type: none"> • Coordination between processes is often difficult 	<ul style="list-style-type: none"> • Short product life • Rapid development cycles • Cost reduction is critical
Matrix Matrix organizations are typically designed so that the “Front” of the organization faces the customer and the “Back” of the organization is product facing.	<ul style="list-style-type: none"> • Single point of interface for customer • Cross selling • Value-added systems & solutions • Product focused • Multiple distribution channels 	<ul style="list-style-type: none"> • Internal competition for resources • Price disagreements • Customer needs disagreements • Marketing belongs • Conflicting metrics • Complex accounting 	<ul style="list-style-type: none"> • Multiple product lines and multiple market segments • Global customers • Competitive advantage is in combined customer and product excellence

¹ Adapted from Designing Your Organization, Amy Kates and Jay R. Galbraith, 2007

Current Organizational Structure

The Township's Current Organizational Structure



Potential Organizational Structures

For the purposes of the reader, the current organizational structure for the Township could be categorized as a functional model whereas the Township is organized around major services/activity groups. Functional models bring the following advantages and disadvantages:

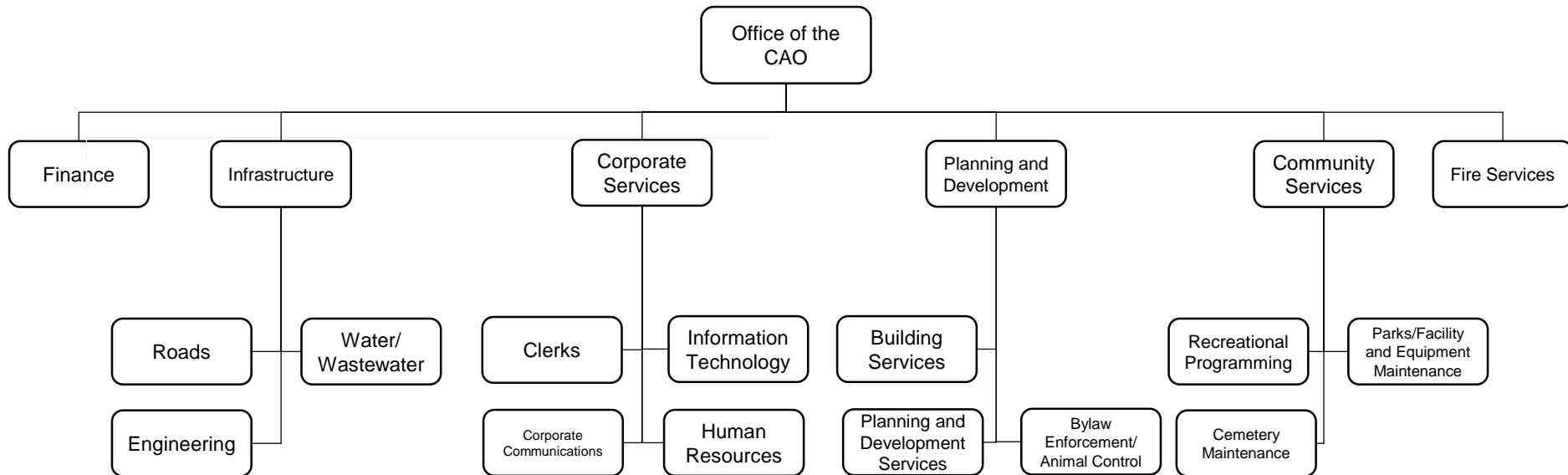
Advantages	Disadvantages
<ul style="list-style-type: none">• Knowledge sharing within unit• High functional specialization• Efficiency & economies of scale• Standardization	<ul style="list-style-type: none">• Limited decision making capacity• Communication across functions is difficult• Coordination across functions is difficult• Less responsive to end user needs

Three potential organizational structures are provided for the Township's consideration within this chapter. Beyond the potential re-organization of municipal services, the following are assumptions within each of the models:

- All three models seek to achieve the goal of reducing the number of direct reports to the Office of the Chief Administrative Officer – the potential benefit of this reduction in the number of reports to the Chief Administrative Officer is to potentially free up capacity to effectively manage the corporation while allowing for the CAO to act in a more strategic fashion;
- As identified within the options whereas municipal services are consolidated, the direct report to the Office of the Chief Administrative Officer would serve potentially two roles – Director of the cluster as well as a senior role in the organization (for example, the Director of Corporate Services could be the Township Treasurer);
- The position of Executive Assistant remains in place and within the Office of the Chief Administrative Officer;
- Each of the departments retain administrative assistance – these positions would be considered to be fulltime and dedicated resources within. There exists the potential of pooling all administrative support to potentially better serve the organization as well as potentially allow for enhanced customer service but at the time of this report, a shift towards a clustered approach may be considered to be a long-term opportunity for the Township's consideration;
- There are positions identified within each of the potential options that are may be either vacant and/or do not currently exist within the Township at the time of this report. The decision to ultimately fill and/or create those positions remains a decision of Council; and
- Linked to the previous point, those positions identified that are currently absent within the Township at the time of this report are subject to the Township's approval and subsequent implementation of its strategic plan.

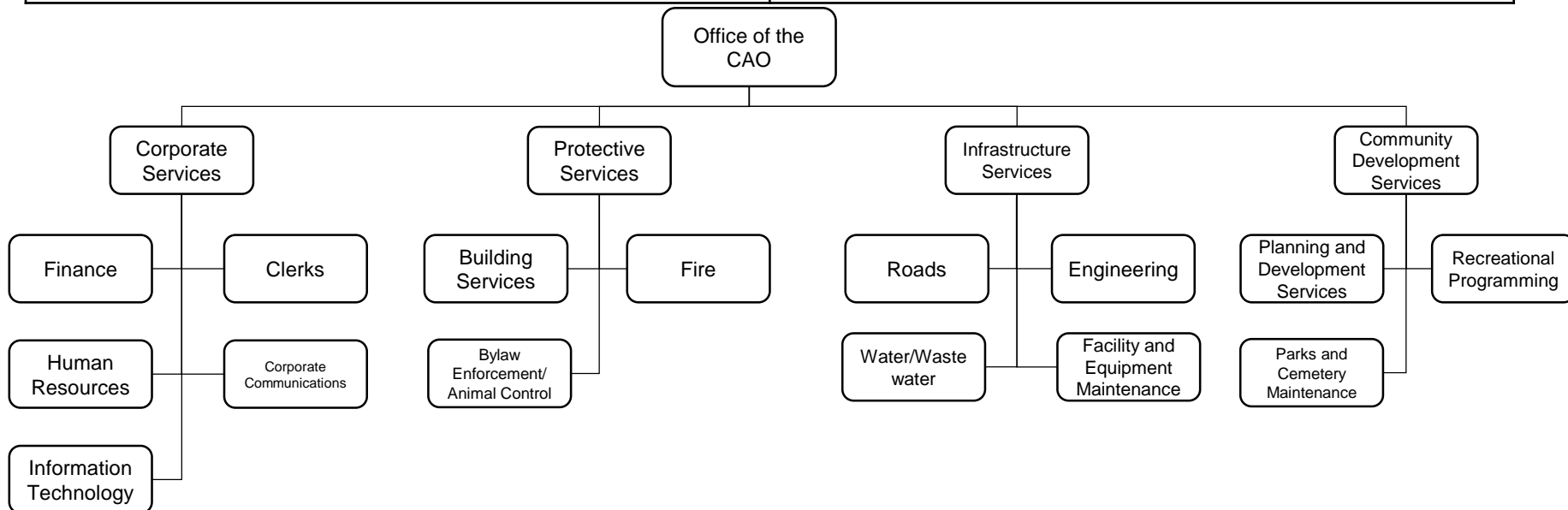
Functional Model I

Description	A functional structure is organized around major activity groups. This functional model separates out the finance function from Corporate Services, which is the combination of the Clerk, Technology and Communications and addition of a human resources function. There is also the creation of a new Community Services function which would oversee recreational and maintenance services. This model maintains the current number of direct reports to the Office of the Chief Administrative Officer.
Advantages	Disadvantages
<ul style="list-style-type: none"> High functional specialization – Finance is a core municipal service which is involved in all other departments and as such, remains as a stand alone department within this model Clear control and line of sight in smaller organizations 	<ul style="list-style-type: none"> As organizational size and number of functional areas increase – control decreases



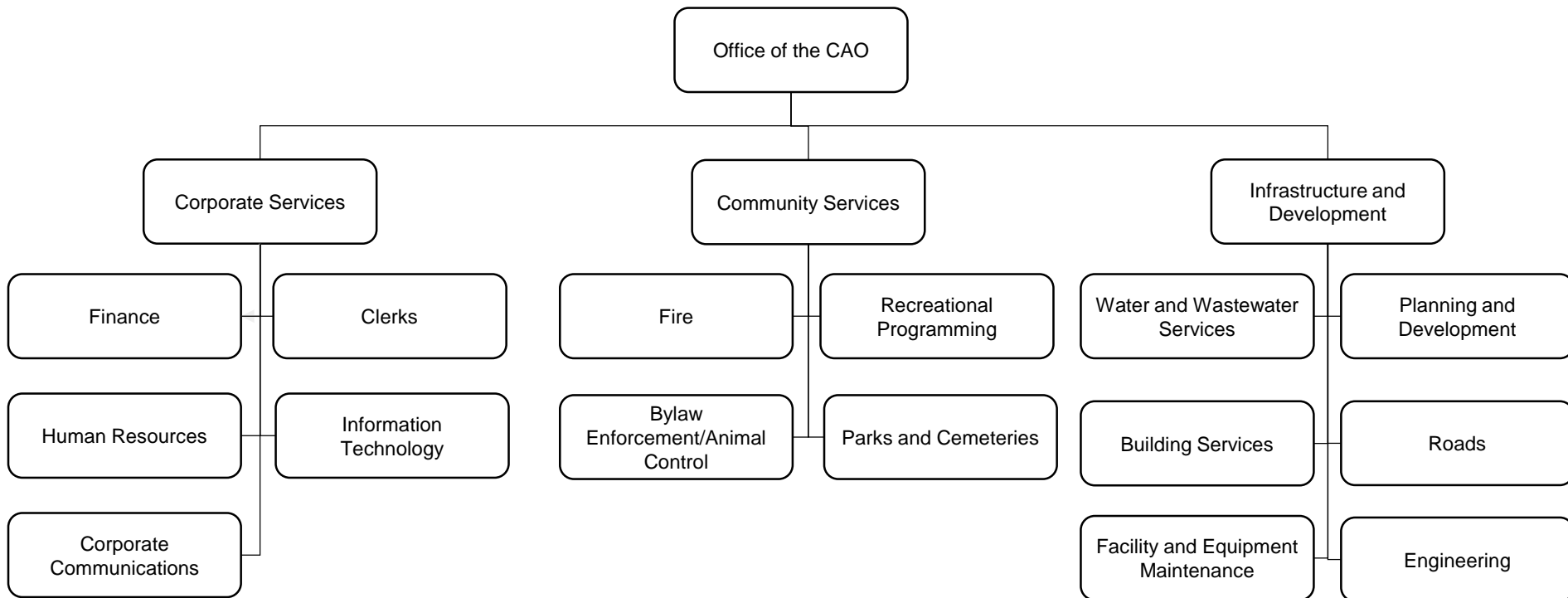
Functional Model II

Description	<p>A functional structure is organized around major activity groups similar to the previous model. This revised functional model consolidates Finance into the previously noted Corporate Services function and consolidates bylaw enforcement, fire and building inspection services into a Protective Services group. Community Development Services differs from the previous model – planning and development services and recreational services (community focussed services) would be the core services within. This model differs from the current structure in that there would be four direct reports to the Office of the CAO. The direct reports to the Office of the CAO may serve dual roles – for example, the Director of Protective Services could be the Fire Chief.</p>
Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ High functional specialization ▪ Corporate support services (Finance, IT, HR) are consolidated into one department (Corporate Services) ▪ Protection of persons and property are consolidated into one department (Protective Services) ▪ Community related services are consolidated into one department ▪ Clear control and line of sight in smaller organizations 	<ul style="list-style-type: none"> ▪ As organizational size and number of functional areas increase – control decreases



Program Model

Description	A program based model is organized around specific service delivery programs representing similarly aligned functional work. This model differs from the previous two models and the current structure by reducing the number of direct reports to three – each of the new departments are grouped based on a specific program. The direct reports to the Office of the CAO may serve dual roles – for example, the Director of Protective Services could be the Fire Chief. This approach may be considered to a longer-term option than the previous two models.	
Advantages		Disadvantages
<ul style="list-style-type: none"> ▪ Knowledge sharing ▪ Breaks down silos between functional groups ▪ Encourages horizontal integration ▪ Promotes strategic focus across the organization 		<ul style="list-style-type: none"> ▪ Span of control becomes large in smaller organizations



Summary of Potential Organizational Structures

Option	Advantages	Disadvantages	Consistent with Municipal Common Practices	Consistent with Municipal Comparators
Functional Model I	<ul style="list-style-type: none"> High functional specialization Clear control and line of sight in smaller organizations 	<ul style="list-style-type: none"> As organizational size and number of functional areas increase – control decreases 	Yes – Municipalities of similar size structure their organizations with functional direct reports to the Chief Administrative Officer	Yes – The majority of the municipal comparators have 'flat' organizations with more than 4 direct reports to the Chief Administrative Officer; The average number of direct reports within the municipal comparator group is seven
Functional Model II	<ul style="list-style-type: none"> High functional specialization Corporate support services (Finance, IT, HR) are consolidated into one department (Corporate Services) Protection of persons and property are consolidated one department (Protective Services) Clear control and line of sight in smaller organizations 	<ul style="list-style-type: none"> As organizational size and number of functional areas increase – control decreases 	Yes – Many municipalities structure their organization in a similar fashion	No – The majority of the municipal comparators have relatively 'flat' organizations with multiple direct reports to the Chief Administrative Officer

Summary of Potential Organizational Structures

Option	Advantages	Disadvantages	Consistent with Municipal Common Practices	Consistent with Municipal Comparators
Program Model I	<ul style="list-style-type: none"> ▪ Knowledge sharing ▪ Breaks down silos between functional groups ▪ Encourages horizontal integration ▪ Promotes strategic focus across the organization 	<ul style="list-style-type: none"> ▪ Span of control becomes large in smaller organizations 	Yes – A program based organizational structure is commonly found in larger municipalities	No – The majority of the municipal comparators have relatively ‘flat’ organizations with multiple direct reports to the Chief Administrative Officer

Potential Personnel Changes to the Organization

Position	Rationale	Consistent with		Potential Budget Impact
		Common Practice	Municipal Comparators	
Human Resources	<p>At the time of the review, the responsibility and delivery of human resources as well as health and safety is fragmented. There are a number of individuals within the organization who provide aspects of these service however there is not one person who has the complete oversight over all activities.</p> <p>Based on a scan of the municipal comparator group as well as a scan of common practices of similarly sized municipalities, the majority of the municipalities have established human resources/health and safety capacity within their organizations. Additionally, it appears to be a position that is dedicated to human resources and health and safety exclusively opposed to simply being a function of another position.</p> <p>The Township may wish to consider the creation of a human resources position responsible for all human resources and health and safety. To ensure continuity and capacity, the Township may wish to continue the provision of health and safety support through the one administrative assistant position currently assisting with health and safety.</p>	Yes	Yes	Potential additional operating costs of \$95,000 to \$110,000

Potential Personnel Changes to the Organization

Position	Rationale	Consistent with		Potential Financial Impact
		Common Practice	Municipal Comparators	
Mechanic	<p>The Township currently purchases fleet maintenance services from third party providers. Based on information provided by the Township, the Township has spent on average \$95,000 for labour related to fleet maintenance and those costs have increased by an average of 26.5% on an annual basis.</p> <p>With the costs for service (labour only) increasing on an annual basis, the Township may want to consider the addition of a mechanic within its Public Works department. The potential addition of this position would potentially result in cost savings within the first years taking into account any potential upfront costs (shop tools and equipment).</p> <p>The position may provide for the Public Works department to become more responsive with internal resources dedicated to fleet and equipment maintenance (e.g. less lost time in transit as well assets being maintained to a higher standard).</p>	Yes	Yes	Potential future cost savings on an ongoing basis after the first year and associated upfront costs

Potential Personnel Changes to the Organization

Position	Rationale	Consistent with		Potential Financial Impact
		Common Practice	Municipal Comparators	
Engineering Technologist	<p>Within the current organizational structure of the Township's Public Works' department, there exists the position of Engineering Technologist. Based on information provided during the course of the review, the position has remained vacant for over a year.</p> <p>In the absence of an Engineering Technologist, the responsibilities of the position have been become that of the Director of Public Works.</p> <p>The needs that the role of the Engineering Technologist fills are both strategic and technical in nature. The position provides the organization with the technical expertise to assist in project management, engineering design, development review and support, quality control, including testing for major projects, contract administration, surveying services, procurement and asset management.</p> <p>With the engineering needs of the municipalities largely tied to the level of annual capital investment and the ongoing maintenance of asset management plans and its incorporation into the day to day operations, there exists the need within each municipality for a heightened level of service and coordination.</p>	Yes	Yes	No impact – budgeted position

Potential Personnel Changes to the Organization

Position	Rationale	Consistent with		Potential Financial Impact
		Common Practice	Municipal Comparators	
Corporate Communications	<p>During the course of the review, the Township's Communications/Special Projects Officer left the organization. The vacancy has left the Township without one person assigned the responsibility of coordinating and delivering upon all Township related communications.</p> <p>With the importance placed upon communications including one of the core goals of the Township's latest strategic plan (Tay Open) which specifically focuses on communications with the public, the Township may want to consider the creation of a position dedicated to coordinating all outreach and communications both internal and external. A centralized approach communications may result in effective and efficient service delivery including duplication of efforts as well as the reducing the potential risk of inconsistent messages being provided to the public. Recognizing the importance of the items identified above, it is considered to be a municipal common practice to have a communications officer within a municipal organization and the majority of the municipal comparators have this resource within their organizations.</p>	Yes	Yes	Potential additional operating costs of \$40,000 to \$50,000

Potential Personnel Changes to the Organization

Position	Rationale	Consistent with		Potential Financial Impact
		Common Practice	Municipal Comparators	
Recreation Assistant	<p>Based on the current structure of positions within the Township, the Township's Communications/Special Projects Officer (currently vacant) was also responsible on a part-time basis for providing administrative support to the Manager of Parks, Recreation and Facilities. Some of the roles included overseeing the publication of the recreation guide and the oversight of facility rental process including general inquiries to invoicing. The creation of this position within the Township is subject to:</p> <ul style="list-style-type: none"> ▪ The Township establishing a fulltime communications person within the organization; and ▪ The implementation of its strategic plan (Tay Active) which is in support of increasing the level of recreational programming and activities offered by the Township. 	Yes	Yes	Potential additional operating costs of \$30,000 to \$40,000



Corporation of the Township of Tay

Other Opportunities
for Consideration



Other Opportunities for Consideration

Opportunity	Rationale	Anticipated Benefit
<p>Explore the potential of establishing continuous improvement capacity within the organization</p>	<p>During the course of the review, two common themes with respect to service delivery and it appears that the Township's operational process:</p> <ul style="list-style-type: none"> • Manual – whereas processes exist where staff are required to record data into spreadsheets and then re-enter the information into various systems; • Use of technology – Directly related to the first theme, the Township staff makes use of various manual based approaches to workflow opposed to the use of software where information may only need to be captured once opposed to multiple points of data entry. <p>Given the appearance of process inefficiencies, the Township may wish to consider exploring the implementation of continuous improvement within the organization where the focus becomes finding a simpler, better way through continuous drive to identify and eliminate waste, inefficiencies and errors, in day to day work.</p> <p>A common practice to achieve the statement above is the breakdown of workflow into individual steps with the intended outcome of increasing the effectiveness and efficiency of work by potentially removing duplication of efforts, risk, and other inefficiencies.</p> <p>To achieve this, the Township may want to pursue the establishment of continuous improvement expertise within the organization including undergoing a lean six-sigma transformation project which would create internal capacity to oversee continuous improvement across the organization.</p>	<p>Potential capacity gains through operating effectiveness and efficiencies within the organization</p>

Other Opportunities for Consideration

Opportunity	Rationale	Anticipated Benefit
Explore the redevelopment of the Township's approach to customer service	<p>A common theme throughout the organization was the potential need for a different approach to how the Township engages with residents.</p> <p>Consistent with the Township's strategic plan, the Township may wish to give some consideration as to how to improve upon this through the following:</p> <ul style="list-style-type: none"> ▪ Explore changing how residents can access municipal services via its telephone service; ▪ Ensure all communications tools are being utilized to maximize opportunities to engage with the public and vice versa; ▪ Explore the potential of the development of a customer service cluster comprised of all front-line municipal staff along with enhanced cross training to allow them to potentially address more questions at the first point of contact; and ▪ Ensure that the Township review and adhere to a customer service policy (e.g. all communications are acknowledged within 24 hours of receipt). 	Potential capacity gains within the organization

Other Opportunities for Consideration

Opportunity	Rationale	Anticipated Benefit
Examine and redevelop corporate systems associated with human resources	<p>During the course of our review, we noted that the Township appears to be currently lacking or inconsistently delivering upon corporate programs, policies and systems necessary to ensure the effective and efficient delivery of municipal services. Specifically, we note that the following are either lacking or in early stages:</p> <ul style="list-style-type: none"> ▪ The identification of future staffing needs with the initiation of succession planning within the organization; ▪ Ensure that the Township's performance management program is delivered consistently including the establishment of an annual goal setting process for management that aligns with corporate and Council priorities. With the new strategic plan, this may provide for a good opportunity to initiate this; and ▪ Establish training policies to ensure training reflects the roles and responsibilities of staff and explore the potential of cross-training staff to better assist the Township in the delivery of all municipal services; 	Potential capacity gains within the organization



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February 20, 2020

To Tay Township Councillors and Staff,

Greetings from the Karma Project! On behalf of our Board and partners, I would like to request a letter of support for our application to the Simcoe County Tourism, Culture, and Sport grant due February 28, 2020.

As you may know, Karma has been actively working within the local community to support strengthened food security and community development within North Simcoe for the last 13 years. Our work supports the most vulnerable within our region, aiming to connect residents to healthy, local food options and bridging unique partnerships to foster a creative, innovative, and inclusive approach to our efforts.

Our current research project with Employment and Social Development Canada has seen the graduation of 60+ local, at-risk youth through our SEED social enterprise program. Referral partners at the Simcoe County District School Board and the YMCA of Simcoe Muskoka provide support to their participants/students, so that they are able to attend month long cohorts of training, focusing on gardens, kitchens, and market-style sales, led by Karma. This training has also included major support from partners at Ste. Marie Among the Hurons, Collaborative Haus Marketing, local chefs and restaurants, and other members of the business community.

This year, we are looking to leverage these partnerships to create an exciting culinary map, focused on the Tay Shore Trail. The map would be developed with the support of County funding and would culminate as a unique tourism product comprising local food heritage, traditional Indigenous knowledge, flora and fauna depiction, and food industry representation. Our hope is that Tay Council and staff will be able to provide a letter of support for our grant application and gentle in-kind support that includes assets like Trail knowledge and information, map templates, use of Trail permission, and general promotional activities.

In closing, I would like to thank you in advance for your ongoing support of the Karma Project's work and to invite you to contact me with any questions and ideas that you might have.

In solidarity,

erin chapelle, Karma Project Food Access Co-ordinator

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