



Tay Valley Township

**Strategic Plan
2017-2021**

Tay Valley Township: Strategic Plan – Executive Summary

Mission

To deliver local, rural services for the benefit of all taxpayers in a way that is sustainable and brings value to residents of the municipality.

Vision

Tay Valley Township is a rural community that honours our culture and heritage, whose citizens and leaders strive to improve the quality of life for all residents and visitors in a sustainable, adaptable and secure environment.

Housing Alternatives	Public & Active Transportation	Communications & Connectivity
Increase the range of housing options available to current and future residents.	Promote public and active transportation throughout the Township.	Enhance communication between the Township and residents, and among residents.
<ol style="list-style-type: none"> 1. Research, promote and support a variety of development options and housing alternatives: tiny houses, secondary suites, coach houses, co-housing, cluster lot development and back lot development. 2. Amend zoning by-laws as required to permit and support a variety of housing options. 3. Work with local co-housing groups to permit and promote co-housing options. 4. Promote new housing options to the public and builders through our website, publications, and meetings with key stakeholders. 5. Train our planning and building staff in leading edge, alternative rural housing options. 	<ol style="list-style-type: none"> 1. Work with the Lanark Transportation Association, the County of Lanark and others to develop and promote sustainable public transportation options. 2. Coordinate with Lanark County and others to improve, expand and promote access to interconnected modes of active transportation such as canoeing, kayaking, hiking, skiing and cycling. 3. Coordinate with the County of Lanark and others to expand the network of roads with paved shoulders, starting with the north-south ‘spine’ through the Township. 4. Consider paving shoulders and improving public access to waterways when road work is being planned (for non-motorized water craft). 	<ol style="list-style-type: none"> 1. Consult community members to identify their communication needs and recruit volunteers. 2. Enhance all methods of communication with residents to encourage citizen engagement and collective action (website, social media, networking, meetings, etc.). 3. Enhance and promote the Township’s website by adding content, improving navigation, listing community events, and providing opportunities for residents to share information. 4. Work with service providers to develop and promote Township-wide access to cell phone coverage and affordable high speed internet.

Mission Statement

To deliver local, rural services for the benefit of all taxpayers in a way that is sustainable and brings value to residents of the municipality.

Vision Statement

Tay Valley Township is a rural community that honours our culture and heritage, whose citizens and leaders strive to improve the quality of life for all residents and visitors in a sustainable, adaptable and secure environment.

Our Vision for the Future

Financial Sustainability: We have stable tax rates and debt ratios, and are able to fund our desired programs and infrastructure.

Economic Development and Tourism: The Township has thriving home-based and local businesses, resulting in lots of sustainable jobs. The Township is an attractive tourist destination.

Infrastructure: Our roads, bridges, trails, buildings, landfills and communications systems are efficient and well-maintained.

Environment: Tay Valley continues to be known for its environmental policies and practices. Our residents have access to clean lakes and a healthy, sustainable environment.

Population: We continue to attract a diversity of new residents to the area, and keep those who already live here.

Housing: Residents have access to a wide range of affordable and healthy housing options.

Development: Development is increasingly 'clustered', and our hamlets are thriving.

Technology: All residents have access to cell phone coverage and affordable high speed internet. A growing number of people are able to work and study from home.

Welcoming Community: All residents feel a sense of belonging. Young families and entrepreneurs are attracted to the area. History is celebrated and diversity is welcomed.

Food and Farming: The Township has a flourishing farming community. Farmers are able to earn sustainable incomes. Residents have access to healthy local food and products.

Recreation and Culture: Our recreation and cultural programs continue to flourish for young and old alike. The Township has a network of interconnected trails, safe cycling routes and paddling routes.

Advocacy and Equity: All residents have access to the necessities of life (e.g. good health care, secure housing, healthy food, public transportation, education, and employment opportunities).

Volunteerism and Collaboration: Community organizations, businesses and residents are working together to improve quality of life for all. Volunteers feel valued.

Strategic Directions and Objectives

Housing Alternatives: Increase the range of housing options available to current and future residents. (please refer to definitions of housing alternatives in the Appendix).

1. Research, promote and support a variety of development options and housing alternatives: tiny houses, secondary suites, coach houses, co-housing, cluster lot development and back lot development.
2. Amend zoning by-laws as required to permit and support a variety of housing options.
3. Work with local co-housing groups to permit and promote co-housing options.
4. Promote new housing options to the public and builders through our website, publications, and meetings with key stakeholders.
5. Train our planning and building staff in leading edge, alternative rural housing options.

Public and Active Transportation: Promote public transportation and active transportation throughout the Township.

1. Work with the Lanark Transportation Association, the County of Lanark and others to develop and promote sustainable public transportation options.
2. Coordinate with Lanark County and others to improve, expand and promote access to interconnected modes of active transportation such as canoeing, kayaking, hiking, skiing and cycling.
3. Coordinate with the County of Lanark and others to expand the network of roads with paved shoulders, starting with the north-south 'spine' through the Township.
4. Consider paving shoulders and improving public access to waterways when road work is being planned (for non-motorized water craft).

Communications and Connectivity: Enhance communication between the Township and residents, and among residents.

1. Consult community members to identify their communication needs and recruit volunteers.
2. Enhance all methods of communication with residents to encourage citizen engagement and collective action (website, social media, networking, meetings etc).
3. Enhance and promote the Township's website by adding content, improving navigation, listing community events, and providing opportunities for residents to share information.
4. Work with service providers to develop and promote Township-wide access to cell phone coverage and affordable high speed internet.

Guiding Principles

In addition to the Strategic Directions and Objectives described on the preceding page, the Township strives to adhere to the following principles:

- We offer our residents the best possible services while keeping taxes reasonable and remaining financially stable.
- We manage our assets and infrastructure effectively and efficiently, and have plans in place to maintain and replace them.
- We hire and retain the best possible employees, offer competitive salaries and benefits, and plan for staff succession.
- We strive to ensure our services are accessible to all, and treat all residents, visitors and employees with respect.
- We value honest and transparent communication, and strive for accountability in everything we do.
- We value teamwork, respect others' opinions, and seek opportunities to collaborate with other municipalities and community organizations.
- We advocate on behalf of our residents to ensure their interests are considered and respected.
- We consider climate change and the environment in all decisions and operations.

Human Resources

- Ensure human resources are in alignment with strategic goals and objectives and build capacity within the organization to consistently deliver on strategic priorities and day to day delivery of services and programs

Appendix

About This Strategic Plan

This strategic plan has been formally adopted by Tay Valley Township and is intended to guide the Township over the next five years. It is expected that the Mission, Vision, Guiding Principles and Strategic Directions will change very little, if at all, over the five years. The Objectives may be revised from time to time as funding, regulations and other variables continue to change.

The strategic plan will be implemented through annual work plans developed by staff in consultation with Council. Staff will report progress to Council every six months, and explain any major deviations from the plan so that adjustments can be made.

Strengths and Successes

The Township has many strengths, and has enjoyed many successes over the past five years, as described below.

Tourism and Recreation

- Great recreation programs
- Recreational trail development (e.g. Glen Tay to Havelock, Rideau ski trail)
- Community cultural asset identification (to feed into tourism promotion)
- 200th anniversary celebrations

Community Engagement

- Amazing community volunteers
- Age-friendly working group and survey
- Community connections made through 200th anniversary celebrations
- Improved relationships with lake associations

Planning and Environment

- Septic inspections: all participating lakes completed
- Strong predictable implementation of planning by-laws
- Landfill site improvements, including clear garbage bags
- Official Plan updated to reflect new directions (PPS, tiny houses)

Roads and Bridges

- Road and bridge improvements
- Black stone
- Brushing

Finances and Taxes

- Township is in good financial shape
- Property taxes are reasonable

Human Resources and Working Relationships

- Council and employee relationships are very good
- Skilled staff who work well as a team

Other

- Resilient people (residents)
- Homegrown businesses
- Well-established internal policies and procedures
- We provide good services to all residents

Community Trends and Issues

Council and staff have identified the following trends and issues that should be considered in the development and implementation of the township's strategic plan.

Changing Demographics

- Aging population
- People, especially youth and seniors, are moving to town or out of the area

Employment and Income (residents)

- Increasing cost of living / fixed incomes
- Job loss (due to robotics, technology etc)
- Growing income disparity

Increasing Demands Coupled with Financial Constraints (township)

- Demands on township exceed financial resources
- Aging infrastructure
- Increasing provincial regulation
- Taxes are our only source of revenue

Other

- Climate change
- School closures
- Changing technology (communication)
- Health care consolidation (decreasing rural services and funding)

Definition of Housing Alternatives

This section defines the housing alternatives listed under ‘Housing Alternatives’ on page 4.

- Cluster lot development: Up to five individually owned lots with a shared entrance and separate services (e.g. well and septic).
- Co-housing: Multiple dwellings - either shared or individual - on a single lot with a shared entrance *and* shared services (e.g. well and septic).
- Back lot development: Refers to the creation of lots for residential development adjacent to unopened road allowances.
- Tiny houses: The Township’s existing by-laws require houses to be a minimum of 800 ft². The term ‘tiny houses’ refers to houses as small as 640 ft².
- Secondary suites: Separate living quarters attached to a main residence.
- Coach houses: Separate living quarters not attached to a main residence.