



TAY VALLEY TOWNSHIP

STRATEGIC PLAN MAY, 2013

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Tay Valley Township Strategy “At a Glance” (2013-2020)

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.

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.

Guiding Principles

- Respect & empathy
- Accountability at all levels
- Environmental sustainability
- Open & transparent communications
- Citizen focused
- Dependable & honest
- Teamwork & collaboration

Objectives for 2020

1. **Financially Sustainable:** We have stable tax rates, debt ratios, and are able to fund our desired programs and infrastructure.
2. **Commercial Economic Development:** Thriving home based and local businesses resulting in lots of sustainable jobs.
3. **Strong Infrastructure and Asset Management:** Our roads, bridges, trails, transportation and communications systems are efficient and well maintained.
4. **Environmental Practices:** Tay Valley continues to be known for its environmental support and practices. Water quality has improved.
5. **Population Growth Maintained or Increasing:** We have attracted new residents and are keeping the ones that are here.
6. **Quality of Life Amenities:** Our recreation and cultural programs flourish for young and old.. There is safe lake access for the public.
7. **Agriculture:** Sector continues to diversify and flourish.
8. **Customer Value:** We provide good services at affordable tax rates.

Six Priorities in 2013-2016 (with key initiatives)

1. Asset Management Plan - 10 year Capital Plan

1. Complete asset management plan (AMP)
2. Revise the 10 Year Capital Plan.
3. Reserve funding plan in place for replacement infrastructure.
4. Public communications strategy implemented.

2. Identify Land Use and Community Priorities to Implement through the Official Plan and Zoning By-law Five –Year Review

1. Identify Land Use and Community Priorities to Implement through the Official Plan Five-Year Review.
2. Update the Zoning By-law to Reflect the Updated Official Plan.

3. Waste Diversion and Environmental Management

1. Identify remaining useful life at the landfill sites.
2. Develop a waste diversion strategy to maximize remaining landfill capacity.
3. Develop & implement Energy Conservation Programs.
4. Conduct an assessment of the Township's carbon emissions.

4. People Plan

1. Institute a results-based performance management system.
2. Create and implement a talent development and succession plan to identify, develop, retain and replace key positions over time.
3. Conduct an organizational review.

5. Economic Development: enable small business creation and growth and optimize community connectivity

1. Create an Economic Development Working Group including: home based businesses, tourism businesses, artists, agriculture sector, builders, staff & Council member(s).
2. Update the directory of services and products offered by residents.
3. Tay Valley Business Support workshop/networking meeting with Valley Heartland, RHTA, Chamber of Commerce.

6. Deliver affordable recreation and cultural programs

1. Improve our recreation, social and cultural facilities and assets.
2. Develop a long term recreation/parks plan

Action Plans (see attached document)



MISSION OF THE TOWNSHIP

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.

(pictured above: Bolingbroke Dam)

1. **Financially Sustainable:** We have stable tax rates, debt ratios, and are able to fund our desired programs and infrastructure.
2. **Commercial Economic Development:** Thriving home based and local businesses resulting in lots of sustainable jobs.
3. **Strong Infrastructure and Asset Management:** Our roads, bridges, trails, transportation and communications systems are efficient and well maintained.
4. **Environmental Practices:** Tay Valley continues to be known for its environmental support and practices. Surface water quality has improved.
5. **Population Growth Maintained or Increasing:** We have attracted new residents and are keeping the ones that are here.
6. **Quality of Life Amenities:** Our recreation and cultural programs flourish for young and old... There is safe water access for the public.
7. **Agriculture:** Sector continues to diversify and flourish.
8. **Customer Value:** We provide good services at affordable tax rates.

GUIDING PRINCIPLES

1. **Accountability** at all levels of the Corporation: People are responsible for their actions, at council level: fiduciary responsibility for decisions collectively.
2. **Citizen Focused:** As public servants we are fair, friendly and helpful and clearly understand the impact of our actions/decisions on ratepayers.
3. **Dependable, Honest, Integrity:** Do what you say you will, do not commit to things that cannot reasonably be achieved.
4. **Communications:** Openly and transparently convey our decisions with and listen to public.
5. **Environmental Sustainability:** We filter our actions through an environmental lens.
6. **Teamwork & Collaboration:** We work together cohesively and promote inter-municipal co-operation.
7. **Respectful:** We treat others with empathy, kindness, and in a way that we would want to be treated.



(pictured right: Fall foliage display along the Tay River)

PRIORITIES FOR THE NEXT THREE YEARS

1. **Asset Management Plan** - 10 year infrastructure plan.
2. Complete **Official Plan and re-do Zoning By-law.**
3. **Waste Diversion and Environmental Management:** Landfill capacity management with emphasis on diversion and energy conservation programs.
4. **Human Resources:** People Plan.
5. **Economic Development:** Enable small business and optimize community connectivity.
6. Affordable **recreation** and **cultural** programs.

INITIATIVES & ACTIONS

1. Strategic Priority #1 – Asset Management – 10 Year Capital Plan.

Strategic Initiatives:

1.1 Complete asset management plan (AMP) as envisaged by the province.

Actions

1.1.1 Identify potential suppliers to demonstrate capabilities and software. Go with the suppliers who have introduced themselves, or place an ad – both? Ad or solicited bids must give an idea of their approach, how cost is determined (they'd have to review what info, etc. we have before they can cost estimate), references, timelines, etc.

1.1.2 Review bids and shortlist for product demonstration.

1.1.3 Arrange for product demonstrations.

1.1.4 Award contract.

1.2 Revise the 10 Year Capital Plan.

Actions

1.2.1 Extract from the AMP which assets need replacing within the next ten years, what specific year, and at what costs.

1.2.2 Identify funding sources for the costs.

1.3 Reserve funding plan in place for replacement infrastructure.

Actions

1.3.1. When the asset management plan is completed the funding requirements will be identified. Then the appropriateness of the existing capital funding sources can be reviewed.

1.4 Public communications strategy implemented.

Actions

1.4.1 Part of the annual budget process

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
1.1.1 Identify potential suppliers to demonstrate capabilities and software.	PT			✓					Suppliers identified
1.1.2 Review bids and shortlist for product demonstration.	PT			✓					Shortlist produced
1.1.3 Arrange for product demonstrations.	PT			✓					Demonstrations complete
1.1.4 Award contract.	PT			✓					Contract executed
1.2.1 Extract from the AMP which assets need replacing.	PT				✓				Assets identified
1.2.2 Identify funding sources.	PT				✓				Funding ID
1.3.1 Review adequacy of funding sources.	PT				✓				Review complete and approved
1.4.1 Public communications strategy.	PT				✓				Strategy in place and delivered

2. Strategic Priority #2 – Identify Land Use and Community Priorities to Implement through the Official Plan and Zoning By-law Five –Year Review.

Strategic Initiatives:

- 2.1 Identify Land Use and Community Priorities to Implement through the Official Plan Five-Year Review.

Actions

- 2.1.1 Issue contract (via RFP) for background research and meeting facilitation.
- 2.1.2 Perform background research on demographics, economics, natural heritage, etc.
- 2.1.3 Identify stakeholder issues with the current Official Plan and any new priorities they would like to see in the new Official Plan (using public Strategic Plan and Working Group meetings as a starting point).
- 2.1.4 Consult with Approval Authority (County of Lanark or MMAH), provincial ministries and Aboriginal groups to identify their issues and/or requirements.
- 2.1.5 Hold Open House to identify community issues and desired changes.
- 2.1.6 Prepare Issue Reports to post on the Township website, share at other organization's meetings, and present to Council as they are prepared.
- 2.1.7 Draft policy changes based on direction received from Council on Issue Reports.
- 2.1.8 Circulate and post draft policy changes for review.
- 2.1.9 Hold Public Meeting.
- 2.1.10 Revise policies and map schedules.
- 2.1.11 Present to Council for adoption.
- 2.1.12 Submit to Lanark County for approval.
- 2.2 Update the Zoning By-law to Reflect the Updated Official Plan.

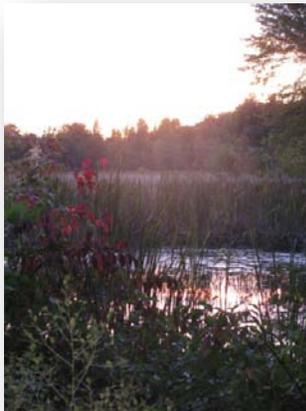
Actions

- 2.2.1 Review Zoning By-law for changes required to meet the new Official Plan.
- 2.2.2 Provide changes to CGIS for updated map schedules *when County approves OP*.
- 2.2.3 Present to Council for adoption *when County approves OP and map schedules are ready*.

2.1 Identify Land Use and Community Priorities to Implement through the Official Plan Five-Year Review

Action	Lead	Target Completion				2014	Measurement
		Q1	Q2	Q3	Q4		
2.1.1 Issue contract (via RFP) for background research and meeting facilitation.	NR	March					RFP Issued
2.1.2 Perform background research on demographics, economics, natural heritage, etc.	NR		June				Report from consultant
2.1.3 Identify stakeholder issues with the current Official Plan and any new priorities they would like to see in the new Official Plan (using public Strategic Plan and Working Group meetings as a starting point).	NR		June				Summary table created
2.1.4 Consult with Approval Authority (County of Lanark or MMAH), provincial ministries and Aboriginal groups to identify their issues and/or requirements.	NR		May				Meeting held
2.1.5 Hold Open House to identify community issues and desired changes.	NR			July			Open House held
2.1.6 Prepare Issue Reports to post on the Township website, share at other organization's meetings, and present to Council as they are prepared.	NR				Oct		Issue reports prepared and disseminated

Action	Lead	Target Completion 2013				2014	Measurement
		Q1	Q2	Q3	Q4		
2.1.7 Draft policy changes based on direction received from Council on Issue Reports.	NR				Dec		Policy changes drafted
2.1.8 Circulate and post draft policy changes for review.	NR					Jan	Policy changes disseminated
2.1.9 Hold Public Meeting.	NR					Feb	Meeting held
2.1.10 Revise policies and map schedules.	NR					March	Revisions made
2.1.1 Present to Council for adoption.	NR					April	Presentation to Council
2.1.12 Submit to Lanark County for approval.	NR					May	Submission to County



(pictured above: One of the many wetland areas throughout the Township)

2.2 Update the Zoning By-law to Reflect the Updated Official Plan

Action	Lead	Target Completion				2014	Measurement
		Q1	Q2	Q3	Q4		
2.2.1 Review Zoning By-law for changes required to meet the new Official Plan.	NR					June	Changes identified
2.2.2 Provide changes to CGIS for updated map schedules <i>when County approves OP.</i>	NR					Sept	Changes provided to CGIS
2.2.3 Council adopt new Zoning Bylaw <i>when county approves OP and map schedules are ready.</i>	NR					Dec	Adoption by Council

3. Strategic Priority #3 – Waste Diversion and Environmental Management

Strategic Initiatives

3.1 Identify remaining useful life at the landfill sites.

Actions

3.1.1 Retain engineering consultant to profile life cycle of each landfill with remaining capacity.

3.1.2 Identify options to optimize landfill life cycle and identify extension triggers such as the Re-Use Centre.

3.1.3 Develop a financial plan to support on-going operations including post closure costs.

3.2 Develop a waste diversion strategy to maximize remaining landfill capacity.

Actions

3.2.1. Develop and implement a Re-Use Centre, in conjunction with the Waste Advisory Working Group and Sub-Committee to improve waste diversion to further maximize remaining landfill capacity.

3.2.2. Conduct a cost/benefit analysis of implementing weigh scale control measures to improve cost recovery.

3.2.3. Conduct a waste audit to identify materials being land-filled that can be diverted.

3.2.4. Explore, in conjunction with our recyclables handling contractor, markets for additional recyclable materials.

3.2.5. Examine options to divert organic waste including backyard and central composting.

3.2.6. Enhance public education efforts to encourage positive behavioral changes about waste diversion and landfill issues.

3.2.7. When considering decisions that affect solid waste management, Tay Valley Township will balance the needs of good environmental stewardship and long term sustainability while meeting regulatory requirements.

- 3.2.8. Review user fees to ensure revenues cover full costs of handling all waste streams.
- 3.2.9 Reduce the number of bags tags issued per household by 2015.



(pictured above: Glen Tay Waste Site)

3.3 Develop and implement energy conservation programs.

Actions

- 3.3.1. Develop an energy conservation and demand management plan for all municipal facilities using in-house resources.
 - 3.3.1.1. Identify energy consumption and GHG emissions.
 - 3.3.1.2. Develop conservation and demand management goals and objectives.
- 3.3.2. Conduct energy audits for all municipal buildings.
- 3.3.3. Launch an awareness campaign on methods of reducing carbon footprints and how to access energy conservation programs offered by government and utility providers (i.e. Hydro One).
- 3.3.4. Offer suggestions on how to improve building efficiency through the building permit process.
- 3.3.5. Examine the merits of installing microFIT photovoltaics on Municipal buildings.

- 3.4 Conduct an in-house assessment of the Township's current carbon emissions.

Actions

- 3.4.1. Establish a usage based inventory of CO₂ to measure the carbon footprint of Township activities.
- 3.4.2. Develop CO₂ reduction goals.
- 3.4.3. Conduct a municipal fleet review and rating exercise through the Fleet Challenge program.
- 3.4.4. Develop a policy position to support a transition to a triple bottom line (i.e. economic, environmental, and social/cultural) approach to making spending and development decisions.

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
3.1.1 Retain engineering consultant to profile life cycle of each landfill with remaining capacity.	JS		✓						Capacity for each site established
3.1.2 Identify options to optimize landfill life cycle and identify extension triggers such as the Re-Use Centre.	JS		✓						Optimization plan approved
3.1.3 Develop a financial plan to support on-going operations including post closure costs.	JS				✓				Financial plan approved
3.2.1 Develop and implement a Re-Use Centre, in conjunction with the Waste Advisory Working Group and Sub-Committee, to improve waste diversion to further maximize remaining landfill capacity.	JS		✓						Re-Use Centre opened to the public
3.2.2 Conduct a cost/benefit analysis of implementing weigh scale control measures to improve cost recovery.	JS		✓						Analysis complete along with recommendation for action
3.2.3 Conduct a waste audit to identify materials being landfilled that can be diverted.	JS and Waste Mgmt. Working Group				✓				Audit complete

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
3.2.4 Explore, in conjunction with our recyclables handling contractor, markets for additional recyclable materials.	JS					✓			Identification of additional materials to recover
3.2.5 Examine options to divert organic waste including backyard and central composting.	JS and Waste Mgmt. Working Group					✓			Options identified
3.2.6 Enhance public education efforts to encourage positive behavioral changes about waste diversion and landfill issues.	JS and Waste Mgmt. Working Group				✓				Revise and deliver public education campaign
3.2.7 When considering decisions that affect solid waste management, Tay Valley Township will balance the needs of good environmental stewardship and long term sustainability while meeting regulatory requirements.	Council/ staff/W MWG					✓			Improved decision making
3.2.8 Review user fees to ensure revenues cover full costs of handling all waste streams.	JS				✓				Review complete and implement changes

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
3.2.9 Reduce the number of bags tags issued per household by 2015.	JS and Waste Mgmt. Working Group						✓		Revise bag tag policy
3.3.1 Develop an energy conservation and demand management plan for all municipal facilities using in-house resources.	MM					✓			Plan complete
3.3.1.1 Identify energy consumption and GHG emissions.	MM		✓						Report to the province
3.3.1.2 Develop conservation and demand management goals and objectives.	MM					✓			Report to the province
3.3.2 Conduct energy audits for all municipal buildings.	JS					✓			Audit complete and recommendations identified
3.3.3 Launch an awareness campaign on methods of reducing carbon footprints and how to access energy conservation programs offered by government and utility providers (i.e. Hydro One).	AM						✓		Awareness campaign launched
3.3.4 Offer suggestions on how to improve building efficiency through the building permit process.	NR					✓			Information assembled and delivered by CBO

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
3.3.5 Examine the merits of installing microFIT photovoltaics on Municipal buildings.	MM				✓				Analysis complete
3.4.1 Establish a usage based inventory of C02 to measure the carbon footprint of Township activities.	MM							✓	Inventory complete
3.4.2 Develop C02 reduction goals.	MM							✓	Goals developed and approved
3.4.3 Conduct a municipal fleet review and rating exercise through the Fleet Challenge program.	JS							✓	Review complete
3.4.4 Develop a policy position to support a transition to a triple bottom line (i.e. economic, environmental, and social/cultural) approach to making spending and development decisions.	MM							✓	Policy developed and approved

4. Strategic Priority #4 – People Plan

Strategic Initiatives

4.1 Institute a results-based performance management system.

Actions

4.1.1 Develop a high performing and flexible workforce.

4.1.2 Identify key competencies to form the basis of the performance evaluation program.

4.1.3 Incorporate training and development plans into the performance management system.

4.1.4 Structure performance management system to link individual and corporate goals.

4.1.5 Deliver training to all employees to provide clarity of purpose and consistency in application.

4.2 Create and implement a talent development and succession plan to identify, develop, retain and replace key positions over time.

Actions

4.2.1 Focus on key positions within the organization that are “hard to fill” within the succession plan.

4.2.2 Focus training and development on personal and professional goals of the employee that are consistent with corporate objectives.

4.2.3 Tailor training to encourage individual learning and growth. Objective is to increase employee commitment, foster innovation and strengthen morale.

4.3 Conduct an organizational review.

Actions

4.3.1 Review each department to ensure resources are in alignment with the Township’s strategic goals and objectives.

4.3.2 Build capacity within the organization to consistently deliver on strategic priorities and day to day delivery of programs and services.

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
4.1.1 Develop a high performing and flexible workforce.	MM						✓		Goals being consistently met
4.1.2 Identify key competencies to form the basis of the performance evaluation program.	AM			✓					Competencies identified
4.1.3 Incorporate training and development plans into the performance management system.	AM				✓				Plans complete
4.1.4 Structure performance management system to link individual and corporate goals.	AM				✓				System complete
4.1.5 Deliver training to all employees to provide clarity of purpose and consistency in application.	AM					✓			Training delivered
4.2.1 Focus on key positions within the organization that are "hard to fill" within the succession plan.	MM					✓			Succession plan complete

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
4.2.2 Focus training and development on personal and professional goals of the employee that are consistent with corporate objectives.	MM					✓			Training and development plans in place and are systemic
4.2.3 Tailor training to encourage individual learning and growth. Objective is to increase employee commitment, foster innovation and strengthen morale.	MM					✓			Innovative and committed employees with high morale
4.3.1 Review each department to ensure resources are in alignment with the Township's strategic goals and objectives.	MM					✓			Corporate alignment with priorities
4.3.2 Build capacity within the organization to consistently deliver on strategic priorities and day to day delivery of programs and services.	MM					✓			Goals being consistently met

5. Strategic Priority #5 - Economic Development: enable small business creation and growth and optimize community connectivity.

Strategic Initiatives

- 5.1 Creation of an Economic Development Working Group including: home based businesses, tourism businesses, artists, agriculture sector, builders, staff & Council member(s).



(pictured right: Township Municipal Office)

Actions

- 5.1.1 Define mandate of the Working Group and develop terms of reference.
- 5.1.2 Identify barriers, real or perceived, to starting a home based business.
- 5.1.3 Develop a small business support plan and tourism incentive plan.
- 5.1.4 Develop better connections with Perth and District Chamber of Commerce to leverage business partnerships.
- 5.1.5 Support and encourage use of idle agricultural land to increase capacity for food production and commodity agricultural activities while improving the attractiveness of the Township.
- 5.1.6 Identify eco-tourism markets.
- 5.1.7 Provide support to identify markets for locally produced food to assist producers to become sustainable.
- 5.2 Update the previous directory of services and products offered by residents.

Actions

- 5.2.1 Inventory all artists, artisan local food producers, organic farmers, businesses, etc. (summer student project).
- 5.2.2 Raise awareness of and access to the web based Business directory.

- 5.3 Tay Valley Business Support workshop/networking meeting/breakfast with Valley Heartland, RHTA, Chamber of Commerce.

Actions

- 5.3.1 Arrange subject matter experts to discuss sales tax collection/remittance/reporting, marketing, financing, etc.
- 5.3.2 Review the role of local government and the Chamber in supporting local business interests.
- 5.3.3 Host a separate workshop with a Tourism focus.

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
5.1.1 Define mandate of the Working Group and develop terms of reference.	MM			✓					Terms of reference approved
5.1.2 Identify barriers, real or perceived, to starting a home based business.	MM & Working Group				✓				Barriers identified
5.1.3 Develop a small business support plan and tourism incentive plan.	MM & Working Group					✓			Plans complete
5.1.4 Develop better connections with Perth and District Chamber of Commerce to leverage business partnerships.	MM					✓			Increase # of TVT businesses belonging to the Chamber
5.1.5 Support and encourage use of idle agricultural land to increase capacity for food production and commodity agricultural activities while improving the attractiveness of the Township.	MM & Working Group					✓			# of acres of idle land put back into production
5.1.6 Identify eco-tourism markets.	MM & Working Group					✓			Markets identified

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
5.1.7 Provide support to identify markets for locally produced food to assist producers to become sustainable.	MM & Working Group					✓			# of markets identified
5.2.1 Inventory all artists, artisan local food producers, organic farmers, etc. (summer student project)	MM				✓				Inventory complete
5.2.2 Raise awareness of and access to the web based directory.	MM					✓			Awareness campaign launched
5.3.1 Arrange subject matter experts to discuss sales tax collection/remittance/reporting, marketing, financing, etc.	MM				✓				Business support workshop complete
5.3.2 Review the role of local government and the Chamber in supporting local business interests.	MM				✓				Business support workshop complete
5.3.3 Host a separate workshop with a Tourism focus.	MM					✓			Tourism support workshop complete

6. Strategic Priority #6 – Deliver affordable recreation and cultural programs.

Strategic Initiatives

6.1 Improve our recreation/social/cultural facilities and assets.

Actions

6.1.1 Build/improve trails and bike paths.

6.1.2 Develop affordable programs for all ages in all seasons.

6.1.3 Focus more on recreation for seniors given our aging demographic.

6.1.4 Develop a strong volunteer recruitment effort to maintain or increase numbers – build volunteer capacity.

6.1.5 Market our programs, facilities and assets more.

6.1.6 Encourage community involvement with facilities including fundraising.

6.1.7 Examine best practices and successes in comparable communities.

6.2 Develop a long term recreation/parks plan.

Actions

6.2.1 Begin with a waterfront parks plan to provide access for residents and visitors for passive waterfront recreational opportunities.

6.2.2 Create a master plan for recreation and parks to improve quality of life and attract people to the Township.



(pictured above: 2012 Ontario Provincial Police/Glen Tay Public School Student Baseball Game)

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
6.1.1 Build/improve trails and bike paths.	JS					✓			# km of new trails & # km of improved trails
6.1.2 Develop affordable programs for all ages in all seasons.	AM & Recreation Working Group					✓			# of participants
6.1.3 Focus more on recreation for seniors given our aging demographic.	AM & Recreation Working Group					✓			# of seniors participating
6.1.4 Develop a strong volunteer recruitment effort to maintain or increase numbers.	AM & Recreation Working Group				✓				# of new volunteers
6.1.5 Market our programs, facilities and assets more.	AM & Recreation Working Group					✓			Increase in # of participants
6.1.6 Encourage community involvement with facilities including fundraising.	AM & Recreation Working Group				✓				# of community members participating
6.1.7 Examine best practices and successes in comparable communities	AM & Recreation Working Group					✓			Provide a list of best practices

Action	Lead	Target Completion 2013				2014	2015	2016	Measurement
		Q1	Q2	Q3	Q4				
6.2.1 Begin with a waterfront parks plan to provide access for residents and visitors for passive waterfront recreational opportunities.	MM				✓				# of waterfront parks developed
6.2.2 Create a master plan for recreation and parks to improve quality of life and attract people to the Township.	MM					✓			Plan developed and approved
