



The Corporation of the Town of Tecumseh

Chief Administrative Officer

To: Mayor and Members of Council

From: Tony Haddad, Chief Administrative Officer

Date to Council: September 25, 2018

Report Number: CAO-2018-10

Subject: Strategic Priorities Update

Recommendations

It is recommended:

That Report CAO-2018-10 Strategic Priorities Update regarding progress on the Strategic Priorities established by Council in January 2017 **be received**.

Background

At the 2017-2018 Strategic Planning and Priority Setting Session held on January 17, 2017, senior management staff briefed Council on Town initiatives and practices. Council members offered their perspectives and feedback. An external facilitator supported staff in collating the information. This information was synthesized into overarching strategic goals that are supported by priority areas of focus and strategic action items that can facilitate implementation that were presented to Council on March 14, 2017. An update on progress on the priorities was provided to Council on October 24, 2017. This report outlines the continued progress for 2018 in advance of a new strategic priorities meeting to be held in early 2019.

The Strategic Priorities and progress to date are outlined as follows:

Strategic Goal #1: Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers

Priority Areas of Focus	Strategic Action Items
<p>Economic Development in the Town of Tecumseh</p>	<ul style="list-style-type: none"> • Recognize the importance of revitalization to encourage vibrant and engaging commercial areas that provide a range of goods and services to residents and businesses and to attract further investment and redevelopment. • Partner with existing local businesses and the BIA to assist with planning and development requirements, to accelerate opportunities for business expansion. • Recognize the importance of the existing employment base and support opportunities for onsite expansion and relocation within Tecumseh. • Support employment attraction efforts in order to increase range of employment opportunities and encourage job creation. • Ensure Tecumseh is a desirable municipality to live, work and invest. • Support small business development and commercial success by sharing economic development information • Identify opportunities in the energy and resource-recovery fields. • Partner with businesses, land-owners, utilities and other public authorities to generate economic activity and employment and / or reduce the cost of energy and environmental degradation. • Support small business development and success by sharing information from economic development agencies relevant to their activities.
<p>Progress</p>	<ul style="list-style-type: none"> • Ongoing implementation of the Tecumseh Road Main Street Community Improvement Plan (“CIP”) that was adopted in January 2016. More than \$376,300 has been approved for funding since its inception. In the first six months of 2018, five CIP Financial Incentive Applications were granted with a total value of \$85,016. • Continued to advance the Tecumseh Road Main Street CIP Streetscape Plan, including a number of stakeholder meetings and milestone presentations to Council. Potential for private driveway consolidations and creation of cross-access arrangements are being

Priority Areas of Focus	Strategic Action Items
	<p>investigated in order to finalize the streetscape design and to optimize new on-street parking.</p> <ul style="list-style-type: none"> • Completed various watermain improvements. • Installed sanitary sewers on Rossi Drive in May 2018. • Continued investment in infrastructure to attract new business investment in the old town and Oldcastle communities. • Kept tax, water and wastewater rates among the lowest in the area while supporting municipal services at above average levels. • Launched Business Satisfaction Survey to more than 900 local businesses. • Continued coordination with Windsor Essex Economic Development Corporation to encourage investment. • Manning Road Secondary Plan Area-Specific Development Charge By-law was denied by the Ontario Municipal Board (OMB), resulting in ongoing meetings to evaluate potential next steps to facilitate the appropriate, efficient and economical servicing and development of this area. Discussions are nearing completion with a report to Council on a proposed resolution to key issues expected by the end of 2018. • Continued fog testing to determine inflow and infiltration as part of the OCIF and CWWF grants to assist in funding sewer rehabilitation projects.
<p>Tecumseh’s Role as Part of a Region</p>	<ul style="list-style-type: none"> • Explore ways to leverage benefits of regional growth and development, including promoting the upgrading of Manning Road as a regional economic and transportation artery. • Encourage Tecumseh to play a leadership role, in cooperation with other municipalities in the County, the City of Windsor, and across Southwestern Ontario, to promote economic growth and development. • For some issues designated by Council, which go beyond the mandate of the municipal corporation, the Council should play a leadership role for the community and in the region, convening organizations that serve the community and the region, in support of common goals and objectives.

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> • Applied for grant funding under the Ontario Municipal Commuter Cycling program to implement a number of cycling infrastructure projects that will connect to Windsor and Essex County as part of the CWATS plan.
Progress	<ul style="list-style-type: none"> • Continued to liaise with partner municipalities and Windsor-Essex Economic Development Corporation (WEEDC) as well as the bi-monthly meetings with Tourism Windsor-Essex Pelee Island to promote and encourage investment and tourism. • Continued the active partnership with the Healthy Kids Community Challenge regional program funded by the Province of Ontario. • Worked in partnership with Pathway to Potential to support the City/County Poverty Reduction Strategy. • Received approximately \$106,000 under the Ontario Municipal Commuter Cycling program in spring 2018. The program was cancelled under the new Ontario government and these will be the only funds provided. • Launched Business Satisfaction Survey to hear from business community on unique features of the Town, to assist with promotion of the Town for business investment and develop initiatives that support the business community. Results of the survey are expected to be shared with Council by the end of 2018. • Began development of Economic Development Plan to be released in 2019.
Tecumseh's Development as a Sustainable Community	<ul style="list-style-type: none"> • Recognize the cultural and natural heritage of Tecumseh and leverage these attributes to create a sense of place and pride, for existing residents and newcomers, and to enhance Tecumseh's distinctive regional image. • Encourage a range of housing options in the context of new development. • Explore opportunities to promote housing options that will appeal to young families and to active seniors with the new Official Plan. • Create a development landscape that reinforces the character and attributes of Tecumseh. • Draw on the strengths of past activities in order to inform future

Priority Areas of Focus	Strategic Action Items
	<p>decisions.</p> <ul style="list-style-type: none"> • Support growth that enhances Tecumseh as a complete community. • Bring forward an Energy Plan for the Municipal Corporation, including municipal buildings. • Consider developing a multi-faceted “Green Plan” for Tecumseh, including: <ul style="list-style-type: none"> ○ Outlining alternative models of waste collection, waste reduction and waste diversion based on the successful experience of other municipalities; ○ Encourage community-wide energy conservation (and possibly energy generation and distribution); ○ Implement improved community environmental protection (such as measures to promote conservation, and to make water, wastewater and stormwater systems more resilient and households less vulnerable to the global rise in “peak” weather events); and, ○ Partner with local, regional, provincial and federal organizations to assist in encouraging residents and businesses to think and act “green”.
Progress	<ul style="list-style-type: none"> • The Town Energy Conservation & Demand Management (ECDM) Plan was adopted March 30, 2015. A semi-annual newsletter on energy conservation was started in 2017 and continues. The Town will continue to investigate the use of natural day lighting in buildings and utilize strategic tree planting with new plantings to create shade to help with cooling buildings. • Continued annual reports to Council to provide: update on progress towards ECDM Plan energy reduction and GHG reduction targets, recommended projects for current year and potential projects being considered for future implementation. • Achieved target levels for energy intensity with respect to facility and street lights electricity and consumption prior to target date of 2019. • Continued to work to reach 2019 target levels for natural gas and vehicle fuel GHG emissions. • Completed energy audits for the four largest energy consuming

Priority Areas of Focus	Strategic Action Items
	<p>facilities: Arena, Town Hall, Fire Hall #1 and OPP Station. Recommendations from those audits are being implemented as part of the Arena Five-Year Capital Plan. The projects include installation of a refrigerant de-superheater at the Arena and implementation of a Building Energy Management System at the arena to optimize HVAC operations. Both of these operating systems are measures that will assist the municipality in reducing its natural gas consumption. As mentioned above, the natural gas consumption needs to be lowered to reach its 2019 target levels.</p> <ul style="list-style-type: none"> • Continued regular schedule replacement of HVAC equipment to improve energy efficiency and reduce GHG emissions. All the late model 1990 model HVAC units installed on the arena offices and lobby areas have been replaced to improve efficiency and reduce energy consumption. • Named Dillon Drive in honour of a World War II veteran which includes replacing the existing Dillon Drive street signs with new signs that have a 'Poppy'. • Heritage Committee identified properties of cultural heritage value or interest for placement on the <i>Municipal Register Listing</i> in an effort to preserve the Town's heritage. • Various housing developments: <ol style="list-style-type: none"> i. Strawberry Ridge Phase IV, 2 of 19 single unit dwelling lots remaining; ii. Estates of Lakewood, 9 of 87 single unit dwelling lots remaining, 12 townhomes completed; iii. Carmalita Court (former St. Anne High School South Campus), all units occupied and final development works are being completed; iv. Masotti two 6-unit apartment buildings, construction nearing completion at corner of Lesperance Road and Lanoue Street; v. Site plan application submission and review for a 44 unit multi-storey residential condo units in proposed buildings on the south side of Tecumseh Road, west of Shawnee Road (formerly known as the Bernat proposal). vi. Public Meetings for two Official Plan and Zoning By-law amendments proposing 22 townhomes and a 4-storey/55 unit apartment on the south portion of the former St. Gregory's site

Priority Areas of Focus	Strategic Action Items
	<p>and a 5-storey/65 unit apartment on the former Pud’s Marina site.</p> <ul style="list-style-type: none"> • Ongoing implementation of Tecumseh CIP which encourages mixed-use development (commercial, institutional and residential) that is pedestrian oriented. • Secondary Plans: <ul style="list-style-type: none"> i. Manning Road Secondary Plan Area-Specific Development Charge was adopted in October 2015 intended to facilitate commencement of development of this Secondary Plan area with a range of residential development, parks and trails all of which will be is integrated with the surrounding neighbourhood. This by-law was denied by the OMB and efforts are now underway to re-establish a “go-forward” plan, which is anticipated to be presented to Council by the end of 2018; ii. Tecumseh Hamlet Secondary Plan: the final transportation and stormwater management issues are recognized and now final revisions to the Plan are required. • New Official Plan: Two Open Houses were held in late 2016 for public input on the eleven Discussion Papers. A draft of the New Official Plan is to be tabled with Council in the fourth quarter of 2018. • Official Plan and Zoning By-law amendments to facilitate the development of 21.6 hectares for an industrial subdivision/business park (Del Duca property in Oldcastle) were denied by the OMB, however the decision allowed for consideration by all Parties of a revised plan for presentation to the OMB. Council to be updated on progress in the 4th quarter. • Negotiated a subdivision agreement for the 29 hectare Santarossa Business Park subdivision that is proposed at the northeast corner of 8th Concession Road and County Road 46. County of Essex approval of the draft plan of subdivision is anticipated in the 4th quarter of 2018, at which time the associated subdivision agreement will proceed to Council for approval. • Due to the Manning Road Secondary Plan Proposed Area-Specific Development Charge OMB decision, discussions with key developers are nearing completion on how best to advance development and address the orderly introduction of services for this planning area, which is causing reconsideration of how to proceed in

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	<p>Tecumseh Hamlet Secondary Plan Area.</p> <ul style="list-style-type: none"> • Continued to prepare a Development Manual, still in draft stage, engineering component is complete. • After an extensive public consultation process, a revised Tecumseh Transit Route was implemented intended to provide improved efficiency and reliability. A new kneeling-bus was introduced to the two bus fleet. • Delivered 2018 budget document electronically to minimize impact to the environment and more efficiently compile the budget. The municipality has avoided having to annually print in excess of 5,000 pages. • Developing a waste reduction education plan to be implemented in 2019. • Developing a public engagement program to be rolled out in 2019 on municipal activities to encourage a sense of pride in Tecumseh, recognize our heritage and enhance Tecumseh’s regional image. • Sent request to Canada Post as part of the “Postal Code Initiative” to have Tecumseh recognized along municipal borders and reduce the use of the addresses ‘Oldcastle’ and ‘Windsor’ for Tecumseh addresses.

Strategic Goal #2: Ensure that the Town of Tecumseh’s current and future growth is built upon the principles of sustainability and strategic decision making

Priority Areas of Focus	Strategic Action Items
<p>Tecumseh as a Fiscally Sustainable Town</p>	<ul style="list-style-type: none"> • Ensure that “growth pays for growth.” • Make efforts to align existing and new infrastructure plans with sound environmental policies, responsible fiscal considerations, and best practices (engineering, planning). • On an ongoing basis, review opportunities for budget efficiencies and accommodation of affected rate payers that can support long-term infrastructure maintenance and expansion. • In developing plans to fund new infrastructure, review the Town’s

Priority Areas of Focus	Strategic Action Items
	<p>good experience with funding the full lifecycle cost of existing infrastructure:</p> <ul style="list-style-type: none"> • Consider adding new categories of infrastructure not covered by the existing lifecycle approach; • Examine the need for reductions or increases in the level of contributions to individual reserves, based on past performance, changed projections and competing fiscal demands. • Have the vision to undertake major new infrastructure priority projects, such as the Sportsplex, the Tecumseh Road Community Improvement Plan or expansion of the trails and sidewalk networks: • By maximizing the financial contributions from government grants and transfer payments, and from community fundraising and private contributions; and, • By ensuring that more of the net cost of long-lived infrastructure is borne by both current and future users.
Progress	<ul style="list-style-type: none"> • Adjusted development charges annually using the Statistics Canada Quarterly Construction Price Index. • Completed update to the Asset Management Plan addressing the following core infrastructure assets not included in previous versions: culverts less than 3 meters; pump stations; metering stations; water tower; traffic signals; and, street lights. General capital categories for Facilities and Fleet were added. The plan incorporates various new studies/reports including: DC update, roads and bridges needs, culvert needs, facilities condition assessment, Water and Wastewater Rate Update. The “Financing” chapter of the Asset Management Plan includes a reserve analysis with a 20-year forecast of reserve balances. The forecast will serve as an indicator of the long-term adequacy of individual reserve contributions. • Reviewed lifecycle contributions as part of the annual budget process. • Updated Purchasing Policy to maintain compliance with legislative trends, provide for increased use of the electronic environment to improve efficiencies and increase delegation of authority with respect to tender award approval limits. • Continued to secure sponsorship to provide free or low-cost

Priority Areas of Focus	Strategic Action Items
	<p>programs and events to local residents.</p> <ul style="list-style-type: none"> • Appointed an architect to develop detailed design of Multi-Use Sportsplex. • Managed funding programs that provide financial support for low-income residents to participate in recreational programs (P2P/Jumpstart). • Continued researching ways to lower the carbon footprint of the municipality and still be fiscally responsible. • Continued the practice of purchasing the most energy efficient equipment and products to keep the municipal operation sustainable. • With the outcome of the Manning Road Secondary Plan proposed Area-Specific Development Charge OMB decision, discussions with key developers are nearing completion on how to proceed with future development and the introduction of a servicing strategy that is efficient, effective and equitable for all developers in this planning area. • Continued implementation of Tecumseh Road Main Street CIP through approval of a number of incentive applications and ongoing design work for the Tecumseh Road Main Street CIP Streetscape Plan and Design. • Continued to work on the five-year update to Parks & Recreation Master Plan with important focus on a comprehensive Trails Master Plan that could be used to apply for available grants that would encourage more walking and biking opportunities. This included an application to the Ontario Municipal Commuter Cycling Program. Total funds received by Tecumseh are approximately \$106,000. The OMCC program has been cancelled and no further funds can be applied for. The Town is working to identify eligible project(s) to use the funds provided by 2020.
<p>Tecumseh’s Role in Creating an Accessible Community</p>	<ul style="list-style-type: none"> • Promote equity of access to municipal resources from all parts of the Town (geographic, demographic, physical accessibility, etc.). • Explore the feasibility of increasing the Town’s telecommunications connectivity in its neighbourhoods and facilities. • Wherever possible, implement opportunities for increased

Priority Areas of Focus	Strategic Action Items
	accessibility. <ul style="list-style-type: none"> • Identify and act proactively to comply with expanded legal obligations to meet the needs of those with accessibility needs.
Progress	<ul style="list-style-type: none"> • Adopted Multi-Year Accessibility Plan to aid in meeting the goal of being an accessible community by 2025. • Solicited the services of “Site Improve” which performs a complete weekly audit of our website and identifies any accessibility issues. • Worked with local communication companies to continue to provide and improve services throughout the town. Plans are in place to provide high-speed internet to the Maidstone Hamlet (fall 2018). • Placed new infrastructure and fibre optic cable between municipal sites to improve connectivity throughout the town. • Wherever possible, implemented accessible features for public activities including sub-titles for movie nights in the park.

Strategic Goal #3: Integrate the principles of health and wellness into all of the Town of Tecumseh’s plans and priorities

Priority Areas of Focus	Strategic Action Items
Strong and Stable Neighbourhoods	<ul style="list-style-type: none"> • Encourage growth that supports complete and liveable neighbourhoods for existing and future residents. • Improve the opportunities for increased connectivity within and between neighbourhoods (e.g. trail networks), to support an improved pedestrian and cycling environment. • Make trails and trail connectivity a priority for the Town in its operating and capital budgets. • Support a safe pedestrian environment for all residents. • Promote health and wellness goals within the neighbourhood planning context.

Priority Areas of Focus	Strategic Action Items
Progress	<ul style="list-style-type: none"> • Conducted trail development plans through the preparation of a Trail Master Plan flowing from the Parks & Recreation Master Plan. • Completed detail design and utility relocates for the CWATS trail extending on the east side of Walker Road from North Talbot Road to the 401 overpass. • Launched design work for a CWATS trail along Riverside Drive from the Tecumseh/Windsor Municipal Boundary to Manning Road. Following two public open houses (September 2017 and June 2018), a report to Council on the comments and a final recommendation will be completed in fall 2018. • A public open house for bike lanes on Lesperance Road (Riverside Drive to McNorton Avenue) will be held September 26, 2018. • Continued to coordinate annual Earth Day event at Lakewood Park, including expansion of the naturalization area. • Continued to liaise with municipal partners on the CWATS initiatives. • Undertook numerous tree planting initiatives to increase and improve the Town’s urban forest. The Parks Department was actively involved in planning street tree planting along new and refurbished streets, most notably Hayes Avenue adjacent to Lakewood Park which will see 180 trees planted in the new subdivision. The Town has a vision of ensuring all of the new and refurbished streets adhere to a sustainable format with sidewalks, trails and trees all integral to the design. • All new accessibility sidewalk ramps being installed as part of AODA compliance. • Began posting public safety information including “Fire Safe Friday” posts on social media. Liaison with local OPP detachment and Tecumseh Fire and Rescue Services was utilized for these messages and the Town continues to encourage residents to take an active role in community/neighbourhood safety.
Comprehensive Community Services	<ul style="list-style-type: none"> • Facilitate targeted programming that responds to the needs and demographics of users. • Promote or support a wide range of indoor and outdoor recreation and leisure opportunities in order to encourage community

Priority Areas of Focus	Strategic Action Items
	<p>development.</p> <ul style="list-style-type: none"> • Move ahead with planning for a community-building, multi-functional community Sportsplex, with the following considerations: <ul style="list-style-type: none"> o Examine the need for reductions or increases in the level of contributions to individual reserves, based on past performance, changed projections and competing fiscal demands. o Seek firm, prior assurances of capital grants from other governments, covering a majority of the capital cost of the facility; o Encourage compatible participation / contributions from institutional, non-profit or commercial partners if they reduce the cost to Town taxpayers; o Ensure prior and committed, substantial community fundraising, as a demonstration of community support and to reduce the projected capital and operating costs of the facility; o Develop financing models that cushion the impact on tax rates, and that distribute the capital costs equitably over the useful life of the facility; and o Design a facility that serves both a local and a regional market, in a fashion that complements and does not compete with other regional recreational facilities. • Support and encourage improved Emergency Response Planning.
Progress	<ul style="list-style-type: none"> • Continued to facilitate programming that responds to the needs and demographics of users. • Completed the St. Mary’s splash pad, the first of three facilities planned for Town. • Updated Pickle Ball court with one new permanent court and fencing. • Promoted and supported a wide range of indoor and outdoor recreation and leisure opportunities to encourage community development. • Annual recreational programs successfully developed including Summer Day Camp, swim and recreational skating programs, urban poling program, tennis and pickleball court program, and In Motion

Priority Areas of Focus	Strategic Action Items
	<p>Community Walk.</p> <ul style="list-style-type: none"> • Partnered with Sandwich South & Area Historical Society to construct a Cultural and Resource Centre at Fire Hall #2 which opens this month. • Co-ordinated a variety of community events including: Canada Day, Labour Day Weekend Fireworks and bonfire, and Christmas in Tecumseh. • Worked in partnership with the Senior Advisory Community under the Ontario Sports and Recreation Community Fund to offer “Senior Fitness Around Town” program for residents 55+ to participate in a variety of fitness programming to increase physical activity. • Offered new programs through the Healthy Kids Community Challenge funding including Family Game Nights, Power Off & Playground, and Kids in the Kitchen. • Continued to offer flexible ice rental opportunities such as half and one-third ice surface to suit the training needs of small groups. • Engaged members of the Youth Advisory Committee to participate and assist in community events. • Continued review of Emergency Plan – updated exercise. • Ongoing public education and awareness of community emergencies and Fire Safety (information pamphlets circulated). Annual Fire Prevention Week Open Houses in October had approximately 2,000 in attendance over 4 nights. • Increased electronic and social media posts on emergency preparedness and coordination with emergency services on sharing of details for ongoing information. • Met goals regarding training members of the Emergency Operation Centre, particularly new participants. • Upgraded Emergency Operation Centre. • Engaged the services of Commissionaires to conduct a door-to-door canvass to assist in creating awareness of the Town’s Dog Tag licensing program, ensure compliance and update the Dog Tag Registry. A report to Council on the results will be provided in fall 2018.

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> In partnership with the Police Services Board and OPP, hosted a workshop on ‘Crime Prevention through Environmental Design’ (CPTED) for business owners, in order to promote proactive measures in crime prevention.
<p>Tecumseh’s Diversity and Inclusivity</p>	<ul style="list-style-type: none"> Encourage policies, programs and services that reflect the needs of existing residents and newcomers. Celebrate the Town’s diverse nature, landscape and neighbourhoods. Encourage special events and community festivals to promote inclusivity.
<p>Progress</p>	<ul style="list-style-type: none"> Successfully delivered various special events and community festivals including: Family in Motion Day; Sports Tournaments; March Break In Motion Week; Community Festivals: Taste of Tecumseh, Rotary Club Fish Fry, Walk-A-Thons, Cross County events, Triathlons; Summer Concert Series; Canada Day; Outdoor Movie Nights; Christmas in Tecumseh & Santa Claus Parade; and, Breakfast with Santa. 2018 Tecumseh Corn Festival coordinated by the Parks and Recreation Department. Organized the annual Soirée Coffee House in partnership with L’Essor to recognize the partnership of the Town and L’Essor on the Centre des Arts—Tecumseh Arts Center. Continued consultation with the Youth and Senior Advisory Committees on planning programs and events that meet the needs of the community. Hosted education workshop “Understanding Powers of Attorney for Personal Care and Property” as well as coordinated a Fall Prevention Clinic in partnership with the Windsor Essex County Health Unit. Coordinated a clay pot painting activity at Lakewood Park as part of the Town’s Earth Day Activities on April 22. Concluded the Senior’s Grant which allowed for members of the community to engage in Life After Fifty (LAF) programs and events, and who may not otherwise be able to participate by offering free LAF Memberships and social activities to educate older adults on

Priority Areas of Focus	Strategic Action Items
	<p>the various ways to participate in the community by engaging in active, healthy and social programming benefits offered by LAF.</p> <ul style="list-style-type: none"> • Town will partner once again with Tecumseh and Area Historical Society to host activities for Culture Days September 28, 29 and 30. • Sponsored a DJ to enhance the Rock & Swim at the Tecumseh Leisure Pool on June 29. • Sponsored the Windsor Symphony Orchestra’s Concert Series.

Strategic Goal #4: Steward the Town’s “continuous improvement” approach to municipal service delivery to residents and businesses

Priority Areas of Focus	Strategic Action Items
Improved Communication	<ul style="list-style-type: none"> • Reaffirm Council and Staff’s commitment to a culture of transparency, openness and accessibility. • Identify and comply with the new Ontario-wide statutory obligations for greater transparency in the conduct of municipal business across Ontario. • Commit to constructive, two-way dialogue. • Promote transparency through improved communication with residents, ‘leveraging’ all existing and emerging communication tools, including the Tecumseh Town “App”, to achieve better communications across multiple platforms for a higher level of community engagement. • Update the website, to reduce stagnant or out-of-date material and encourage departments to conduct regular reviews of the information being made available to the public. • Share answers to standard questions during relevant periods via social media. For instance, questions about snow removal in anticipation of weather changes. • Engage other partners, like businesses, organizations and other stakeholders in a more active fashion to promote fuller communication and targeted dialogue for community input and

Priority Areas of Focus	Strategic Action Items
	<p>engagement.</p> <ul style="list-style-type: none"> • Explore the community outreach potential of additional resources like the waste management calendar, the water bill insert, or the Parks and Recreation Guide, to include relevant information throughout the year. • Attend community events like the Night Markets and Corn Festival with a “booth” to share information and encourage dialogue from members of the public.
Progress	<ul style="list-style-type: none"> • Increased use of Recreation Registration Software that enhances customer service by providing online registration option. • Produced Summer Activity Guide. • Amended Procedural By-law to provide increased clarity and put into policy more notification of meetings to the public through social media, compliance with Bill 68, improved transparency and public engagement. • Increased postings to website and social media channels to increase outreach via electronic methods. Analytics shows that residents are using these sites for communication. • Increased use of social media for road closures, construction updates, service delivery disruptions and information of interest to residents. • Completed construction of new gateway signs on Highway 401 with minor landscaping to be completed by fall 2018. • Began work to install signs in every park clearly stating the park name and address, allowing residents to identify exactly where they are in case they need to call 911 for assistance. Signs will also communicate key components of the Parks By-law, stating restricted activities in the parks, such as keeping dogs on a leash, and clearly stating the hours of operations. This improved communication will allow for improved enforcement of the by-laws when required. • Continued to investigate a new Records Management System. • Updated the website to reduce stagnant or out-of-date material and encouraged departments to conduct regular reviews of information available to the public.

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> • Website committee has met to go over areas of the website and to identify areas that need to be updated. • Completed Citizen Satisfaction Survey in late 2017 with results presented to Council in early 2018. Town received 98% satisfaction rating.
<p>Meaningful Opportunities for Participation</p>	<ul style="list-style-type: none"> • Evaluate opportunities for enhanced participation in Town policy making, through such methods as individual and stakeholder consultations. • Inspire the citizens of Tecumseh to look ahead to a common prosperous and sustainable future. • Going beyond Council delegations: use new innovative methods and technological platforms to facilitate engagement.
<p>Progress</p>	<ul style="list-style-type: none"> • Launched pre-budget consultation survey for 2019 budget process. The survey has been in place since 2016 and received approximately 60-75 responses per year. • CIP Streetscape Plan and Design process transitioned from broad public consultation to focused stakeholder/property owner meetings. • Continued use of online surveys for projects of public interest as well as contests and outreach activities. • Continued social media posts to encourage greater participation of residents on various matters of interest and advertised activities accordingly. • Launched electronic Business Satisfaction Survey to hear from more than 900 businesses in Tecumseh.
<p>Efficient Town Operations</p>	<ul style="list-style-type: none"> • Undertake an asset management review, to update the Town’s pioneering work in asset management planning. • Develop and launch a formal Continuous Improvement Program, aimed at ensuring efficiency, rewarding innovation and productivity improvement, and allocating Town resources in line with the Town’s priorities. • Participate in inter-municipal benchmarking and sharing of

Priority Areas of Focus	Strategic Action Items
	<p>innovation and best practices.</p> <ul style="list-style-type: none"> • Ensure policy and budget choices support the maintenance of a competitive tax rate. • Facilitate appropriate service-utility levels and links with cost-of-services and program charges. • Encourage members of Council to share the regular requests for service that they receive from constituents, via existing tools. • Start a regular question-and-answer program, available electronically, to share concerns of all residents broadly.
Progress	<ul style="list-style-type: none"> • Received ninth consecutive GFOA Distinguished Budget Presentation Award. • Recruited and filled four student positions in Public Works and Environmental Services. • Recruited and filled the Assistant Drainage Superintendent position. • Hired two summer students in Finance. • Completed in-house update to the Asset Management Plan. • Continued the successful DWQMS program for effectiveness in providing safe drinking water for consumers. • Met with Provincial representatives at AMO Annual meeting in August to discuss grant funding availability for Multi-Use Sportsplex. Intake for the funding program is expected later this year. • Implemented an agenda management software to streamline efficiency for preparing committee and council agendas, approval process for reports, finalizing minutes. • Initiated accessibility standards (WCAG 2.0 A) staff training of department champions and created accessible templates for council reports, agendas and minutes to ensure the Town is meeting the needs of all residents. • Introduced Marriage Licences and Civil Wedding services. • Implemented confidential shredding for increased security and

Priority Areas of Focus	Strategic Action Items
	<p>disposal of corporate information.</p> <ul style="list-style-type: none"> • Updated records retention by-law and implemented the Ontario Municipal Records Management System for a consistent and corporate wide approach for record retrieval. • Improved delivery of services in the Corporate Services & Clerks Department with the creation of two new positions: Manager Committee & Community Services and Deputy Clerk & Manager Legislative Services. • Worked in partnership with the University of Windsor and St. Clair College to provide internship/co-op opportunities for students to work within the Recreation Department. • Increased electronic communications with residents via Twitter, Facebook and the website to gather public comment outside of operation hours and encourage two way dialogue.
<p>Tecumseh's Customer Service</p>	<ul style="list-style-type: none"> • Improve service delivery models to ensure satisfactory response times and service outcomes. • Commit to annual customer satisfaction survey and feedback mechanisms, including greater detail to support analysis and responsiveness. • Review detailed comments within the recent Community Satisfaction Survey, to identify suggestions leading to improvements in decision-making, service- delivery and cost-containment.
<p>Progress</p>	<ul style="list-style-type: none"> • Parks Department is committed to responding to residents' requests for routine tree service on Town owned trees in a timely and efficient manner. The goal is to inspect trees within one month of the resident trimming request and to have the trees trimmed within three months of the request. Trees deemed to be more hazardous will be inspected as quickly as possible and action taken as needed to minimize risk to people and property. • Responded to questions through social media channels are responded to within 24 hours during the week and 48 hours on the weekend/over holidays. • Citizen Satisfaction Survey held in late 2017 with results shared with Council in early 2018. The Town received a 98% satisfaction rating.

Strategic Goal #5: Demonstrate the Town of Tecumseh’s leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals

Priority Areas of Focus	Strategic Action Items
Tecumseh’s Culture of Collaboration	<ul style="list-style-type: none"> • Further enhance good Council/Staff relations, based on continuing support for Council/Manager form of municipal government. • On a regular basis, share publicly the outcomes of community and stakeholder engagement activities, in part to demonstrate that the Town is listening.
Progress	<ul style="list-style-type: none"> • Continued promotion of Town events and activities through social media, the website and news releases. • Maintained monthly Council/Administration meetings. • Continued to advertise in both the Shoreline Week and Essex Free Press. • Worked in partnership with the Youth Advisory Committee and Senior Advisory Committee to provide programs and events to the community such as Earth Day Celebration and Senior Fitness Around Town. As well as encourage the Youth Advisory Committee to use their Facebook page as a way to reach out to the public • Completed tree carving at Lakewood Park that honoured and preserved Tecumseh’s history as a result of public feedback on salvaging the tree.
Voter Engagement in Tecumseh	<ul style="list-style-type: none"> • Promote community engagement. • Continue to promote voter participation through alternative voting methods
Progress	<ul style="list-style-type: none"> • Ward Boundary and Council Structure Review consultations were completed and approval given to a new 5 Ward System with a Councillor Representative for each Ward. The new ward is in place for the 2018 municipal election. • Implemented communication strategies to reach out to public on electronic channels as well as utilize the website more effectively. Will continue to look at ways to share information and engage with

Priority Areas of Focus	Strategic Action Items
	the public outside of traditional/legislated communication methods.
Public Coherence and Compliance	<ul style="list-style-type: none"> • Improve integration of key corporate decision-points and documents (Strategic Plan, Budget, Official Plan, project and departmental operating plans). • Improve opportunities for briefings, tracking of initiatives, use of dashboards and performance reporting.
Progress	<ul style="list-style-type: none"> • Systems review for enhanced issues tracking and communications completed. Implementation of changes, modifications and process improvements underway.
Maintain “Team Tecumseh”	<ul style="list-style-type: none"> • Ensure Tecumseh is, and is perceived as, an employer of choice. • Take measures to attract, train, retain and ensure proper succession planning, in anticipation of high turn-over due to aging of work force.
Progress	<ul style="list-style-type: none"> • Ongoing efforts to maintain Town’s stature and competitiveness. • Continued to implement Wellness Committee programs. • Received Gord Smith Healthy Workplace and Bike Friendly Workplace Awards. • Continued support of professional development for Senior Management Team members interested in career advancement. • Hosted interns from the University of Windsor, Political Science Masters’ Program. • Hosted co-operative education students from St. Clair College and special needs students offering meaningful workplace experience. • Held Change Management Seminar for members of staff and Council both in Tecumseh and the region in spring 2018. Event was attended by approximately 50 staff from Kingsville, Essex County and Tecumseh.
Strategic Relationship	<ul style="list-style-type: none"> • Actively cultivate relationships with key stakeholders in order to maintain and build partnerships.

Priority Areas of Focus	Strategic Action Items
Building	
Progress	<ul style="list-style-type: none"> • Partnered with St. Clair College Men’s Baseball Team. • Partnered with St. Clair College Summer Collegiate Green Giants Men’s Baseball Team. • Continued to work with local school boards on joint use agreement for facilities/sports fields. • Continued to hold L’Essor Hockey Academy at the Tecumseh Arena. • Continued to work with local service clubs on community programs. • Networked with community stakeholders and municipal sector colleagues on matters of municipal interest. • Continued OPP Discussion Group to address community policing matters. • Continued partnership with WEEDC for attraction opportunities and economic development. • Continued to work with local school boards on joint use agreements for facilities/sports fields. • Continued to work with local service clubs on community assistance programs. • Continued to work with Life After Fifty and Windsor Essex County Health Unit to provide elderly residents with recreational, social and well-being activities.
Effective Intergovernmental Relations	<ul style="list-style-type: none"> • Build opportunities for policy and funding partnerships with the Governments of Ontario and Canada. • Actively participate in Municipal Associations and municipal policy development. • Continue to be a good neighbour at the County and regional level.
Progress	<ul style="list-style-type: none"> • Continued to hold regular meetings with Ontario Ministry of Municipal Affairs and federal partners for input on policy matters.

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> • CAO continues to participate on AMCTO, OMAA and AMO project teams, board and/or committees. Also is co-chair of ONWARD initiative. • Continued interaction and liaison with County and Regional colleagues on sector matters of mutual interest, including participation on Committees: Essex Region Source Protection Committee policy implementation; CWATS Implementation; County-Wide Study on Farm Lot Sizes; and Intermunicipal Planning Consultation Committee; updates to Regional Intensity Duration Frequency rainfall curves to adapt to climate change; creation of a regional Stormwater Guide Manual. • Director Corporate Services & Clerk actively participates in Essex County Clerks and HR group meetings on matters of related interest, sharing of best practices and service delivery.

Comments

It is recommended that the progress outlined in this report be received.

As priorities are not intended to communicate everything that the Town plans to achieve by the end of 2018, they should not be static; if the strategic environment changes, then priorities may need to be adjusted. Progress on the implementation of the strategic actions and priorities will continue to be provided to Council.

Finally, it is critical that the leaders of the municipality, both elected and administrative, understand the priorities when considering the policies and future direction of the municipality. The elements of a strategic document identify the Town’s priorities, which in turn provide the framework for the allocation of funds, development of work plans, reports and dedication of resources.

Consultations

All Departments

Financial Implications

No financial implications at this time. However, budget resources will be required as specific action items are addressed.

Link to Strategic Priorities

Applicable	2017-18 Strategic Priorities
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- Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
- Ensure that the Town of Tecumseh’s current and future growth is built upon the principles of sustainability and strategic decision-making.
- Integrate the principles of health and wellness into all of the Town of Tecumseh’s plans and priorities.
- Steward the Town’s “continuous improvement” approach to municipal service delivery to residents and businesses.
- Demonstrate the Town’s leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable

Website

Social Media

News Release

Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Lesley Racicot
Manager Strategic Initiatives

Recommended by:

Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

Attachment Number	Attachment Name
None	None