



**THE CORPORATION OF THE
TOWN OF TECUMSEH**

**Chief Administrative Officer
Report No. 06/16**

TO: Mayor and Members of Council
FROM: Chief Administrative Officer
DATE: July 20, 2016
DATE TO COUNCIL: August 9, 2016
SUBJECT: 2015-16 Strategic Priorities Progress Report

RECOMMENDATIONS

It is recommended that:

1. The Chief Administrative Officer's Report No. 06/16 regarding progress in the first half of 2016 on the Strategic Priorities established by Council in 2015 **be received**.

BACKGROUND

At their meeting of March 24, 2015, Council approved the following resolution (RCM-87/15):

1. The five [5] Strategic Priorities set out in Table 4 of the March 24, 2015 Report 03/15 of the Chief Administrative Officer [CAO] **be adopted**; and
2. The CAO **be directed** to incorporate these strategic priorities into objectives and action plans as part of the municipal work plans; and further
3. Administration **provide** various reports, develop policies and assign resources to achieve the Strategic Priorities outlined in this report; and furthermore
4. Progress on these priorities **be provided** in six [6] month intervals.

In the Overview of Strategic Goals illustrated below, we have identified three [3] topics the Town aspires to address, along with the strategic tools available to apply in addressing these strategic goals.

Table 1
Overview of Strategic Goals

<p>What the Town Aspires to Do</p>	<div data-bbox="261 386 451 575"></div> <p>SMART GROWTH: Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.</p> <div data-bbox="261 617 451 806"></div> <p>SUSTAINABLE INFRASTRUCTURE: Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.</p> <div data-bbox="261 848 451 1037"></div> <p>HEALTH AND WELLNESS: Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.</p>
<p>What Tools the Town Can Use</p>	<div data-bbox="261 1152 451 1341"></div> <p>CONTINUOUS IMPROVEMENT: Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.</p> <div data-bbox="261 1383 451 1572"></div> <p>GOOD GOVERNANCE: 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.</p>

The Town's Strategic Priorities developed in 2015, along with policies and direction, work plans and resource allocations continue to be addressed and implemented in 2016. The Strategic Planning Session held on January 23, 2015 resulted in the establishment of the Strategic Priorities listed in Table 2.

Table 2	
Strategic Priorities for 2015-16	
1.	Make the Town an even better place to live, work and invest through a shared vision for our residents and newcomers
2.	Ensure the Town’s current and future growth is built upon the principles of sustainability and strategic decision-making
3.	Integrate the principles of health and wellness into all plans and priorities
4.	Steward the Town’s “continuous improvement” approach to municipal service delivery to residents and businesses
5.	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

COMMENTS

Administration has made considerable progress in a number of areas to advance the Strategic Priorities during this term of Council. Table 3 illustrates each of the five [5] Strategic Priorities along with associated Strategic Actions and provides an update on the progress made as of July 2016.

Table 3		
Strategic Goal #1:		
Make the Town 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	Department Responsible
Economic Development in Tecumseh	<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. 	All
	<ul style="list-style-type: none"> ▪ Recognize the importance of the existing employment base and support opportunities for onsite expansion and relocation within Tecumseh. 	All
	<ul style="list-style-type: none"> ▪ Support employment attraction efforts in order to increase range of employment opportunities and encourage job creation. 	All
	<ul style="list-style-type: none"> ▪ Ensure Tecumseh is a desirable municipality to live, work and invest. 	All

<p>Progress</p>	<ul style="list-style-type: none"> ▪ Tecumseh Road Main Street Community Improvement Plan (“CIP”) was adopted in June 2016. It has a vision to transform the area into a vibrant, walkable and mixed-use destination through the establishment of urban design guidelines, proposed street and infrastructure improvements and creation of incentives intended to spur private investment. ▪ Following this adoption, the Tecumseh Road Main Street CIP Streetscape Plan was initiated and the design process is underway. ▪ \$3.4 million in initiatives related to infrastructure services to accommodate growth and expansion of existing businesses in Oldcastle continues. ▪ Reconstruction of Dumouchelle Street/Outer Drive in the Oldcastle industrial park is expected to be complete in Fall 2016. ▪ Advanced sanitary sewer connections to support industrial growth in the North Talbot Road and 8th Concession trunk sewer areas in Oldcastle. ▪ Expansion and attraction through continued investment in infrastructure to attract new business investment in the old town and Oldcastle communities. ▪ Tax, water and wastewater rates continue to be among the lowest in the area while supporting municipal services at above average levels. ▪ Manning Road Secondary Plan Special Area Rate Levy approved for applicable development area. ▪ Citizen Satisfaction Survey completed with results provided in Spring 2016. 99% of citizens are pleased with the overall level of service they receive from the Town. ▪ Assisted the Tecumseh BIA in attracting an event organizer to host monthly Night Markets that showcase local businesses. Two successful events have been held to date with others to continue. 						
<p>Tecumseh’s Role as Part of a Region</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%; padding: 5px;"> <ul style="list-style-type: none"> ▪ Explore ways to leverage benefits of regional growth and development. </td> <td style="width: 20%; text-align: center; vertical-align: top;">All</td> </tr> <tr> <td style="padding: 5px;"> <ul style="list-style-type: none"> ▪ 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. </td> <td style="text-align: center; vertical-align: top;">All</td> </tr> <tr> <td style="padding: 5px;"> <ul style="list-style-type: none"> ▪ For some issues designated by Council, which go beyond the mandate of the municipal corporation, 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. </td> <td style="text-align: center; vertical-align: top;">Council</td> </tr> </table>	<ul style="list-style-type: none"> ▪ Explore ways to leverage benefits of regional growth and development. 	All	<ul style="list-style-type: none"> ▪ 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. 	All	<ul style="list-style-type: none"> ▪ For some issues designated by Council, which go beyond the mandate of the municipal corporation, 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. 	Council
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<p>Progress</p>	<ul style="list-style-type: none"> ▪ Continue to liaise with partner municipalities and WEEDC. Currently working with WEEDC to populate a database of properties available for development in Windsor-Essex. ▪ Application submitted to infrastructure funding program – Canada 150; awaiting outcome. ▪ Town’s Ontario Municipal Cycling Infrastructure Program Application was approved by MTO for a \$325,000 grant towards the construction of extension of the Regional Greenway westerly to the Rt. Hon. Herb Gray Parkway Trail in 						

	<p>conjunction with ERCA and County of Essex. Land acquisition for the trail is ongoing.</p> <ul style="list-style-type: none"> ▪ Explored BIA Associate Membership Program. Council approved this concept. Enrollment of members to be addressed by BIA. ▪ Tecumseh Area Historical Society (TAHS) Archiving Project completed. ▪ Partnered with Windsor and LaSalle to host the 2016 CARHA Hockey World Cup in April 2016. Highly successful event with region-wide impact. 	
<p>Tecumseh's Development as a Sustainable Community</p>	<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. ▪ Create a development landscape that reinforces the character and attributes of Tecumseh. ▪ Draw on the strengths of past activities in order to inform future decisions. ▪ Support growth that enhances Tecumseh as a complete community. 	<p>All</p> <p>Planning</p> <p>Planning</p> <p>All</p> <p>Planning</p>
<p>Progress</p>	<ul style="list-style-type: none"> ▪ Banwell Road Black Area Settlement Provincial Plaque (aka Smith Cemetery) and creation of a Storyboard Plaque Policy. ▪ Various housing developments: <ul style="list-style-type: none"> i. Strawberry Ridge Phase IV, 16 single unit dwelling lots remaining; ii. Estates of Lakewood, 87 single unit dwellings and 12 townhomes approximately 50% constructed; iii. Petretta (Lakewood Condo Phase II) 59 unit/5 storey condominium under construction; iv. Carmalita Court (former St. Anne High School South Campus), 48 dwelling units comprising townhomes and semi-detached units approximately 40% completed; v. Masotti two 6-unit apartment buildings to be constructed at corner of Lesperance Road and Lanoue Street. ▪ Implementation of Tecumseh CIP will encourage 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 integrated with the surrounding neighbourhood. This by-law is currently under appeal, with OMB Hearing Scheduled for November 2016; ii. Tecumseh Hamlet Secondary Plan: the final transportation and stormwater management issues are nearing resolution of issues. ▪ New Official Plan: Ten Discussion Papers have been tabled to date, with the following being issued so far in 2016: Natural Heritage and Transportation. Two 	

	<p>more Discussion Papers are about to be issued (Parks and Open Space and Sustainability), followed by the release of a draft of the New Official Plan.</p> <ul style="list-style-type: none"> ▪ Adopted functional servicing plans for the Manning Road Secondary Plan Area, developing same for Tecumseh Hamlet Secondary Plan Area and the Tecumseh Road CIP. ▪ Converted all of Tecumseh’s existing HPS street lights to energy saving LED lights. ▪ Preparing a Development Manual, still in draft stage.
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Strategic Goal #2:
Ensure that the Town’s current and future growth is built upon the principles of sustainability and strategic decision-making

Priority Areas of Focus	Strategic Action Items	Department Responsible
Tecumseh as a Fiscally Sustainable Town	<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 ratepayers that can support long-term infrastructure maintenance and expansion. 	<p>Planning / Public Works</p> <p>Planning / Public Works</p> <p>Finance</p>
Progress	<ul style="list-style-type: none"> ▪ Adoption of Manning Road Secondary Plan Area-Specific Development Charge in October 2015. Appeal of the by-law going to an OMB hearing in November 2016. ▪ Adoption of the Tecumseh Road Main Street CIP, which initiated approval of a number of incentive applications along with initiating the Tecumseh Road Main Street CIP Streetscape Plan and Design process which will strive to achieve the stated vision to revitalize the Town’s Main Street through a strategic investment in the public realm. ▪ Updated Water and Wastewater Rate Study in-house by administrative staff approved in December 2015. Shift in recovery from variable rate to the fixed rate was implemented for long-term sustainability. ▪ Introduction of a New Infrastructure Levy (NIL) to provide funding for new capital investment and emerging services. Approved in 2016 budget with allocations in current year and proposed for annual allocations. ▪ Continue to secure sponsorship to provide free or low-cost programs and events to local residents as well as manage funding programs that provide financial support for low-income residents to participate in recreational programs (P2P/Jumpstart). 	
Tecumseh’s Role in Creating an	<ul style="list-style-type: none"> ▪ Promote equity of access to municipal resources from all parts of the Town (geographic, demographic, physical accessibility, etc.). 	All

Accessible Community	<ul style="list-style-type: none"> ▪ Explore the feasibility of increasing the Town's telecommunications connectivity in its neighbourhoods and facilities. 	IT
Progress	<ul style="list-style-type: none"> ▪ 2016-17 Accessibility Plan implemented. ▪ Accessible Customer Service Policy revised. ▪ Tecumseh Accessibility Advisory Committee continues to meet quarterly. ▪ Continue to seek partnerships to provide quality internet connectivity for all residents and businesses. 	

Strategic Goal #3:

Integrate the principles of health and wellness into all of the Town's plans and priorities

Priority Areas of Focus	Strategic Action Items	Department Responsible
Strong & 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. ▪ Support a safe pedestrian environment for all residents. ▪ Promote health and wellness goals within the neighbourhood planning context. 	Planning Parks & Recreation / Planning Planning / Public Works Planning
Progress	<ul style="list-style-type: none"> ▪ Trail development plans via the preparation of a Trail Master Plan flowing from the Parks and Recreation Master Plan, seeking partnership funding for a trail along west side of Lesperance Road from Riverside Drive (Ganatchio Trail) to Town Hall complex. ▪ Town's Ontario Municipal Cycling Infrastructure Program Application was approved by MTO for a \$325,000 grant towards the construction of the extension of the Regional Greenway westerly to the Rt. Hon. Herb Gray Parkway Trail in conjunction with ERCA and County of Essex. Land acquisition for the trail is ongoing. ▪ Public Works and Environmental Services department has extended various sections of sidewalks throughout Town to enhance pedestrian safety. ▪ Successful in obtaining a Canada 150 Community Infrastructure Program grant to pave and add additional recreational features to Lakewood Park (2016). <ul style="list-style-type: none"> ○ Paving of perimeter trail in Lakewood complete as of July 2016, improving accessibility. ○ Outdoor exercise equipment to be installed in 2016 in Lakewood Park providing a unique alternative venue to remain fit and healthy. ▪ Replaced trail linking Shawanoe Park to the neighbourhood to the west via Parkland Crescent. 	

	<ul style="list-style-type: none"> ▪ Converted all (1,900) of Tecumseh’s existing HPS street lights to energy saving LED lights. ▪ Continued to liaise with municipal partners on the CWATS initiative. ▪ All new accessibility sidewalk ramps being installed as part of AODA compliance. 	
<p>Comprehensive Community Services</p>	<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 development. ▪ Support and encourage improved Emergency Response Planning. 	<p>Parks & Recreation Parks & Recreation All</p>
<p>Progress</p>	<ul style="list-style-type: none"> ▪ Various annual recreational programs successfully delivered, including Summer Day Camp, swim and recreational skating programs, urban poling walking program, and In Motion Community Walk. ▪ Continued review of Emergency Plan – updated exercise. ▪ Ongoing public education and awareness of community emergencies and Fire Safety (information pamphlets circulated). ▪ Meeting goals regarding training members of the Emergency Operation Centre, particularly new participants. ▪ Upgrades made to Emergency Operation Centre. ▪ Utilizing Everbridge Mass early notification system through working with County partners. ▪ Introduced new programs and events including “Try a Sport Day” and Canada Day celebration. ▪ Introduced different ice rental opportunities such as 1/2 and 1/3 ice surface to suit the training needs of small groups. ▪ Installation of large climbing rocks in Lakewood Park by Fall 2016, the only location with this feature in this region. ▪ Installation of a disc golf course in Lakewood Park by Fall 2016, the first of its kind for this region. 	
<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>All All Parks & Recreation</p>
<p>Progress</p>	<ul style="list-style-type: none"> ▪ Tecumseh Coffee House provided by the Cultural and Arts Advisory Committee. ▪ Partnership with L’Essor High School on the unveiling of the auditorium sign, in conjunction with a joint fundraising initiative—Speed Painting by Paul Murray. 	

	<ul style="list-style-type: none"> ▪ Various special events and community festivals successfully delivered: <ul style="list-style-type: none"> i. Family In Motion Day ii. Sport Tournaments iii. Community Festivals: Taste of Tecumseh, Dragon Boats, Corn Festival iv. Walk-A-Thons, Cross-Country, Triathlons v. Try a Sport Day vi. Summer Concert Series at Lakewood Park vii. Canada Day Celebration viii. Outdoor Movie Night ix. Christmas in Tecumseh & Santa Parade x. Night Market
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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	Department Responsible
Improved Communication	<ul style="list-style-type: none"> ▪ Reaffirm Council and Staff's commitment to a culture of transparency, openness and accessibility. 	All
	<ul style="list-style-type: none"> ▪ Commit to constructive, two-way dialogue. 	All
	<ul style="list-style-type: none"> ▪ Promote transparency through improved communication with residents, making better use of existing and emerging communication tools, such as a "Town App". 	IT
Progress	<ul style="list-style-type: none"> ▪ Hiring of Manager Strategic Initiatives to assist with economic development and communications. Communications Plan being prepared for implementation. ▪ Publishing of Preliminary Agendas for Regular Council meetings seven days in advance. ▪ Increased postings to website and through Social Media and News Releases to increase outreach via electronic methods. Follower numbers on social media pages continues to increase at a rate of 1% per week. ▪ Implementation of new Agenda Management Software. Agenda Management software has been procured, set-up and will be rolled out in July 2016. ▪ Increased use of Social Media for road closures, construction updates and service delivery disruptions. ▪ Introduction of Town App (iHub) to Council in May. Councillors trained and provided with opportunity to shoot video for their pages. Targeted launch to public is Fall 2016. ▪ Continued expansion of Town branding. Plans to develop marketing materials for use on webpage and social media as well as at public events. ▪ Design and installation of new gateway signs on Highway 401 underway. ▪ Exploring new Records Management System. ▪ Upgrade to Recreation Software that will include the ability for online 	

	registrations to enhance customer service.	
Meaningful Opportunities for Participation	<ul style="list-style-type: none"> Evaluate opportunities for enhanced participation in Town policy making, through such methods as individual and stakeholder consultations. 	All
	<ul style="list-style-type: none"> Inspire the citizens of Tecumseh to look ahead to a common prosperous and sustainable future. 	All
	<ul style="list-style-type: none"> Going beyond Council delegations: use new innovative methods and technological platforms to facilitate engagement. 	IT
Progress	<ul style="list-style-type: none"> Introduced a pre-budget consultation survey for the 2016 budget process. Will continue in 2017 budget development process. CIP Streetscape Plan and Design process used a “pop-up” event along Tecumseh Road and attendance at the Night Market to seek public engagement during development of plan, and BIA Boundary Review. Citizen Satisfaction Survey completed and reported to Council in April 2016. Results were positive showing 99% of citizens are pleased with the overall level of service received. Some areas for improvement include awareness and public engagement. Conducting Ward Boundary and Electoral Process Review through public consultations and stakeholder engagement. Appointments to the new Senior and Youth Advisory Committees; meetings have commenced. Increased use of public consultation on capital projects, municipal drains, environmental assessments and master plan updates including seeking public input through new and innovative activities like participation in local events. Reviewing expanded opportunities for community engagement. Opportunities to be reviewed for greater participation electronically through the website, social media sites and electronic newsletter. Expected roll out in fall 2016. Conducted public consultations for Multiplex Feasibility Study. 	
Efficient Town Operations	<ul style="list-style-type: none"> Undertake an organizational review, with a focus on continuing good managerial performance and on “succession planning” for key management positions over time. 	CAO
	<ul style="list-style-type: none"> Undertake a service level review, either comprehensively, or on a service-by-service basis. 	All
	<ul style="list-style-type: none"> Undertake an asset management review, to update the Town’s pioneering work in asset management planning. 	Finance
	<ul style="list-style-type: none"> Participate in inter-municipal benchmarking and sharing of innovation and best practices. 	All
	<ul style="list-style-type: none"> Ensure policy and budget choices support the maintenance of a competitive tax rate. 	Finance
	<ul style="list-style-type: none"> Facilitate appropriate service-utility levels and links with cost-of-services and program charges. 	All

<p>Progress</p>	<ul style="list-style-type: none"> ▪ Received seventh consecutive GFOA Distinguished Budget Presentation Award. ▪ Recruited and filled two student positions in Public Works and Environmental Services. Recruiting for Stormwater Technician position. ▪ Recruitment underway in Finance for Purchasing Officer. ▪ Hired two summer students in Finance. ▪ Carried out in-house updates to the Asset Management Plans. Draft plan to be available by end of 2016. ▪ Continuation of the successful DWQMS program for effectiveness in providing safe drinking water for consumers. Continues with high degree of success. ▪ Multi-Use Sportsplex Feasibility Study and Business Case presented to Council in May 2016 and approved in principle. Further design work and financing plan to be developed. ▪ Exploring the use of technology to derive Key Performance Indicators (KPI's) as a measurement tool. ▪ Water & Wastewater Rate Study approved in November 2015. Study was completed in-house to ensure detailed knowledge of the process. Water & Wastewater infrastructure requirements and lifecycle costs were updated. 	
<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. 	<p>All</p> <p>IT</p>
<p>Progress</p>	<ul style="list-style-type: none"> ▪ Completed a number of service reviews in the Public Works & Environmental Services Department and are now filling these positions. ▪ Water Division conducted a Customer Satisfaction Survey as part of the DWQMS. Surveys are included with monthly bills with an online option for completion. Overall, survey results show a 100% satisfaction rate. The survey provides an opportunity for residents to provide comments on Water issues outside of calling in to the Town offices. 2016 Resident Satisfaction survey was completed in May 2016 with favourable results. Areas of improvement will be reviewed with plans to continue to meet or exceed the expectations of our residents. 	

Strategic Goal #5:

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

<p>Priority Areas of Focus</p>	<p>Strategic Action Items</p>	<p>Department Responsible</p>
<p>Tecumseh's Culture of Collaboration</p>	<ul style="list-style-type: none"> ▪ Further enhance good Council/Staff relations, based on continuing support for Council/Manager form of municipal government. 	<p>All</p>

	<ul style="list-style-type: none"> ▪ Encourage better sharing of information. 	All
Progress	<ul style="list-style-type: none"> ▪ Council updated on resource utilization (GIS presentation). ▪ Corporate Communications Training. ▪ Council/Administration Monthly Meetings. ▪ Communications and Social Media workshop for Council and senior management team. Introduction of iHubb app. ▪ Continue to encourage improved information sharing through the introduction of new systems, tools and Communication Policy. ▪ Publishing of Preliminary Agendas for Regular Council meetings seven days in advance. 	
Voter Engagement in Tecumseh	<ul style="list-style-type: none"> ▪ Promote community engagement. ▪ Over time, evaluate Council “representation” issues, including measures that might improve the integration of pre-existing municipalities and that anticipate the need for more balanced representation-by-population, with the advent of residential growth in some of the existing wards. ▪ Continue to promote voter participation through review of alternative voting methods. 	All CAO/Clerk Clerk
Progress	<ul style="list-style-type: none"> ▪ Ward Boundary and Electoral Process Review underway. ▪ Citizen Satisfaction Survey results released. 99% satisfaction in overall Town services. ▪ Developing communication strategies to reach out to public on electronic channels as well as utilize the website more effectively. Reviewing opportunities for electronic newsletter, regular postings on social media sites and alternative methods for public engagement like the Tecumseh Night Market. 	
Policy 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. 	All All
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. 	All CAO
Progress	<ul style="list-style-type: none"> ▪ Ongoing efforts to maintain Town’s stature and competitiveness. ▪ Wellness Committee Programs. 	

	<ul style="list-style-type: none"> ▪ Gord Smith Healthy Workplace and Bike Friendly Workplace Awards. ▪ Continuing support of professional development for Senior Management Team members interested in career advancement. 	
Strategic Relationship Building	<ul style="list-style-type: none"> ▪ Actively cultivate relationships with key stakeholders in order to maintain and build partnerships. 	All
Progress	<ul style="list-style-type: none"> ▪ Networking with community stakeholders and municipal sector colleagues on matters of municipal interest. <ul style="list-style-type: none"> ○ OPP Discussion Group to address community policing matters ○ WEEDC attraction opportunities and Ombudsman connection ○ Partnership with St. Clair College Men’s Baseball Team to use Lacasse Park, team is nationally and provincially recognized ○ Continue to work with local school boards on joint use agreements for facilities/sports fields ○ Continue to work with local service clubs on community assistance programs 	
Effective Inter-governmental Relations	<ul style="list-style-type: none"> ▪ Build opportunities for policy and funding partnerships with the Governments of Ontario and Canada. 	All
	<ul style="list-style-type: none"> ▪ Actively participate in Municipal Associations and municipal policy development. 	All
	<ul style="list-style-type: none"> ▪ Continue to be a good neighbour at the County and regional level. 	All
Progress	<ul style="list-style-type: none"> ▪ Input on policy matters provided to senior government contacts. Regular meetings with Ministry of Municipal Affairs and connections with federal partners. ▪ CAO participates on AMCTO, OMAA and AMO project teams, board and/or committees. ▪ Deputy Clerk is the AMCTO Zone 1 Director. ▪ Interaction with County and Regional colleagues on sector matters of mutual interest, including participation on Committees: 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. ▪ Successfully hosted the Association of Municipalities of Ontario Board and Executive Meeting in June 2016. 	

SUCCESS INDICATORS

A method to record success indicators will be developed that would reflect, at a high level, results realized when the Priority Actions are implemented. These Success Indicators will be qualitative and focused, providing a framework for specific quantitative performance measures to be reported by Administration.

CONSULTATIONS

Department Directors

FINANCIAL IMPLICATIONS

No financial implications at this time.

LINK TO STRATEGIC PRIORITIES

No.	2015-16 Strategic Priorities	Applicable
1.	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.	✓
2.	Ensure that the Town of Tecumseh’s current and future growth is built upon the principles of sustainability and strategic decision-making.	✓
3.	Integrate the principles of health and wellness into all of the Town of Tecumseh’s plans and priorities.	✓
4.	Steward the Town’s “continuous improvement” approach to municipal service delivery to residents and businesses.	✓
5.	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 CAO.

Recommended by:

Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

TH/lr