



**THE CORPORATION OF THE
TOWN OF TECUMSEH**

**Chief Administrative Officer
Report No. 08/15**

TO: Mayor and Members of Council
FROM: Chief Administrative Officer
DATE: October 19, 2015
DATE TO COUNCIL: November 10, 2015
SUBJECT: 2015-16 Strategic Priorities Progress Report

RECOMMENDATIONS

It is recommended that:

1. The Chief Administrative Officer's Report No. 08/15 regarding progress on the Strategic Priorities established by Council for 2015-16 **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>	 <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>  <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>  <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>	 <p>CONTINUOUS IMPROVEMENT: Steward the Town’s “continuous improvement” approach to municipal service delivery to residents and businesses.</p>  <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 for 2015-16, along with policies and direction, work plans and resource allocations. 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 September 30, 2015.

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”) being prepared for adoption that has a vision to transform the area into a vibrant, walkable and mixed-use area through the establishment of urban design guidelines, proposed street and infrastructure improvements and creation of incentives intended to spur private investment ▪ \$4 million in initiatives related to infrastructure services to accommodate growth and expansion of existing businesses. ▪ Reconstruction of Burke/Outer/Moro in the Oldcastle industrial park. ▪ Advanced sanitary sewer connections to support industrial growth in the North Talbot Road and 8th Concession trunk sewer areas. ▪ East Townline Drain relocated into Lakewood Park to provide stormwater management to accommodate for new residential development. ▪ Attraction of 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. ▪ Continuing program to connect Oldcastle to the sanitary sewer system. ▪ Completed a boundary review for the Tecumseh BIA. ▪ Continue to explore Special Area Rate Levies for applicable development areas. ▪ Citizen satisfaction with municipal programs and services are in the 80%+ range. 						
<p>Tecumseh’s Role as Part of a Region</p>	<table border="1"> <tr> <td data-bbox="354 1045 1279 1144"> <ul style="list-style-type: none"> ▪ Explore ways to leverage benefits of regional growth and development. </td> <td data-bbox="1279 1045 1505 1144"> <p>All</p> </td> </tr> <tr> <td data-bbox="354 1144 1279 1291"> <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 data-bbox="1279 1144 1505 1291"> <p>All</p> </td> </tr> <tr> <td data-bbox="354 1291 1279 1493"> <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 data-bbox="1279 1291 1505 1493"> <p>Council</p> </td> </tr> </table>	<ul style="list-style-type: none"> ▪ Explore ways to leverage benefits of regional growth and development. 	<p>All</p>	<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. 	<p>All</p>	<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. 	<p>Council</p>
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<p>Progress</p>	<ul style="list-style-type: none"> ▪ Continue to liaise with partner municipalities and WEEDC. ▪ Infrastructure funding program applications submitted. ▪ Submit an Expression of Interest to the Ministry of Transportation seeking funding for the extension of the Regional Greenway westerly to the Herb Gray Parkway Trail in conjunction with ERCA and County of Essex. ▪ Reach out to Optimist Club relating to Corn Festival. ▪ Explore BIA Associate Membership Program. ▪ Tecumseh Area Historical Society (TAHS) Archiving Project. ▪ Partnering with Windsor and LaSalle to host 2016 CARHA Hockey World Cup. 						

<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). ▪ Creation of Oldcastle Heritage Park. ▪ Various housing developments: <ul style="list-style-type: none"> i. Strawberry Ridge Phase IV, 18 single unit dwelling lots remaining; ii. Estates of Lakewood, 87 single unit dwellings and 12 townhomes to be constructed; iii. Petretta (Lakewood Condo Phase II) 59 unit/5 storey condominium under construction; iv. Arbour Grove (former St. Anne High School South Campus), 48 dwelling units comprising townhomes and semi-detached units ultimately to be available once developer constructs the services; v. Masotti two 6-unit apartment buildings to be constructed at corner of Lesperance Road and Lanoue Street. ▪ 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 to be adopted in 4th quarter and will 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; ii. Tecumseh Hamlet Secondary Plan: the final transportation and stormwater management issues are nearing resolution of issues. ▪ New Official Plan: Eight Discussion Papers have been tabled to date, with the following three being issued so far in 2015: Housing and Residential Intensification, Urban Design, Commercial Development. Three more Discussion Papers are about to be issued, followed by the release of a draft of the New Official Plan Reviewed and approved development plans for the former St. Anne's school site, Sumatara developments and Strawberry Ridge subdivisions. ▪ Developed functional servicing plans for the Manning Road Secondary Plan Area, Tecumseh Hamlet Secondary Plan Area and the Tecumseh Road CIP. ▪ Reconstruction of Hayes Pumping Station and storage facility in Lakewood Park to support residential development. 	

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
<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 ratepayers that can support long-term infrastructure maintenance and expansion. 	<p>Planning / Public Works</p> <p>Planning / Public Works</p> <p>Finance</p>
<p>Progress</p>	<ul style="list-style-type: none"> ▪ Public Meeting held in May for the Manning Road Secondary Plan Area-Specific Development Charge. Subject to resolution of issues, its adoption is anticipated in Q4 2015. ▪ Formally introduced the draft CIP, which will strive to achieve the stated vision to revitalize the Town’s Main Street through a strategic investment in the public realm aligned with establishment of incentives and urban design guidelines to facilitate private development in the Town’s commercial core. ▪ Updated Water and Wastewater Rate Study in-house by administrative staff. ▪ Introduction of a New Infrastructure Levy (NIL) to provide funding for new capital investment and emerging services. 	
<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. 	<p>All</p> <p>IT</p>
<p>Progress</p>	<ul style="list-style-type: none"> ▪ Creation and expansion of WiFi zones in Town owned facilities and parks. ▪ Enhanced internet connectivity. ▪ Enhanced Browsealoud Software Upgrade, a program which provides enhanced website browsing for visually impaired users. ▪ Communications and Social Media Policies revised. ▪ 2014-15 Accessibility Plan. ▪ Snow and Leaf Angels Program. ▪ Online Committee and Award Applications Process. 	

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. 	<p>Planning</p> <p>Parks & Recreation / Planning</p> <p>Planning / Public Works</p> <p>Planning</p>
Progress	<ul style="list-style-type: none"> ▪ Residential developments under construction this year include proper integration of sidewalks, trails and street trees to encourage walkability. ▪ 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. ▪ Trails installed: <ul style="list-style-type: none"> i. Lakewood Park 2 km perimeter trail; ii. Tecumseh Vista 480 metre trail connecting school to McAuliffe Park trail system; iii. 12th Concession from County Road 42 to Dimu Drive 300 metre trail; and iv. Intersection Road trail. ▪ Successful in obtaining a Canada 150 Community Infrastructure Program grant to pave and add additional recreational features to Lakewood Park (2016). ▪ Undertake revision of Parks and Recreation Master Plan (2016). ▪ Proposal for streetlight conversion to LED fixtures in Q4 2015. ▪ Liaised with municipal partners on the CWATS. 	
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 development. ▪ Support and encourage improved Emergency Response Planning. 	<p>Parks & Recreation</p> <p>Parks & Recreation</p> <p>All</p>
Progress	<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. 	

	<ul style="list-style-type: none"> ▪ Following Bonduelle fire, review and revisions to Emergency Response Plan. ▪ Continued public education and awareness on community emergencies (information pamphlets developed and circulated). ▪ Ongoing training of Emergency Operation Centre Participants. ▪ Continued upgrading of Emergency Operation Centre. ▪ Regional lead in procurement of Citizen Mass Notification System. ▪ Golden Age Club MOHLTC Grant Program and One Time Special Grant. 	
Tecumseh's Diversity and Inclusivity	<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</p> <p>All</p> <p>Parks & Recreation</p>
Progress	<ul style="list-style-type: none"> ▪ Culture Days Open House at the Tecumseh Area Historical Society ▪ 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. Pan Am Torch Relay vi. Summer Concert Series at Lakewood Park vii. Christmas in Tecumseh & Santa Parade 	

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. ▪ Commit to constructive, two-way dialogue. ▪ Promote transparency through improved communication with residents, making better use of existing and emerging communication tools, such as a "Town App". 	<p>All</p> <p>All</p> <p>IT</p>
Progress	<ul style="list-style-type: none"> ▪ Communication Policy and Social Media Policy. ▪ Increased postings to website and through Social Media and News Releases. ▪ Appointment of Closed Meeting Investigator and Integrity Officer. ▪ Exploring new Agenda Management Software. 	

	<ul style="list-style-type: none"> ▪ Increased use of Social Media for road closures, construction updates and service delivery disruptions. ▪ Investigating introduction of Town App through dialogue with vendors. ▪ Continued expansion of Town branding. 	
<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>All</p> <p>All</p> <p>IT</p>
<p>Progress</p>	<ul style="list-style-type: none"> ▪ Introduced a pre-budget consultation survey for the 2016 budget process. ▪ Public consultations on budget, CIP public consultations during development of plan and ongoing engagement during implementation of plan, and BIA Boundary Review. ▪ Planned Citizen Satisfaction Survey in 2016. ▪ Conducting Ward Boundary Review in 2016. ▪ Senior and Youth Advisory Committees. ▪ Increased use of public consultation on capital projects, municipal drains, environmental assessments and master plan updates. ▪ Reviewing expanded opportunities for community engagement. 	
<p>Efficient Town Operations</p>	<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. ▪ Undertake a service level review, either comprehensively, or on a service-by-service basis. ▪ Undertake an asset management review, to update the Town’s pioneering work in asset management planning. ▪ Participate in inter-municipal benchmarking and sharing of innovation and best practices. ▪ 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. 	<p>CAO</p> <p>All</p> <p>Finance</p> <p>All</p> <p>Finance</p> <p>All</p>
<p>Progress</p>	<ul style="list-style-type: none"> ▪ Received sixth consecutive GFOA Distinguished Budget Presentation Award. ▪ Completed Management Salary Review and Pay Equity Plan. ▪ Ergonomics Assessment completed. ▪ Undertook a number of ad hoc service and staffing reviews in the Public Works 	

	<p>& Environmental Services Department.</p> <ul style="list-style-type: none"> ▪ Carried out in-house updates to the Asset Management Plans. ▪ Continuation of the successful DWQMS program for effectiveness in providing safe drinking water for consumers. ▪ Internal review of Recreation Department (2016). ▪ Update Parks & Recreation Master Plan (2016). ▪ Complete Trail Master Plan and Implementation Strategy (2016). ▪ Multi-Use Sportsplex Feasibility Study and Business Case underway, completion targeted for spring 2016. ▪ Exploring the use of technology to derive Key Performance Indicators (KPI's) as a measurement tool. ▪ Water & Wastewater Rate Study to be proposed for Council's consideration in November 2015. Study is being 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 IT</p>
<p>Progress</p>	<ul style="list-style-type: none"> ▪ Enhanced Cat Spay/Neuter Voucher Program. ▪ Completed a number of service reviews in the Public Works & Environmental Services Department. ▪ Water Division conducted a Customer Satisfaction Survey as part of the DWQMS. ▪ Completed internal review of customer service and acted upon many of the recommendations received from staff. ▪ Implemented Electronic Funds Transfer (EFT) for vendor payments. 	

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		
Priority Areas of Focus	Strategic Action Items	Department Responsible
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. ▪ Encourage better sharing of information. 	All All
Progress	<ul style="list-style-type: none"> ▪ Council updated on how resources provided are being utilized (GIS presentation). ▪ Corporate Communications Training. ▪ Council/Administration Monthly Meetings. ▪ Communications and Social Media workshop for Council and senior management team. 	
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"> ▪ 2016 budget community consultation. ▪ Ward Boundary Review to be conducted in 2016. ▪ Planning a Citizen Satisfaction Survey in 2016. 	
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"> ▪ Planned systems review for enhanced issues tracking and communications. 	
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. ▪ Gord Smith Health 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 	
Effective Inter-governmental 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. 	<p>All</p> <p>All</p> <p>All</p>
Progress	<ul style="list-style-type: none"> ▪ Input on policy matters provided to senior government contacts. ▪ CAO participates on AMCTO, OMAA and AMO project teams, board and/or committees. ▪ Director Planning and Building Services was a member of AMO’s Climate Change Task Force. ▪ Interaction with County and Regional colleagues on sector matters of mutual interest, including participation on Committees: CWAT Implementation and County-Wide Study on Farm Lot Sizes. 	

SUCCESS INDICATORS

A method to record success indicators is identified among the priorities that needs to 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/ep