



Town of Tecumseh

Strategic Planning Priorities

2015 - 2016



Tecumseh Town Council
2014 – 2018

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Message from the Mayor

Tecumseh is a vibrant lifestyle community, bordering Windsor to the west and Lakeshore to the east. We are comprised of three distinct communities – Tecumseh, St. Clair Beach and Sandwich South with a population of over 24,000 and growing.

Recognized for our quality of life amenities, lakefront location with easy access to Provincial highways and the international border crossing with Detroit, Michigan, providing a high-level of services and a strong financial position, Tecumseh is committed to continuing to be a great place to live, work and play.

The Town conducted a Citizen Satisfaction Survey in 2014 which identified high levels of satisfaction with current programs, services, leadership and administration. Feedback received during the municipal election was also considered as we developed our Strategic Priorities which will shape Tecumseh's future over the next four years.

Continuing to invest in infrastructure, maintaining a sustainable capital asset lifecycle program which is now funded for all current assets, accommodating new development with smart growth, applying a continuous improvement approach to our fiscal planning and overall good governance are the guiding principles contained within the 2015-2016 Strategic Priorities adopted by Council this year.

Transforming Aspirations to Action with five [5] Strategic Goals which include Priority Areas of Focus and Strategic Action Items are outlined in this document. This will allow the Town to track and measure progress with periodic reports to ensure accountability and transparency in our operations and to highlight the achievements being made linked directly to these strategic priorities.

Town Council will continue to work collaboratively through the four-year term to implement the new Strategic Priorities in order to meet the needs of Tecumseh's growing community. I would like to thank my Council colleagues and administration for their contributions to the development of the Strategic Priorities. Working together, we make Tecumseh a robust place to live, work, play, invest, raise a family and retire. To follow our progress, please visit www.tecumseh.ca.

Town of Tecumseh

Strategic Planning Priorities

Introduction

The Town of Tecumseh is a recognized leader in using strategic planning to deliver results to its residents, businesses and taxpayers, and has used previous strategic plans to ensure that issues of importance to the community and its future receive the attention they deserve. In Tecumseh, priorities are established and reviewed throughout the Council term.

Once a strategic plan is adopted by Council, the issues and topics covered by the strategic plan will be discussed on an individual basis at Town Council, with input from residents and businesses. Senior Management staff will also reflect on the strategic plan in their reports to Council, their work programs and budget proposals, as well as in allocating talent and resources.

Background

At a Strategic Planning and Priority Setting Session, 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 has been synthesized in this document into overarching strategic goals that are supported by priority areas of focus, and strategic action items that can facilitate implementation during the term of Council.

Overview of Strategic Goals

What the Town Aspires to Do



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.



SUSTAINABLE INFRASTRUCTURE: Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.



HEALTH AND WELLNESS: Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.

What Tools the Town can Use



CONTINUOUS IMPROVEMENT: Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.



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.

Transforming Aspirations to Action

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

Economic Development in Tecumseh



- Recognize the importance of revitalization to encourage vibrant and engaging commercial areas that provide a range of goods and services to residents and businesses.
- 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.

Tecumseh's Role as Part of a Region



- Explore ways to leverage benefits of regional growth and development.
- 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.

Tecumseh's Development as a Sustainable Community



- 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.

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

Tecumseh as a Fiscally Sustainable Town



- 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.

Tecumseh’s Role in Creating an Accessible Community



- 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.

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



- 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.

Comprehensive Community Services



- 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.

Tecumseh's Diversity and Inclusivity



- 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.

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



- 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".

Meaningful Opportunities for Participation



- 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.

Efficient Town Operations



- 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.

Strategic Goal #4: Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses

Customer Service



- 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.

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
<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. • Encourage better sharing of information.
<p>Voter Engagement in Tecumseh</p> 	<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.
<p>Policy Coherence and Compliance</p> 	<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.

Maintain
Team Tecumseh



- 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.

Strategic Relationship
Building



- Actively cultivate relationships with key stakeholders in order to maintain and build partnerships.

Effective
Intergovernmental
Relations



- 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.



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Hours of Operation
Monday to Friday
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