



## 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:** February 12, 2019  
**Report Number:** CAO-2019-02  
**Subject:** Strategic Priorities Update

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### Recommendations

It is recommended:

**That** Report CAO-2019-02 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, which were presented to Council on March 14, 2017. An update on progress on the priorities was provided to Council on September 25, 2018. This report outlines the final progress for 2018 in advance of the strategic priorities meeting scheduled for February 15, 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"> <li>• 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.</li> <li>• Partner with existing local businesses and the BIA to assist with planning and development requirements, to accelerate opportunities for business expansion.</li> <li>• Recognize the importance of the existing employment base and support opportunities for onsite expansion and relocation within Tecumseh.</li> <li>• Support employment attraction efforts in order to increase range of employment opportunities and encourage job creation.</li> <li>• Ensure Tecumseh is a desirable municipality to live, work and invest.</li> <li>• Support small business development and commercial success by sharing economic development information</li> <li>• Identify opportunities in the energy and resource-recovery fields.</li> <li>• 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.</li> <li>• Support small business development and success by sharing information from economic development agencies relevant to their activities.</li> </ul>
<p>Progress</p>	<ul style="list-style-type: none"> <li>• Continued implementation of the Tecumseh Road Main Street Community Improvement Plan (“CIP”). Since the adoption in January 2016, more than \$398,960 has been committed. In 2018, six CIP Financial Incentive Applications were committed with a total value of \$107,575.</li> <li>• Continued to advance the Tecumseh Road Main Street CIP Streetscape Plan. Potential for private driveway consolidations and creation of cross-access arrangements are being investigated to finalize the streetscape design and to optimize new on-street parking.</li> </ul>

<b>Priority Areas of Focus</b>	<b>Strategic Action Items</b>
	<ul style="list-style-type: none"> <li>• Introduced a pilot project to waive permit fees for specific business construction/expansions and hotel construction for one year beginning in March 2018.</li> <li>• Continued to work with Windsor Essex Economic Development Corporation (WEEDC) on business communications, attraction, outreach and support for local businesses. Manager Strategic Initiatives has provided ongoing support for funding initiatives being sent to both Ontario and Canada via the Institute for Border Logistics.</li> <li>• Continued investment in infrastructure to attract new business investment in the old town and Oldcastle communities.</li> <li>• Kept tax, water and wastewater rates among the lowest in the area while supporting municipal services at above average levels.</li> <li>• Launched Business Satisfaction Survey to more than 900 local businesses. The survey was sent via email, fax, letter and hand delivery. The BIA and local media shared details of the survey several times from June to November. Despite three attempts at communications, only 54 businesses responded to the survey. The survey will be reassessed in 2019 with additional communications to local businesses and support groups with the hope that more businesses will participate.</li> <li>• Ongoing communications and support with BIA via the Manager Strategic Initiatives to encourage a sharing of information across all social media channels.</li> <li>• Manning Road Secondary Plan Area-Specific Development Charge By-law was denied by the Ontario Municipal Board (OMB) [renamed to Local Planning Appeal Tribunal (LPAT)], resulting in ongoing meetings to evaluate potential next steps to facilitate the appropriate, efficient and economical servicing and development of this area. A written framework to advance more detailed discussions was forwarded to the two major landowners at the end of 2018, thereby setting the stage for the potential realization of consensus in early 2019.</li> <li>• Continued sanitary sewer investigations and testing to determine inflow and infiltration to assist in funding sewer rehabilitation projects. More than 2,000 sanitary sewer rain shields have been installed throughout Town.</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> <li>• Created online business locator map for the Tecumseh BIA area.</li> <li>• Manager Strategic Initiatives joined a regional committee comprised of other county representatives and Tourism Windsor Essex Pelee Island to advance a County wide sign policy to link signs on Highways 401 and 3 to local signage. The goal is to encourage tourism and assist visitors in where to go and how to get there. Initial meeting with regional CAO's is being organized.</li> </ul>
<p>Tecumseh's Role as Part of a Region</p>	<ul style="list-style-type: none"> <li>• Explore ways to leverage benefits of regional growth and development, including promoting the upgrading of Manning Road as a regional economic and transportation artery.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<p>Progress</p>	<ul style="list-style-type: none"> <li>• Continued to liaise with partner municipalities, WEEDC and Tourism Windsor-Essex Pelee Island (TWEPI) to promote and encourage investment and tourism. In late 2018, TWEPI organized a County Sign Committee which the Manager Strategic Initiatives sits on.</li> <li>• Joined a new Local Planning Committee with Workforce Windsor-Essex to share ideas and contribute to new employment tools being developed by the organization.</li> <li>• Mayor Gary McNamara was elected Warden of Essex County.</li> <li>• Continued partnership with the Healthy Kids Community Challenge regional program funded by the Province of Ontario. This initiative includes several events throughout the year hosted by the Parks &amp; Recreation Department.</li> <li>• Worked in partnership with Pathway to Potential to support the City/County Poverty Reduction Strategy.</li> <li>• Received approximately \$106,000 under the Ontario Municipal Commuter Cycling program in spring 2018. The program was</li> </ul>

Priority Areas of Focus	Strategic Action Items
	cancelled under the new Ontario government and funds must be spent by December 2020.
Tecumseh's Development as a Sustainable Community	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Encourage a range of housing options in the context of new development.</li> <li>• Explore opportunities to promote housing options that will appeal to young families and to active seniors with the new Official Plan.</li> <li>• Create a development landscape that reinforces the character and attributes of Tecumseh.</li> <li>• Draw on the strengths of past activities in order to inform future decisions.</li> <li>• Support growth that enhances Tecumseh as a complete community.</li> <li>• Bring forward an Energy Plan for the Municipal Corporation, including municipal buildings.</li> <li>• Consider developing a multi-faceted "Green Plan" for Tecumseh, including:                         <ul style="list-style-type: none"> <li>○ Outlining alternative models of waste collection, waste reduction and waste diversion based on the successful experience of other municipalities;</li> <li>○ Encourage community-wide energy conservation (and possibly energy generation and distribution);</li> <li>○ 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,</li> </ul> </li> <li>• Partner with local, regional, provincial and federal organizations to assist in encouraging residents and businesses to think and act "green".</li> </ul>

Priority Areas of Focus	Strategic Action Items
Progress	<ul style="list-style-type: none"> <li>• Increased communications to encourage residents to reduce waste and recycle more. A waste reduction communications plan is being developed.</li> <li>• The Town Energy Conservation &amp; Demand Management (ECDM) Plan was adopted March 30, 2015. The semi-annual staff newsletter continues. The Town will continue to investigate ways to help with energy reduction in buildings including the use of natural day lighting in buildings and strategic tree planting to create shade to help with cooling buildings.</li> <li>• Continued annual reports to Council to provide: update on progress towards ECDM Plan energy reduction and Greenhouse Gas (GHG) reduction targets, recommended projects for current year and potential projects being considered for future implementation.</li> <li>• Achieved target levels for energy consumption in facilities and street lighting prior to target date of 2019.</li> <li>• Continued to work to reach 2019 target levels for natural gas and vehicle fuel GHG emissions.</li> <li>• Completed energy audits for the four largest energy consuming facilities: Arena, Town Hall, Fire Hall #1 and OPP Station. Recommendations are being implemented. These measures will assist the municipality in reducing its natural gas consumption.</li> <li>• 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.</li> <li>• A policy in regards to street naming recognition in honour of veterans and persons who have contributed to the community is being explored.</li> <li>• Re-named Green Acres Optimist Park to Optimist Park (St. Clair Beach) in recognition of the St. Clair Beach Optimist Club contributions to the park and community as a whole.</li> <li>• Partnered with Sandwich South &amp; Area Historical Society to construct a Cultural and Resource Centre at Fire Hall #2 which opened in September 2018.</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> <li>• The Heritage Committee continues to identify 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.</li> <li>• Various housing developments:                         <ul style="list-style-type: none"> <li>○ Strawberry Ridge Phase IV, 1 of 19 single unit dwelling lots remaining;</li> <li>○ Estates of Lakewood, 6 of 87 single unit dwelling lots remaining, 12 townhomes completed;</li> <li>○ Carmalita Court (former St. Anne High School South Campus), all units occupied and final development works are being completed;</li> <li>○ Masotti two 6-unit apartment buildings were completed at corner of Lesperance Road and Lanoue Street;</li> <li>○ Site plan application submission and review for a 5 storey, 44 unit condominium apartment building on the south side of Tecumseh Road, west of Shawnee Road (formerly known as the Bernat proposal);</li> <li>○ Council adoption of Official Plan and Zoning By-law amendments to permit a five-storey, 65-unit condominium apartment building with associated marina uses (Petretta proposal) on the former Pud’s Marina property (appealed to LPAT);</li> <li>○ Public Meeting for Official Plan and Zoning By-law amendments proposing 22 townhomes and a 4-storey/55 unit apartment (Rosati proposal) on the south portion of the former St. Gregory’s school site; and</li> <li>○ Public meeting for Official plan and Zoning By-law amendments proposing three 3-storey, 6-unit multi-unit dwellings for a total of 18 dwelling units (Bashi proposal), on the northeast corner of the County Road 42 and Lesperance Road intersection.</li> </ul> </li> <li>• Paved an accessible walkway at the Tecumseh Historical Museum using funds from the Association of Municipalities of Ontario Main Street grant.</li> <li>• Reviewed the current land needs of the Town and reported certain dispositions of lands deemed to be surplus to the Town’s needs (i.e. McColl Avenue and Highway 3 and Walker Road). Dispositions will be considered in 2019 in collaboration with area developments.</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> <li>• The (Tecumseh) Storm Drainage Master Plan is nearing completion and focuses on the pumping station/storm infrastructure along Riverside Drive. This includes reviewing how the Town’s stormwater infrastructure functions during minor and major rainfall events. The pumping stations will also be reviewed to determine if any modifications or improvements are required as part of the recommended storm sewer network improvements. A Public Information Centre was held in July of 2018 and identified a number of recommendations. Costs for improvements are in the order of \$85 million.</li> <li>• Ongoing implementation of Tecumseh CIP which encourages mixed-use development (commercial, institutional and residential) that is pedestrian oriented.</li> <li>• Secondary Plans:             <ul style="list-style-type: none"> <li>○ Manning Road Secondary Plan Area-Specific Development Charge was adopted in October 2015. This by-law was denied by the OMB and efforts continued through 2018 with the two major landowners to re-establish a “go-forward” plan. There is potential for consensus to be realized in early 2019, which would lead to the presentation of a detailed implementation plan to Council.</li> <li>○ Tecumseh Hamlet Secondary Plan: the final transportation and stormwater management issues are recognized and now final revisions to the Plan are required.</li> </ul> </li> <li>• A draft of the New Official Plan will be tabled with Council in early 2019.</li> <li>• Since the completion of the 2008 Water and Wastewater Master Plan Update, further planning studies and discussion papers related to the preparation of a new Official Plan have been completed. An update to the current Master Plan is being planned in accordance with the Class Environmental Assessment (EA) process for water and wastewater projects. The purpose of the Master Plan Update is to re-examine water and wastewater infrastructure timing and costing requirements for the existing settlement areas in the Town of Tecumseh.</li> <li>• The OMB denied the Official Plan and Zoning By-law amendments made to facilitate the development of 21.6 hectares for an industrial subdivision/business park (Del Duca property in Oldcastle), however the decision allowed for consideration by all Parties of a revised</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<p>plan for presentation to the OMB by the end of 2018. Given that discussions are on-going, a six month extension was granted by the LPAT (formerly the OMB) to consider an alternative development proposal.</p> <ul style="list-style-type: none"> <li>• A subdivision agreement for the 29 hectare Santarossa Business Park subdivision that is proposed at the northeast corner of 8<sup>th</sup> Concession Road and County Road 46 was negotiated. Approval by the County of Essex of the draft plan of subdivision is anticipated in the first quarter of 2019, at which time the associated subdivision agreement will proceed to Council for approval.</li> <li>• 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 The Tecumseh Hamlet Secondary Plan Area.</li> <li>• Continued to prepare a Development Manual, still in draft stage, engineering component is complete.</li> <li>• Implemented a revised Tecumseh Transit Route intended to provide improved efficiency and reliability. A new kneeling-bus was introduced to the two bus fleet and a second kneeling bus was approved with delivery anticipated in early 2019.</li> <li>• Currently developing a public engagement program on municipal activities to encourage a sense of pride in Tecumseh, recognize our heritage and enhance Tecumseh’s regional image.</li> <li>• 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.</li> <li>• Reached out to NAVCanada to have the property at the corner of Tecumseh and Manning Roads (northeast corner) surplus for sale. NAVCanada has indicated this property could be designated as surplus as early as the end of 2019 but discussions are ongoing to accelerate this designation.</li> </ul>

**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"> <li>• Ensure that “growth pays for growth.”</li> <li>• Make efforts to align existing and new infrastructure plans with sound environmental policies, responsible fiscal considerations, and best practices (engineering, planning).</li> <li>• On an ongoing basis, review opportunities for budget efficiencies and accommodation of affected rate payers that can support long- term infrastructure maintenance and expansion.</li> <li>• In developing plans to fund new infrastructure, review the Town’s good experience with funding the full lifecycle cost of existing infrastructure:</li> <li>• Consider adding new categories of infrastructure not covered by the existing lifecycle approach;</li> <li>• 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.</li> <li>• 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:</li> <li>• By maximizing the financial contributions from government grants and transfer payments, and from community fundraising and private contributions; and,</li> <li>• By ensuring that more of the net cost of long-lived infrastructure is borne by both current and future users.</li> </ul>
<p>Progress</p>	<ul style="list-style-type: none"> <li>• Adjusted development charges annually using the Statistics Canada Quarterly Construction Price Index.</li> <li>• Completed update to the Asset Management Plan addressing core infrastructure assets not included in previous versions. General capital categories for Facilities and Fleet were added. The “Financing” chapter of the Asset Management Plan includes a reserve analysis with a 20-year forecast of reserve balances.</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<p>The forecast will serve as an indicator of the long-term adequacy of individual reserve contributions.</p> <ul style="list-style-type: none"> <li>• Reviewed lifecycle contributions as part of the annual budget process.</li> <li>• 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.</li> <li>• Continued to secure sponsorship to provide free or low-cost programs and events to local residents.</li> <li>• Appointed an architect to develop detailed design of Multi-Use Sportsplex. The first concept design was presented to Council at a special meeting on January 22, 2019.</li> <li>• Managed funding programs that provide financial support for low- income residents to participate in recreational programs (P2P/Jumpstart).</li> <li>• Continued researching ways to lower the carbon footprint of the municipality and still be fiscally responsible.</li> <li>• Continued the practice of purchasing the most energy efficient equipment and products to keep the municipal operation sustainable.</li> <li>• Following the OMB decision on the Manning Road Secondary Plan proposed Area-Specific Development Charge, 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.</li> <li>• 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.</li> <li>• Continued to work on the five-year update to Parks &amp; 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.</li> </ul>

Priority Areas of Focus	Strategic Action Items
<p>Tecumseh’s Role in Creating an Accessible Community</p>	<ul style="list-style-type: none"> <li>• Promote equity of access to municipal resources from all parts of the Town (geographic, demographic, physical accessibility, etc.).</li> <li>• Explore the feasibility of increasing the Town’s telecommunications connectivity in its neighbourhoods and facilities.</li> <li>• Wherever possible, implement opportunities for increased accessibility.</li> <li>• Identify and act proactively to comply with expanded legal obligations to meet the needs of those with accessibility needs.</li> </ul>
<p>Progress</p>	<ul style="list-style-type: none"> <li>• Paved an accessible walkway at the Tecumseh Historical Museum using funds from the Association of Municipalities of Ontario Main Street grant.</li> <li>• Replaced playground at Lacasse Park with fully accessible equipment following a fire in 2017.</li> <li>• Adopted Multi-Year Accessibility Plan to aid in meeting the goal of being an accessible community by 2025.</li> <li>• Where possible, 2019 Proposed Business Plan and Budget, including slide presentation to Council, were made accessible. The full budget document is now posted online with 95% accessibility.</li> <li>• 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. Locates have been completed.</li> <li>• Placed new infrastructure and fibre optic cable between municipal sites to improve connectivity throughout the Town.</li> <li>• Wherever possible, implemented accessible features for public activities including sub-titles for movie nights in the park.</li> </ul>

**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"> <li>• Encourage growth that supports complete and liveable neighbourhoods for existing and future residents.</li> <li>• Improve the opportunities for increased connectivity within and between neighbourhoods (e.g. trail networks), to support an improved pedestrian and cycling environment.</li> <li>• Make trails and trail connectivity a priority for the Town in its operating and capital budgets.</li> <li>• Support a safe pedestrian environment for all residents.</li> <li>• Promote health and wellness goals within the neighbourhood planning context.</li> </ul>
Progress	<ul style="list-style-type: none"> <li>• Conducted trail development plans through the preparation of a Trail Master Plan flowing from the Parks &amp; Recreation Master Plan.</li> <li>• Completed detail design and utility relocates for the CWATS trail extending on the east side of Walker Road from North Talbot Road to the Hwy 401 overpass with construction of the trail approved for 2019.</li> <li>• Launched design work for a CWATS trail along Riverside Drive from the Tecumseh/Windsor Municipal Boundary to Manning Road. A report to Council on public comments and a final recommendation will be completed in early 2019.</li> <li>• A public open house for bike lanes on Lesperance Road (Riverside Drive to McNorton Avenue) was held September 26, 2018. A report to Council and a final recommendation will be completed in early 2019.</li> <li>• Continued to coordinate annual Earth Day event at Lakewood Park, including expansion of the naturalization area.</li> <li>• Continued to liaise with municipal partners on the CWATS initiatives.</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> <li>• Undertook numerous tree planting initiatives to increase and improve the Town’s urban forest.</li> <li>• All new accessibility sidewalk ramps being installed as part of AODA compliance.</li> <li>• Continued to share 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.</li> </ul>
<p>Comprehensive Community Services</p>	<ul style="list-style-type: none"> <li>• Facilitate targeted programming that responds to the needs and demographics of users.</li> <li>• Promote or support a wide range of indoor and outdoor recreation and leisure opportunities in order to encourage community development.</li> <li>• Move ahead with the Tecumseh Multi-Use Sportsplex, with the following considerations:                         <ul style="list-style-type: none"> <li>○ 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.</li> <li>○ Seek firm, prior assurances of capital grants from other governments, covering a majority of the capital cost of the facility;</li> <li>○ Encourage compatible participation / contributions from institutional, non-profit or commercial partners if they reduce the cost to Town taxpayers;</li> <li>○ 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;</li> <li>○ 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</li> <li>○ Design a facility that serves both a local and a regional</li> </ul> </li> </ul>

Priority Areas of Focus	Strategic Action Items
	<p>market, in a fashion that complements and does not compete with other regional recreational facilities.</p> <ul style="list-style-type: none"> <li>• Support and encourage improved Emergency Response Planning.</li> </ul>
Progress	<ul style="list-style-type: none"> <li>• Continued to facilitate programming that responds to the needs and demographics of users.</li> <li>• Completed the St. Mary’s splash pad, the first of three new splash pad facilities planned for Town.</li> <li>• Updated Pickle Ball court with permanent court and fencing.</li> <li>• Annual recreational activities successfully developed including Summer Day Camp, swim and recreational skating programs, games nights, urban poling program, tennis and pickleball court program, and In Motion Community Walk.</li> <li>• Partnered with Sandwich South &amp; Area Historical Society to construct a Cultural and Resource Centre at Fire Hall #2 which opens this month.</li> <li>• Promoted and supported a wide range of indoor and outdoor recreation and leisure opportunities to encourage community development. This includes a variety of events: Canada Day, Outdoor Movie Nights, Labour Day Weekend Fireworks and Bonfire, Family Game Nights, and Christmas in Tecumseh.</li> <li>• Explored grant opportunities to continue senior recreational programming for residents 55+ to participate in a variety of fitness programming to increase physical activity.</li> <li>• Offered new programs through the Healthy Kids Community Challenge funding including Family Game Nights, Power Off &amp; Playground, and Kids in the Kitchen.</li> <li>• Continued to offer flexible ice rental opportunities such as half and one-third ice surface to suit the training needs of small groups.</li> <li>• Ongoing partnership with members of the Youth Advisory Committee to assist in community events.</li> <li>• Continued review of Emergency Plan with a full exercise held in November 2018.</li> <li>• Ongoing public education and awareness of community</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<p>emergencies and Fire Safety (information pamphlets circulated). Annual Fire Prevention Week Open Houses in October had approximately 2,000 in attendance over 4 nights.</p> <ul style="list-style-type: none"> <li>• Increased electronic and social media posts on emergency preparedness and coordination with emergency services on sharing of details for ongoing information.</li> <li>• Increased resident awareness and compliance of the Town’s dog tag program through engaging the services of Commissionaires to conduct a door-to-door canvass.</li> <li>• In partnership with the Police Services Board and OPP, hosted a workshop on ‘Crime Prevention through Environmental Design’ (CPTED) for business owners.</li> </ul>
<p>Tecumseh’s Diversity and Inclusivity</p>	<ul style="list-style-type: none"> <li>• Encourage policies, programs and services that reflect the needs of existing residents and newcomers.</li> <li>• Celebrate the Town’s diverse nature, landscape and neighbourhoods.</li> <li>• Encourage special events and community festivals to promote inclusivity.</li> </ul>
<p>Progress</p>	<ul style="list-style-type: none"> <li>• 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 &amp; Santa Claus Parade; and, Breakfast with Santa.</li> <li>• Parks and Recreation Department coordinated the 2018 Tecumseh Corn Festival. This was the first year of a condensed festival and no beer tent on the weekend.</li> <li>• Hosted 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.</li> <li>• Continued consultation with the Youth and Senior Advisory Committees on planning programs and events that meet the needs of the community.</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> <li>• Hosted annual Youth Career Fair to provide local secondary students with the opportunity to network with a diverse range of businesses to learn about educational requirements and potential employment.</li> <li>• Organized education workshops on a diverse range of topics geared towards older adults and seniors, as well as coordinated a Fall Prevention Clinic in partnership with the Windsor Essex County Health Unit.</li> <li>• In December 2018, Council voted to “opt-out” of hosting private retail cannabis stores.</li> <li>• Explored implementing a pilot urban chicken licensing program for residential areas. A report to Council is expected in 2019.</li> <li>• The Cultural &amp; Arts Advisory Committee is exploring new ideas for free activities for Culture Days in September.</li> <li>• The Youth Advisory Committee will continue to sponsor a DJ to enhance the Rock &amp; Swim at the Tecumseh Leisure Pool in June 2019 as well as monthly fall and winter Family Game Nights.</li> <li>• Coordinated the Snow &amp; Leaf Angel Program to assist residents in need of service.</li> <li>• Sponsored the Windsor Symphony Orchestra’s Concert Series.</li> </ul>

**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"> <li>• Reaffirm Council and Staff’s commitment to a culture of transparency, openness and accessibility.</li> <li>• Identify and comply with the new Ontario-wide statutory obligations for greater transparency in the conduct of municipal business across Ontario.</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> <li>• Commit to constructive, two-way dialogue.</li> <li>• 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.</li> <li>• 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.</li> <li>• Share answers to standard questions during relevant periods via social media. For instance, questions about snow removal in anticipation of weather changes.</li> <li>• 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 engagement.</li> <li>• 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.</li> <li>• Attend community events like the Night Markets and Corn Festival with a “booth” to share information and encourage dialogue from members of the public.</li> </ul>
Progress	<ul style="list-style-type: none"> <li>• Negotiated a new four-year Collective Agreement with CUPE Local 702.13 achieving improved morale, fair wages, improved operations and management efficiencies.</li> <li>• Recruited members for a Council Compensation Review Committee to undertake a review of the current level of remuneration/ compensation paid to the Mayor and Members of Council, and benefits.</li> <li>• Re-appointed Robert Swayze as the Integrity Commissioner for Council, Committee and Board Members.</li> <li>• Undertook a comprehensive review of the Workplace Violence and Harassment Policy in consultation with the Joint Health and Safety</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<p>Committee, Dunk &amp; Associates and legal counsel ensuring any allegations of harassment are appropriately investigated.</p> <ul style="list-style-type: none"> <li>• Prepared an Election sign by-law to clarify where and when election related signs may be erected, separate and apart from the sign by-law.</li> <li>• Updated the “Use of Corporate Resources” Policy during an election to help ensure a fair and equitable election process.</li> <li>• Recruited a new Director of Public Works and Environment Services, a new Manager Engineering Services and introduced a new Drainage Assistant position. Currently undergoing recruitment of a new CAO.</li> <li>• Organized the Orientation of the 2018 Council elect and introduced a new 1:1 meeting approach to the orientation process.</li> <li>• Continued to promote the TecumsehRec.ca recreation portal to enhance customer service. 2018 was the second year of use and was successful in providing users an additional way to register and pay for programs.</li> <li>• 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.</li> <li>• Increased postings to website and social media channels for outreach as analytics show that residents are using these sites for communication.</li> <li>• Utilized the EWSWA Collection Calendar as an additional communications tool for Town events and awareness on topics such as rodent control, basement flooding and winter safety.</li> <li>• 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.</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> <li>• Updated the Town’s Records Management System to streamline processes with electronic records and e-commerce in 2019. Began implementation of a new Records Management System.</li> <li>• Partnered with <i>e-Solutions</i> to begin creation of new corporate website to be launched in May 2019.</li> <li>• Completed Citizen Satisfaction Survey in late 2017 with results presented to Council in early 2018. Town received 98% satisfaction rating.</li> </ul>
<p>Meaningful Opportunities for Participation</p>	<ul style="list-style-type: none"> <li>• Evaluate opportunities for enhanced participation in Town policy making, through such methods as individual and stakeholder consultations.</li> <li>• Inspire the citizens of Tecumseh to look ahead to a common prosperous and sustainable future.</li> <li>• Going beyond Council delegations: use new innovative methods and technological platforms to facilitate engagement.</li> </ul>
<p>Progress</p>	<ul style="list-style-type: none"> <li>• Continued the use of the pre-budget consultation survey.</li> <li>• CIP Streetscape Plan and Design process transitioned from broad public consultation to focused stakeholder/property owner meetings.</li> <li>• Continued use of online surveys for projects of public interest as well as contests and outreach activities.</li> <li>• Continued social media posts to encourage greater participation of residents on various matters of interest and advertised activities accordingly.</li> <li>• Launched electronic Business Satisfaction Survey to hear from more than 900 businesses in Tecumseh.</li> </ul>
<p>Efficient Town Operations</p>	<ul style="list-style-type: none"> <li>• Undertake an asset management review, to update the Town’s pioneering work in asset management planning.</li> <li>• 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</li> </ul>

<b>Priority Areas of Focus</b>	<b>Strategic Action Items</b>
	<p>Town's priorities.</p> <ul style="list-style-type: none"> <li>• Participate in inter-municipal benchmarking and sharing of innovation and best practices.</li> <li>• Ensure policy and budget choices support the maintenance of a competitive tax rate.</li> <li>• Facilitate appropriate service-utility levels and links with cost-of-services and program charges.</li> <li>• Encourage members of Council to share the regular requests for service that they receive from constituents, via existing tools.</li> <li>• Start a regular question-and-answer program, available electronically, to share concerns of all residents broadly.</li> </ul>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Received ninth consecutive GFOA Distinguished Budget Presentation Award.</li> <li>• Recruited and filled the Assistant Drainage Superintendent position.</li> <li>• Continued the successful DWQMS program for effectiveness in providing safe drinking water for consumers.</li> <li>• Met with Provincial representatives at AMO Annual meeting in August to discuss grant funding availability for Multi-Use Sportsplex. Additional meetings are underway with the new Ontario government.</li> <li>• Implemented an agenda management software to streamline efficiency for preparing committee and council agendas, approval process for reports, finalizing minutes.</li> <li>• 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.</li> <li>• Introduced Marriage Licenses and Civil Wedding services.</li> <li>• Implemented confidential shredding for increased security and disposal of corporate information.</li> <li>• Updated records retention by-law and implemented the Ontario Municipal Records Management System for a consistent approach</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<p>to classifying records and provide efficiencies with the creation, maintenance and disposal of records.</p> <ul style="list-style-type: none"> <li>• Improved delivery of services in the Corporate Services &amp; Clerks Department with the creation of two new positions: Manager Committee &amp; Community Services and Deputy Clerk &amp; Manager Legislative Services.</li> <li>• Worked in partnership with the University of Windsor and St. Clair College to provide internship/co-op opportunities for students to work with the Parks &amp; Recreation, CAO and Corporate Services Departments.</li> <li>• Increased electronic communications with residents via Twitter, Facebook and the website to gather public comment outside of operation hours and encourage two-way dialogue.</li> </ul>
Tecumseh's Customer Service	<ul style="list-style-type: none"> <li>• Improve service delivery models to ensure satisfactory response times and service outcomes.</li> <li>• Commit to annual customer satisfaction survey and feedback mechanisms, including greater detail to support analysis and responsiveness.</li> <li>• Review detailed comments within the recent Community Satisfaction Survey, to identify suggestions leading to improvements in decision- making, service- delivery and cost-containment.</li> </ul>
Progress	<ul style="list-style-type: none"> <li>• Parks Department continues to respond to residents' requests for routine tree service on Town owned trees in a timely and efficient manner. T</li> <li>• New position at Arena created to have an individual on site part-time on weekends and after regular business hours to answer questions and assist users.</li> <li>• Continued to respond to inquiries on social media channels within 24 hours during the week and 48 hours on the weekend/over holidays.</li> <li>• Citizen Satisfaction Survey held in late 2017 with results shared with Council in early 2018. The Town received a 98% satisfaction rating.</li> </ul>

**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**

<b>Priority Areas of Focus</b>	<b>Strategic Action Items</b>
Tecumseh’s Culture of Collaboration	<ul style="list-style-type: none"> <li>• Further enhance good Council/Staff relations, based on continuing support for Council/Manager form of municipal government.</li> <li>• On a regular basis, share publicly the outcomes of community and stakeholder engagement activities, in part to demonstrate that the Town is listening.</li> </ul>
Progress	<ul style="list-style-type: none"> <li>• Continued promotion of Town events and activities through social media, the website and news releases.</li> <li>• Maintained monthly Council/Administration meetings.</li> <li>• Continued to advertise in both the Shoreline Week and Essex Free Press to raise awareness of Council meetings and Town events.</li> <li>• 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. Also encouraged the Youth Advisory Committee to use their Facebook page as a way to reach out to the public</li> </ul>
Voter Engagement in Tecumseh	<ul style="list-style-type: none"> <li>• Promote community engagement.</li> <li>• Continue to promote voter participation through online and telephone voting methods</li> </ul>
Progress	<ul style="list-style-type: none"> <li>• 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 was implemented for the 2018 municipal election.</li> <li>• Implemented communication strategies to engage residents through electronic platforms as well as utilize the website more effectively. Will continue to look at ways to share information and encourage community engagement.</li> <li>• A communications calendar for committee appointments and award nominations was used to share full details on the programs on</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<p>social media in an effort to encourage greater participation.</p> <ul style="list-style-type: none"> <li>• A communications calendar for election posts was used to share details on the election, how to vote and why it was important to have a say in the election on social media in an effort to encourage greater participation.</li> </ul>
Public Coherence and Compliance	<ul style="list-style-type: none"> <li>• Improve integration of key corporate decision-points and documents (Strategic Plan, Budget, Official Plan, project and departmental operating plans).</li> <li>• Improve opportunities for briefings, tracking of initiatives, use of dashboards and performance reporting.</li> </ul>
Progress	<ul style="list-style-type: none"> <li>• Systems review for enhanced issues tracking and communications completed. Implementation of changes, modifications and process improvements underway.</li> <li>• Full details on Town response to issues shared with front line staff to assist in sharing a common message.</li> <li>• Continued to review and implement key messages across all Town communications to ensure sharing of same message.</li> </ul>
Maintain “Team Tecumseh	<ul style="list-style-type: none"> <li>• Ensure Tecumseh is, and is perceived as, an employer of choice.</li> <li>• Take measures to attract, train, retain and ensure proper succession planning, in anticipation of high turn-over due to aging of work force.</li> </ul>
Progress	<ul style="list-style-type: none"> <li>• Ongoing efforts to maintain Town’s stature and competitiveness.</li> <li>• Continued to implement Wellness Committee programs resulting in the awarding of the eighth Gord Smith Healthy Workplace and Bike Friendly Workplace Awards.</li> <li>• Continued support of professional development for Senior Management Team members interested in career advancement.</li> <li>• Hosted interns from the University of Windsor, Political Science Masters’ Program.</li> </ul>

Priority Areas of Focus	Strategic Action Items
	<ul style="list-style-type: none"> <li>• Hosted co-operative education students from St. Clair College and special needs students offering meaningful workplace experience.</li> <li>• Held Change Management Seminar for members of staff and Council from Tecumseh and regional municipalities. The event was attended by approximately 50 staff from Kingsville, Essex, Essex County and Tecumseh.</li> </ul>
Strategic Relationship Buildings	<ul style="list-style-type: none"> <li>• Actively cultivate relationships with key stakeholders in order to maintain and build partnerships.</li> </ul>
Progress	<ul style="list-style-type: none"> <li>• Partnered with St. Clair College Men’s Baseball Team and St. Clair College Summer Collegiate Green Giants Men’s Baseball Team.</li> <li>• Continued to work with local school boards on joint use agreement for facilities/sports fields including L’Essor Hockey Academy at the Tecumseh Arena.</li> <li>• Continued to work with local service clubs on community programs and assistance opportunities.</li> <li>• Networked with community stakeholders and municipal sector colleagues on matters of municipal interest.</li> <li>• Continued OPP Discussion Group to address community policing matters.</li> <li>• Continued partnership with WEEDC for attraction opportunities and economic development.</li> <li>• Continued to work with community partners such as Life After Fifty and Windsor Essex County Health Unit to provide elderly residents with recreational, social and well-being activities.</li> </ul>
Effective Intergovernmental Relations	<ul style="list-style-type: none"> <li>• Build opportunities for policy and funding partnerships with the Governments of Ontario and Canada.</li> <li>• Actively participate in Municipal Associations and municipal policy development.</li> <li>• Continue to be a good neighbour at the County and regional level.</li> </ul>

Priority Areas of Focus	Strategic Action Items
Progress	<ul style="list-style-type: none"> <li>• Continued to hold regular meetings with Ontario Ministry of Municipal Affairs and federal partners for input on policy matters.</li> <li>• CAO continues to participate on AMCTO, OMAA and AMO project teams, board and/or committees. Also is co-chair of ONWARD initiative.</li> <li>• 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; InterMunicipal Planning Consultation Committee; updates to Regional Intensity Duration Frequency rainfall curves to adapt to climate change; creation of a regional Stormwater Guide Manual.</li> <li>• Director Corporate Services &amp; Clerk actively participates in Essex County Clerks and HR group meetings on matters of related interest, sharing of best practices and service delivery.</li> <li>• Director Financial Services actively participates in Essex County Treasurers' quarterly meetings on matters of related interest and best practices.</li> </ul>

## Comments

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

As the priorities were not intended to communicate everything that the Town planned to achieve by the end of 2018, they were not viewed as static. As the strategic environment changed, the priorities were adjusted accordingly. As such, some priorities may be carried over into the 2019 planning session.

Finally, it continues to be 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

Corporate Services & Clerk  
Information & Communication Services  
Financial Services  
Fire & Emergency Services  
Parks & Recreation Services  
Planning & Building Services  
Public Works & Environmental Services

## 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
<input checked="" type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input checked="" type="checkbox"/>	Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input checked="" type="checkbox"/>	Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input checked="" type="checkbox"/>	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

<b>Attachment Number</b>	<b>Attachment Name</b>
None	None