



**THE CORPORATION OF THE
TOWN OF TECUMSEH**

Chief Administrative Officer
Report No. 11/17

TO: Mayor and Members of Council
FROM: Chief Administrative Officer
DATE OF REPORT: October 16, 2017
DATE TO COUNCIL: October 24, 2017
SUBJECT: Strategic Priorities Update

RECOMMENDATIONS

It is recommended that:

1. The Chief Administrative Officer's Report No. 11/17 regarding progress on the Strategic Priorities established by Council in January 2017 be received.

BACKGROUND

At the 2017-2018 Strategic Planning and Priority Setting Session held on January 17, 2017, senior management staff briefed Council on Town initiatives and practices. Council members offered their perspectives and feedback. An external facilitator supported staff in collating the information. This information was synthesized into overarching strategic goals that are supported by priority areas of focus and strategic action items that can facilitate implementation that were presented to Council on March 14, 2017. The Strategic Priorities and progress 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
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 and to attract further investment and redevelopment.• Partner with existing local businesses and the BIA to assist with planning and development requirements, to accelerate opportunities for business expansion.• Recognize the importance of the existing employment base and support opportunities for onsite expansion and relocation within Tecumseh.• Support employment attraction efforts in order to increase range of employment opportunities and encourage job creation.• Ensure Tecumseh is a desirable municipality to live, work and invest.

	<ul style="list-style-type: none"> • Support small business development and commercial success by sharing economic development information • Identify opportunities in the energy and resource-recovery fields. • Partner with businesses, land-owners, utilities and other public authorities to generate economic activity and employment and / or reduce the cost of energy and environmental degradation. • Support small business development and success by sharing information from economic development agencies relevant to their activities.
Progress	<ul style="list-style-type: none"> • Ongoing implementation of the Tecumseh Road Main Street Community Improvement Plan (“CIP”) that was adopted in January 2016. More than \$250,000 has been distributed since its inception. Administration is currently waiting on details for National and Provincial funding programs to bring forward for Council consideration and approval. • Five CIP Financial Incentive Applications were filed for and approved by Council in 2016, of which two were ultimately paid-out and the other three involve works in-progress. In the first six months of 2017, four CIP Financial Incentive Applications were granted with a total value of \$110,120. • The Tecumseh Road Main Street CIP Streetscape Plan progressed throughout the year, including a number of stakeholder meetings and milestone presentations to Council. Potential for private driveway consolidations and creation of cross-access arrangements are being investigated in order to finalize the streetscape design and to optimize new on-street parking. • Completed Phase 2 of the Shawnee Road/Arbour Street improvements. • Installation of sanitary sewers on Pulleyblank, Crowder and Moro was completed in July 2017. • Continued investment in infrastructure to attract new business investment in the old town and Oldcastle communities continues. • Tax, water and wastewater rates continue to be among the lowest in the area while supporting municipal services at above average levels. • Ongoing coordination with Tecumseh BIA on a strategic plan and sharing of information across all social media channels. • Visits with local businesses to encourage them to use the Tecumseh APP to promote their businesses to users. • Coordination with Windsor Essex Economic Development Corporation to encourage investment and sharing of information on Tecumseh. • Manning Road Secondary Plan Area-Specific Development Charge By-law was denied by the Ontario Municipal Board (OMB), resulting in ongoing meetings to evaluate potential next steps to facilitate the appropriate, efficient and economical servicing and development of this area. • The Town was successful in obtaining OCIF and CWWF grants to assist in funding sewer rehabilitation projects. This includes a grant to remove inflow and infiltration in flood prone areas of Town. Fog testing began the week of October 16, 2017. • Assisted the Tecumseh BIA in organizing a Night Market that showcased local businesses on July 28, 2017 at the Tecumseh Town Plaza. • Parks and Recreation Department worked with Tecumseh BIA to host the annual “Fall Into Health” event at Lakewood Park in September 2017.
Tecumseh’s Role as Part of a Region	<ul style="list-style-type: none"> • Explore ways to leverage benefits of regional growth and development, including promoting the upgrading of Manning Road as a regional

	<p>economic and transportation artery.</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. • 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. • Applied for grant funding under the Ontario Municipal Commuter Cycling program to implement a number of cycling infrastructure projects that will connect to Windsor and Essex County as part of the CWATS plan.
<p>Progress</p>	<ul style="list-style-type: none"> • Continue to liaise with partner municipalities and Windsor-Essex Economic Development Corporation (WEEDC). Manager Strategic Initiatives meets regularly with WEEDC and economic development representatives from other municipalities in Essex County to share ideas and support investment. • Manager Strategic Initiatives also participates in bi-monthly meetings with Tourism Windsor-Essex Pelee Island to promote Tecumseh and contribute to ongoing tourism promotions in the region. • In partnership with Ontario Ministry of Transportation, Essex Region Conservation Authority, and Rotary, the Town was successful in completing a trail connection and a new trail Hub that opened on October 14, 2017. The trail connects the Chrysler Greenway westerly to the Rt. Hon. Herb Gray Parkway Trail. • Explored BIA Associate Membership Program. Council approved this concept. Enrollment of members to be addressed by BIA. • Active partnership with the Healthy Kids Community Challenge regional program funded by the Province of Ontario. • Memorial Cup visited the Town of Tecumseh Arena for "Tecumseh Day" and events were included at the Arena to encourage residents to attend. This also included Tecumseh being the featured municipality at the WFCU Centre during the game.
<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. • Explore opportunities to promote housing options that will appeal to young families and to active seniors with the new Official Plan. • Create a development landscape that reinforces the character and attributes of Tecumseh. • Draw on the strengths of past activities in order to inform future decisions. • Support growth that enhances Tecumseh as a complete community. • Bring forward an Energy Plan for the Municipal Corporation, including municipal buildings. • Consider developing a multi-faceted "Green Plan" for Tecumseh, including: <ul style="list-style-type: none"> ○ Outlining alternative models of waste collection, waste reduction and waste diversion based on the successful experience of other municipalities; ○ Encourage community-wide energy conservation (and possibly energy generation and distribution);

	<ul style="list-style-type: none"> ○ Implement improved community environmental protection (such as measures to promote conservation, and to make water, wastewater and stormwater systems more resilient and households less vulnerable to the global rise in “peak” weather events); and, ○ Partner with local, regional, provincial and federal organizations to assist in encouraging residents and businesses to think and act “green”.
<p>Progress</p>	<ul style="list-style-type: none"> ● Town Energy Conservation & Demand Management (ECDM) Plan adopted March 30, 2015. ● ECDM Plan initiatives completed during 2017: Quarterly corporate newsletter launched with March 2017 first edition – providing Town employees information on how to conserve energy and reduce GHG emissions at home and at work. ● Walk-through audits to be conducted by Energy Team during 2017 include: Lacasse outdoor pool and Fire Hall #2. ● Annual report to Council, (first completed May 2017) to provide: update on progress towards ECDM Plan energy reduction and GHG reduction targets, recommended projects for current year and potential projects being considered for future implementation. Project recommended for 2017 is LED conversion of Arena parking lot light fixtures – to be completed in 2017. ● Energy audits were completed for the four largest energy consuming facilities, including Arena, Town Hall, Fire Hall #1 and OPP Station. Recommendations from those audits to be implemented during 2017/2018 as part of the Arena Five-Year Capital Plan include installation of a Refrigerant de-superheater at the arena and implementation of a Building Energy Management System at the arena to optimize HVAC operations. Recommendation from the Fire Hall audit to be implemented during 2017 as part of the Facilities Five-Year Capital Plan includes replacement of garage doors that will include double thermal pane windows. ● Regularly scheduled replacement of HVAC equipment will improve energy efficiency and reduce GHG emissions; eg. Parks Building furnace and air conditioner were replaced during 2017, improving unit operating efficiency from 65% to 85%. Similarly, old heating units were replaced at Fire Hall #2 and the Public Works Building (North). ● Banwell Road Black Area Settlement Provincial Plaque (aka Smith Cemetery) and creation of a Storyboard Plaque Policy completed. ● Various housing developments: <ul style="list-style-type: none"> i. Strawberry Ridge Phase IV, 4 of 19 single unit dwelling lots remaining; ii. Estates of Lakewood, 13 of 87 single unit dwelling lots remaining, 12 townhomes completed; iii. Petretta (Lakewood Condo Phase II) 59 unit/5 storey condominium completed; iv. Carmalita Court (former St. Anne High School South Campus), 30 of the 48 dwelling units (comprising townhomes and semi-detached units) are currently occupied, with the balance under construction; v. Masotti two 6-unit apartment buildings commenced construction at corner of Lesperance Road and Lanoue Street; vi. Approval of amendments to Official Plan and Zoning By-law permitting a total of 96 multi-storey residential condo units in two proposed buildings on the south side of Tecumseh Road, west of Shawnee Road (Bernat and Campeau proposals).

	<ul style="list-style-type: none"> • Ongoing implementation of Tecumseh CIP which encourages mixed-use development (commercial, institutional and residential) that is pedestrian oriented. • Secondary Plans: <ul style="list-style-type: none"> i. Manning Road Secondary Plan Area-Specific Development Charge was adopted in October 2015 intended to facilitate commencement of development of this Secondary Plan area with a range of residential development, parks and trails all of which will be integrated with the surrounding neighbourhood. This by-law was denied by the OMB and efforts are now underway to re-establish a “go-forward” plan; ii. Tecumseh Hamlet Secondary Plan: the final transportation and stormwater management issues are largely resolved and now final revisions to the Plan are required for integration into the new Official Plan. • New Official Plan: Two Open Houses were held in late 2016 for public input on the eleven Discussion Papers. The first draft of the New Official Plan is nearing completion and anticipated to be tabled with Council in the fourth quarter of 2017. • Adopted amendments to the Official Plan and Zoning By-law to facilitate the development of 21.6 hectares for an industrial subdivision/business park (Del Duca property in Oldcastle) are subject to an OMB hearing in November 2017. • Due to the OMB decision, consideration is being given to revising the adopted functional servicing plan for the Manning Road Secondary Plan Area which is causing reconsideration of how to proceed in Tecumseh Hamlet Secondary Plan Area. • Preparing a Development Manual, still in draft stage, engineering component is complete. • Working with Essex Energy to secure a grant under the Municipal GHG Challenge Fund to construct a large solar power cell area to supply power to Tecumseh, LaSalle, Amherstburg and Leamington. Future grant funds would be used for electric vehicle charging to support potential electric fleet vehicles.
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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	<ul style="list-style-type: none"> • Ensure that “growth pays for growth”. • Make efforts to align existing and new infrastructure plans with sound environmental policies, responsible fiscal considerations, and best practices (engineering, planning). • On an ongoing basis, review opportunities for budget efficiencies and accommodation of affected rate payers that can support long-term infrastructure maintenance and expansion. • In developing plans to fund new infrastructure, review the Town’s good experience with funding the full lifecycle cost of existing infrastructure: • Consider adding new categories of infrastructure not covered by the existing lifecycle approach;

	<ul style="list-style-type: none"> • Examine the need for reductions or increases in the level of contributions to individual reserves, based on past performance, changed projections and competing fiscal demands. • Have the vision to undertake major new infrastructure priority projects, such as the Sportsplex, the Tecumseh Road Community Improvement Plan or expansion of the trails and sidewalk networks: • By maximizing the financial contributions from government grants and transfer payments, and from community fundraising and private contributions; and, • By ensuring that more of the net cost of long-lived infrastructure is borne by both current and future users.
<p>Progress</p>	<ul style="list-style-type: none"> • Development charges adjusted annually using the Statistics Canada Quarterly Construction Price Index. • Updates to the Asset Management Plan are nearing completion. The update will incorporate: 1) new studies including DC update, Roads and Bridges Needs studies, Culvert Needs study, Facilities Condition Assessment report, Water and Wastewater Rate update, asset categories including, 2) new categories of assets including Pump Stations, the Water Tower, Buildings and Fleet. • Lifecycle contributions reviewed as part of the annual budget process. • In addition, the “Financing” chapter of the Asset Management Plan includes a reserve analysis with a 20 year forecast of reserve balances. The forecast will serve as an indicator of the long-term adequacy of individual reserve contributions. • Purchasing Policy was updated 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. • Continue to secure sponsorship to provide free or low-cost programs and events to local residents. • Manage funding programs that provide financial support for low-income residents to participate in recreational programs (P2P/Jumpstart). • Continued researching ways to lower the carbon footprint of the municipality and still be fiscally responsible. • Continued the practice of purchasing the most energy efficient equipment and products to keep the municipal operation sustainable. • With the outcome of the OMB decision, there is now a reconsideration of how to proceed with future development and the introduction of a servicing strategy that is efficient, effective and equitable for all developers in the Manning Road Secondary Plan Area. • Continued implementation of Tecumseh Road Main Street CIP through approval of a number of incentive applications and ongoing design work for the Tecumseh Road Main Street CIP Streetscape Plan and Design. • Continue to work on the five year update to Parks & Recreation Master Plan with important focus on a comprehensive Trails Master Plan that could be used to apply for available grants that would encourage more walking and biking opportunities. This includes an application to the Ontario Municipal Commuter Cycling Program. Total grant request was for \$4.8 M.
<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

	<p>connectivity in its neighbourhoods and facilities.</p> <ul style="list-style-type: none"> • Wherever possible, implement opportunities for increased accessibility. • Identify and act proactively to comply with expanded legal obligations to meet the needs of those with accessibility needs.
Progress	<ul style="list-style-type: none"> • 2016-17 Accessibility Plan implemented. • Adopted Multi-Year Accessibility Plan to aid in meeting the goal of being an accessible community by 2025. • The Town has solicited the services of “Site Improve” which performs a complete weekly audit of our website and identifies any accessibility issues.

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

Priority Areas of Focus	Strategic Action Items
Strong and Stable Neighbourhoods	<ul style="list-style-type: none"> • Encourage growth that supports complete and liveable neighbourhoods for existing and future residents. • Improve the opportunities for increased connectivity within and between neighbourhoods (e.g. trail networks), to support an improved pedestrian and cycling environment. • Make trails and trail connectivity a priority for the Town in its operating and capital budgets. • Support a safe pedestrian environment for all residents. • Promote health and wellness goals within the neighbourhood planning context.
Progress	<ul style="list-style-type: none"> • Conducting trail development plans through the preparation of a Trail Master Plan flowing from the Parks & Recreation Master Plan. • Town’s Ontario Municipal Cycling Infrastructure Program Application was approved by MTO for a \$325,000 grant towards the construction of the extension of the Regional Greenway westerly to the Rt. Hon. Herb Gray Parkway Trail in conjunction with ERCA and County of Essex. Trail completed and opened in October 2017. • Design work underway for a CWATS trail to be located along Riverside Drive from the Tecumseh/Windsor Municipal Boundary to Manning Road. First public open house held in September 2017. Public consultation continues with an updated plan expected in 2018. • Completed all outstanding work at Lakewood Park, especially the outdoor fitness equipment, climbing rock and all walking trails. These improvements have been well received with high number of residents visiting the park on a regular basis. This work also included the completion of the disc golf course in partnership with local enthusiasts which has resulted in a number of events occurring on the course. Lakewood Café rents discs for use at the park. • Introduced an Earth Day event at Lakewood Park. • Continued to liaise with municipal partners on the CWATS initiatives and recently celebrated the CWATS Charter in conjunction with Canada 150 celebration. • Began the first phase of a naturalization area within Lakewood Park as part of the first Tecumseh Earth Day celebration. This naturalized area will be open to the public to explore nature in a less manicured setting. The area will be expanded in future years as part of annual Earth Day events.

	<ul style="list-style-type: none"> • Numerous tree planting initiatives were undertaken to increase and improve the Town's urban forest. The Parks Department was actively involved in planning street tree planting along new and refurbished streets, most notably Hayes Avenue adjacent to Lakewood Park which will see 180 trees planted in the new subdivision. The Town has a vision of ensuring all of the new and refurbished streets adhere to a sustainable format with sidewalks, trails and trees all integral to the design. • Public Works and Environmental Services Department has extended various sections of sidewalks throughout Town to enhance pedestrian safety. • Continued to liaise with municipal partners on the CWATS initiative. • All new accessibility sidewalk ramps being installed as part of AODA compliance.
<p>Comprehensive Community Services</p>	<ul style="list-style-type: none"> • Facilitate targeted programming that responds to the needs and demographics of users. • Promote or support a wide range of indoor and outdoor recreation and leisure opportunities in order to encourage community development. • Move ahead with planning for a community-building, multi-functional community Sportsplex, with the following considerations: <ul style="list-style-type: none"> ○ 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. ○ Seek firm, prior assurances of capital grants from other governments, covering a majority of the capital cost of the facility; ○ Encourage compatible participation / contributions from institutional, non-profit or commercial partners if they reduce the cost to Town taxpayers; ○ 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; ○ 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 ○ Design a facility that serves both a local and a regional market, in a fashion that complements and does not compete with other regional recreational facilities. • Support and encourage improved Emergency Response Planning.
<p>Progress</p>	<ul style="list-style-type: none"> • Continued to facilitate programming that responds to the needs and demographics of users. • Promoted and supported a wide range of indoor and outdoor recreation and leisure opportunities to encourage community development. • Annual recreational programs successfully developed including Summer Day Camp, swim and recreational skating programs, urban poling program, tennis and pickleball court program, and In Motion Community Walk. • Introduced new events including Earth Day and National Health & Fitness Day. • Enhanced Canada Day celebration over a three day period in celebration of Canada 150. • Continued to offer flexible ice rental opportunities such as half and one-

	<p>third ice surface to suit the training needs of small groups.</p> <ul style="list-style-type: none"> ● Partnered with Powertech Hockey to introduce new “Floor Ball” program. ● Engaged members of the Youth Advisory Committee to participate and assist in community events. ● Continued review of Emergency Plan – updated exercise. ● Ongoing public education and awareness of community emergencies and Fire Safety (information pamphlets circulated). Annual Fire Prevention Week Open Houses in October had approximately 2,000 in attendance over 4 nights. ● Increased electronic and social media posts on emergency preparedness and coordination with emergency services on sharing of details for ongoing information. ● Meeting goals regarding training members of the Emergency Operation Centre, particularly new participants. ● Upgrades made to Emergency Operation Centre. ● First municipality in Essex County to implement a new and improved Citizen Mass Notification system that proved essential during the September 2016 rain event.
<p>Tecumseh’s Diversity and Inclusivity</p>	<ul style="list-style-type: none"> ● Encourage policies, programs and services that reflect the needs of existing residents and newcomers. ● Celebrate the Town’s diverse nature, landscape and neighbourhoods. ● Encourage special events and community festivals to promote inclusivity.
<p>Progress</p>	<ul style="list-style-type: none"> ● Various Special Events and Community Festivals successfully delivered and scheduled throughout the year including: Family in Motion Day; Sports Tournaments; March Break In Motion Week; Community Festivals: Taste of Tecumseh, Rotary Club Fish Fry, Corn Festival; Walk-A-Thons, Cross County events, Triathlons; National Health & Fitness Day; Summer Concert Series; Canada 150 Weekend Celebration; Outdoor Movie Night; Christmas in Tecumseh & Santa Claus Parade; and, Breakfast with Santa. ● Organized a Soiree 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. ● Continual consultation with the Youth and Senior Advisory Committees on planning programs and events that meet the needs of the community. ● Hosted a “Fraud for Seniors” education workshop in partnership with the OPP. ● Researched and compiled a list of services offered in Windsor Essex County to showcase what is available to seniors in the areas of health and wellness, social, well-being, etc. ● Coordinated a Scavenger Hunt at Lakewood Park as part of the Town’s Earth Day Activities on April 22. ● Sponsored a DJ to enhance the Rock & Swim at the Tecumseh Leisure Pool on June 30. ● Engaged youth to participate in the Community Chalk Tweet, centred around the Canada 150 theme, to celebrate social media’s impact on global communication on June 30. ● Engaged members of the community in painting tiles to form a Mosaic in recognition of the Canada 150 and to link the Town with other participating communities across the country. ● Successfully obtained a Senior’s Grant to allow for members of the community to engage in Life After Fifty (LAF) programs and events, and who may not otherwise be able to participate by offering free passes and

	<p>transportation and to educate older adults on the various ways to participate in the community by engaging in active, healthy and social programming benefits offered by LAF.</p> <ul style="list-style-type: none"> • For Culture Days September 29-30 and October 1, partnered with the TAHS in hosting Heritage Craft Workshops in celebration of Canada 150. • Sponsorship of the Windsor Symphony Orchestra's Concert Series.
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Strategic Goal #4: Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses

Priority Areas of Focus	Strategic Action Items
Improved Communication	<ul style="list-style-type: none"> • Reaffirm Council and Staff's commitment to a culture of transparency, openness and accessibility. • Identify and comply with the new Ontario-wide statutory obligations for greater transparency in the conduct of municipal business across Ontario. • Commit to constructive, two-way dialogue. • Promote transparency through improved communication with residents, 'leveraging' all existing and emerging communication tools, including the Tecumseh Town "App", to achieve better communications across multiple platforms for a higher level of community engagement. • Update the website, to reduce stagnant or out-of-date material and encourage departments to conduct regular reviews of the information being made available to the public. • Share answers to standard questions during relevant periods via social media. For instance, questions about snow removal in anticipation of weather changes. • Engage other partners, like businesses, organizations and other stakeholders in a more active fashion to promote fuller communication and targeted dialogue for community input and engagement. • Explore the community outreach potential of additional resources like the waste management calendar, the water bill insert, or the Parks and Recreation Guide, to include relevant information throughout the year. • Attend community events like the Night Markets and Corn Festival with a "booth" to share information and encourage dialogue from members of the public.
Progress	<ul style="list-style-type: none"> • Introduced new Recreation Registration Software that enhances customer service by providing online registration option. • Production of Summer Activity Guide. • Development of the quarterly Energy Management Newsletter to promote "green" ideas to staff. • Amendments to Procedural By-law to provide increased clarity and put into policy more notification of meetings to the public through social media, compliance with Bill 68, improved transparency and public engagement. • Increased postings to website and social media channels to increase outreach via electronic methods. Analytics shows that residents are using these sites for communication. • Increased use of social media for road closures, construction updates, service delivery disruptions and information of interest to residents. • Introduced a summer events postcard delivered to students in Tecumseh schools with information on how to connect with the Town included. • Increased numbers of followers on social media in the two weeks following

	<p>the delivery of the postcards.</p> <ul style="list-style-type: none"> • Construction tender for new gateway signs on Highway 401 awarded and work is underway. • Signs will be installed 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. • Continue to investigate a new Records Management System. • Updates to the website to reduce stagnant or out-of-date material and encourage departments to conduct regular reviews of information available to the public. • Website committee has met to go over areas of the website and to identify areas that need to be updated. • Citizen Satisfaction Survey will be conducted in last two months of 2017.
<p>Meaningful Opportunities for Participation</p>	<ul style="list-style-type: none"> • Evaluate opportunities for enhanced participation in Town policy making, through such methods as individual and stakeholder consultations. • Inspire the citizens of Tecumseh to look ahead to a common prosperous and sustainable future. • Going beyond Council delegations: use new innovative methods and technological platforms to facilitate engagement.
<p>Progress</p>	<ul style="list-style-type: none"> • Corn Festival RFP released in an effort to transfer the Tecumseh Corn Festival from a municipal event to a sustainable community organized and independently operated event. • Following the successful introduction of a pre-budget consultation survey for the 2016 budget process, the survey was continued in 2017 with approximately 75 completed surveys returned. • CIP Streetscape Plan and Design process transitioned from broad public consultation to focused stakeholder/property owner meetings. • Online surveys continue to be used for projects of public interest including the Riverside Drive Multi-Use Trail project, the August 2017 flood and the 2018 budget consultation process.
<p>Efficient Town Operations</p>	<ul style="list-style-type: none"> • Undertake an asset management review, to update the Town's pioneering work in asset management planning. • Develop and launch a formal Continuous Improvement Program, aimed at ensuring efficiency, rewarding innovation and productivity improvement, and allocating Town resources in line with the Town's priorities. • Participate in inter-municipal benchmarking and sharing of 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. • Encourage members of Council to share the regular requests for service that they receive from constituents, via existing tools. • Start a regular question-and-answer program, available electronically, to share concerns of all residents broadly.
<p>Progress</p>	<ul style="list-style-type: none"> • Received eighth consecutive GFOA Distinguished Budget Presentation Award. • Recruited and filled three student positions in Public Works and

	<p>Environmental Services.</p> <ul style="list-style-type: none"> • Hired two summer students in Finance. • Carrying out in-house updates to the Asset Management Plan. Draft plan to be available 1st quarter of 2017. • Continuation of the successful DWQMS program for effectiveness in providing safe drinking water for consumers. Continues with high degree of success. • Multi-Use Sportsplex Feasibility Study and Business Case presented to Council in May 2016 and approved in principle. Further design work and financing plan to be developed. Administration is currently waiting on details for National and Provincial funding programs to bring forward for Council consideration and approval. • Exploring the use of technology to derive Key Performance Indicators (KPI's) as a measurement tool. • Improved delivery of services in the Corporate Services & Clerks Department with the creation of two new positions: Manager Committee & Community Services and Deputy Clerk & Manager Legislative Services.
<p>Tecumseh's Customer Service</p>	<ul style="list-style-type: none"> • Improve service delivery models to ensure satisfactory response times and service outcomes. • Commit to annual customer satisfaction survey and feedback mechanisms, including greater detail to support analysis and responsiveness. • Review detailed comments within the recent Community Satisfaction Survey, to identify suggestions leading to improvements in decision-making, service- delivery and cost-containment.
<p>Progress</p>	<ul style="list-style-type: none"> • Parks Department is committed to responding to residents requests for routine tree service on Town owned trees in a timely and efficient manner. The goal is to inspect trees within one month of the resident trimming request and to have the trees trimmed within three months of the request. Trees deemed to be more hazardous will be inspected as quickly as possible and action taken as needed to minimize risk to people and property. • Responses to social media inquiries handled as quickly as possible with positive feedback from residents. • Manager Strategic Initiatives, in partnership with Public Works, responded to various flooding inquiries following the August 2017 flood to assist residents with questions regarding backflow preventers. • Additional questions from residents to members of council, administration and through social media channels are responded to within 24 hours during the week and 48 hours on the weekend/over holidays.

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. • On a regular basis, share publicly the outcomes of community and stakeholder engagement activities, in part to demonstrate that the Town is listening.

Progress	<ul style="list-style-type: none"> • Worked with Corn Festival Committee to deliver successful event. • Promotion of recreational events through social media. • Council/Administration Monthly Meetings. • Continue to encourage improved information sharing through the introduction of new systems, tools and Communication Policy. • Advertising in both the Shoreline Week and Essex Free Press. • Cross posting of all information through electronic channels and sharing of information from other Town social media channels.
Voter Engagement in Tecumseh	<ul style="list-style-type: none"> • Promote community engagement. • Continue to promote voter participation through alternative voting methods.
Progress	<ul style="list-style-type: none"> • Ward Boundary and Council Structure Review consultations were completed and approval given to a new 5 Ward System with a Councillor Representative for each Ward. • Implemented communication strategies to reach out to public on electronic channels as well as utilize the website more effectively. Also included alternative methods of communication like the Night Market and pop-up booth at local business.
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.
Progress	<ul style="list-style-type: none"> • Systems review for enhanced issues tracking and communications completed. Implementation of changes, modifications and process improvements underway.
Maintain "Team Tecumseh"	<ul style="list-style-type: none"> • Ensure Tecumseh is, and is perceived as, an employer of choice. • Take measures to attract, train, retain and ensure proper succession planning, in anticipation of high turn-over due to aging of work force.
Progress	<ul style="list-style-type: none"> • Ongoing efforts to maintain Town's stature and competitiveness. • Wellness Committee Programs. • Gord Smith Healthy Workplace and Bike Friendly Workplace Awards. • Continuing support of professional development for Senior Management Team members interested in career advancement. • Hosting of Interns from the University of Windsor, Political Science Masters' Program. • Hosting of co-operative education students from St. Clair College and special needs students offering meaningful workplace experience.
Strategic Relationship Building	<ul style="list-style-type: none"> • Actively cultivate relationships with key stakeholders in order to maintain and build partnerships.
Progress	<ul style="list-style-type: none"> • Partnership with St. Clair College Men's Baseball Team. • Continued to work with local school boards on joint use agreement for facilities/sports fields. • L'Essor Hockey Academy at the Tecumseh Arena. • Continue to work with local service clubs on community programs. • Networking with community stakeholders and municipal sector colleagues on matters of municipal interest. • OPP Discussion Group to address community policing matters. • WEEDC attraction opportunities and Ombudsman connection. • Continue to work with local school boards on joint use agreements for

	<p>facilities/sports fields.</p> <ul style="list-style-type: none"> • Continue to work with local service clubs on community assistance programs. • Working with Life After 50 to provide elderly residents with recreational activities and social activities.
Effective Intergovernmental Relations	<ul style="list-style-type: none"> • Build opportunities for policy and funding partnerships with the Governments of Ontario and Canada. • Actively participate in Municipal Associations and municipal policy development. • Continue to be a good neighbour at the County and regional level.
Progress	<ul style="list-style-type: none"> • Input on policy matters provided to senior government contacts. Regular meetings with Ministry of Municipal Affairs and connections with federal partners. • CAO participates on AMCTO, OMAA and AMO project teams, board and/or committees. Also is co-chair of ONWARD initiative. • Interaction with County and Regional colleagues on sector matters of mutual interest, including participation on Committees: Essex Region Source Protection Committee policy implementation; CWATS Implementation; County-Wide Study on Farm Lot Sizes; and Intermunicipal Planning Consultation Committee; updates to Regional Intensity Duration Frequency rainfall curves to adapt to climate change; creation of a regional Stormwater Guide Manual. • Director Corporate Services & Clerk actively participates in Essex County Clerks and HR group meetings on matters of related interest, sharing of best practices and service delivery.

COMMENTS

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

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

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

CONSULTATIONS

Chief Administrative Office

FINANCIAL IMPLICATIONS

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

LINK TO STRATEGIC PRIORITIES

No.	2017-18 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.

Prepared by:



Lesley Racicot
Manager Strategic Initiatives

Recommended by:



Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

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