

**COMMITTEE OF THE WHOLE
OCTOBER 5, 2015**

REPORT #CAO-2015-06

STRATEGIC PLAN REPORT CARD

RECOMMENDATION

That Report #CAO-2015-06 be received;

And that staff are looking for Council to provide comments and input respecting which objectives should be given priority focus during the rest of the term to 2018 and also comment on any desired need to change or add new strategic actions in order to ensure that the strategic plan remains a relevant “living” document.

OBJECTIVE

The purpose of this report is to update Council on the progress in implementing and advancing the approved strategic plan and to review the need to add new strategic actions in order to ensure that the strategic plan remains a relevant “living” document.

BACKGROUND

The Town’s first Strategic Plan “Foundations for the Future” was approved in December 1991 following amalgamation.

The first update, entitled “Building on the Foundation” was approved in November 2005.

In November 2008 Council received a comprehensive strategic plan implementation report that outlined that many strategic actions had been completed in accordance with the Plan.

Work on the second update commenced in 2011. The overall process to update the strategic plan included a number of stages that encouraged and solicited extensive public and stakeholder participation throughout. At that time, Council confirmed that the essence of the Plan remained relevant and was as important as when first approved. The Objectives represented the full range of issues that a municipal government must address and the primary services that the community looks to its local government to deliver. It was recognized however, that it would be prudent to reconfirm the Objectives and update the Strategic Actions to build on progress made to date, to reflect current issues and changes that have occurred in the local government sector since the Objectives were first adopted in 2005. For example there has been growing attention and importance given to the concepts of sustainability and asset management.

The second update, entitled “Steps to the Future” was approved in October 2013 and contains a corporate vision, mission statement, seven strategic objectives and 43 actions which support the objectives.

- **Vision**

- *New Tecumseth will maintain its small town character while supporting the rural, urban and agricultural communities.*

(Small town character is defined as friendly, healthy, family-oriented, community based quality of life supported by excellence in culture and recreation facilities, and urban amenities).

- **Mission**
The Town of New Tecumseth will support the community vision through accessible leadership, partnerships and well managed municipal services.
- **Strategic Objectives:**
 1. *Managing growth and development*
 2. *Enhancing our economic viability*
 3. *Preserve, protect and enhance our environment and agriculture resources*
 4. *Preserving our heritage and support cultural and recreational opportunities*
 5. *Providing accountable, responsive governance and excellence in service delivery*
 6. *Supporting and advocating for community services*
 7. *Supporting citizen engagements and connections*

“Steps to the Future” Strategic Plan 2013-2018 is included as Attachment #1 to this report.

COMMENTS AND CONSIDERATIONS

The Town’s Strategic Plan communicates the highest level of direction for the Town for the period 2014 to 2018. The strategic plan is an overarching framework that is used as a reference point for all other business plans and performance objectives set by the Town.

Many of the strategic actions listed in the 2013 Strategic Plan review and update continue to be implemented and advanced. The following is a summary provided by all the Town departments of the key accomplishments during 2014 and 2015 under the current strategic plan. In reviewing the list it is evident that the strategic plan objectives are intrinsic in the day to day work and special projects undertaken by Council and staff. Staff are looking for Council to provide comments and input respecting which objectives should be given priority focus during the rest of the term to 2018 and also comment on any desired need to change or add new strategic actions in order to ensure that the strategic plan remains a relevant “living” document.

Strategic Objective #1: Managing growth & development

To preserve and enhance the unique rural and small town character of the community while managing growth so that we can provide the services the community needs in a cost effective and efficient manner.

Key accomplishments

- Update the Official Plan to ensure that it provides objectives and policies that will preserve and enhance the community vision.
 - The Town as part of its Official Plan update approved by the County in 2010 contains strong land use policies with respect to well planned, managed growth.

- The Town has been participating in the County Official Plan process, and will be poised to update the Town's Growth Management Strategy and other planning instruments following completion of the County OP anticipated in 2016.
- As outlined in the Places to Grow legislation including Amendment 1 to the Growth Plan, Alliston is a primary settlement area, with secondary urban areas in Beeton and Tottenham.
- The Official Plan has strong policy direction on the promotion of civic identity and pride through a high standard of urban design for future development and compact urban form.
- The OP encourages and promotes development that combines commercial, residential and other land uses to facilitate more efficient use of urban land and promotes live-work opportunities and sense of place.
- Develop a Master Transportation Plan and a Master Sanitary Sewer Conveyance Plan to complement the Town-wide master servicing plan that identifies short and long-term needs for municipal services, facilities and programs.
 - Master Plans to complement the Town-wide master servicing plan that identifies short and long-term needs for municipal services, facilities and programs:
 - The Road Needs Study finalized in February 2014, provides a comprehensive vehicle count and recommends a pavement asset management program for the Town.
 - The Water Master Plan is in the process of being updated to develop a comprehensive Water Supply, Distribution and Storage Master Plan for the Town, that will identify the existing system issues and constraints, identify future development and growth needs, evaluate alternative solutions, and select the preferred solution and phased implementation.
 - The Master Transportation Plan and Master Sanitary Sewer Conveyance Plan are planned to be undertaken in future years.
- Provide opportunities for the public to participate and provide input into the planning of the municipality in addition to legislative requirements.
 - As part of Capital Projects undertaken by the Town, (not including resurfacing) Public Drop-in Meetings are arranged for Local Residents to view the construction drawings prior to the start of construction to ensure they are aware of the scope of the work and have an ability to provide input on the project. For all projects including resurfacing, notices are delivered to all affected properties, as well as being posted on the Town's Website.

Strategic Objective #2: Enhancing our economic viability

To develop a strong, diversified local economy so that the municipality provides a range of local employment opportunities, a balanced tax base and sustainable downtown cores.

Key accomplishments

- Promote and encourage revitalization projects in the downtown cores through the Downtown Revitalization Master Plan and Community Improvement Plan.
 - To continue the work and effort started in the Downtown Revitalization Master Plan and corresponding Downtown Themes and Signage strategy, work has started on wayfinding sign installation. Installation of wayfinding signage is currently being completed and provides navigation throughout the municipality to better locate the communities, their respective downtowns and parking areas. To date, one

- community gateway sign has been installed in each community as well as vehicular directional signs throughout the municipality.
- Each year Council has allocated budgeted funding to encourage Community Improvement Plan projects by business and/or property owners to enhance the downtown cores.
 - Through support of Council and advice of the Accessibility Advisory Committee providing accessible downtown areas to ensure inclusiveness for all abilities.
 - Undertake action to develop the municipality as a preferred destination for business investment in Simcoe County and the Greater Toronto Area.
 - The Mayor's Breakfast's event has been held on an annual basis to encourage networking and idea sharing between the municipality, economic development organizations, community groups and business association to assist in identifying business priorities.
 - The Town has successfully worked with one of the Alliston business park landowners to achieve certification through the Ministry of Economic Development's Site Certified program. 6857 and 7005 Industrial Parkway, Alliston is one of 7 properties being marketed internationally by the Province as industrial land ready for development. The program provides developers easy access to important property information and helps communities by attracting jobs and investment.
 - The Town through the Economic Development Department has retained a consultant and begun development of a marketing and promotion campaign. This campaign fosters a climate for business growth and will improve communications between businesses, partner organizations and the municipality surrounding planning and development of industrial and commercial lands and building.
 - The Town's Development Charge By-law continues to include incentives for economic vitality, including:
 - Discounted fees within the downtown cores by 75%.
 - Exemptions and reductions for expansions of existing employment uses.
 - Certain other exemptions for specific industries geared to data processing, hosting and related service industries.
 - Provision for exemption for small and medium business expansions.
 - Promote small business development.
 - An online Business Directory was created this past spring and has provided an easy and efficient way for citizens, local businesses and visitors to locate goods and services locally and in turn, provided the Economic Development Department the ability to communicate directly with the business community regarding business opportunities, special events, training, etc. It further advertises and promotes community events organized by the business organizations and not-for-profit community groups. The goal is to make this online directory the one stop spot for finding businesses in New Tecumseth. It has the dual purpose of highlighting businesses for locals and new residents and provide visitors with places to stay and things to do. This is a user friendly site that will allow businesses to keep data up to date and allows businesses to describe and highlight their services, add images, and promote their social media accounts.
 - Each year, Council considers grant requests under the Community Improvement Plan to encourage revitalization projects within the 3 downtown communities.

- The Town continues to work with the BIA groups to coordinate funding opportunities and to network on issues of mutual interest.
- Develop and encourage active transportation and transit opportunities.
 - Subdivision Plans include appropriate sidewalks to encourage walking and walkable linkages throughout the Town.
 - As part of capital reconstruction projects existing sidewalks are reinstated and new ones are considered where pedestrian volumes warrant and geometry allows for installation.

Strategic Objective #3: Preserve, protect and enhance our environment and agricultural resources

To preserve and enhance environmentally significant resources, and to promote environmentally sensitive, responsible practices and development that support our natural features and agricultural practices.

Key accomplishments

- Protect, preserve, and provide managed access to the natural environment and green space to maintain and enhance healthy ecosystems and to support healthy communities.
 - enhancement policies, which includes lands within the Oak Ridges Moraine
 - .Subdivision Plans approved in past number of years have had By-law 2008-123 The Official Plan contains strong environmental protection, preservation and applied which requires tree compensation for the removal of tree cover from development sites. and sets the rate for the planting of trees along municipal boulevards in new subdivisions, and includes the protection of identified natural features, such as the large forest blocks and valley lands.
- Maintain and continuously improve the Town's open space and park systems and the unique features associated within the areas.
 - The Town's development approvals process continues to provide opportunities for new parkland dedication and related open space lands, including subdivision design to promote walkability within our communities.
 - The 2010 Official Plan includes the identification of key natural heritage features through the implementation of the County greenlands designation. The Plan also contains strong policy directives with respect to protection of prime agricultural lands for the long term, as well as preservation of lands with environmental significance.
 - Completed neighboring landowner consultations, identified and included mitigation items, and constructed Phase 2a – 9th Line to 10th Line (1.2 km) and Phase 2c 10th Sideroad to 13th Line (4.5 km) of the Trans Canada Trail.
 - Tottenham Conservation Area replacement of Hydro poles.
 - Playfield Upgrades – replaced 3 baseball diamond backstops.
 - Added material and re-graded baseball diamond infields.
 - Shade structure for Beeton and Tottenham splashpad areas to be completed by end of year.
 - Enhanced Albert Street pathway.
- Support excellent water quality and quantity by addressing issues related to watershed protection, water pollution and treatment.
 - The Town has in 2014 partnered with the Nottawasaga Valley Conservation Authority, and approved the establishment of a Risk Management Official to deal with the implementation of the Sourcewater Protection Plan. Among other matters, the Risk Management Official will implement mitigation plans on areas within the

- Town of high aquifer vulnerability in order to protect the Towns municipal drinking wells.
- The Inflow and Infiltration Study for Tottenham has been started with the goal of reducing extraneous flows in the sanitary sewer system. This extraneous flow is contributes to basement flooding, by-pass pumping and treatment of storm flows. The first phase of the study has been completed which indentified the high priority areas and now the remediation of those areas is underway. This is a multi-year project and upon completion in Tottenham, a similar program will be completed in Alliston.
 - Dedicated administration of a Drinking Water Quality Management System and ongoing development of a Waste Water Quality Management System to maintain system integrity and sustain both drinking and effluent water qualities.
 - The construction of the new Tottenham WWTP to accommodate growth and take advantage of advanced technologies in the treatment of wastewater and process upgrades to the Headworks of the Alliston WWTP to address operational performance and odour control.
 - Water conservation measures, in the form of a rebate program for low flush toilets and rain barrels.
 - Management and administration of a cross-connection and back flow prevention program for ICI consumers.
- Maintain and promote the 'best practices' maintenance programs and encourage the practice of environmentally healthy procedures including conservation techniques by all residents and businesses including the Town.
 - Waste receptacles continue to be replaced in the downtown cores with combination waste/recycling units to promote recycling and reduce waste.
 - Tree Planting/Maintenance Programs are in pace to encourage residents to plan and maintain tree species on their property. The NVCA provides funding for priority areas reforestation program.
 - Adoption of the urban forest management strategy including continued tree health assessments and trimming services based on a 5 year grid cycle target.
 - Actively undertaking management of the Emerald Ash Borer (EAB) infestation among Town-owned ash trees through the implementation of the Town's comprehensive EAB Management Strategy developed in November 2013. The Town continues to carry out the Strategy recommendations as part of an active EAB management program.
 - Adopt a road program.
 - Continued fuel/emission reduction through the installation of idle shut down timers on town vehicles.
 - The town continues to be active member of E3 Fleet to actively manage vehicle green performance.
 - Continued use of pesticide free products for weed control along rural sideroads and urban sidewalks.
 - Enhanced road maintenance including road cut program, mechanized chip seal/spray patching, rout and crack sealing, microsurfacing to extend pavement life cycle.
 - Continued application of 'M' gravel on rural roads to improve driving conditions.
 - Continued use of water-bases paint for roadway painting.
 - Implementation of AVL/GPS Fleet Management System to monitor winter maintenance equipment/units for snow/ice removal and road maintenance operations. The reporting information supports minimum maintenance requirements and provides equipment performance details.
 - Green energy initiatives listed below for Public Works infrastructure; all of which

- include monetary rebates (50%) or incentives.
 - Reduction of electrical energy demands through the implementation of variable speed drive (VFD) systems.
 - The ongoing replacement of incandescent, fluorescent and high pressure vapour lighting systems with low power LED fixtures.
 - Implementation of an energy management cooperative between Power Stream (EnerShift) and the Town for on demand power reductions.
 - Wind powered sludge lagoon aeration (currently under evaluation) at the Tottenham WWTP facility.
 - Partnership with Honeywell to reduce energy consumption in Town buildings and improve efficient use of energy resources.
 - Signed agreement with Sologix to install solar panels through the FIT program at NTRC, TCFC and JOC roofs.
- Ensure land use designations and zoning by-laws have a positive impact on health, health behaviours, the environment and overall quality of life.
 - The Official Plan provides for the protection of prime agricultural lands and existing agricultural operations from incompatible uses so that they are not prematurely removed from agricultural productivity.
- Consult the agricultural community on new policy and planning matters as appropriate.
 - Consultation with landowners of abutting Abandoned Rail Corridor agricultural lands to confirm mitigation items to develop the Trans Canada Trail.

Strategic Objective #4: Preserving our heritage and supporting cultural and recreational opportunities

To preserve the heritage and promote the provision of a diversity of cultural activities, and active and passive recreational opportunities which reflect the range of lifestyle interests, ages, and states of health and mobility of residents.

Key accomplishments

- Support the identification and preservation of significant archeological, architectural and heritage structures, districts and cultural landscapes in consultation with Heritage New Tecumseth.
 - Document the findings of the Archeological Reports into the Subdivision Agreement to ensure the Developer follows through with their responsibility.
 - Worked with Walton Group, West Country, Beeton development to preserve archaeological site within sub-division and park agreement.
 - Heritage New Tecumseth continuously review and add historic properties to the Municipal Heritage Listing.
 - Received \$25,000 Legacy Grant for upgrades to the museum building in recognition of the building's 100th anniversary in 2014.
- Support and develop policies, guidelines and programs to protect heritage streetscapes, the unique character of downtown cores and the rural landscape.
 - Policy documents including the Town's Official Plan, Urban Design Guidelines and Community Improvement Plan protect the character and heritage characteristics of the downtown areas.
 - The Community Improvement Plan, updated in 2012 provides specific Town funding support for revitalization projects of heritage buildings in the downtown cores.
 - Heritage New Tecumseth works with PRC to develop names and story boards to explain the significance of those names for new parks.

- Support strategic alliances with the New Tecumseth Public Library, boards of education, health, social services, community service groups and the private sector in the development and delivery of open space, recreational and other forms of programming.
 - Support groups such as CTN, Class, Stevenson Memorial Hospital, and Tottenham Lions Club to provide resources to the public through programming and events.
 - Worked with CRIC to fund the development of Disc Golf in the Tottenham Conservation Area and beautification of the Tottenham Splashpad.
 - Supported the Honeyfield Development picnic in the TCA to welcome new residents.
 - In 2014 Alliston hosted the Ontario Museum Association conference bringing 300 top heritage and cultural professionals including an opening gala at Museum on the Boyne.
- Acquire and develop additional parkland and upgrade and expand active and accessible recreational facilities in accordance with the Leisure and Culture Master Plan.
 - Constructed Treetops Park which includes a splashpad, skills court, playstructure, washrooms, asphalt and concrete paths, amphitheatre and park lookout.
- Provide additional recreational and cultural activities to support the needs of the residents.
 - Increased museum visitors 25% from 2013 to 2014 and we are set to surpass that at the end of 2015.
 - Museum selected as 1 of 4 museums in Ontario to receive private coaching to implement a Community Engagement project in 2015-2016.
 - Introduced special needs programming with trained facilitators in Camp programs, pool, and Sledge Hockey.
 - Offer affordable fees with additional incentive through “early bird” rate, group rates, caregiver (1 on 1 support) free admittance.
 - New programs offered added to Rotary Pool compliment such as Special Needs “Sensory Swim”, Lane Swim, additional Aqua Fit classes.
 - Extended hours of Splash Pad during heat alert in summer months.
- Support community festivals such as Tottenham Bluegrass Festival, Beeton Fall Fair, the Alliston Potato Festival, Canada Day, etc. and encourage the development of new activities which promote the Town’s history, culture and strong sense of community.
 - The Town through the Economic Development Department has retained a company and begun development on a marketing and promotion campaign. This campaign fosters a climate for promoting business opportunities but also has a dual purpose of increasing public awareness and attendance at cultural events.
 - The Town is continually supporting community festivals by providing assistance in promotion of events via the Town website and bulletin boards, sponsorships, grants, supporting advertising/marketing initiatives for such events, attending and providing congratulatory certificates. Communication staff work closely with the Parks, Recreation & Culture department in the promotion and marketing of Town events, programs, the Hornet’s Nest, the annual Leisure Guide as well as promoting heritage and cultural events and exhibits at the Museum on the Boyne.
 - The Town has successfully hosted a number of annual community events and in 2015 built on those events and also introduced the Mayor’s Charity Rodeo.
 - In 2015, the Town was selected as a celebration community site for the TO2015 Pan Am Torch Relay. This community event encouraged community spirit and helped to showcase and promote the Town.
 - Provided financial and in-kind support to Tottenham Bluegrass Festival, Beeton Fall Fair, the Alliston Potato Festival, Tottenham Community Week, etc.

- Hosted Canada Day celebrations in Riverdale Park and Tottenham Conservation areas.

Strategic Objective #5: Provide accountable, responsive governance and excellence in service delivery

To provide governance and administration that incorporates leading edge innovation and continuous improvement, and ensures accountable, service-oriented and sound fiscal delivery of the programs and services most valued by the community.

Key accomplishments

- Prepare multi-year operating and capital budgets.
 - An Asset Management plan has been completed and presented to the Province to ensure the Town is eligible for grant funding. Benchmarking of service levels and prioritization of the assets is in the initial phases and will be progressing over the foreseeable future.
- Encourage and recognize resident participation in community-based advisory committees, boards and task forces.
 - A number of Advisory Committees and Task Forces have been established with citizens being appointed by Council to address a variety of matters which the community feel are important such as the Alliston Memorial Arena (Alliston Memorial Arena Task Force), heritage (New Tecumseth Heritage Advisory Committee) etc. As well, members of Council have been appointed to a number of local groups/agencies to act as the liaison between the municipality and the organization such as the Nottawasaga Valley Conservation Authority, the Business Improvement Areas, Alliston Area Physician Recruitment Task Force, South Simcoe Arts Council etc.
 - Supported AMA Task Force, Beeton Community Centre Task Force, and Banting Homestead Advisory Committee.
- Enhance communications (e.g. internet and intranet, annual reports and regular communications to the public and staff) and accessibility to local government through responsive, effective consultation and engagement with the community in multiple communications channels.
 - The Town continues to review a variety of enhanced communication opportunities for both internal and external audiences. Through the Town's website and its events calendar, the Town is able to provide support to community and non-profit organizations users are kept up to date on municipal and community events/news.
 - Communication initiatives continue to be streamlined and a set of guiding principles have been developed and provided to the Management Team to give direction as to when it is crucial to include communications.
 - A weekly Town Spotlight advertisement continues to be utilized and contains important Town news in the local media.
 - Media outreach is ongoing with Town matters in an effort to obtain editorial coverage.
 - A New Tecumseth This Week in photos project has been developed and staff are continuing to provide photographs to the communications department in an effort to display the Town's projects, events etc. to internal and external audiences via the web.

- An additional link has been created on the Town's intranet to allow for an avenue to promote community information.
- A brochure featuring important Town information is now delivered twice a year along with the tax bills.
- Upgraded Email System. The upgrade and migration of the existing Town Email communications system has resulted in a more cost effective and reliable form of communication for Town staff to interact internally within the organization and externally with the public.
- Upgraded Internal Network Infrastructure. The Town has upgraded our server hardware to Virtual Servers which has reduced hardware costs including reducing the space needed, power consumption and heat generated by the older hardware. The new server systems allow for a more efficient work environment for the IT Division when providing services to the Town's departments.
- Deployment of Digital agenda Software. Building upon our existing icompass software which provides the Meeting Agendas & Minutes on the Town website, the new Agenda software will allow Staff to streamline the process of creating and distributing the Agendas for staff and the public. The result will be an agenda that is cheaper to produce and has a reduced impact on the environment.
- Migration of New Financial Software. The Town has now migrated to a new financial software package that has provided many enhancements over the previous software. The new software combines services that were done by up to 4 separate programs previously in Finance and Human Resources which now can communicate with each other more efficiently.
- Enhancing communications through provision of accessible website and provision of accessible documents as requested.
- Support the new Town Web site by providing GIS mapping functions and various regularly updated maps associated with the Town.
- Continued support of "Click to Talk" feature to enable residents to contact the Town's after hours answering service electronically through the website.
- Implementation and administration of a web based portal for real time "live" winter control (Track Your Snow Plow).
- Maintain harmonious relationships with other levels of government, agencies and pursue where appropriate joint ventures and partnerships.
 - Staff meet with Provincial and external agencies such as the OPP, Simcoe Lake Regional Conservation Authority and the Alcohol & Gaming Commission when appropriate to discuss matters of mutual interest such as special events, permits, licensing etc.
 - Partnered with the County of Simcoe and the Trans Canada Trail Organization to develop the Trans Canada Trail through County and Pan Am Legacy Grant Funding.
 - The Town and Nottawasaga Conservation Authority (NVCA) established an operational protocol respecting large fill projects in conservation regulated areas. This protocol is intended to provide seamless communication and permit review between the Town and NVCA. It is essential both the NVCA and the municipality work together to ensure that:
 - Both mandates are addressed in a seamless manner.
 - Staff from both organizations understand each other's mandates, policies and procedures, and

- Stakeholders are served with efficiency and excellence.
This Operational Protocol has been drafted in order to achieve the above objectives.
- Sustain and empower an effective customer-focused accountable workforce and nurture their growth by investing in their development and the tools required to carry out the Town's mission.
 - TNT continues to provide training and development opportunities for staff by dedicating a portion of each department's operating budget in order to ensure that staff maintain the skills and knowledge to provide effective service to the public.
 - Staff attend webinars, conferences, meetings and courses to ensure they are up to date with regard to new or legislative changes and/or to ensure they have the proper training to be able to effectively carry out their job duties/functions.
- Promote internal and external customer service excellence. Solicit customer service feedback and engage in continuous proactive customer service best practices including employee empowerment, enhanced internal and external communications and flexibility to meet customer needs.
 - The Town continues to review its organizational structure to ensure the most efficient and effective operations. A Core Service Review is currently underway and will provide recommendations for organizational restructuring if required.
 - Council directed a Service Delivery Review be undertaken in 2015 to examine the organization's internal alignment through an examination of its services, processes and structure and to determine potential improvements. This work will ensure that as the community continues to evolve, the organization continues to provide exceptional value in service delivery. The Service Delivery Review represents a tool that will advance every element of the Foundation for Organizational Excellence. It will also serve as a baseline that will be used to measure the Town's progress on a path of continuous improvement.
 - Council adopted a Foundation for Organizational Excellence that is designed to provide a framework to guide our collective efforts and focus them on strengthening each aspect of the organization in order to continuously improve internal alignment and service delivery. The framework is comprised of the following seven elements and associated strategies:
 - *Leadership*. Build a culture that fosters and encourages leadership at all levels that is aligned with corporate values and the Town's Business Strategy.
 - *Corporate Planning*. Build and implement a corporate planning process driven by a culture of continuous improvement. It will focus on building trust and confidence with Council and the community we serve through clearly demonstrating alignment and utilization of resources that will be used to deliver services and projects to the community.
 - *Financial Management*. Build a framework that places the Town on a sound and sustainable footing so that financial resources, service levels and asset standards can be met without resorting to unplanned or excessive increases in taxes and user rates or undesirable reductions in services.
 - *Process Development*. Build an understanding of Core and Key Processes and leverage a culture of continuous improvement that demonstrates a

- commitment to efficient and effective service delivery and being responsive to changing needs of the community and organization.
- *Employee Engagement.* Build an environment where every employee can be successful and a part of something more significant than their individual role. It will focus on attracting and retaining the very best people, promoting open honest communications, and employee recognition.
- *Citizen / Client Focus.* Build exceptional customer service into everything we do by understanding the needs of the community, treating each customer with dignity and respect and focusing on timely delivery, cost effectiveness and quality assurance.
- *Community Partner Relationships.* Build sound relationships with our service delivery partners through open communications and based on creativity, agility, integrity and resiliency with a focus on mutual success.
- The electronic agenda will simplify and streamline the many critical clerical and information functions required to be performed by staff with regard to the agenda process making it more efficient all the while providing the public with simple, user friendly access to information.
- Performance of marriage ceremonies and commissioning of documents provides additional local customer service.
- The use of electronic voting tabulators for the municipal election provides quick and accurate election results.
- The use of the Provincial Voter LookUp program provides easy access to voters to ensure they are on the Voters' List.
- Municipal Voter View allows for easier management of the Voters' List.

Strategic Objective #6: Supporting and advocating for community services

To support a healthy and caring community in which people feel safe, have equitable access and which works pro-actively with others to ensure an effective network of social services to meet the housing, transportation and health needs of its residents.

Key accomplishments

- Encourage community groups, volunteers, agencies and service providers to improve the network of youth, health and other community services in the municipality.
 - Developed and implemented sledge hockey program for local users in partnership with local volunteers.
 - Youth Crew developed to give the youth of the community a safe place to gather.
 - Worked with CTN to provide Inclusive Training to support staff to expand our service umbrella.
 - Developed the Corporate Group Incentive program to support local businesses wishing to promote a healthy lifestyle to their employees.
- Support the design and implementation of community and public facilities to be accessible to residents with disabilities.
 - Constructed Riverdale Park and Treetops Park splashpads and washrooms to accessibility standards.
 - Enforcement of the Town's by-laws such as the Property Standards By-law, Clean Yards By-law, Noise and Animal Control all assist in providing a safe and clean environment for the citizens of the community and contribute to its vibrancy.

- Advocate transportation improvements to address motorist and commuter needs and support the effective movement of goods and services by all modes.
 - Staff participate and provides comments in Transportation Studies undertaken by the County and Province. Staff attend workshops and review draft documents to ensure local needs are identified and possible mitigation is included in the recommendations.
 - The provision of additional crossing guards ensures safe crossing of public highways to all school aged children.
- Support and aid Stevenson Memorial Hospital through its expansion and improvements.
 - The Town continues to provide support to Stevenson Memorial Hospital in its redevelopment process through letters of support as well as the submission of quotes of municipal support to be used in the hospital's redevelopment bid as well as its publications.

Strategic Objective #7: Supporting citizen engagement and connections

To support a municipality where residents are engaged to collaborate and create partnerships in an effort to strengthen their connection with their community and the entire municipality.

Key accomplishments

- Encourage and promote physical and social connections and facilitate opportunities for people to connect and get involved in New Tecumseth.
 - Worked with the 54+ Club to design and construct the senior's space addition to the New Tecumseth recreation Centre.
- Develop a comprehensive communications policy and strategy for both external and internal communications.
 - The Town's communication staff has drafted a communications plan for Management and Council's consideration.
 - Enhanced internal and external communication opportunities continue to be reviewed and evaluated.
- Support activities that encourage youth and seniors involvement in our community.
 - Support volunteer sport organizations which deliver sports programs (hockey, baseball, soccer, etc.) to the community. Ongoing support of the 54+ Club executive and participants at the NTRC
 - 1597 youth participated in recreation programs ranging over 1455 hours. 187 seniors participated in programs ranging over 468 hours.
 - Support youth involvement through volunteering opportunities through programming and community special events such as Pan Am, Canada Day and the Mayors Charity Rodeo.
 - Encourage skill development and personal growth through part-time positions such as Youth Program Leader and Recreation Ambassador.
- Foster early involvement and provide work opportunities to keep youth here and supporting the community.
 - Provide part-time work opportunities in recreation, parks, hospitality services and events in the community.

Respectfully submitted:

Financial considerations reviewed by:

Brendan Holly
on behalf of the
Senior Management Team

Mark Sirr
Treasurer/Director of Finance

Attachments:

1. "Steps to the Future" Strategic Plan 2013-2018