



Building on the Foundation

Town of New Tecumseth Strategic Plan

Implementation Report On Strategic Actions

November 2008

TOWN OF NEW TECUMSETH STRATEGIC PLAN: BUILDING ON THE FOUNDATION

IMPLEMENTATION REPORT ON STRATEGIC ACTIONS

In November 2005, Town Council adopted the “Town of New Tecumseth Strategic Plan: Building on the Foundation”. This essential document established the overall vision and the strategic actions to be implemented to achieve this vision. This Report provides a summary of the status of the implementation of the strategic actions from the Strategic Plan that overwhelmingly demonstrate the culmination of the tremendous amount of decision-making and effort undertaken by Town Council and Town staff to ensure this vision occurs on behalf of all the residents of the Town of New Tecumseth. The Report also includes graphs and charts to illustrate changing circumstances and service demands to assist in understanding the current context within which budget and operational decisions will be made.

VISION

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

To ensure this vision is achieved, the Town has worked diligently and consistently channeled projects, standard Town operational matters, and anticipated and planned efforts towards attaining this vision.

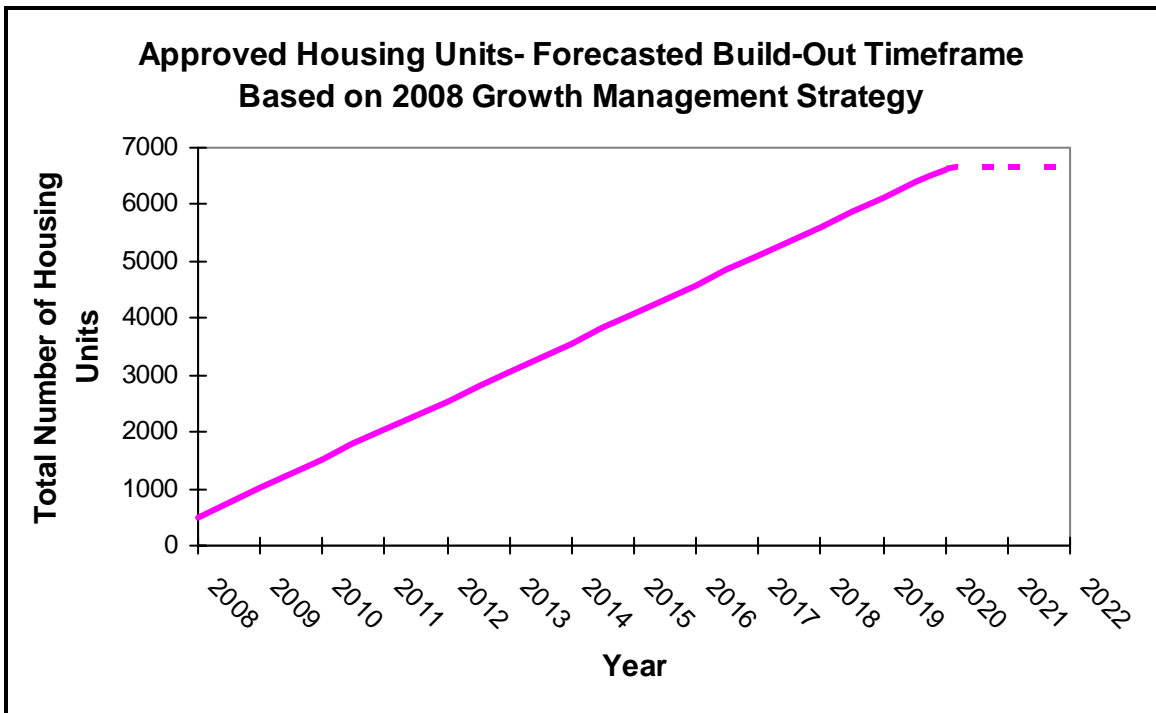
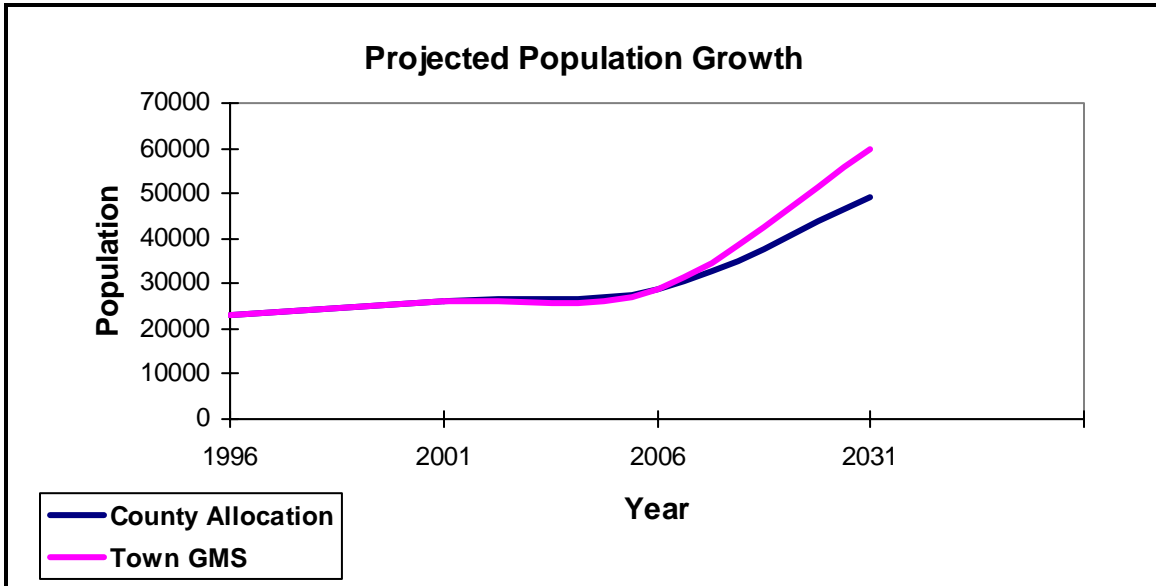
The Strategic Report of 2005 specified a range of Strategic Actions, the status of each is reported on below.

1.0 MANAGING GROWTH AND DEVELOPMENT

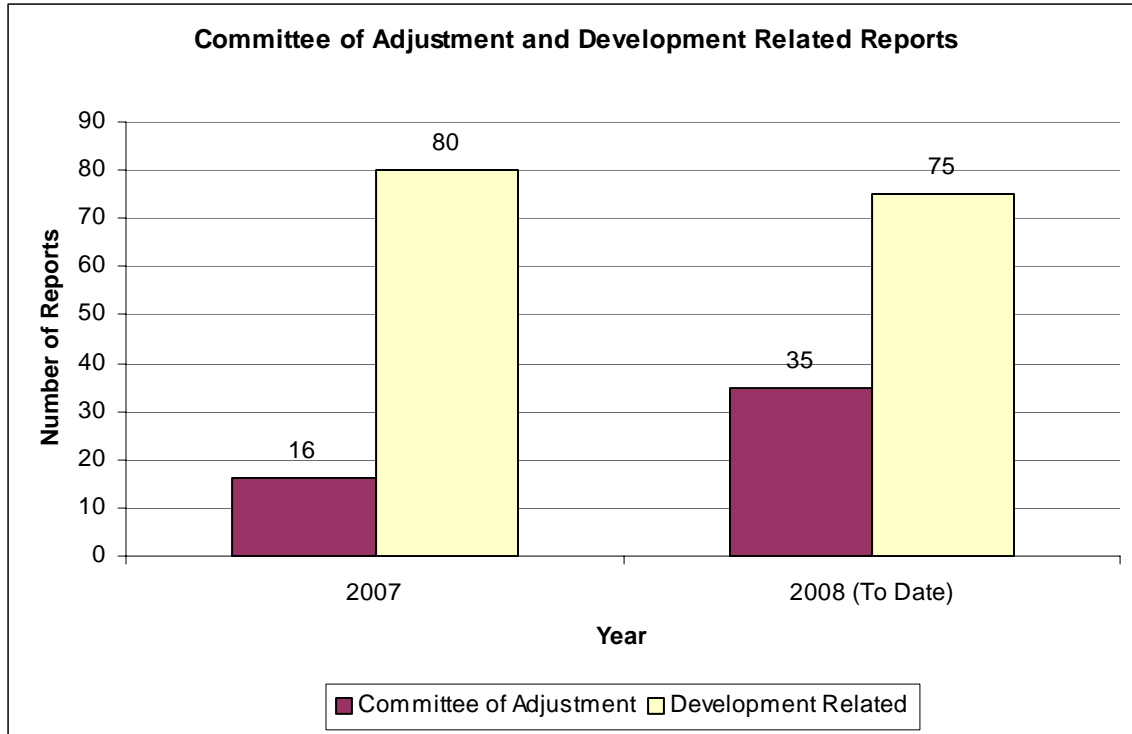
The following information is provided concerning the Strategic Actions identified within this section. Overall, significant growth has occurred in the Town and County of Simcoe since 2005 resulting in challenges, opportunities and pressures reflective of this growth. Unprecedented Provincial land use planning policy has been brought into effect since 2005 including a new Provincial Policy Statement, Places To Grow Plan, new Planning Act, Greenbelt Plan and Oak Ridges Moraine Plan. Each of these has far-reaching implications to the County and the Town on a scale and complexity not experienced before. As a result, Town growth and land use planning is now required to occur within a much more complex set of legislation. Further, growth pressures significantly increased on the Town, and these will continue to mount as population growth increases to the entire greater GTA over the next 15-20 year period. The restrictions on development for significant areas of land immediately south of the Town limits means that growth pressure is accentuated in both timing and land requirements sooner than would have been expected in 2005.

To address this growth pressure, the Town has undertaken significant land use planning actions to place the Town in a position to uphold the vision of the Strategic Plan. For example, in bringing forward criteria to determine settlement area boundary expansions that places growth control in the hands of the Town. The Town is positioning itself to be in the driver’s seat for deciding where and how much growth the Town wants and needs in the future. The objective is to ensure that the stage is set for ensuring that the Town remains ideally positioned to not only attain the vision of the Strategic Plan, but to also be the place

where quality of life for all Town residents is enhanced notwithstanding the growth to come as demonstrated in the charts below.



Note: The graph shows a linear growth pattern however it is recognized that growth will fluctuate based on changing economic trends within the time period shown.



Strategic Action Status

- Town Growth Management Strategy 2008 completed and approved by Council in 2008:
 - confirmed insufficient currently approved plans exist to meet expected demand;
 - projected Town 2031 population target of 60,000;
 - constitutes a significant project that supports Town policy development, approvals of key matters such as OPA # 27 and request for allocation of additional population for the Town from upper tier bodies to ensure sufficient residential development occurs relative to forecasted need;
 - demonstrated that the Town is in the enviable statistical position of having one job per resident.
- Town Official Plan Update initiated with targeted completion for 2009:
 - Draft of OP Update to Council in 2008;
 - ensures Town OP is brought into conformity with Provincial and County land use planning policy;
 - resolves significant Town policy matters such as providing a rural/agricultural land use split to more efficiently allow Town residents to use their land;
 - takes advantage of new land use legislation that provides new tools for the Town to direct development with;
 - sets clear policy direction for Town growth equitably applied to all;
 - poises the Town to adopt anticipated future County and provincial planning policy direction.
- Enhanced Public participation opportunities:

- The Town has ensured that developers have offered additional public input opportunities to the minimum statutory requirements on key proposed projects;
 - New policy is proposed in the OP Update to require developers to pre-consult with the Town which may include public participation;
 - All significant Town planning initiatives have included public open house opportunities additional to the statutory public meeting, e.g. with Town GMS, Issues Paper and OP Update.
- Town Official Plan Issues Paper 2008 completed and approved by Council in 2008:
 - significantly updated the 2005 Issues Paper;
 - included public open houses;
 - set the policy stage for OP Update.
- Town Comprehensive Zoning By-law 96-103 Office Consolidation completed and uploaded to Town web-site in 2008:
 - a substantial work-effort that consolidated all Town by-law amendments from 1996 to 2007 in one document;
 - allows Town residents to easier determine zoning;
 - positions the Town to move forward and update By-law 96-103 per new legislative requirements once the OP Update is complete.
- Town Downtown Revitalization Master Plan underway:
 - a significant document to provide vision for each of the three urban downtowns to chart future projects and identity;
 - will provide gateway identities for the Town and each downtown;
 - will identify individual characteristics for each downtown to direct marketing and project development;
 - includes significant BIA and public involvement.
- Provincial Land Use Legislation Review and Conformity:
 - Town has worked with various Ministries to ensure Town growth is protected with regard to various Provincial initiatives including Places To Grow Built Boundary Identification, Oak Ridges Moraine Plan Zoning conformity, and Greenbelt Plan.
- County of Simcoe Growth Management Study and Official Plan Updates:
 - Council and Town staff and have completed significant efforts to ensure the Town continues to be appropriately positioned relative to the other lower-tier County municipalities in accordance with Town growth and policy development, including participating on a number of County established growth management committees;
 - Includes Town participating in several committees related to the Intergovernmental Action Plan for Simcoe, Barrie and Orillia.
- Monitoring Abutting Lower-Tier Municipality Land Use Planning:
 - Town has monitored and as necessary worked with abutting municipalities to develop accepted solutions for the best interest of the Town; e.g. Township of Adjala-Tosorontio OP establishing business area abutting Alliston retail area.

- OPA # 31, Beeton Secondary Plan OMB Hearing Settlement, 2007:
 - Town settled with appellants, including Ministry of Municipal Affairs and Housing;
 - Ensured continued growth opportunity for Beeton community.
- OPA# 27, Belterra Secondary Plan County approval:
 - Through strategic discussions with Provincial and County counterparts, Town has continued to work to bring OPA# 27, and the substantial growth associated therein, to approval by the County.
- County of Simcoe Transportation Master Plan participation:
 - Town has ensured that the above Plan contains appropriate policy and transportation networking to facilitate Town growth.
- Town Water Distribution and Storage Master Plan completed and approved by Council, 2007:
 - First comprehensive review of the entire town's water infrastructure to ensure the growth needs of the municipality are met to 2031 for the currently approved development.
- Tottenham Secondary Plan Water and Wastewater Servicing Master Plan Update, 2008:
 - Provided an update of the original Master Plan completed in 1997, to ensure the recommendations were in keeping with current standards and the proposed infrastructure improvements would meet the needs of the future land uses.
- Tottenham WWTP Remedial Action Plan - detailed design completed and ready for construction.
- Town Class EA for Wastewater Treatment -
 - Master Plan for wastewater treatment approved in 2005;
 - Update of Plan currently under review and to be completed by 2010.
- Town Urban Design Enhancements to retain community character and ensure a range of housing:
 - In 2007, Town began introducing the requirement for all developers to complete urban design reports related to proposed development approvals to ensure a mix of appropriately designed and situated housing is provided to existing and future residents;
 - In 2009, Town will revise the Town's Urban Design Guidelines, 2002;
 - The Town OP Update includes new policies addressing urban design and proposes a new designation intended to ensure existing older housing representing the rural and small town character are protected from demolition;
 - Town have worked with Habitat for Humanity to assist in identifying appropriate housing sites for development;
 - Developer proposals are routinely reviewed and marketing and housing demand/supply reports and studies are required by the Town to ensure a sufficient housing mix remains available; e.g. Mattamy apartment vs. townhouse marketing analysis.

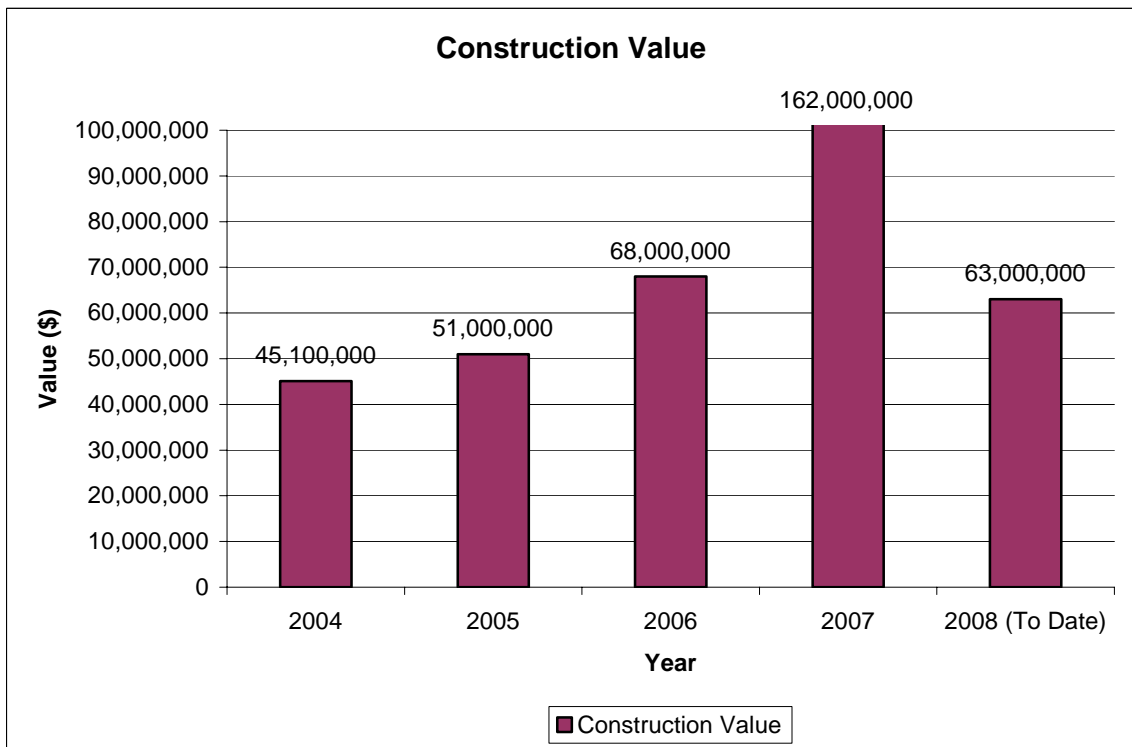
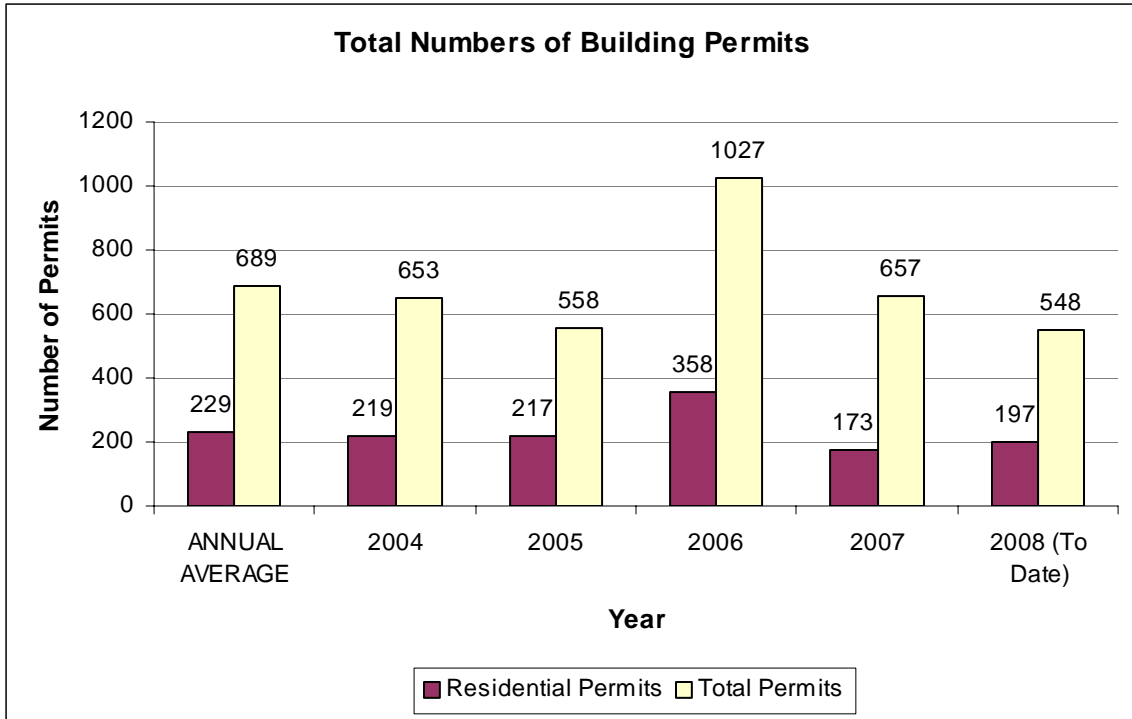
- Encouraging a broad range of businesses in Town via appropriate land use planning:
 - Development proposals are required to provide marketing assessments to ensure the downtowns will not be adversely impacted;
 - OMB Hearing settlement negotiations in 2007 ensured that appropriate policy was approved to protect downtown viability with regard to big box retail and new retail proposals;
 - Similarly, the Town has consistently reviewed and provided recommendations to Council and Committee of Adjustment to uphold downtown viability regarding new proposed uses outside of the downtown.
- Town Trail Development Plan commenced 2008;
 - Town is working to establish a contiguous trail network through the Town to link residents' work and play opportunities.

2.0 ENHANCING ECONOMIC VIABILITY

This cornerstone objective of the Town has been significantly addressed through a variety of implementation means. The Town has increasingly focused resources towards this Strategic Plan element, recognizing the importance of a vibrant and diversified business community that provides a variety of affordable goods and services to all Town residents. Strengthening the Town economy through various means, particularly the downtown cores and manufacturing and industrial sectors, can assure a retention of the enviable position the Town currently holds of a high job/resident ratio.

Strategic Action Status

- Building Permits Issued has increased significantly since 2005:
 - the graph immediately below illustrates the increase in the number of building permits issued by the Town. This has comprised a substantial workload for Town staff that has brought to the Town an increasingly significant amount of construction and revenues per the chart below;
 - the development associated with these permits also supports the continued economic viability of the Town.



- OPA# 29, Alliston Industrial/Commercial Secondary Plan, OMB Hearing settled in 2007 ensured future industrial and commercial growth for the Town:
 - Substantial vacant industrial lands have been planned for and are available to attract new and diverse business to the Town;

- Appropriately designated commercial expansion is also in place that Town staff have ensured includes appropriate policy protection for the continued viability of the downtowns;
- Servicing Master Plan for this Secondary Plan has had significant work completed by Town staff over the last three years.
- Development Charges for development in the downtown cores continues to be discounted by 75% in the Development Charges By-law enacted in 2008.
- Community Improvement Plan Grant Encouragement to stimulate downtown character:
 - Continuing the implementation of the Community Improvement Plan (CIP) grants for façade improvements and building upgrades in our three downtown cores;
 - Almost \$160,000 in such grants have been awarded to businesses in 2007 and 2008;
 - Town staff have worked to promote the grant program and facilitated the completion of applications in a more timely manner to ensure expedient grant awards to appropriate projects.
- Creation of a new Town Economic Development focus in 2007 under the management of the Town Clerk/Manager of Administration and Economic Development. Since initiation, the new Economic Development division has focused on creating awareness within the business community of Town programs and services, working with the three communities to strengthen the downtown cores, fostering positive working relationships within the business community, working with Town departments to streamline business services and bringing the concerns of business to the attention of Council. The division has been instrumental in:
 - Creating of a point of contact for business enquiries and concerns;
 - Developing a network of economic development organizations, community groups and business associations to assist in identifying business priorities;
 - Organizing a successful biannual Mayor's business breakfast event;
 - Delivering a biannual business newsletter to 500 businesses;
 - Launching the BizPal web-based government licensing access program;
 - Organizing the Town-wide WinterLights program to promote tourism and economic spinoff during the winter months;
 - Developing an up-to-date Community Profile in CD-ROM format;
 - Working directly with businesses interested in locating in New Tecumseth including the attraction of the Field's Department Store in both the Alliston and Tottenham communities
- Town BIA encouragement and reinvention:
 - since 2007 Town has coordinated the expansion of the Alliston BIA to expand its boundaries to be more reflective of existing and planned commercial development;
 - A total of \$385,000 has been negotiated by the Town as part of new development approvals to be contributed to downtown revitalization projects;
 - the Beeton-Tottenham Business Improvement Area was established in 2008 to promote and revitalize the Beeton and Tottenham community downtown cores;

- Alliston BIA have been working with the Town to design and complete the downtown beautification project encompassing a significant renovation to the Alliston Library courtyard as well as the renovation and restoration of the Alliston Monuments Building.
- Farming community support has continued through the land use planning initiatives of the Town:
 - OP Update rural/agricultural designation split defines Town agricultural lands and brings Town planning into conformity with Provincial and County policies for agricultural land preservation and promotion;
 - Criteria is proposed for inclusion in the Town OP to ensure any development expansion contains an analysis of agricultural land impacts;
 - The Town has worked closely with Ministry of Agriculture and Food staff to ensure viable farmlands are identified and substantiated.
 - In partnership with the South Simcoe Economic Alliance, undertaking an agricultural business retention study to identify challenges and opportunities for our agricultural sector.
- Downtown core parking study focus:
 - An updated downtown core parking study, replicating the 2005 original consultant report was completed in 2008;
 - To help ensure adequate parking is provided for in the downtown cores, a cash-in-lieu policy and by-law was completed in 2008;
 - Site specific downtown parking assessments have been conducted by the Town to address arising issues, e.g. Tottenham;
 - Proposed OP Update includes new policies to support cash-in-lieu requirements.
- The Town's Development Charge By-law enacted in 2008 includes incentives for economic development including:
 - A full development charge exemption for those developments that are classified by the North American Industrial Classification System (NAICS) under codes 5182, 51821, 52232 and 54151 (certain Data Processing, Hosting and Related Service Industries);
 - The industrial development charge rate is calculated by applying a 40% discount to the calculated non-residential rate effective on enactment of the by-law;
 - Exemptions and reductions for expansions of existing industrial uses have been included within the by-law.

3.0 ENSURING A CLEAN, HEALTHY ENVIRONMENT

The health of all Town residents is of paramount importance. The Town has worked extremely diligently to ensure that our environment in our communities is not only maintained but enhanced. This is a responsibility that transcends all elements of Town management recognizing that we are responsible for a legacy in this regard well into the future.

Strategic Action Status

Bearing this responsibility in mind, the following accomplishments to date can be highlighted.

- Significant upgrades and improvements to Town parks and open space system to ensure all residents continue to have access to a variety of such facilities and the recreational opportunities therein:
 - includes the design and development of the Mel Mitchell Sports Fields in Beeton, 2008 creating a high quality, multi-use tournament facility;
 - through fund raising efforts of two local minor sports organizations and Town support, a new field house will be constructed at the Mel Mitchell Sports Fields in 2009;
 - in 2007, Town staff started work on the design and development of multi-use sports fields on the 14th line in Alliston. Three new fields will be available for use in the spring 2009 all through the efforts of Town resources. These fields will be irrigated, thereby providing the Town with an outstanding tournament facility in the Alliston Community;
 - substantial enhancement of the maintenance of sports fields, parks and the Tottenham Conservation Area has also been undertaken by Town staff through the creation of a parks maintenance division in 2005.
- Town has included specific policies in the OP Update to ensure the protection and maintenance of Town natural resources and have introduced a two-tier natural feature identification based designation in the OP. Similarly, new policies have been included in the OP Update to assist in preserving water quality and quantity and to support Council policy regarding tree preservation.
- Further to the above, the Town has instituted an expansion of the Tree Planting program to rural areas and to include a 50% rebate for tree repair. The Town has instituted a goal to plant and nurture our own seedlings for replanting into Town parks and open spaces. Research is currently underway and the seedling program will be considered in the 2009 Capital budget.
- Recognizing the importance of protecting and enhancing our environment through Town led efforts, Town staff have received training on natural weed control and have eliminated the use of pesticides in all Town parks.
- To ensure our valuable parks and open space lands continue to be a viable asset over the long term, the Town has worked with the School Boards and minor sports organizations to shut down the most severely damaged sports fields for a year of rest and high maintenance efforts. This will be an ongoing initiative.
- Trail development throughout the Town is a very high priority and rated extremely high in the recently completed Leisure and Culture Master Plan. As a result, a greatly enhanced trail initiative will be included in the 2009 Capital Budget. The Tottenham Trail from Mill Street to south of the Highway# 9 bridge in Tottenham is highly used. Although currently used primarily for walking, Town staff will be upgrading the trail to encourage cycling as well.

- Healthy communities within the Town are also significantly supported by the new indoor walking track at the New Tecumseth Recreation Centre in Alliston, opened in 2007.
- Watershed protection and related improvements have been considered in the completion of the Beeton Inflow and Infiltration Study, 2006:
 - Beeton sanitary sewer system was known to have instances of surcharging during periods of heavy rainfall and melts. This study correlated the increased flows to geographic areas to allow for more detailed investigation to identify the causes and remedies to reduce these instances of inflow and infiltration.
- Town tree cover and the beautification of urban areas in particular has been addressed through the Tree Preservation and Compensation By-law:
 - This By-law updated the requirements for developers to provide the town with compensation for the loss of trees on sites that were being developed. Along with identifying the method used to calculate the amount of compensation required it also updated the number of trees that would be required for a development to be more representative of the actual numbers that are being planted on the various sites.
- Additional work has been completed with regard to the preservation of Town tree cover as follows :
 - Completion of Priority Risk Assessment Report for Trees in Urban Areas, 2006;
 - Completion of Urban Forest Management Strategy Report, 2007;
 - Completion of Tree Inventory, 2007;
 - Designation of Heritage Tree Sites, 2007.
- Ensuring the provision of excellent Town water quality and quantity has also substantively been supported by the following significant work efforts:
 - Regional and Tottenham sewage treatment facilities brought into compliance with the MOE Certificate of Approval;
 - Remediation and expansion of the Regional WWTP is under construction with completion scheduled for 2010;
 - Web Works Computerized Maintenance Management System –
 - Extensive research and analysis completed to determine that the Web Works System would be best suited to Town needs;
 - Web Works System software purchased;
 - Currently implementing the System and creating an extensive inventory of key equipment;
 - This new System is going to allow the Town Works Department to increase efficiency in many areas and track information not previously tracked and will allow sharing of this information among staff;
 - Web Works is already increasing efficiency over last year; example - the ordering of almost 100 filters for a yearly preventative maintenance of diesel generators that previously took dozens of person hours to collect we can now generate a parts list in under 30 minutes;
 - Town preventative measure program will increase in size and complexity as Web Works becomes fully functional at the end of 2008. We will begin the process of creating automatically generated preventative maintenance work based on a variety of variables.

- Replaced the well pump, casing and electrical components of Hill Crest Well;
- Tottenham Reservoir was professionally cleaned with specialized robotic equipment;
- Refurbished the Combined Treatment Unit at Alliston WWTP –
 - Removed biosolids, sand, debris, including cleaning and pressure washing the interior of the tank;
 - Sand blasted, primed and painted all associated equipment;
 - Replaced all worn equipment including scrapper and squeegee arm.
- Increased preventative maintenance –
 - Serviced all diesel generators including filters, belts and radiator servicing;
 - Rebuilt/serviced several pumps;
 - Inspected Ultra Violet systems at Alliston, Tottenham and Regional WWTP's;
 - Maintenance staff currently investigating purchasing tools/analyzers to perform a broad range of diagnostics to aid in several areas of the preventative maintenance program.
- Property maintenance increased –
 - Increased security at Arvida SPS and Tottenham Wells 4 and 5 with the installation of fences;
 - Painted the interior and exterior of Alliston Reservoir and Tottenham Wells 4 and 5;
 - Replacement of Alliston Well 5 is underway.
- Capital Budget Items –
 - Replacement of the influent building MCC panel at Alliston WWTP is underway;
 - Replacement of the filter building roof at Alliston WWTP is underway;
 - Completed the installation of Variable Frequency Drive's at Alliston WWTP and Alliston Reservoir that will provide increased efficiency, reduced stress on pumps and motors, and reduce power consumption.
- Hydrant painting program was undertaken wherein one third of all hydrants have been painted in accordance with NFPA 291 "Fire Flow Testing and marking of Fire Hydrants". Remaining hydrant painting to be completed in 2009/2010;
- Sanitary Service/Mains Repairs and Installations –
 - Repair and replacement of sanitary laterals program implemented;
 - Manhole lids/frames replacement program implemented.
- Tenders, RFP and RFQ Processes –
 - A new process has been developed for creating and processing all Tenders, RFP's and RFQ's to result in a streamlined process eliminating errors, omissions and improving communications within the Town.
- Compliance Lead Sampling –
 - Water Division completed a Lead Sampling Program as mandated by MOE. It involved a door-to-door solicitation to find volunteer homes within Town urban communities. In total, 268 samples were taken during two rounds of sampling, including 200 residential, 28 non-residential and 40 distribution samples. All samples came back well below the Maximum Acceptable Concentration and letters with results attached were sent to all participating homes.

- Drinking Water Quality Management System (DWQMS) – Town started the development of this System in March 2008 and has accomplished the following:
 - Initiation of a Quality Management System Steering Committee;
 - Town attended several training sessions;
 - A comprehensive Gap Analysis and Implementation Action Plan has been completed;
 - Further required DWQMS elements are also completed and will be included in the Operational Plan –
 - Identifying staff coverage and competencies;
 - Document and Record control Procedure;
 - Drinking Water System Descriptions;
 - Infrastructure and Communication Procedures;
 - Essential Supplies and Services;
 - Responsibilities, Roles and Authorities.
 - Once remaining DWQMS elements are completed in 2009, along with various tasks, will assist the Utilities Division in accomplishing the goal to become accredited and continual improvement of the Quality Management System;
 - Town is now a member of the DWQMS liaison committee consisting of several other neighbouring municipalities sharing information and attending quarterly meetings together.
 - Town will be participating for the first time in Public Works Week in 2009 and have put together a committee to coordinate this project.
- In moving forward with Town maintenance programs related to healthy procedures for residents, the following has occurred:
 - Established and implemented minimum maintenance standards for the Town road network;
 - Implemented a winter road maintenance night patrol;
 - Enhanced the gravel road summer dust control program;
 - Implemented a fleet replacement policy.
 - Recognizing the critical importance to the environment of the Town, several waste diversion and recycling initiatives have occurred:
 - Assisted the County with the completion of the optional collections for bulky/metal items and leaf/yard waste/brush to provide more efficient and effective collections by taking the following actions –
 - Reminder Notices in Property Tax Bills, Water/Sewer Bills, Parks and Recreation Program Guide and Mayor’s Newsletter;
 - Additional advertisements in local newspapers;
 - Notices posted at Town Hall, Joint Operations Centre, Recreation Facilities, Library Branches, local retail outlets and on the Town web-site;
 - Portable signage placed at the entrances to each urban centre;
 - Notices hand-delivered to non-complying residents;
 - Meetings with the County and their contractor before, during and after each collection to resolve issues.

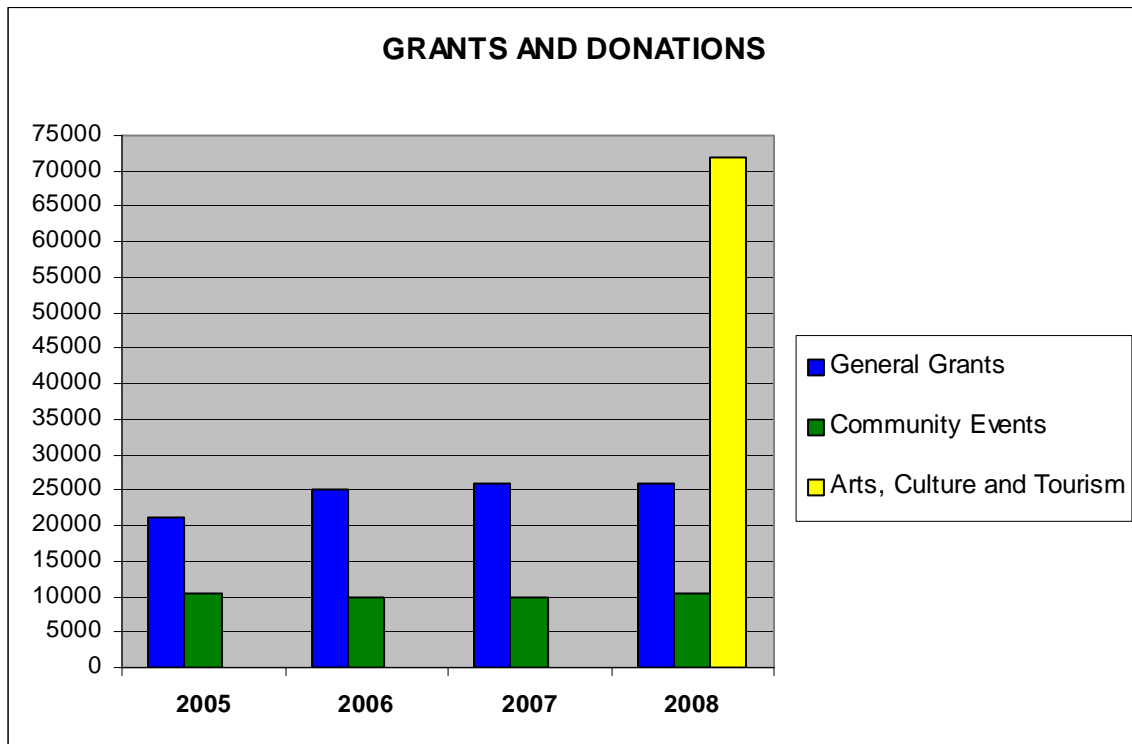
4.0 PRESERVING OUR HERITAGE AND SUPPORTING CULTURAL AND RECREATIONAL OPPORTUNITIES

The identity of the Town is inherently woven with our heritage and cultural assets. The related historical features throughout the Town must be protected and maintained to assure the continued unique character of the Town of New Tecumseth prevails as the Town grows and further matures. Similarly, the provision of facilities and opportunities for Town residents to experience this culture and also have available sufficient recreational opportunities are key ingredients for a positive lifestyle. In this regard, numerous initiatives have been undertaken over the last few years.

Strategic Action Status

- In consultation with Heritage New Tecumseth, the Town enacted a heritage designation by-law and successfully defended it at a Conservation Review Board thereby designating the entire Banting Homestead property as a heritage designation site in 2007.
- Following on the success of the above, and after more than six years of negotiation, the Town successfully purchased the entire Banting Homestead in 2008. This represents a significant achievement by the Town on behalf of not only Town residents, but also the heritage community world-wide, and is a tribute to a concerted effort by Council and Town staff, lead by the Mayor, and working together with the Sir Frederick Banting Legacy Foundation and the Banting Family to achieve such an important heritage legacy.
- Looking to the future, a Banting Homestead Master Plan is currently being commissioned to determine the restoration and future uses of the Banting Homestead.
- To assist the Town in moving forward on the Banting Homestead, a Banting Homestead Fundraising Committee has been established and has raised over \$200,000 in funds and services in kind, thus far through various fundraising events/initiatives. Also, the Town has entered into a collaborative agreement with the Alliston Lions to apply for Trillium Foundation funding for the Banting Homestead.
- In cooperation with the developer and the Alliston BIA, the Town acquired the Monument Building in Alliston in 2008 to ensure this important historic building was protected and will be renovated and proactively used to reaffirm the downtown character in Alliston. In consultation with Heritage New Tecumseth, the Town also enacted a heritage designation by-law for the Monument Building in 2007.
- Further raising the prominence of heritage and culture in the Town, the role of the Town Heritage Researcher has been significantly enhanced and continues her education through programs, courses and workshops sponsored by the Ministry of Culture. The Heritage Researcher is finalizing the Town's register of significant Heritage structures.
- The Development Charge By-law enacted in 2008 includes an exemption for the relocation of a heritage building within the municipal boundary.

- Heritage New Tecumseth and the Museum on the Boyne staff are committed to public education and participate as much as possible in public events, such as Canada Day, Beeton Fall Fair, Potato Festival, Alliston Home Show, etc.
- Continuing the implementation of Community Improvement Plan grants for downtown façade improvements, the Town has worked to promote this program and have completed and received Council approval for several projects in all three communities over the last few years.
- The Town has provided substantial grants and donations to support and encourage local organizations and community associations. An Arts and Culture Grant Program was commenced last year to encourage cultural and artistic initiatives.



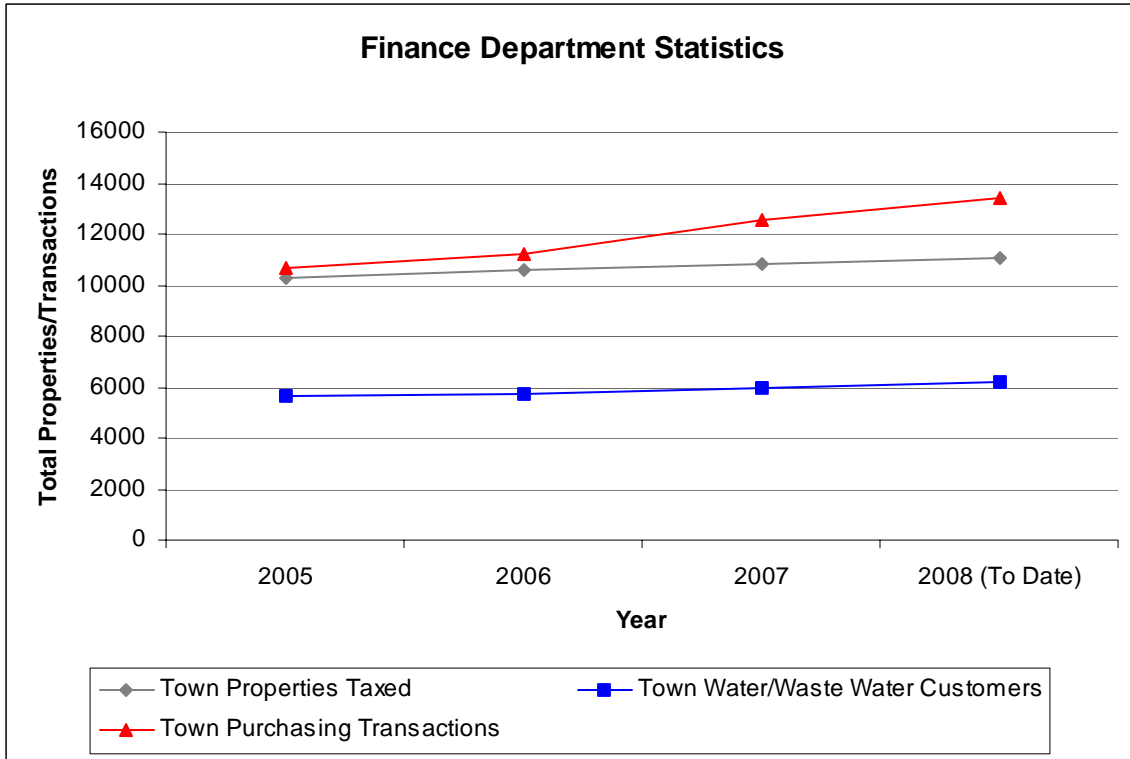
- The Town continues to work closely with the Gibson Centre for the Arts through grants, staff support and consultation, and programming initiatives to provide unique opportunities for residents and visitors alike. In 2007, the Town approved the funding of \$150,000 for an elevator at the Gibson Centre with an additional grant in 2008.
- In addition to the previously mentioned Mel Mitchell multi-use sports fields that transformed the abandoned Beeton lagoons into a prime sports facility, the Town has also worked to provide other significant recreational facilities and opportunities for Town residents:
 - The New Tecumseth Multi-use Recreation Centre opened its doors in September 2007. This introduced a new era of recreational facilities to the Town providing a facility offering a variety of recreational uses;

- An expansion to the Tottenham Community Centre is underway planned to include a fitness/wellness centre, dance/aerobic studio, seniors and youth drop in centres. The expansion is being undertaken in consultation with a Council appointed ad hoc committee;
 - Spray pads were built in Alliston, Beeton and Tottenham in 2007 and continue to be extremely popular. Sunshades will included for consideration in the 2009 capital budget;
 - Extensive programming continues to be offered at these facilities for the health and enjoyment of Town residents;
 - Indoor soccer field and walking track in the New Tecumseth Multi-use Recreation Centre.
- Town supported strategic alliances have been developed and nurtured and include the following to ensure a variety of community events and festivals continue to mark the Town as a place for family and friendships:
 - Financial and staff resource support to Gibson Cultural Centre, South Simcoe Railway and Tottenham Bluegrass Festival;
 - Enhanced Canada Day activities at the New Tecumseth Multi-use Recreation Centre;
 - Hornet's celebration festivities in May 2008;
 - Meet your Neighbour Picnic in Beeton;
 - Tottenham Community Week;
 - June is Recreation Month;
 - Banting Day, Heritage Day;
 - New Tecumseth Recreation Centre Anniversary;
 - Mayor's Golf Tournament – Links To Learning;
 - Tottenham Branch of the New Tecumseth Public Library approved to move to Tottenham Mall.

5.0 PROVIDING EFFECTIVE GOVERNANCE AND ADMINISTRATION

The administration of a growing and maturing Town requires considerable skill and attention to detail while simultaneously maintaining an eye on following the visionary path established by Town policy documents such as the Strategic Plan. Fundamental fiscal management must occur to conscientiously direct day-to-day operations in a manner that supports the growing communities of the Town. Towards this end, the governance of the Town has been pursued with great diligence and clarity of direction and the following has been implemented over the last few years.

The Table below illustrates the recent increases in number of Town properties and customers as well as increases in expenditures related to the increase of residents.



Strategic Action Status

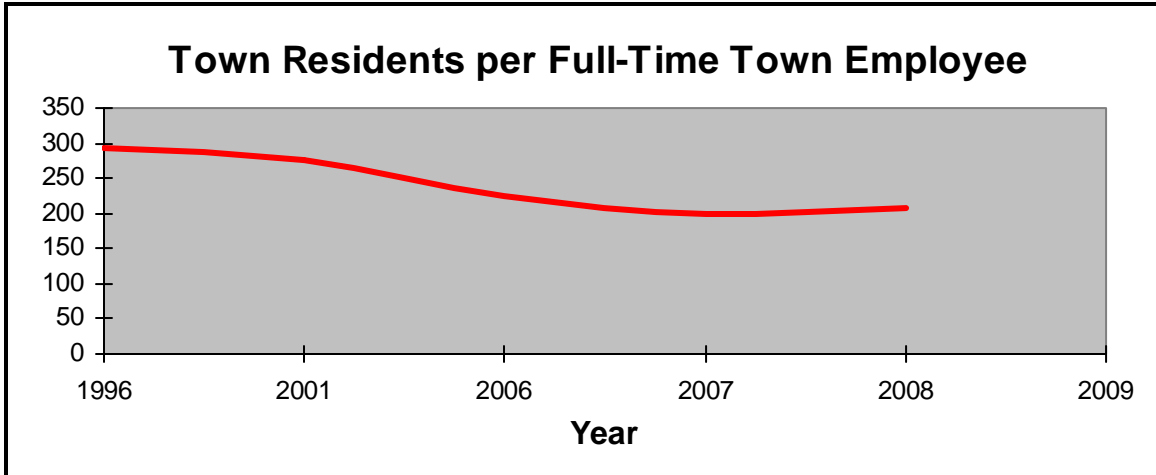
- To ensure no undue financial burden occurs to Town residents, the Town has worked to identify the need for updating the Development Charges Background Study and By-law, completed a substantial consultation effort with the development community, and Council has approved of the updated documents in 2008. This by-law has been appealed to the Ontario Municipal Board and work will continue to ensure that growth pays for growth.
- The Town is currently compiling the data necessary to implement the Public Sector Accounting Board requirement for all municipalities to report the value of their tangible capital assets by January 1, 2009. This is a new requirement that will mean a substantive amount of work. It also entails the development of an asset management plan that will ensure efficient recording and management of the Town's capital assets and assist in decision making respecting the maintenance and replacement of assets.
- In support of the continued supply of quality and the required quantity of water for existing and future Town residents, ongoing discussions with the Province continue with respect to the governance and financial sustainability of the Collingwood to Alliston pipeline including a delegation with Minister Smitherman in August 2008.
- Guiding future fiscal direction, an annually prepared 5-year program for multi-year capital projects has been completed and development of a full 5-year capital budgeting program is ongoing.

- An important and significant contribution to the Town is achieved through the numerous residents involved in the various advisory committees set for the Town. In particular, the Town has worked to ensure all such committees remain properly filled and have undertaken the following:
 - Volunteer appreciation evenings have been held in April annually in conjunction with National Volunteer Week;
 - Monthly Volunteer appreciation awards have been presented annually also during National Volunteer Week;
 - Ensure all advisory committee volunteers are appropriately recognized;
 - Established a Banting Fundraising Committee to assist in raising \$500,000 for the restoration and maintenance of the Banting Homestead;
 - A streamlined Advisory Committee Structure was completed and approved by Council to provide clarity and a focus on specific service areas.

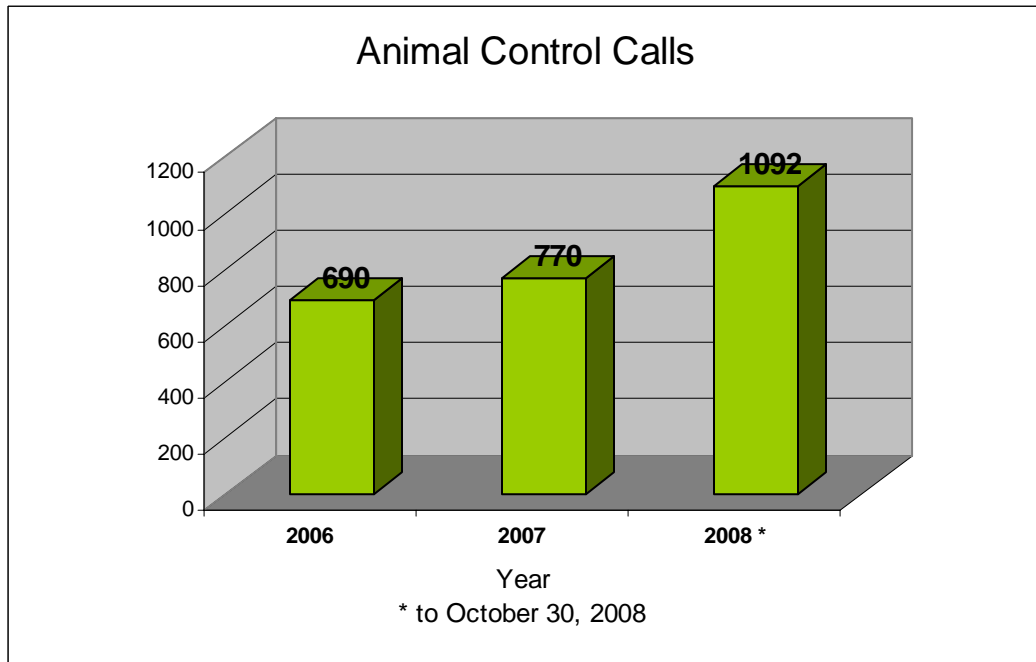
- Communication with all stakeholders in the Town is a critical and hence a busy element of Town administration. Communication is an ongoing challenge and work continues to identify additional means of communicating with the Town's residents and stakeholders. The following actions have been undertaken to communicate Town efforts and events:
 - "What's New" Town newsletters have been issued in spring, summer, fall and winter since spring 2005;
 - County Council reports from the Mayor;
 - Updated and expanded Town website to include Council agendas, minutes and staff reports as well as inclusion of ongoing and timely announcements and new studies and project news;
 - Annual reports to Council outlining accomplishments;
 - Extensive public consultation on general issues of concern scheduled for all three urban communities to enhance accessibility; e.g. Sign By-law, Budget, Official Plan Issues Paper, etc.;
 - Advertisements respecting large item pickup;
 - Economic Development Newsletters and Mayor's Breakfasts;
 - A new recreational facility booking system and online recreation program registration.

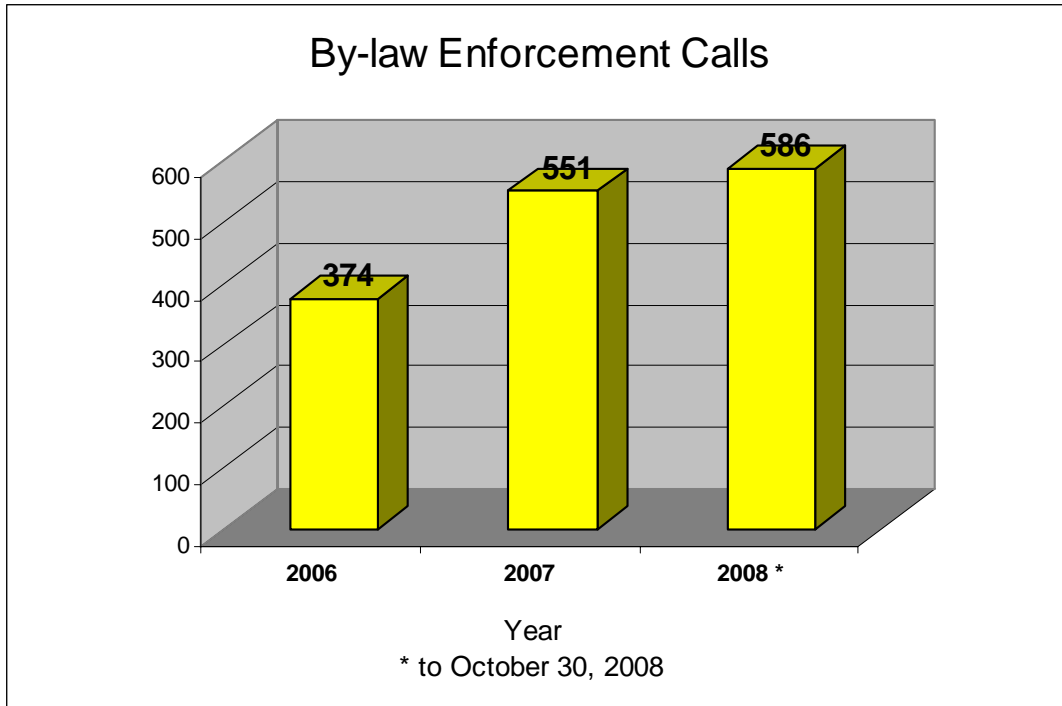
- Furthering relationships with key stakeholders has also occurred, in particular relating to the following:
 - Participating as a member of the South Simcoe Mayors Group
 - Participating as a member of the South Simcoe Economic Alliance along with Nottawasaga Futures and three other South Simcoe municipalities;
 - Participating in many meetings with all other Simcoe municipalities and Barrie and Orillia;
 - Coordinating the study of a South Simcoe Servicing Cooperative involving the five South Simcoe municipalities and is ongoing with the province;
 - Renegotiated a 5-year tri-municipal contract with the OPP in 2007;
 - Entered into a collaborative agreement with the Alliston Lions to apply for a Trillium grant for restoration work at the Banting Homestead in 2008;
 - Participant on inter-municipal committees at the County and Province;
 - Working with the provincial facilitator and provincial Ministries to bring key Town projects to successful conclusion including the Beeton Secondary Plan and Belterra.

- The Town's great resource is its people, those in the community and on staff. An effective workforce is essential to the smooth and progressive operation of the Town. To sustain and grow this workforce in concert with the growing Town, the following initiatives and corporate culture have been developed:
 - A Staffing and Space Needs Study is currently underway to provide a comprehensive human resources plan and accommodation plan to ensure that a high level of service delivery will be provided to both current and future residents;
 - The Management Team fosters departmental employee input to decisions and offers staff the opportunity to make decisions below a management level wherever possible;
 - The Employee Task Team is a representative staff group who are consulted with respect to such matters as working conditions, new or amended policies that affect employees and employee benefit improvements. Employee input results in better decisions and fosters a spirit of empowerment and a sense of being part of the decisions.
 - An annual Staff Development Day was instituted in 2005 to provide an opportunity for the staff of all departments to interact with each other and to present the long service awards to staff who have achieved service milestones within the previous year;
 - The Town has an active and positive Health and Safety Committee, which is well trained and works successfully together with Management to ensure a safe and healthy work environment. They are involved in ongoing health and safety training to ensure that they have the knowledge to perform the duties required of them. The Internal Responsibility System with respect to Health and Safety issues is active and successful. All supervisors have been trained to be "competent" as defined in the Occupational Health and Safety Act. Employees who feel confident that safety is a top priority are better motivated and comfortable in their work environment;
 - Flex time has been implemented since 2007 to assist employees in a positive work/life balance. This has proven to reduce stress and consequently allow for better focus in the work place as well as to motivate staff to do their best for an organization that cares about them.
 - A Harassment Policy as well as a Respectful Workplace Policy have been developed and all employees have been trained on their content and on the complaint procedure. Harassment and bullying are not tolerated. This serves to provide a safe and healthy work environment from an emotional as well as a physical perspective;
 - Annually evaluated and reinforced benefits;
 - The Chart below illustrates that Town residents continue to be increasingly serviced by an efficient, effective and professional Town staff complement:



- Major improvements to by-law enforcement and canine control services were implemented in June 2007 with the establishment of a by-law enforcement division within the Clerk's Department resulting in a significant increase in the response to call volume for both services.
 - Implemented a review of all enforcement by-laws to ensure enforceability and to adjust fine structure;
 - Established set fines for all by-laws;
 - Implemented a responsible pet ownership program incorporating Canine Good Neighbor Obedience training, micro chip clinics and door to door dog licensing;
 - Increased dog licence revenue by 42% over 2007;
 - Developed a complaint database and tracking system





- A focus has been placed on training and empowerment of staff in order to ensure they have the tools to provide the services required by Council in this strategic plan.
 - Continuous Education Policy approved by Management Team to encourage appropriate training of staff thus providing them with the skills and knowledge required to effectively undertake the work required by Council;
 - Training is encouraged in the areas of technical expertise in order to ensure our employees are skilled in their jobs as well as in communications, customer service, leadership, supervision and management skill development. Most certifications held by employees require a number of hours of applicable training to be registered. These requirements are tracked and supported;
 - Customer Service Training and updated technical training is ongoing;
 - Employees are sent to various applicable association meetings in order to foster networking with other like municipalities, which provides an awareness of best practices.

- A customer service culture is being fostered within the organization and is a priority area of focus for further training opportunities:
 - Various customer service and communication courses have been offered and undertaken by staff to improve their skills in serving the public.
 - Customer service skills have been incorporated into job descriptions and hiring specifications in order to ensure the right skills are hired to serve our clients well.

 - Training has been undertaken for all staff around sensitivity for people with various special needs to better serve both internal and external clients. This

training is being incorporated into the Town's orientation sessions for new employees.

- Cross training has been undertaken in some departments in order to ensure availability of staff who can serve the public's needs at all times.
- Advancements in technology and information systems have occurred relative to the Town Geographic Information Systems 2005-2008:
 - 4,000 hard copy drawings were scanned and incorporated into the Town's drawing data base;
 - The entire Town's water, sanitary and storm systems have been inputted into the GIS data base;
 - 6,000 roadway signs were located and inputted to the GIS data base;
 - 5,500 municipal trees were catalogued and inputted to the GIS data base;
 - All available service record sheets have been scanned and placed in digital property files;
 - Town's zoning layers have been consolidated and migrated over to a new file format;
 - Five single seat licences along with three concurrent server based licences provide access to the data;
 - Map books of the Town infrastructure have been produced for use by Field Staff.
 - Online registration for recreation programs now in effect;
 - Payment of certain charges now possible via credit card;
 - Ongoing education and training and upgrades as needed to computer system.

6.0 SUPPORTING AND ADVOCATING FOR COMMUNITY SERVICES

An essential element of who we are in our Town and its identity is that it is a caring community that looks after those who need assistance and offers sufficient support on a wide range of needs. In particular, the Town has taken up this key Strategic Plan element in the following ways.

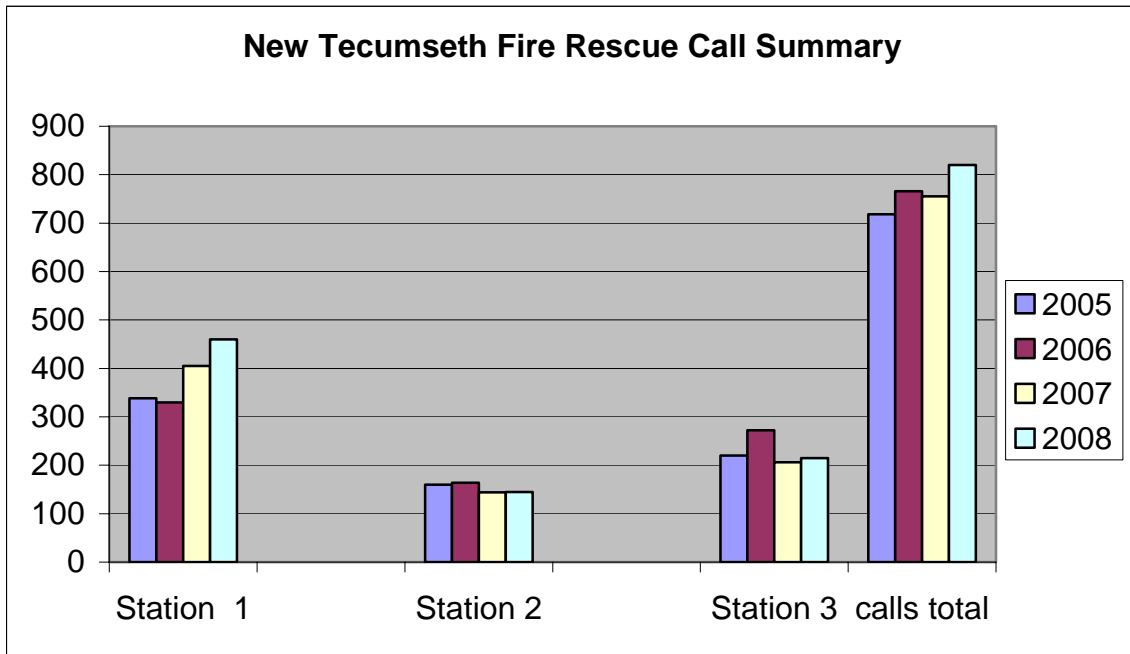
Strategic Action Status

- Encouraging and working with other levels of government to provide affordable housing represents an ongoing need in the Town. The Town has been involved to meet this need:
 - Assisted Habitat for Humanity in identifying appropriate properties for development and their related planning approvals;
 - Housing Funding Assistance Policy was approved in 2008 to provide financial assistance to non-profit and charitable organizations within the Town related to providing housing to eligible residents in the community;
 - Legion project – to date the Town has committed a total assistance of approximately \$511,095 through property tax exemptions over ten years, grant, Development Charge savings, and waiving building permit fees.
- Progress has been made in ensuring a safe community exists for all residents through the following endeavours:
 - 2 additional police officers were added in 2006 and a third additional officer in 2007. In addition, the 5 year tri-party OPP agreement renegotiated in 2008

provides for an additional Sergeant and 3 Special Constables in 2008 plus 3 additional constables in each year from 2009 to 2012;

- The Town Police Services Board purchased surveillance equipment in 2007 that is installed by Town staff in various locations where vandalism is prominent;
- The assessment of all development proposals to ensure that each project will contribute to a safe and secure environment. Issues such as lighting, shadows, sidewalk location, parking, pedestrian and vehicular flow, etc. are all considered.

- New Tecumseth Fire Rescue Call Summary is presented below:



	2005	2006	2007	2008 (projected)
Station # 1 Alliston	338	330	405	460
Station # 2 Beeton	160	164	144	145
Station # 3 Tottenham	220	272	206	215
Total Responses	718	766	755	820

- Emergency Planning is well in hand in the Town under the leadership of the Town Fire Chief who works towards ensuring a disaster resilient community and ensuring an effective emergency response capability through the Town emergency management

program with our emergency management partners. In this regard, the Town has worked towards the following:

- Annual updates of the Town of New Tecumseth Emergency Plan in compliance with The Emergency Management and Civil Protection Act – Ontario Regulation 380/04
 - September 13, 2008, The Town of New Tecumseth hosted “Operation Waterblast” involving over 230 participants, the largest tactical emergency exercise held to date in Simcoe County. A number of New Tecumseth departments were involved in the exercise along with the County of Simcoe, Ontario Provincial Police, Stevenson Memorial Hospital and the Township of Essa. This exercise tested the resources of the municipality, county and provincial agencies working in partnership through a unified incident management system to respond and mitigate a hazardous material emergency involving initial care and transport of patients on scene, an area evacuation and disruption of the municipal water system. As part of the exercise both New Tecumseth and The County of Simcoe convened their Emergency Control Groups.
 - Members of New Tecumseth Fire Rescue are participating with other agencies in Simcoe on the development of the County-Wide, Multi-Disciplinary Chemical, Biological, Radiological, Nuclear, Response Team. The Fire Chief sits on the Steering Committee and the Deputy Chief sits on the Operations Committee.
- The provision of service assistance for seniors and disabled residents in the Town has been accommodated through the following:
 - Contacted local high schools to investigate options for students to provide community service hours to assist seniors and persons with disabilities with the collection of brush, leaves and yard waste;
 - Implementation of the Interim Transportation Program to provide transportation to seniors and residents with special assistance mobility needs by utilizing the services of local taxi companies for conventional transportation as well as Parkview Transit for wheelchair accessible transportation. Eligible trips under the program include medical appointments or procedures within the Town, once a week grocery shopping trips in their nearest community and scheduled medical appointments at Stevenson Memorial Hospital on weekends.
 - An effective and efficient transportation network for motorists and commuters is a consideration associated with several Town matters including the following that have been worked on by the Town recently:
 - Assessment of individual development proposals to ensure an integrated and functional road system results;
 - Inclusion of revised transportation policies in the OP Update;
 - Review and comments provided towards the County Transportation Master Plan, 2008;
 - Related to the above Strategic Action are the following improvements:
 - Annual Capital Road Improvements Program
 - 2005 – 8.1km asphalted and 1.4km double surface treatment;
 - 2006 – 7.0km asphalted and 15.4km double surface treatment;

- 2007 – 3.4km asphalted and 2.8km. double surface treatment;
- 2008 – 8.8km asphalted.

Full Roadway Reconstructions

- 2007 – King Street from Beattie Ave. to Industrial Parkway;
- 2008 – Boyne Street – Phase 1 Victoria St. to CPR crossing.

Traffic Signal Installations

- 2006 – Albert Street and Dufferin Street, Alliston;
- 2006 – Church Street and Industrial Parkway, Alliston;
- 2006 – Industrial Parkway and the Multi-Use Recreational Facility.

Bridge Improvements

- 2008 – 10th Line Bridge Replacement;
- 2008 – 5th Line Bridge Environmental Assessment.

- The Town has appointed an Accessibility Advisory Committee made up of various people of the community with disabilities and people who live or work with those with disabilities as well as Council and staff representation. This group meets regularly and makes recommendations to Council to support the accessibility of our community. The committee recommends such things as supporting of local activities and education with regard to accessibility issues, ensuring adequate accessible parking in the community, painting of curb cuts to assist visually, etc.
 - The Accessibility Advisory Committee has recommended the institution of a grant for local businesses to purchase portable entrance ramps.
 - Each year Council approves an updated Accessibility Plan, which outlines what has been achieved as well as the plans for future achievements in the following year with regard to accessibility issues. This plan has input from all departments as well as from the Accessibility Advisory Committee.
 - The Town sets aside in the budget each year, money to be spent on continuing to improve the accessibility of its facilities. This money is spent on such things as automatic door openers, lifts, signage, ramps, etc.
 - In accordance with provincial regulations the Town will set about writing and implementing new policy, procedures and practices for Accessibility Standards for Customer Service, beginning in 2009 and to be completed by 2010. This initiative includes a training module for all staff.
 - In conjunction with the Accessibility Advisory Committee the New Tecumseth Fire Services has implemented a data base which records information on those residents of the community with disabilities in order to be better able to locate and assist those people in emergency situations.