Steps to the future

Following in the footsteps to the original strategic plan, Foundation for the Future in 1991, and the second edition, Building on the Foundation in 2005, Steps to the Future is the Town’s response to challenges we believe we will face over the next few years.

Our plan aims to improve the features of the community that reflect why people choose to live, work, shop and recreate in our municipality.
Introduction

We recognize that people are quite passionate about the communities they live in because of the characteristics—bustling and active, quiet and peaceful or green and friendly. Our plan aims to enhance those characteristics to make New Tecumseth a place people want to live, work and play.

Just as important, we recognize that the population of New Tecumseth is growing significantly and will impact our Town. We know that the demographics are changing, with a large portion of our population actively moving into retirement and young families moving back into Town. We know we have to strive for the most sustainable actions possible to not burden future generations.

Our plan aims to:
- manage growth while maintaining small town character
- develop a strong, diversified local economy
- preserve and enhance environmentally significant resources
- preserve our heritage and promote diversity
- provide accountable governance and administration
- support a healthy and caring community
- promote a sense of community

This plan contains a community vision, corporate mission and seven objectives with corresponding strategic actions.

This plan was developed through a collaborative effort involving consultation sessions with Council, staff and the community.
How our plan works

The Town’s Strategic Plan communicates the highest level of direction for the corporation for the next 5 years.

The plan is an overarching framework that will be used as a reference point for all other business plans and performance objectives set by the Town.
Community Vision

Strategic planning for municipalities means developing a common vision of where the municipality is, where it wants to go, how it’s going to get there and who is responsible for taking it there.

The following vision statement is based on input received through the strategic planning public consultation opportunities in 2005. It has proven to stand the test of time, as through the public consultation opportunities in 2013, it was fully supported.

Vision: New Tecumseth will knit together all the diverse communities into a town that will maintain its small town character, and support our rural, urban and agriculture heritage.

Small town character is defined as friendly, healthy, family-oriented, community based quality of life supported by excellence in cultural and recreational facilities, outdoor activities, and urban amenities.
Corporate Mission

A corporate mission statement describes the role of the municipality in realizing the community vision.

**Mission: The Town of New Tecumseth will support the community vision through accessible leadership, partnerships and well managed municipal services.**

The following pages outline the Objectives and Strategic Actions approved to achieve the community vision and corporate mission statements.
Objectives

Managing growth and 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.

Strategic Actions

- Update the Official Plan to ensure that it provides objectives and policies that will preserve and enhance the community vision.

- Prepare a growth intensification strategy to implement the Provincial policies regarding intensification as outlined in the Places to Grow Plan as well as to conform to the County of Simcoe Official Plan.

- Develop a Master Transportation Plan and a Master Sanitary Sewer Conveyance Plan to complement the Town-wide master servicing plan that identities short and long-term needs for municipal services, facilities and programs.

- Provide opportunities for the public to participate and provide input into the planning of the municipality in addition to legislative requirements.

- Encourage and provide opportunities for the development of a board range of businesses and industries in the town.

- Encourage development of a variety of housing options.
## 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.

### Strategic Actions

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure an adequate supply of designated, zoned and serviceable employment lands are available with a diverse range of lot sizes and uses.</td>
</tr>
<tr>
<td>Promote and encourage revitalizations projects in the downtown cores through the Downtown Revitalization Master Plan and the Community Improvement Plan.</td>
</tr>
<tr>
<td>Support the initiatives and consider the advice of the Town’s Economic Development Advisory Committee.</td>
</tr>
<tr>
<td>Undertake action to develop the municipality as a preferred destination for business investment in Simcoe County and the Greater Toronto Area.</td>
</tr>
<tr>
<td>Encourage strategic partnerships to provide programs and services for the benefit of the business community.</td>
</tr>
<tr>
<td>Promote and support small business development.</td>
</tr>
<tr>
<td>Develop and encourage active transportation and transit opportunities.</td>
</tr>
</tbody>
</table>
Preserve, protect and enhance our environment

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

<table>
<thead>
<tr>
<th></th>
<th>Strategic Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protect, preserve, and provide managed access to the natural environment and green space to maintain and enhance healthy ecosystems and to support healthy communities.</td>
<td></td>
</tr>
<tr>
<td>Maintain and continuously improve the Town’s open space and park system and the unique features associated within the areas.</td>
<td></td>
</tr>
<tr>
<td>Support excellent water quality and quantity by addressing issues related to watershed protection, water pollution and treatment.</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>Ensure land use designations and zoning by-laws have a positive impact on health, health behaviours, the environment and overall quality of life.</td>
<td></td>
</tr>
</tbody>
</table>
Preserving our heritage and supporting cultural

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

Strategic Actions

Support the identification and preservation of significant archeological, architectural and heritage structures, districts and cultural landscapes in consultation with Heritage New Tecumseth.

Support and develop policies, guidelines and programs to protect heritage streetscapes, the unique character of downtown cores and the rural landscape.

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.

Acquire and develop additional parkland and upgrade and expand active and accessible recreational facilities in accordance with the Leisure and Culture Master Plan.

Provide additional recreational and cultural activities to support the needs of the residents.

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.

Support the preservation of Canada’s outdoor heritage sports of hunting, fishing and camping.
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.

**Strategic Actions**

- Develop a long-term financial plan to support development approved in the Official Plan and to ensure that development in the Town proceeds in a fiscally responsible manner.
- Prepare multi-year operating and capital budgets.
- Encourage and recognize resident participation in community-based advisory committees, boards and task forces.
- 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.
- Maintain harmonious relationships with other levels of government, agencies and pursue where appropriate joint ventures and partnerships.
- 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.
- 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.
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.

**Strategic Actions**

- Encourage the County, Provincial and Federal governments to assist in the provision of affordable housing.

- Encourage community groups, volunteers, agencies and service providers to improve the network of youth, health and other community services in the municipality.

- Assist in the coordination with outside service providers and agencies in the development of transportation options for youth, seniors and residents with disabilities.

- Support the design and implementation of community and public facilities to be accessible to residents with disabilities.

- Advocate transportation improvements to address motorist and commuter needs and support the effective movement of goods and services by all modes.

- Support and aid Stevenson Memorial Hospital through its expansion and improvements.
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.

**Strategic Actions**

- Encourage and promote physical and social connections and facilitate opportunities for people to connect and get involved in New Tecumseth.
- Develop a comprehensive communications policy and strategy for both external and internal communications.
- Encourage connections between new and long term residents.
- Support activities that encourage youth and seniors involvement in our community.
- Foster early involvement and provide work opportunities to keep youth here and supporting the community.
Preserve, protect and enhance our agricultural resources

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

**Strategic Actions**

Ensure land use designations and zoning by-laws have a positive impact on health, health behaviours, and enhance agriculture resources.

Consult the agricultural community on new policy and planning matters as appropriate.

Encourage and provide opportunities for the development of a broad range of agriculture businesses in the town.

Ensure land use designations and zoning by-laws have a positive impact on health, health behaviours, the environment and overall quality of life.
Maintain and rehabilitate town assets, roads and infrastructure

To maintain and improve the town infrastructure so that we can provide the services the community needs in a cost effective and efficient manner.

**Strategic Actions**

Maintain, update, improve and replace town assets to meet the needs of the community in a cost effective manner.

Update the Asset Management Strategy and Management Tracking Tool

Update the Roads needs and Bridge Assessment studies in accordance with provincial requirements.

Develop, evaluate, prioritize and build business cases for improvement options
This Strategic Plan is to be the cornerstone of the Town’s commitment to providing accountable and responsive local government.

The vision and strategic objectives contained in the Strategic Plan can only be realized if there is a commitment by Council and staff to implement. The plan provides a framework for short and long-term planning and fiscal decision-making.
**Implementation**

To ensure successful implementation the following actions are required:

**Business Planning and Budgeting** - The Town will take *Steps to the Future* and develop specific tasks that individual departments will undertake within the framework of the objectives and strategic actions to be integrated with the Town’s capital and operational budget process, and five year capital forecasts.

**Communication** - *Steps to the Future* should be shared with existing and future residents, businesses, staff and community organizations.

**Partnerships** - In order for the vision to be realized, the Town needs to actively develop and support partnerships with a variety of groups and organizations. Strategies focused on retaining and building on existing partnerships need to be prepared.

**Annual Review** - The Town, on an annual basis, will review its progress towards the desired outcomes and will prepare an annual report card. As part of this review, the Town will consider the need to update or add new strategic actions in order to ensure that *Steps to the Future* remains a relevant “living” document.