



Building on the Foundation

Town of New Tecumseth Strategic Plan

November 2005

Message from the Mayor



On behalf of the Council of the Town of New Tecumseth, I am pleased to share with you this Community Strategic Plan called “Building on the Foundation”. This is an important time in the history of New Tecumseth as we approach the fifteenth anniversary of the Town’s establishment.

This community-based strategic plan builds on the strong base established in the first strategic plan and sets out the community’s vision for the future. The plan indicates where the Town will focus its energies over the next five years to support achievement of the community vision. As we move forward, the Town of New Tecumseth will be working to make certain that all strategic planning initiatives are achieved. Building on the Foundation will also assist us with budget priorities and decision making on a daily basis. Council is committed to reporting annually to the community on the progress in implementing the Strategic Plan initiatives.

Council and staff took a significant amount of time to develop the plan and the process engaged a broad cross-section of New Tecumseth’s residents, staff and community organizations in a discussion of their visions for the future. All comments received were carefully considered prior to the finalization of the plan. The messages were clear across the Town. We enjoy a strong sense of community and our future strength lies in working together.

Again, on behalf of Council, I want to thank everyone for their participation. Council and staff at the Town will do our part to see that the strategic plan is implemented and we look forward to working with community members to achieve the objectives in the plan.

Mayor Mike MacEachern

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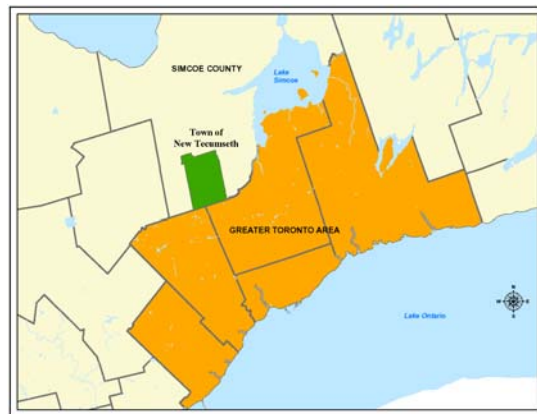
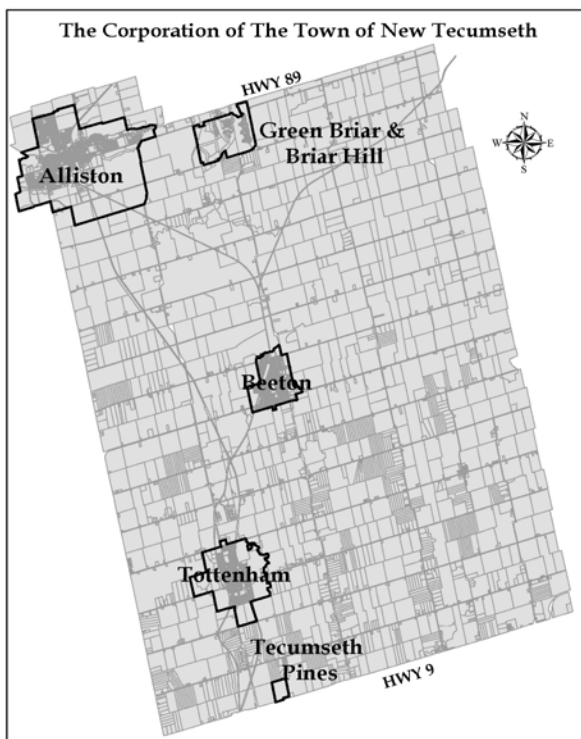
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New Tecumseth Today

The Town of New Tecumseth is located in the southern part of the County of Simcoe and encompasses approximately 275 square kilometres (106 square miles). The Town has three urban centres – Alliston, Beeton and Tottenham, as well as three adult lifestyle communities – Briar Hill, Green Briar and Tecumseth Pines. Approximately 11 percent of the area of the Town is urbanized with 25 percent in natural areas and 63 percent in agriculture. Statistics Canada reports that the Town has approximately 162 farms with a total area of 16,400 ha (40,500 acres). The southwest part of the municipality includes the Oak Ridges Moraine, which is included in the protected Greenbelt area for the Greater Golden Horseshoe.



THE TOWN'S POPULATION

Since 1990, New Tecumseth has experienced a population growth rate more than double the provincial average. The Town's population of 26,141 in 2001 reflects an increase in population of more than 14 percent since 1996. Population forecasts prepared by the Town project a population of approximately 47,000 by 2026. Planning approvals are in place to accommodate most of this additional population.

On-going provincial initiatives are expected to impact future growth and development in the Town. The implementation of the Oak Ridges Moraine and Greenbelt Plans, the Growth Plan for the Greater Golden Horseshoe and the Intergovernmental Action Plan for Simcoe, Barrie and Orillia are examples of recent Provincial plans and policies affecting New Tecumseth. The extent of the impacts on the Town are not fully known but will become clearer over time as these plans are implemented.

While the Town's population is aging it is still younger than the provincial average. Approximately 70 percent of the Town's population is located in the urban centres of Alliston, Beeton and Tottenham. Alliston is the largest urban centre with approximately 10,500 residents, followed by Tottenham with about 5,000 residents and Beeton with approximately 4,000 residents.

THE TOWN ECONOMY

The Town's economy benefits from its location in proximity to the Greater Toronto Area to the south; the network of provincial highways and rail facilities; the presence of the auto sector and related suppliers; a skilled labour force; farming community, and health and education employers. The Town has a significant employment sector, and is home to four of the top 10 largest employers in the County of Simcoe. Stevenson Memorial Hospital, which serves the Town and surrounding municipalities, is located in Alliston.

Business and industry in the Town attract employees that are residents of the Town as well as from the County of Simcoe and elsewhere. In 2001, 64 percent of residents worked outside of New Tecumseth, notwithstanding the significant employment sector in the Town.

While the population of New Tecumseth comprises approximately 11 percent of the population of the County, the Town contains over 20 percent of the County's employment base. The Town has designated lands to accommodate projected employment growth for the next 20 years.

INFRASTRUCTURE AND SERVICES

Significant investments are being made to upgrade and expand the Town's services. These improvements include the expansion of sanitary sewage infrastructure and operating systems at the Sir Frederick Banting Wastewater Treatment Plant, and the remediation and expansion of the Regional Wastewater Treatment Plant. In 2005, the Town completed a wastewater environmental assessment, which provides for an approximate doubling of the Town's existing sanitary servicing capacity.

The Town maintains a system of municipal wells, as well as water treatment and storage facilities. The communities of Alliston and Beeton receive water from a 57 kilometre long pipeline from the water filtration plant in Collingwood on Georgian Bay. The pipeline water is augmented by a system of wells in the Alliston area. Tottenham's water supply is provided from groundwater wells.

TRANSPORTATION INFRASTRUCTURE

The Town maintains approximately 330 kilometres of roads of which approximately 268 kilometres are rural roads and 62 kilometres are located in the urban areas. The Town's transportation infrastructure includes Provincial Highways 9, and 89 that connect directly to Provincial Highway 400. The Town is also served by a system of County Roads, which are maintained by the County of Simcoe. The Canadian Pacific Rail line and yard facilities provide another transportation option for the movement of materials and goods for industry in the Town. The Town is located approximately 45 minutes to the north of Pearson International Airport and 45 minutes to the south of Lake Simcoe Regional Airport.

PARKS, RECREATION AND CULTURE

The Town maintains 80 ha of natural open space and 118 ha of parkland with over 7 kilometres of trails for the use and enjoyment by the public. The residents in New Tecumseth enjoy several public and private recreation facilities, and the Museum on the Boyne, which is operated by the Town.

In 2004, the Town delivered recreation programming and services to over 79,000 participants. The demand for arts, cultural and recreational programming continues to increase in all areas of the Town and across all age groups.

LIBRARY SERVICES

The New Tecumseth Public Library currently operates three branches, one in each of Alliston, Beeton and Tottenham with 20,000 active library users and a total circulation in 2004 of 277,000 items. The New Tecumseth Public Library also contracts service to adjoining municipalities. Library programs serve over 5,600 participants annually.

The New Tecumseth Public Library also has two digital Libraries: the Banting Digital Library and the New Tecumseth Digital History. These digital collections receive an average of 23,590 hits each week.

FIRE DEPARTMENT

The New Tecumseth Fire Department provides fire, rescue and tiered medical response from three stations within the municipality.

In 2004, the Fire Department responded to 773 emergency calls within its coverage area. New Tecumseth is one of 20 partner municipalities within the Simcoe County Mutual Fire Aid System, providing additional apparatus, manpower and equipment throughout the county at emergency incidents.

Public education including fire safety and emergency preparedness is a high priority, with over 2,200 residents taking part in fire education and training in 2004. In partnership with Essa and Adjala-Tosorontio Townships, a Fire Safety/Command Unit was recently purchased which enhances training, education and emergency preparedness.

Paramedic services are provided by the County of Simcoe.

NOTTAWASAGA ONTARIO PROVINCIAL POLICE (OPP)

The Nottawasaga OPP Detachment provides municipal policing services to a population of 56,000 residing in the Town of New Tecumseth, and the Townships of Adjala-Tosorontio and Essa. In addition, the detachment provides provincially mandated services on Highway 89 and in Earl Rowe Provincial Park. The main detachment is located in Beeton, with satellite reporting locations in Alliston and Angus, as well as extended services offices in both Tottenham and Everett.

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Crime prevention and community education is aimed at reducing crime and preventing victimization. Citizens on Patrol, Cops Connection, D.A.R.E., senior and business seminars, and youth presentations on gang violence are just some of the programs being delivered by Nottawasaga Detachment.

In 2004, the Nottawasaga OPP responded to 13,968 calls for service and in excess of 40,000 telephone and walk in enquiries.

GOVERNMENT STRUCTURE

The Town of New Tecumseth was created on January 1, 1991 from the amalgamation of the former municipalities of the Town of Alliston, Village of Beeton, Village of Tottenham and the Township of Tecumseth.

The Town is governed by a Council consisting of the Mayor, Deputy Mayor and seven Councillors. The Chief Administrative Officer is the most senior staff person in the Town administration and reports to Town Council.

The Town's work is carried out through a number of departments: Building, Clerks, Engineering, Finance, Fire, Human Resources, Parks, Recreation and Culture, Planning, Public Works, Technical Services, and the New Tecumseth Public Library.

The demands on the Town continue to grow as provincially mandated programs and responsibilities are downloaded and the provision of services are increased in order to meet the needs of our growing community.

Strategic Planning Process

In 1991, the Town of New Tecumseth adopted its first Strategic Plan, ***Foundation for the Future***. Designed to provide a vision and direction for the new municipality, it contained a mission statement, supporting objectives and actions. This plan was reviewed by Council in 2003 and a modified vision, mission and objectives were developed and referred to the Council elected in November 2003, for review and follow-up.

In November 2004, at a Committee of the Whole meeting, Council reviewed the Town's strategic planning process and the draft vision, mission, objectives, actions and performance measures. There was general support for the Strategic Plan and its components. Staff were asked to continue developing the actions and monitoring measures for further review and discussion by Council at follow-up sessions which were held in May and June, 2005. A draft Strategic Plan was prepared and individuals, community organizations and Town staff were invited to provide comments. The input from the consultation process was reviewed by Council and the Management Team and where appropriate, changes were made to the Strategic Plan.

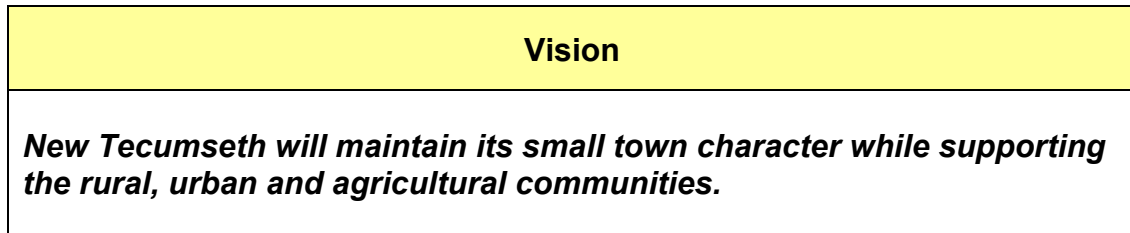
STRATEGIC PLAN COMPONENTS

The Strategic Plan for New Tecumseth is divided into five areas which comprise the main elements of any good strategic plan.

- **Vision**, which describes what the community of New Tecumseth is striving to become
- **Mission**, which describes the role of The Corporation of the Town of New Tecumseth in realizing the community vision
- **Objectives**, which describe the results that New Tecumseth wants to achieve in its key areas of interest and responsibility
- **Strategic Actions**, which provide the high level activities demonstrating the ways that New Tecumseth will contribute to making those results happen
- **Desired Outcomes**, which are the positive, qualitative statements of the results to be achieved if the strategic actions and supporting objectives are implemented

The final section of the Strategic Plan includes information on how it will be implemented.

Community Vision



Mission and Objectives



Strategic Actions and Desired Outcomes

1. 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

Strategic Actions

- 1.1 Review the Official Plan to ensure that it provides objectives and policies that will preserve and enhance the community vision
- 1.2 Update the growth management plan as appropriate to identify the long-term residential and employment needs in the Town
- 1.3 Establish a Town-wide master servicing plan to identify short and long-term needs for municipal services (infrastructure) and for facilities, services and programs, as appropriate
- 1.4 Provide opportunities for the public to participate and provide input into the planning of the municipality in addition to legislative requirements
- 1.5 Encourage a wide range of housing forms in terms of type, size, density and tenure to provide for the existing and future residents
- 1.6 Encourage and provide opportunities for the development of a broad range of businesses and industries in the Town

Desired Outcomes

- ◆ Development occurs in accordance with the growth management plan and urban development occurs within approved urban boundaries in the Official Plan
- ◆ A wide variety of housing forms, densities and tenures are available
- ◆ People can live and work in their own community
- ◆ Communities have “a sense of place” supported by quality public infrastructure
- ◆ Prime agricultural areas are protected
- ◆ Existing public infrastructure is optimized
- ◆ Citizens feel informed and engaged in discussions about the future growth of the community

Strategic Actions and Desired Outcomes

2. Enhancing our economic viability

To develop a healthy, diversified local economy so that the community provides local employment opportunities, a balanced tax base and healthy downtown cores

Strategic Actions

- 2.1 Ensure an adequate supply of designated, zoned and serviceable employment lands with a diverse range of lot sizes
- 2.2 Prepare community improvement plans for community improvement project areas
- 2.3 Prepare a parking plan for downtown cores to establish a long term comprehensive strategy for parking in the cores
- 2.4 Encourage revitalization projects in downtown cores
- 2.5 Participate and support the South Simcoe Economic Alliance in the development of marketing materials and other programs
- 2.6 Support the initiatives and consider the advice of the Town of New Tecumseth Economic Development Advisory Committee to focus on business recruitment and retention initiatives in New Tecumseth
- 2.7 Develop strategies to support farming as a viable economic enterprise
- 2.8 Prepare a Town economic development strategy

Desired Outcomes

- ◆ Visible improvements in the physical and aesthetic amenities of the public streetscape
- ◆ Private investment in revitalization in downtown cores
- ◆ Downtown cores are pedestrian friendly, vibrant active centres providing a broad range of goods and services with reduced vacancies
- ◆ Adequate supply and choice of high quality employment lands are available
- ◆ Good balance in industrial-commercial vs. residential assessment
- ◆ Increases in value-added agricultural production
- ◆ Employment sector becomes increasingly diversified
- ◆ Effective partnerships in place to promote investment in New Tecumseth

Strategic Actions and Desired Outcomes

3. Ensuring a clean, healthy environment

To preserve and enhance unique natural features and environmentally significant resources, and to promote environmentally sensitive, responsible practices and development

Strategic Actions

- 3.1 Upgrade, improve and maintain the Town's open space and park system and the unique features associated with the area
- 3.2 Prepare a Natural Resource Management Plan to identify and designate the significant natural features for protection in the Official Plan
- 3.3 Support excellent water quality and quantity by addressing issues related to watershed protection, water pollution and treatment
- 3.4 Promote the preservation of tree cover and tree planting programs and beautification of urban and rural areas
- 3.5 Establish and maintain "best practice" maintenance programs and encourage the practice of environmentally healthy procedures including conservation techniques by all residents, businesses and industries including the Town
- 3.6 Encourage and support the development and implementation of additional waste diversion and recycling programs
- 3.7 Promote the design and development of healthy communities that encourage walking and protection of significant natural features

Desired Outcomes

- ◆ Quality of parks and open space is improved
- ◆ Community pride and increased participation/use of parks and open space within the municipality
- ◆ Significant natural features are protected and retained as part of the landscape
- ◆ Environmentally sensitive lands are protected in public ownership or through conservation easements
- ◆ Water quality in streams improves
- ◆ Tree cover in the Town increases
- ◆ Public awareness and appreciation of environmental stewardship increases
- ◆ Municipality is recognized for responsible environmental practices

Strategic Actions and Desired Outcomes

4. Preserving our heritage and supporting cultural and recreational opportunities

To preserve the heritage of the communities, 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

Strategic Actions

- 4.1 Support the identification and preservation of significant archeological, architectural and heritage structures, districts and cultural landscapes in consultation with Heritage New Tecumseth
- 4.2 Support and develop policies, guidelines and programs to protect heritage streetscapes, the unique character of downtown cores and the rural landscape
- 4.3 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
- 4.4 Acquire and develop additional parkland and upgrade and expand active recreational facilities in accordance with the Leisure and Culture Master Plan
- 4.5 Provide additional recreational and cultural activities to support the needs of the residents
- 4.6 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

Desired Outcomes

- ◆ Communities have “a sense of identity” with which residents associate
- ◆ Architecturally and historically significant structures are maintained and protected
- ◆ The public is aware, appreciates and has pride in the community’s history
- ◆ New developments in older established areas of historic, architectural or landscape significance reflect and enhance the overall character of these areas
- ◆ Recreation and cultural facilities are upgraded and increased in number
- ◆ Use of outdoor sports fields increases
- ◆ There is a variety of diverse cultural opportunities for residents and visitors to enjoy in the community
- ◆ Recreation and cultural programs are keeping pace with the type and rate of growth
- ◆ Strong volunteer sector supports the Town’s recreation and cultural services

Strategic Actions and Desired Outcomes

5. Providing effective governance and administration

To provide a sound, cost-conscious, accountable administrative and governance system which is responsive to and communicates effectively with its citizens

Strategic Actions

- 5.1 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
- 5.2 Prepare a 5-year capital budget
- 5.3 Encourage and recognize resident participation in community-based advisory committees
- 5.4 Enhance communications (e.g., internet and intranet, annual reports and regular communications to the public and staff) and accessibility to local government
- 5.5 Maintain harmonious relationships with other levels of government, agencies and pursue where appropriate joint ventures and partnerships
- 5.6 Sustain an empowered, effective, well trained and accountable workforce
- 5.7 Promote internal and external customer service excellence
- 5.8 Enhance municipal by-law enforcement
- 5.9 Incorporate advances in technology and information systems into the Town's operations

Desired Outcomes

- ◆ Budgets reflect approved business plans
- ◆ Tax rates are competitive with similar municipalities
- ◆ The public has a better understanding of what services the Town provides
- ◆ The municipality is noticeably cleaner with more respect given to properties, noise and other municipal regulations
- ◆ The public is able to easily access services, information and programs
- ◆ Employees feel valued and empowered
- ◆ Sustainable financial stability
- ◆ The private sector increases their sponsorship and support for Town and Library programs, events and initiatives
- ◆ Strategic partnerships are recognized as a way to enhance service effectiveness and efficiency

Strategic Actions and Desired Outcomes

6. Supporting and advocating for community services

To support a healthy and caring community in which people feel safe 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

- 6.1 Encourage the County, Provincial and Federal governments to assist in the provision of affordable housing
- 6.2 Encourage community groups, volunteer agencies and service providers to improve the network of youth, health and other community services in the municipality
- 6.3 Develop and update the Town's Emergency Master Plan in conjunction with local agencies and senior levels of government
- 6.4 Establish a "Safe Town" Committee (lighting, parks, vandalism) and support community based programs
- 6.5 Assist in the coordination with outside service providers and agencies in the development of transportation options for senior and disabled residents
- 6.6 Support the design of community and public facilities to be accessible to disabled residents
- 6.7 Advocate transportation improvements to address motorist and commuter needs and support the effective movement of goods and services by all modes

Desired Outcomes

- ◆ Increased community participation in efforts to retain and recruit doctors within the municipality
- ◆ A network of community services is maintained and expanded to address community needs
- ◆ The municipality recognizes the importance of those organizations serving the community's social, education and housing needs
- ◆ Reduced crime including vandalism
- ◆ The Town is prepared for and effectively manages and coordinates emergencies with other agencies and partners
- ◆ The public continues to feel safe and comfortable in their community
- ◆ The public including those with disabilities has more options in moving around, through and between communities
- ◆ Disabled residents are able to access more community facilities and services
- ◆ The condition of transportation infrastructure is improved
- ◆ Roads are safer and traffic accidents are reduced
- ◆ A system of trails is in place connecting residents to open spaces, natural areas and public facilities

Implementing the Strategic Plan

Building on the Foundation will 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 implementation. The plan provides a framework for short and long-term planning and fiscal decision-making.

To ensure successful implementation of ***Building on the Foundation***, the following actions are required:

BUSINESS PLANNING AND BUDGETTING

The Town will take ***Building on the Foundation*** 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

Building on the Foundation will be shared with existing and future residents, businesses, staff and community organizations.

ORIENTATION

This document will form part of the Town's orientation program for the next Council and for new Town employees.

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 ***Building on the Foundation*** remains a relevant “living” document.

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