

APPENDIX B TO REPORT ADMIN-2018-0016

The information contained in this appendix details the current status of the 2014-2018 Strategic Action Plan Top Eight Priorities

#	Priority	Objective	Prime	Results and Actions
1	Municipal Service Delivery	The effective, efficient and economical delivery of the Town's existing services.	CAO	<p>The organizational re-restructuring has ensured that staffing resources are aligned with the Town's key priorities.</p> <ul style="list-style-type: none"> -The Customer Service Strategy has been completed including staff training and creation of a new customer service area called "Service Halton Hills" in the Town Hall. -Introduced Strategic Planning Framework to align work plans, budgets and strategic priorities, supported by Strategic Planning staff in Office of CAO, allowing Planning to focus on land-use -Raised profile of Transportation -Fire operating 24/7 <p>Process and Technology improvements included:</p> <ul style="list-style-type: none"> -Restructuring of the Standing Committees of Council provides for a more efficient and effective process in the delivery of staff recommendations, information updates and key presentations prior to final disposition by Council. -The Systems, Processes and Information - Redesigning It Together SPIRIT project delivered milestone achievements in upgrading the Town's financial management system, implementing a responsive and integrated salary planning tool, automating Purchasing approval through workflow, documenting rationale for Project Costing roadmap and introducing the system landscape to enable forward thinking decision making in the context of IT investment. -Development Review Committee made improvements to pre-consultation process -Launched online bidding platform -Introduced mobile building inspections -Improved Business Licencing processes <p>Completed Capital projects, including Acton arena, Three Musketeers Skate park, Active Easy launch, Employee Engagement survey, Library Master Plan, Corporate Technology Plan</p>
2A	Financial Sustainability	Establish sustainable financing, asset management and master plans to acquire, operate, maintain, renew and replace infrastructure to provide the desired levels of service in an "efficient, effective and environmentally sustainable" manner.	Rec Parks	<p>2A: On schedule to complete and implement Provincially required Asset Management Plan Policy by second quarter of 2018. A Corporate Asset Management Plan and related program to deliver and manage the Plan will enable the Town to meet ever increasing eligibility requirements for infrastructure funding programs offered by the federal and provincial governments. The Town began its DC Study update in late 2016 to ensure growth related assets are fully funded. The update to the Long Range Financial Plan will also ensure planned funding is available to maintain state of good repair and desired levels of service. A CAM program has been developed to align with other key strategic objectives e.g. LRFP, Climate Change Adaptation Plan. Further work on Levels of Service and Asset Inventory will inform the State of Infrastructure Report in 2018</p>

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2B	Financial Sustainability	Determine the fiscal impacts of growth as part of the Town's ongoing long range financial planning process and related to the 2031 and 2041 growth periods.	Corporate Services	2B: The update to the existing Long Range Financial Plan will be completed by end of 2018 to assist in determining the fiscal impacts of growth. The Deputy Treasurer will be the project lead for the LRFP update, with consulting assistance by Watson and Associates. The final plan will be presented to Council in July 2018. In addition, a study of the fiscal impact of Vision Georgetown is scheduled to begin mid-2018. Key staff will continue to participate in all relevant development meetings to ensure that costs and associated financing strategies are addressed, e.g., Vision Georgetown, Premier Gateway Employment Lands.
2C	Financial Sustainability	Proactively promote opportunities for private and public sector participation in financing of growth related infrastructure requirements at the various stages of development including front-ending.	Corporate Services	2C: The Vision Georgetown process will provide a good opportunity to consider public private partnerships to meet infrastructure requirements and staff will assist in evaluating other opportunities as they emerge. Staff completed and received approval for the Development Charge Background Study and Bylaw in 2017. Front-end agreements with developers to better manage infrastructure costs will be explored as one possible option as development occurs.
2D	Financial Sustainability	Advocate with senior levels of government for additional funding to pay for growth, and changes to the Development Charges Act to require new development to bear 100% of net growth-related costs.	Corporate Services	2D: Staff is having discussions with Town's lawyers and other municipalities on options for voluntary contributions to assist with infrastructure. It was confirmed that voluntary payments in addition to development charges are no longer permitted. In a submission by Town staff made to the Province, it included recommendations to move towards growth paying for 100% of the costs. In recent changes to the Development Charges Act through Bill 73 regarding transit, the 10% reduction in costs was removed with costs based on the 10 year growth forecast. Advocacy efforts continue on behalf of municipalities through the Municipal Finance Officers' Association to eliminate the statutory 10% discount for 'soft' and general services, and expand eligibility. Staff continue to monitor and advocate for additional funding related to infrastructure projects, securing funding for Transportation studies, Community Improvement Plan and others.
2E	Financial Sustainability	Protect Halton Hills' interests in the context of Provincial initiatives to consolidate Local Distribution Companies.	CAO	2E: Strategic planning and partnering initiated to plan for the future of the LDC and protect the Town's interests.
3A	Planning for Growth	Continue to prepare a Secondary Plan through Vision Georgetown based upon the Council approved Vision and Guiding Principles.	PI	Further work and analysis to be undertaken to resolve the large flood area in the southwest corner of the Study Area. The Secondary Plan is to be taken to Council for adoption in July 2018. The Subwatershed Study was completed in spring 2017, with an addendum for the southwest corner nearing completion as of May 2018. Library conducted needs assessment study for a SWG branch.
3B	Planning for Growth	Promote the protection and adaptive re-use of built heritage resources as part of the planning of intensification and new development areas.	PI	Phase 3 of the Heritage Register complete. Phase 4 was completed in early 2018. This completes the multi-phase comprehensive heritage register program, with future updates on an "as needed" basis.

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3C	Planning for Growth	Preserve the established character of stable neighbourhoods by focusing development in identified intensification areas, and utilizing “best practices” in urban design for infill development.	PI	Mature Neighbourhood Character Study commenced Spring 2016. Mature Neighbourhood Character Study for Acton and Georgetown was completed in June 2017. Amendments to Official Plan and Zoning By-law approved and in force and effect.
3D	Planning for Growth	Review opportunities to incorporate the Region’s “Older Adult Strategy” into local policy, including incorporating advocacy and support for senior-friendly development.	Rec Parks	A healthy aging working group was formed to create “healthy aging outcomes” in the community. A number of community consultations were hosted throughout the Region including in Halton Hills at both Hillsview locations. The working group is consolidating comments from all of the consultations and updating the strategy outcomes .
3E	Planning for Growth	Have regard to the “strong sense of community” articulated in the Community Sustainability Strategy with respect to welcoming new residents and businesses to Halton Hills, and address it through the Vision Georgetown process.	PI	To be considered as part of the development of the Secondary Plan policies – Phase 4. Community building principles such as neighbourliness, community interaction addressed in the final Secondary Plan to be taken to Council for adoption in July 2018.
3F	Planning for Growth	Actively participate in the next 5-Year Review of the Regional Official Plan to address future growth on the basis of a moderate scale and pace of growth to 2041 for Halton Hills.	PI	The commencement of the ROP review was delayed pending further consideration of the Provincial Plan review. It is expected to commence later in 2017 and will require a significant amount of Planning Policy staff time. Also linked to other initiatives such as the updating of the Intensification Opportunities Study and the Fiscal Impact of Growth Alternatives. The Region's Integrated Growth Management Strategy component of the 5-Year Review has recently been initiated, and staff continue to participate through the Technical Committees. Planning has initiated related studies as input to the ROPR including the Intensification Study Update and the Employment Land Needs Study.
4A	Transportation/ Mobility	Advocate for all-day 2-way GO train service on the K-W GO line.	TPW	Participate on the Kitchener Line All-day Two Way GO Train service inter-municipal advocacy committee and at Metrolinx quarterly meetings. September 2016 two morning and two afternoon trains that currently run between Georgetown and Union Station will be extended to Kitchener. Premier has committed to TWAD on the Kitchener line and struck an agreement with CN to make it occur.

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4B	Transportation/ Mobility	In partnership with the Region, explore inter and intra-regional transit connection(s) to connect Acton and Georgetown to the rest of the Region of Halton, other neighbouring municipalities, and the Greater Golden Horseshoe.	TPW	The Mobility Management Strategy for Halton (MMS) was completed and approved by Regional Council on February 8, 2017. The MMS will guide the evolution of a region-wide inter and intra-regional transportation network to 2041 through the identification of a network of key transit priority corridors and mobility links, and priority projects for the development of Major Transit Station Areas. Town staff participated in the study as part the project steering committee and technical advisory committee and will provide an information report to Council on March 27 regarding the implementation of the Mobility Management Study. The Region is working on the Major Transit Station Area study that will define future infrastructure needs around the GO Stations.
4C	Transportation/ Mobility	Plan and design the Vision Georgetown community to be "transit ready" and to foster active transportation.	TPW	Staff recommended Rights of Way established to be transit ready. The secondary plan lay-out is appropriate for transit and an Active Transportation Plan has been developed for the area.
4D	Transportation/ Mobility	Develop an Active Transportation Plan, prior to or as part of the Transportation Master Plan Update, to support and encourage the use of all active modes of transportation.	TPW	Was originally to be completed concurrently with the 2018 update of the TMP as presented in the Transportation Strategy. Recognizing the need to align the Town's TMP with that of the Region, the TMP will proceed once the Regional TMP is sufficiently advanced and the 2041 traffic model is developed. The Active Transportation plan will be initiated in 2018 and be a key input to the TMP. This will be funded through the Regional Mobility Management Strategy for Halton. The terms of reference for the Active Transportation Study has been endorsed by Council.
4E	Transportation/ Mobility	Develop a long-term Truck Movement Strategy for the Town that respects the road maintenance and safety needs of Halton Hills.	TPW	Truck Strategy Study is currently underway. WSP consulting team was retained in 2016. The first phase of community consultation will take place from February to May, as outlined in MEM-P&I-2017-0006. Further phases of study may be required for the Acton By-pass, subject to MTO funding. The Truck Strategy is progressing and will be presented to Council when completed.
4F	Transportation/ Mobility	Develop a Public Transit Strategy to address the needs of all potential users, prior to or as part of the Transportation Master Plan Update.	TPW	The Transit Service Strategy Study was commenced in 2017, as outlined in the Town's Transportation Strategy. The Transit Service Strategy will be funded through the Region's Mobility Management Strategy for Halton. Terms of reference for the study were presented to Council in March, 2017. A directions report to Council is planned for June 2018. In addition the Town is actively working with the Region on the MTSA study and funding needs.
4G	Transportation/ Mobility	Continue to advocate for and protect the Town's long-term transportation and land use planning objectives through active participation in the GTA West Environmental Assessment process.	TPW	Town continues to advocate to the Province for a resolution in order to allow economic development to proceed and the Town's transportation plans to be prepared with greater certainty. GTA West has been cancelled by the Province. Staff will be consulted by the Province related to the NW GTA corridor.

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5A	Sustainability	Address the responsiveness and resiliency of the community to the impacts of climate change by developing a Climate Change Adaptation Plan, with a scope based upon emerging Provincial requirements, community needs and municipal capacity.	PI	The Climate Change Adaptation Plan is proceeding according to plan. A grant \$175,000 application was submitted and approved by FCM. The Terms of Reference were updated to reflect the expanded project scope, a RFP was issued and the consultant was hired in January 2018. The consultants are currently working on the climate change scenario modeling, the natural capital assessment, the community engagement plan, and are completing the facility vulnerability assessment.
5B	Sustainability	Continue to implement the Integrated Community Sustainability Strategy, in collaboration with community partners.	PI	Town staff, in collaboration with the Town Sustainability Implementation Committee (TSIC), are implementing the Community Sustainability Partnership program, whereby residents and community organizations are encouraged to become active partners in the Strategy's implementation. Partners opt to either be "Sustainability Champions" or "Sustainability Ambassadors". The program has been very positively received by the community. Town Staff continue to solicit partnerships with the public to implement the strategy. To date over 100 groups and individuals have pledged to become a sustainability ambassador or champion. Town staff have also published the 2017 edition of the state of sustainability profile which outlines the progress the Town is making in implementing the strategy by reporting on 27 key performance indicators. The Town Sustainability Implementation Committee has completed a number of priority projects including: the block party kit, the new resident welcome package, completing a walking audit, and exploring community hubs.
5C	Sustainability	Invest in Green Energy technologies.	PI	<p>P&I - The Streetlight LED Replacement Strategy has been implemented. This significant Town-wide project entailed the conversion of about 4,500 existing municipal streetlights to much more efficient LED technology. The conversion is expected to reduce overall energy consumption by up to 60%, and reduce associated greenhouse gas emissions. Energy savings are projected at 40%.</p> <p>FIN- Continue to purchase only computer equipment that is Energy Star certified.</p> <p>Mold-Masters Sportsplex solar project completed and a green roof installed at the new Public Works Operations Centre. The Streetlight LED conversion program has been implemented reducing greenhouse gas emissions by 60% and costs by 40%.</p> <p>The Town has replaced all parking lot lights at the Town Hall with solar powered parking lot lights that generate and store their own power (via batteries) and have a backup grid connection.</p> <p>The Provincial renewable energy Feed-In-Tariff program was terminated on December 31 2017 effectively ending provincial incentives for expanding green electricity generation capacity.</p> <p>LIB-Sustainable 'wooden' library cards introduced.</p>

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5D	Sustainability	Continue to implement the Town's Green Development Standards.	PI	To date, about 600 residential units and 146,245 square metres of non-residential development are in the process of implementing the Green Development Standards and more sustainable approaches to development. In 2016, the Town launched the Green Development Leadership Awards to recognize developers/builders for their innovation and commitment to more sustainable development. In early 2017, six Developers were recognized for their commitment to the Town's Green Development Standards at the Inaugural Green Development Leadership Awards celebration. The Town's green development standards continue to be implemented. To date, over 625 residential units and 148,000m ² of non-residential gross floor space have been or will be built in conformance with the Town's green development program. Town staff have also presented the Town's approach to green development at the Clean Air Council.

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5E	Sustainability	Address the Social Pillar of Sustainability by focusing on improving services for seniors, youth and the disabled.	Rec Parks	<p>A number of programs and activities have been implemented by Recreation and Parks department staff over the past year, including:</p> <p>Staff participation on committees for Community HUBs and on Community Support Network Halton Hills - looking at housing and youth homelessness through the emergency youth shelter</p> <p>Town provided subsidy to adult participants in recreation programs.</p> <p>Expanded subsidy through Canadian Tire Jumpstart for individual and community development sport opportunities for children/youth ages 4 – 18 years.</p> <p>Support an average of 12–15 one-on-one participants for 9 weeks each year of day camp (summer and March Break). Extended camp program hours in 2016 resulted in an increase in core program attendance and added value to families.</p> <p>Seniors receiving GIS are eligible for automatic 50% off programs and passes</p> <p>Jumpstart continues to sponsor programs and equipment to eligible families in Halton Hills</p> <p>Active Living Strategy was approved by Council in September 2016 and an Active Living Activator was created in 2017 to oversee the implementation of key objectives of the Strategy.</p> <p>Created the Youth Services Network with the Region of Halton to seek partnerships for an innovative approach to youth services in Halton Hills. Addressing issues like mental health services, drugs and addiction counseling and housing assistance.</p> <p>Enhanced youth service programming in 2017 by offering drop-in recreation programming to increase opportunities for an integrated service model with health and social services providers.</p> <p>Youth Needs Study implementation plan including youth taxi script, skate park and multi-court - and play works youth friendly community platinum recognition.</p> <p>Since 2012, there has been a 60% increase in youth recognized for their contributions to the community.</p> <p>Library: The Library's Marketing and Communications Plan identified significant groups in the community. From that research, three target groups were identified (Generation X parents, Generation Z (teens), and Boomers aged 50+). A plan based on services and marketing to each of these groups has been developed and will be launched in 2017.</p> <p>Received \$25,000 from the New Horizons for Seniors grant in 2016 to enhance Library programming targeted to seniors. Art at Hillview Active Living Centres – Speaker Series and Learn About – Computers, Technology, and Creativity</p>

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5F	Sustainability	Implement the Mayor's Community Energy Plan.	PI	<p>Through the Corporate Energy Management Team, significant progress has been made in implementing the Mayor's Community Energy Plan, focused on energy conservation actions at Town facilities. Action has included air sealing of the Acton Fire Hall, installation of programmable thermostats, LED lighting upgrades at the Gellert Community Centre, Acton Arena and the Public Works building, and enhancements to energy management and facility maintenance. These initiatives have resulted in noticeable operational efficiencies and energy cost savings. Additional energy efficiency projects are being implemented in 2017.</p> <p>At the broader community level, Terms of Reference were developed and approved by Council for the Climate Change Adaptation Plan which will assess the Town's risks to climate change (e.g. severe weather), and recommend solutions to minimize such risks and costs. An RFP was also issued to procure a corporate Energy Management System to enable the Town to more effectively manage its energy costs, reduce greenhouse gas emissions and lower utility costs.</p> <p>The LED Streetlight Conversion Strategy has been completed to replace the approximately 4,500 streetlights. All the cobra head streetlight conversions are completed and the decorative lights were replaced. There is an anticipated reduction of energy consumption of up to 60%. The overall energy savings is expected to be approximately 40%. The overall payback period is anticipated to be 5 years.</p> <p>In 2016, Halton Hills joined the Compact of Mayors. The Compact is a high-profile international network of about 450 communities worldwide (representing about 400 million people) that are leading action on climate change. An updated local Green House Gas emissions profile is being completed to meet the second requirement of the compact of Mayors.</p> <p>Recommendations of the Mayor's Community Energy Plan related to community energy planning and efficiency continue to be considered as part of the Vision Georgetown project.</p> <p>Implementation of the Mayor's Community Energy Plan is largely proceeding as planned. To date, 72% of the actions (58 of 85) have been implemented and another 15% (12 actions) are ready to be implemented pending additional staffing capacity. Highlights include the corporate-wide deployment of the Energy Management Information System and the 2018 budget allocation to hire an energy coordinator position. Staff are currently preparing a comprehensive implementation report that will be presented to Council in the first half of 2018.</p>
6A	Employment Areas Development	Complete a Secondary Plan for the Premier Gateway Phase 1B lands, based on a renewed vision for the employment uses that the Town wishes to attract to this area.	PI	<p>Various background studies have been completed including Supportive Commercial, built heritage and agriculture. Subwatershed study work is well advanced. Two land use concepts have been prepared and presented at a Council Workshop and a Public Open House. Next steps, finalizing concept plan.</p> <p>A Secondary Plan is on target to be taken to Council for adoption in June 2018, together with an amendment to secure 75 ha of replacement employment land to add to Phase 1B. The Subwatershed Study was completed in summer 2017.</p>

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6B	Employment Areas Development	Develop a strategy to address the underutilized employment areas in Acton.	CAO	The Economic Development Office developed with the Acton BIA a strategic plan as well as administering the Community Improvement Plan grants. The Economic Development Office has continued to work closely with the Acton BIA as one of its priorities. A Vacant Storefront strategy has been developed to assist with the occupancy of vacant buildings. Significant new investment has located in Acton, including the Futura development, and expansions of GeoFoundations (Keller) and Purity Life.
6C	Employment Areas Development	Implement the approved Community Improvement Plan for employment areas.	CAO	Uptake of the CIP program has been significant with 2017 being a record year. For 2018, the CIP is fully subscribed. While in the past the focus has been on retail façade improvements, interest has grown to include grants for environmental assessment grants (brownfields) and landscape improvements in industrial areas.
6D	Employment Areas Development	Monitor the GTA West Environmental Assessment process, and initiate comprehensive planning of Premier Gateway employment lands affected by corridor protection, to ensure they are “development ready” when removed from corridor protection.	PI	The Province appointed an Advisory Panel to study GTA West in the spring. Secondary Planning work for the balance of the Halton Hills Premier Gateway employment lands is scheduled to commence in 2018. The GTA West EA was cancelled in spring 2018, and replaced with the Northwest GTA Infrastructure Study. The Town is continuing to proceed with the Phase 1B Secondary Plan and OPA 30 to achieve replacement of employment lands that remain under corridor protection for the new NWGTA Study. Secondary Planning work for the balance of the Halton Hills Premier Gateway is scheduled to commence in 2019.
7A	Rural Economic Development	Support community initiatives to promote local food production that contributes to the viability of the agricultural economy and preservation of the agricultural land base, as articulated in the Integrated Community Sustainability Strategy.	CAO	Where appropriate, the Economic Development Office designs and implements initiatives that support the agricultural economy. A broader range of initiatives will be considered as part of the Town's leadership of the tourism portfolio.
7B	Rural Economic Development	Work with the Chamber of Commerce, Business Improvement Areas, the Region, and other tourism groups such as the Halton Hills Cultural Round Table, to promote tourism that leverages agri-tourism, eco-tourism, sports tourism, heritage and countryside opportunities.	CAO	In 2018, the Town assumed responsibility for the strategic management of tourism. By aligning tourism priorities and initiatives with Council's Strategic Plan and applicable Business Plans, the Town will effectively promote local tourism that leverages agri-tourism, eco-tourism, sports tourism, heritage and countryside opportunities.
7C	Rural Economic Development	Participate in the Greater Toronto Area Countryside Mayor's Alliance.	CAO	Ongoing participation and coordinated advocacy to other levels of government.

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7D	Rural Economic Development	As opportunities present themselves, work with the Province, Region and other entities to support the enhancement of fibre optic/broad band infrastructure in rural areas.	CAO	Advocacy to the Provincial and Federal governments as well as the CRTC and FCM. Council Motion in July 2016 encouraging the Federal Government to advance rural broadband. December 2016, the CRTC decision that broadband is an essential service and announced \$750 Million in funding. Region of Halton is coordinating the application of the program throughout the Region on behalf of all five Halton Municipalities. Library implemented internet hot spot lending program.
8A	Communications	Continue to provide timely and transparent communications with the Town's residents and business owners.	Corporate Services	<p>The Corporate Communications Division has been charged with strengthening the Town's ability to communicate effectively internally and externally. The initial focus of the team has been on external communications to ensure that communications between the Town and our community remains two-way, open, timely and accurate. Public engagement arose as a priority initiative in early 2017 and to this end a multi-faceted Public Engagement Strategy was developed and approved by Council. Initiatives in this strategy that have been completed include:</p> <ul style="list-style-type: none"> • The launch of a renewed website with improved functionality, navigation and visual features • The launch/adoption of a new, online engagement platform to provide one place for all Town consultations • A Public Engagement Charter (developed by the Mayor's Task Force on Public Engagement) • A new, monthly corporate e-newsletter promoting items of interest on upcoming standing committees and Council meetings, major Town initiatives and events. <p>Internally, communications staff support departments throughout the corporation. Examples include: the development/launch of a new economic development 'Invest Halton Hills' website; design of the budget and business plans, communications and engagement support for Vision Georgetown, cultural programs, transportation initiatives and the tourism portfolio.</p>
8B	Communications	Improve access and make greater use of technology with respect to Town Council meetings and other Town business.	CAO	Electronic document and agenda management enterprise system upgrade. Phase 1 underway to upgrade audio/visual equipment in the Council Chambers to improve accessibility, and in future allow for webcasting of Committee and Council meetings. Phase 2 includes securing an upgraded Agenda Management System. Phase 1 and 2 completed. Go live with meeting management software and live streaming/web casting as of April 30th 2018. Ongoing training for staff and council members.
8C	Communications	Explore and implement opportunities for improved web/social media communications.	Corporate Services	Corporate Communications Team continues to monitor the usage and effectiveness of the Town's websites, social media channels, and the engagement platform. Will be reviewing the Town's social media strategy including digital advertising. Through the Corporate Technology Strategic Plan, will identify resourcing and timing for expanding e-services.