

Strategic Priority Committee

Healthy Environment and Community

Council's Strategic Plan First Quarter Update 2025

February 27, 2025

Healthy Environment and Community Committee



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Natural Areas and Heritage Summary Update Table

Initiative	Project Lead	Feb. 2025 Update	2025 Funding Update
Complete the Parkland Acquisition Study to identify next steps in acquiring parkland	CSE – Parks	Staff will continue to participate in overall studies impacting the Parkland Acquisition work through 2025.	n/a
Complete Master Plan for the Glen Lawson Lands to create a final plan and strategy for public access	CSE – Parks	Staff are preparing a Council Report (Q1) to outline the Project Charter and project approach for Council approval. Overall progress may be delayed due to staff capacity.	Landscape Architect not included in 2025 Budget.
Complete Fairy Lake Water Quality Study and implementation Strategy [Mayor Priority]	CSE – Parks	Staff have continued to work with the Black Creek Advisory Committee, Ward Councillors and the Staff Technical Group and intend to bring the final implementation Approach for Council approval Late Q1 or early Q2.	no additional funds approved in 2025 Budget.
Complete an update to the 2004 Hungry Hollow Management Plan	CSE – Parks	Project start may be delayed past Q1 due to higher-than-expected volume of development applications, and limited staff resources . Project is still expected to commence in 2025, but start may be further delayed due to staff capacity.	Landscape Architect not included in 2025 Budget
Advance Implementation of the Credit River Trail Strategy	CSE – Parks	No update to this project. Staff will continue to provide input to the CVC Credit Valley Trail Committees as part of their regular work programs/committee membership.	Feasibility Study for Credit River Crossing (Project 8500-24-0105 UCC Trail Phase 2) was not funded in 2025 Capital Budget so no further work will occur until funding is approved (2026 Request).
Enhance the Management and Operations for the Town’s Natural Assets and Open Space Areas	CSE – Environment (TPW – Support)	1) Green Infrastructure Asset Management Plan – work continues 2) Invasive Species Management Plan – RFQ to be released Q1 (in progress). Staff have applied for additional external funding to enhance/support invasive species management – waiting for funding decisions. 3) Biodiversity Study project commenced	GIAMP & ISMP funding approved in 2025 budget.
Protect and Enhance the Town’s Tree Canopy	CSE – Environment (TPW support)	Tree Voucher program will be offered in conjunction with Earth Week in April 2025. Continue to wait for funding decision for Growing Canada’s Communities Canopies grant. Educational materials continue to be developed.	Associated budgets were approved for 2025.
Achieve and Maintain Bird Friendly Community Designation	CSE - Environment	Bird decals installed at Action Public Library Branch and monitoring activities currently being piloted at the Acton branch and Gellert Community Centre. Campaign to name a Town Bird project in support of Bird Friendly Halton Hills has launched (Feb 17 th). Development of bird-related engagement materials to support Outreach Events are in progress and will be completed in Q1.	Associated budget to support community environmental engagement and materials was approved for 2025 to support this initiative.
Continue to partner with Conservation Authorities and support implementation of programs such as SNAP (Sustainable Neighbourhood Action Plan)	CSE – Environment/ Parks	Current (approved) capital projects will be completed in 2025. Staff will continue to provide input to the SNAP Sub-Committees as part of their regular work programs/committee membership. Future SNAP (i.e. Fairy Lake) will be determined as work programs and approaches are refined dependent on availability of staff resources.	Future Capital works associated with SNAP are paused since they were not approved as part of the final 2025 Budget.
Complete Bill 23 Heritage Strategy	PLAN – Heritage	Work ongoing.	2025 Budget Request was approved.
Implement Cultural Heritage Strategy	PLAN - Heritage	Work ongoing.	n/a



Natural Areas and Heritage

Increase public access to parks, natural areas and green spaces

Supporting Action, Project or Initiative:	Complete the Parkland Acquisition Study to identify next steps in acquiring parkland
Lead Department:	Community Services
Division:	Parks, Community Development & Environment
Description and Status Summary	
<p>Completion of the (underway) Parkland Acquisition Study to identify next steps in acquiring parkland to address an existing and projected shortfall, and to meet Town OP Standards. Study has been ongoing and will be restarted now that Provincial changes have largely settled and will be aligned with the Official Plan Review.</p>	
Committee Review	
Timing	<p>Project is ongoing, but dependent on other key Town initiatives (OP Review and Agricultural Area Policies). Project is a Mid-Long Term horizon for any actual acquisition.</p>
Funding	<p>Capital Budget for consulting for study is already approved Project 8500-22-2202 \$45,000 and available as needed. Strategy implementation will require a funding strategy to secure needed parkland. 2025 FUNDING UPDATE: n/a</p>
Staffing	<p>No staff are dedicated to the completion and implementation of the Parkland Acquisition Study. The project is currently led by the Director of Parks, Community Development and Environment with additional cross-departmental input when required. Consultants are retained when needed. Significant competing project priorities will impact Parkland Acquisition Strategy completion.</p>
Linkages	<p>Recreation and Parks Strategic Plan, Long Range Financial Plan, Official Plan Review, Current/Future Secondary Plans</p>
Risks	<ul style="list-style-type: none"> - limited financial capacity - Town is unable to acquire sufficient parkland - deterioration of existing parkland due to increased level/intensity of use - inadequate facilities for outdoor sports programs and groups - Inadequate staff resources to complete and implement the Parkland Acquisition Strategy
Outcomes	<ul style="list-style-type: none"> - Land Acquisition Methodology and Targets - Standards for parkland incorporated into Official Plan and other policy documents - Financial Needs incorporated into Long Range Financial Plan - Implementable plan in place to address existing and anticipated parkland shortages

Implementation Support:

Council Report:	RP-2019-0013 November 11, 2024 Council Workshop on Parkland Acquisition Strategy
Approved Strategy:	Parkland Acquisition Study Phase 1
Capital Project:	8500-08-2001 Property Acquisition Parks 8500-22-2202 Parkland Acquisition Phase 2



Natural Areas and Heritage

Increase public access to parks, natural areas and green spaces

Supporting Action, Project or Initiative:	Complete Master Plan for the Glen Lawson Lands to create a final plan and strategy for public access
Lead Department:	Community Services
Division:	Parks, Community Development & Environment
Description and Status Summary	
Completion of a Master Plan for the Glen Lawson Lands, including public consultation, and environmental review to create a final plan and strategy for the public access that addresses the former landfill, and any mitigation requirements.	
Committee Review	
September 2024: C. Somerville requested to consider recognizing Historical Dolly Varden references...	
Timing	Project to commence Q4 2024/Q1 2025 - Multi year project
Funding	Capital Budget approved in amount of \$75,000 in 2024 Future Management Outcomes and Recommendations are not captured in the Capital Forecast. 2025 FUNDING UPDATE: n/a
Staffing	Staff time is being allocated as part of 2025 Work Program. Due to staff vacancies and workload, the start of this project was delayed.
Linkages	Active Transportation Master Plan Recreation Parks Strategic Plan Parkland Acquisition Strategy Bruce Trail Strategy Guelph Radial Trail Downtown Acton Study (planning) Acton Quarry After-Use Plans Invasive Species Strategy Green Infrastructure Management Plan Tree Canopy Projects/Initiatives Town Owned Properties (Churchill Road)
Risks	<ul style="list-style-type: none"> -limits of land use with respect to permits and former landfill, environmental restricted areas (i.e. wetlands) -lack of funding for implementation -Public expectations on types of uses -NEC limitations -Enforcement for unauthorized uses

Outcomes	<ul style="list-style-type: none"> - Master Plan of Proposed features and uses - Proposed trail network - opportunities for community stewardship - opportunities for nature interpretation & education - Cost Estimates and Implementation Strategy
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Implementation Support:

Council Report:	Confidential Reports <ul style="list-style-type: none"> • RP-2017-0018 • RP-2019-0014 • RP-2020-0011 • RP-2021-0008 Acton Quarry After Use Plans/Agreements
Approved Strategy:	n/a
Capital Project:	Glen Lawson Lands Master Plan 8500-22-2301 Glen Lawson Lands Env Assess 8500-22-1802



Natural Areas and Heritage

Increase public access to parks, natural areas and green spaces

Supporting Action, Project or Initiative:	Complete Fairy Lake Water Quality Study and implementation Strategy [Mayor Priority]
Lead Department:	Community Services
Division:	Parks, Community Development & Environment
Description and Status Summary	
<p>Complete the Fairy Lake Water Quality Study (FLWQS) and implementation Strategy to operationalize Council’s and the public’s priorities, including planning for a future Prospect Park/Fairy Lake Recreational Master Plan. The original FLWQS is nearing completion, but is being integrated into the Mayor’s Priority Black Creek Advisory Group work prior to bringing it to Council for final approval.</p> <p>Due to the coordination with the Mayor’s Black Creek Advisory Group and the funding proposal for Black Creek Subwatershed Study implementation, as submitted by CVC to Halton Region, the final report to Council with final Fairy Lake Water Quality Study recommendations and implementation plan is targeted for Q1 2025.</p>	
Committee Review	
<p>September 2024: C. Somerville requested clarification on scope of Master Plan (i.e. Recreational vs. broader) and highlighted need for increased public awareness. Requested clarification on timing of final report (staff advised that target is end of year, pending further coordination).</p>	
Timing	<p>Water Quality Study is complete and final recommendations are being prepared for Council approval in Q1 2025.</p> <p>Work is ongoing to coordinate with the Black Creek Advisory Group, with the next meeting scheduled for December 2024.</p>
Funding	<p>Phase 1 implementation Capital Budget of \$50,000 already approved for 2024. Will be allocated as part of Final Strategy. Future amounts of \$50,000 (2025) and \$32,000 (2026) subject to Council approval. Phase 2 of \$50,000 funding is unfunded in Staff Recommended 2025 Budget. Current forecast amounts will not be sufficient to implement all recommended actions. Additional Management Actions have not been costed and will require additional funding. Some future Trails at Fairy Lake are identified in the Capital Forecast.</p> <p>2025 FUNDING UPDATE: No additional funds approved in 2025 Budget.</p>
Staffing	<p>No dedicated staff is available to manage the project’s ongoing multi-year implementation. Thus far, the development of the study was led by the Director of Parks, Community Development & Environment. However, the study was largely completed by an external consultant with input from a cross departmental/agency team. The transition to implementation will require additional staff resources. Staff time for capital projects will be allocated as part of annual work programs subject to Council approval of future capital budgets.</p>

Linkages	<p>Active Transportation Master Plan</p> <p>Invasive Species Strategy</p> <p>Green Infrastructure Management Plan</p> <p>Stormwater Master Plan</p> <p>Tree Canopy Projects/Initiatives</p> <p>Recreation & Parks Strategic Plan</p> <p>Region of Halton WWTP/WTP Initiatives</p>
Risks	<ul style="list-style-type: none"> - inadequate resources to implement recommendations - recreational use and ecological goal conflicts - degradation of Fairy Lake Water Quality and associated impacts to wildlife, ecology and recreation
Outcomes	<ul style="list-style-type: none"> - final recommended management approach for Fairy Lake - Implementation strategy and projects referred to Black Creek Advisory Group

Implementation Support:

Council Report:	<p>RP-2021-0003</p> <p>RP-2023-010</p> <p>MEM-CSE-2024-006</p>
Approved Strategy:	<p>Previous water Quality Study (2009)</p> <p>2020 Water Quality Study Update</p> <p>https://letstalkhaltonhills.ca/fairy-lake</p>
Capital Project:	<p>8500-11-1603 Fairy Lake Water Quality Study Implementation</p> <p>8500-10-2001 Fairy Lake Water Quality Monitoring (complete)</p> <p>8500-10-2101 Fairy Lake Water Quality CVC Partnership (complete)</p> <p>Fairy Lake Retaining Walls (TPW)</p> <p>8500-10-2101 Fairy Lake Water Quality – CVC Partnership (complete)</p>



Natural Areas and Heritage

Increase public access to parks, natural areas and green spaces

Supporting Action, Project or Initiative:	Complete an update to the 2004 Hungry Hollow Management Plan
Lead Department:	Community Services
Division:	Parks, Community Development & Environment
Description and Status Summary	
Completion of an update to the 2004 Hungry Hollow Management Plan to address future priorities, recreational use, ecological impacts/priorities and potential management and operational approaches.	
Committee Review	
Timing	Project to commence Q4 2024/Q1 2025 - Multi-year project
Funding	Capital Budget approved in amount of \$75,000 in 2024 Future Management Outcomes and Recommendations are not captured in the Capital Forecast. 2025 FUNDING UPDATE: n/a
Staffing	Staff time is being allocated as part of 2025 Work Program. Due to staff vacancies and workload, the start of this project was delayed.
Linkages	Active Transportation Master Plan Invasive Species Strategy Green Infrastructure Management Plan Stormwater Master Plan Tree Canopy Projects/Initiatives Recreation & Parks Strategic Plan CVC's Centre for Biodiversity / SNAP
Risks	<ul style="list-style-type: none"> - Study reveals higher than expected impacts of recreational use - Community recreation expectations not achievable without impacting natural functions - More significant degradation of natural areas (not related to recreational use) - Affordability of Management approaches
Outcomes	<ul style="list-style-type: none"> - Updated Management or Operational Recommendations - Recommendations for Recreational Use

Implementation Support:

Council Report:	R-2004-0016
Approved Strategy:	Hungry Hollow Management Plan 2004
Capital Project:	Hungry Hollow Management Plan Update 8500-22-2401



Natural Areas and Heritage

Increase public access to parks, natural areas and green spaces

Supporting Action, Project or Initiative:	Advance Implementation of the Credit River Trail Strategy
Lead Department:	Community Services
Division:	Parks, Community Development & Environment
Description and Status Summary	
Implementation of the Credit Valley Trail Strategy (CVC Lead) through projects where the alignment of the proposed trail route is on Town Properties. Includes incremental steps to advance strategy and also support CVC where possible on overall implementation. Currently, sections of the Credit Valley Trail in Halton Hills include the McNab Park trail along the Credit River, and the Upper Canada College Partnership Trail, as well as sections of the Credit Valley Footpath (Bruce Trail).	
Committee Review	
Timing	This project is a long term project to be implemented with CVC over time. Some relevant portions are identified in future capital forecasts. UCC Trail Phase 1 completed a section of the CVT.
Funding	There is no specific Town funding currently approved. Project 8500-24-0105 UCC Trail Phase 2 is unfunded in 2025 Staff Recommended Budget due to funding constraints. Larger scale future projects have not been costed or included in the forecast. The funding for this trail is part of the Credit Valley Foundation's Fundraising efforts. Feasibility/technical details are required to advance funding or fundraising for major features or land acquisition/agreements. 2025 FUNDING UPDATE: Feasibility Study for Credit River Crossing (Project 8500-24-0105 UCC Trail Phase 2) was not funded in 2025 Capital Budget so no further work will occur until funding is approved (2026 Request).
Staffing	Staff currently participate on multiple subcommittees of the CVT implementation strategy. Staffing for specific capital projects would be put in place as part of annual work programs (subject to budget approval).
Linkages	Active Transportation Master Plan Recreation and Parks Strategic Plan Bruce Trail Strategy Barber Mill & Barber Dynamo properties Norval & Glen Williams Secondary Plans
Risks	Lack of capital funding Inadequate staff resources Property Ownership constraints Technical Feasibility not determined Trail is not implemented in Town of Halton Hills

Outcomes	Regional Trail System (partnership with CVC) Indigenous Partnerships Truth and Reconciliation Program goals Trail Nodes/Features at Town Parks
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Implementation Support:

Council Report:	Council Presentation August 28, 2017. Council involvement as part of CVC's Credit Valley Trail Committee or as CVC Board member.
Approved Strategy:	CVC's CVT Strategy - endorsed by CVC Board and Municipal Partners Letter https://creditvalleytrail.ca/wp-content/uploads/2020/10/Credit-Valley-Trail-Strategy.pdf
Capital Project:	none approved



Natural Areas and Heritage

Protect and enhance biodiversity, the river valley watershed, and Niagara Escarpment landforms

Supporting Action, Project or Initiative:	Enhance the Management and Operations for the Town’s Natural Assets and Open Space Areas
Lead Department:	Community Services
Division:	Parks, Community Development & Environment

Description and Status Summary

This program is focused on various projects related to the Town’s Natural Environment, Open Spaces, and Natural Assets, and is focused on building knowledge of how these areas will benefit and be impacted from improved management and identify impacts of inaction. This includes the development and implementation of the Green Infrastructure Asset Management Plan (GIAMP), including implementation of continuous improvement actions, developing/updating and implementing associated management and operational plans such as: Natural Environment Action Plan (incl. biodiversity) and Invasive Species Management Plan, Hungry Hollow Management Plan, etc.

Committee Review

Timing	<p>Key deliverables underway include:</p> <ol style="list-style-type: none"> 1) Develop Green Infrastructure Asset Management Plan (GIAMP) – in progress – expected completion Q4 2025/Q1 2026 2) Invasive Species Management Plan (ISMP) – Background technical report Q4 2024; if approved, ISMP to begin ~Q1 2025 and finish in 2026. 3) Natural Environment Action Plan (NEAP) – background technical studies to begin in 2025. 4) Implementation of all plans – 2026+
Funding	<ol style="list-style-type: none"> 1) GIAMP Inventory/Assessment activities are funded; remaining GIAMP development activities requested in 2025 budget. 2) Funding for the ISMP is requested in 2025 capital budget to develop plan. Intend to apply for additional funding grant. 3) Technical studies for the NEAP are funded through existing capital. 4) Implementation of all plans will use existing resources and additional resources needed will be requested in future budgets (2026+) <p>2025 FUNDING UPDATE: GIAMP & ISMP funding approved in 2025 budget.</p>
Staffing	Existing staff time is allocated in 2025 for all projects identified. Additional staffing requirements TBD after plans are developed

Linkages	<p>This program and the initiatives above are closely linked to many other items including: Corporate Asset Management Plan/Policy, Asset Management Information System, Climate Change Adaptation Plan, Low Carbon Transition Strategy, natural/enhanced asset operational plans such as Hungry Hollow Management Plan, Natural Environment Action Plan, Invasive Species Management Plan, Recreation and Parks Strategic Plan, Stormwater Master Plan, Fairy Lake Water Quality Study, Black Creek Subwatershed Study (BCSWS), Sustainable Neighbourhood Action Plan, Green Infrastructure Asset Management Plan, the Privately Owned Tree Management Strategy, Town By-Laws, and the Official Plan.</p> <p>A high level of cross departmental coordination is required to advance the projects and initiatives within this program.</p>
Risks	<p>There are a variety of risks that cover a range of themes including compliance, funding, knowledge gaps, costs, biodiversity, public services, public perception, ecosystem services, and staff workload, including:</p> <ol style="list-style-type: none"> 1. Non-compliance with provincial legislation. 2. Missed funding opportunities. 3. Lack of knowledge about services provided by green infrastructure/natural assets. 4. Inability to set targets for natural assets due to unknown current levels. 5. Higher costs for landowners and the Town to address various issues. 6. Reduced species diversity and increased monocultures of invasive species. 7. Reduced recreational services and public enjoyment of spaces. 8. Negative public pressure and increased volume of complaints. 9. Reduction of ecosystem services leading to higher costs for alternatives. 10. Inadequate staff resources
Outcomes	<ol style="list-style-type: none"> 1) Meet legislated requirements, data-driven financial planning, better understanding of levels of service, targets and metrics identified, gaps identified, informed operational practices 2) Protection of natural assets, informed management decisions, data-driven budget development, more effective use of resources – prioritized management 3) Protection and enhancement of natural/enhanced assets, targets and metrics established, actions prioritized, informed management/operational practices

Implementation Support:

Council Report:	Memorandum No. CSE-2024-008 Memorandum No. CSE-2024-007
Approved Strategy:	Asset Management Policy Climate Change Adaptation Plan, Low Carbon Transition Strategy
Capital Project:	<p>1801-10-2402 - Natural Asset Management Plan (2024/25 Inventory/Valuation work); 1801- 22-2502 Natural Assets Management Plan (2025 Plan remaining work) 1801-22-0104 - Tree Canopy Management (2024 Technical Study); 1801-22-2503 Invasive Species Management Plan (2025 Plan/Prioritization Tool) 7300-10-1902 - CC adv. Strategy (Biodiversity Study); 1410-22-0101 - Low Carbon Transition Strat. Implementation (Natural Environment Technical/Background Study)</p>



Natural Areas and Heritage

Protect and enhance biodiversity, the river valley watershed, and Niagara Escarpment landforms

Supporting Action, Project or Initiative:	Protect and Enhance the Town's Tree Canopy
Lead Department:	Community Services
Division:	Parks, Community Development & Environment
Description and Status Summary	
<p>This initiative is a joint effort by Community Services (Parks , Community Development & Environment) and Transportation and Public Works, as well as other departments for some specific items. The program and projects are intended to increase or preserve the Town's Tree Canopy, both public and private and highlights the Town's level of support and desire to protect and enhance the tree canopy.</p> <p>This initiative includes the implementation of the Privately Owned Tree Management Strategy (POTMS)/Tree Canopy Management Program and Park and Street Tree Management. Key initiatives for 2025-26 include:</p> <ol style="list-style-type: none"> 1) Reporting on implementation of POTMS and seeking Council direction on Phase 3 actions (ie. Explore Tree Protection by-law). 2) Implementing the Growing Canada's Community Canopies (GCCC) Funded Tree Planting Project (pending funding approval) to plant 2600 trees on Town-owned land over 2 years 3) Continued implementation of the POTMS Phase 1 & 2 actions 4) Street and Park Tree planting recommendations 	
Committee Review	
Timing	Ongoing. Report to council in 2025; GCCC project runs 2025-2027.
Funding	<ul style="list-style-type: none"> • Funding for tree planting is requested annually as part of capital budget • POTMS project funding is requested project by project and/or integrated as a component of other programs (ie. Tree Canopy Management, Climate Change Action Plan (CCAP) Implementation, community engagement/environmental stewardship) - need to convert one time funding to permanent for ongoing work past 2025 • Limited Forestry Operations funding is provided through Public Works staffing focused on street and park trees. <p>2025 FUNDING UPDATE: Associated budgets were approved for 2025.</p>
Staffing	<ul style="list-style-type: none"> • Existing staffing is sufficient for basic level of engagement/public outreach work • If GCCC funding application is approved, a P/T Tree project coordinator is 100% funded through that grant and is needed to deliver the project • Transportation and Public Works staff have recently reorganized staffing to create a small forestry/horticulture/open space operations team. However, this change only clarified roles and increased focus on forestry, without any additional resources or service level changes. Additional staffing would be required to implement a full forestry operations team. • Additional staffing required to implement POTMS Phase 3 actions.

Linkages	Green Infrastructure Asset Management Plan, CCAP, Low Carbon Transition Strategy, natural/enhanced asset operational plans (e.g. Hungry Hollow Management Plan), Natural Environment Action Plan, Invasive Species Management Plan, Recreation and Parks Strategic Plan, Fairy Lake Water Quality Study, Black Creek Subwatershed Study (BCSWS), Sustainable Neighbourhood Action Plan
Risks	<ul style="list-style-type: none"> • Decline in tree canopy cover • Reduction in biodiversity and habitat • Reduction in ecosystem services provided by trees (stormwater quality and quantity management, flood and extreme heat mitigation, air pollution removal, carbon storage, recreation, shade/UV protection, health benefits, aesthetics, etc.) • Failing to meet resident service expectations • Invasive species, resources, tree removals, Region’s role change – by-law and Regional forests, weather/climate change (ie. ice storms, flooding, extreme heat, droughts) • Potential conflict between resident expectations, infrastructure, development and safety (i.e., sight lines, etc.)
Outcomes	<ul style="list-style-type: none"> • Sustained or increased canopy cover; canopy cover in critical areas (e.g. more urban, high heat island, vulnerable communities)

Implementation Support:

Council Report:	ADMIN-2022-0003 Memorandum No. CSE-2024-008 Memorandum No. CSE-2024-007
Approved Strategy:	<ul style="list-style-type: none"> • Privately-Owned Tree Management Strategy • Low Carbon Transition Strategy • Climate Change Adaptation Plan
Capital Project:	<ul style="list-style-type: none"> • 7300-10-1901 - Climate Change Action Implementation • 1801-22-0104 Tree Canopy Management • 8500-11-0115 Parks Tree Planting (Various Locations) • 6500-11-1517 Tree Planting & Replacement • Community Engagement - Environmental Stewardship (One-Time) 25-31



Natural Areas and Heritage

Protect and enhance biodiversity, the river valley watershed, and Niagara Escarpment landforms

Supporting Action, Project or Initiative:	Achieve and Maintain Bird Friendly Community Designation
Lead Department:	Community Services
Division:	Parks, Community Development & Environment
Description and Status Summary	
<p>This initiative aims to enhance the Town's environment to support bird populations and biodiversity by working towards the Town achieving and maintaining a Bird Friendly designation. This program designates municipalities that meet or exceed standards in reducing threats to birds, protecting and restoring natural habitats, and increasing climate resiliency. It includes actions to maintain or advance bird friendly designation and implement additional actions that deliver on existing programs/plans/strategies and/or as directed by Council. Current activities include:</p> <ol style="list-style-type: none"> 1) Pilot bird decals and bird strike tracking to reduce bird collision at Town facilities. 2) Campaign to name a Town bird (Library leading in partnership with Environment). 3) Engage the community and raise awareness around the role of birds in a healthy biodiverse ecosystem and actions they can take to support birds. 4) Report to Council/Council committees on designation progress and opportunities to advance designation. <p>The Town received entry level Bird Friendly Designation in 2022 and is close to achieving the next level designation.</p>	
Committee Review	
Timing	A number of initiatives are planned for 2024 (Pilot bird decals and tracking) and 2025 (Town bird campaign). Community engagement is ongoing as part of environmental engagement program. Reporting to Council is planned for late 2025 to provide a status update and/or any future funding required.
Funding	Initial work for the Pilot project is funded. However, funding would be required for implementation at other facilities. No funding is required for the campaign for a Town bird. Basic community engagement will be funded through one time budget requests (2024-2025) through Community Engagement - Environmental Stewardship (One-Time) –however need to convert one time funding to permanent for ongoing work past 2025. Additional actions will require resources. 2025 FUNDING UPDATE: Associated budget was approved for 2025 to support this initiative.
Staffing	Existing staff – Environment, Facilities, Library. Additional actions directed as a result of Council/Committee report will likely require further resources.
Linkages	Natural Environment Action Plan (forthcoming), Town By-laws, Official Plan

Risks	<ul style="list-style-type: none"> • Reduced biodiversity • Increasing bird window strikes • Increased public concern over visible bird fatalities – especially at Town facilities • Lack of support for local organizations – reputational risks • Reduced ecosystem services
Outcomes	<ul style="list-style-type: none"> • Enhanced Recognition as a Bird Friendly Community • Less window bird strikes at Town facilities • Increased awareness and community action in support of biodiversity • Public perception and visitor experience at Town facilities related to birds and the natural environment is improved

Implementation Support:

Council Report:	Council Resolution May 8, 2023
Approved Strategy:	N/A
Capital Project:	<ul style="list-style-type: none"> • One-time operating Environmental Stewardship (One-Time) 25-31



Natural Areas and Heritage

Preserve built and natural heritage features of our communities

Supporting Action, Project or Initiative:	Continue to partner with Conservation Authorities and support implementation of programs such as Sustainable Neighbourhood Action Plan (SNAP) programs.
Lead Department:	Community Services
Division:	Parks, Community Development & Environment
Description and Status Summary	
<p>This project includes ongoing support for and implementation of the existing SNAP project (Hungry Hollow) as well as potential for future SNAP projects, if approved by Council. SNAPs are developed in partnership with CVC for key natural areas within existing populated areas that would benefit from a focused strategy and community based approach to enhancements.</p> <p>Sustainable Neighbourhood Action Plans (SNAP) are comprehensive initiatives aimed at enhancing the environmental, social, and economic resilience of the neighbourhood. They focus on stewardship of natural areas, public realm enhancements, sustainable actions on private properties, and robust community engagement. The Hungry Hollow SNAP plan includes 28 recommended actions organized under five place-based goals and involves collaboration between various stakeholders, including Credit Valley Conservation (CVC), the Town of Halton Hills, Halton Region, and local residents. Residents and local stakeholders were actively engaged in the development of the action plan, ensuring it meets local needs while supporting important environmental objectives. Overall, SNAP programs address environmental sustainability and foster community cohesion and resilience.</p>	
Committee Review	
Timing	The Hungry Hollow SNAP is well established, has been ongoing for a number of years (since 2020). Community engagement and activities are expected to continue for at least another year. Due to unfunded capital projects for 2025 and beyond, this project is currently on hold, in terms of the Town’s implementation of infrastructure-related improvements.
Funding	<p>Staff involvement is funded through annual operating budgets.</p> <p>2025 SNAP Capital Budget for Parks is unfunded in the Staff Recommended Budget and Mayor's Budget. There is one additional parks capital project in 2026 that is also not funded in the Budget Forecast.</p> <p>Currently unfunded capital projects would need to be approved for this project to continue.</p> <p>2025 FUNDING UPDATE: Future Capital works associated with SNAP are paused since they were not approved as part of the final 2025 Budget.</p>
Staffing	Through a cross-departmental approach, Town staff level of involvement is limited to assisting with coordination and communications and participating in various implementation committees– as CVC is the project lead. Staffing for capital project implementation is allocated as part of the annual work program subject to Council budget approvals.

Linkages	<p>Active Transportation Master Plan</p> <p>Invasive Species Strategy</p> <p>Green Infrastructure Management Plan</p> <p>Stormwater Master Plan</p> <p>Tree Canopy Projects/Initiatives</p> <p>Recreation & Parks Strategic Plan</p> <p>CVC's Centre for Biodiversity</p>
Risks	<ul style="list-style-type: none"> - Town's capital projects are unfunded, limiting implementation. - Implementation of community priorities is not completed - Community involvement and engagement in the SNAP area declines - Environmental degradation increases
Outcomes	<ul style="list-style-type: none"> - Ongoing Community Engagement (153 events and 3,637 participants since 2020) - Minor Park capital improvements (21 community projects to date) - Partnership with CVC - Improvements to natural areas (6110 trees planted, 277 actions on private property, 1.2ha of planted areas, 4.99 hectares of invasives removed since 2020).

Implementation Support:

Council Report:	<p>PLS-2018-0071</p> <p>ADMIN-2020-0036</p>
Approved Strategy:	<p>Hungry Hollow SNAP Final Report</p>
Capital Project:	<p>8500-11-0119 SNAP Implementation Parks</p>



Natural Areas and Heritage

Preserve built and natural heritage features of our communities

Supporting Action, Project or Initiative:	Complete Bill 23 Heritage Strategy
Lead Department:	Planning & Development
Division:	Planning Policy
Description and Status Summary	
<p>Bill 23 Heritage Strategy was developed to respond to legislative changes to the Ontario Heritage Act, which will result in removal of listed properties from the Heritage Register, now by January 1, 2027 (due to revisions to the timeline through Bill 200). Staff have pivoted to focus significantly on individual property research and evaluation and have superceded original estimates in the number of properties to be designated. Council has designated over 50 properties under the Ontario Heritage Act through this strategy and staff continues to review the over 700 listed properties on the Heritage Register. Staff will continue to review and evaluate properties through to January 1, 2027 and then review the Bill 23 Heritage Strategy at that time.</p>	
Committee Review	
Timing	This has been ongoing since Council's adoption in March 2023, and will continue as planned until January 1, 2027, at which time the strategy will be revisited moving forward.
Funding	<p>The Bill 23 Heritage Strategy has been implemented by staff without additional budget impacts since early 2023. However, the strategy has impacted the ability of staff to order designation plaques for each property owner as the existing budget is below what is required. As a result, production of these plaques will be delayed strategically. Additional designations have also created new pressure on the Heritage Property Grant Program; staff have requested an additional \$15,000 in the 2025 budget to respond to this need and will revisit the financial asks on this program for 2026 and beyond. Additional funding to support heritage preservation is available for eligible properties through the Community Improvement Plan (CIP).</p> <p>2025 FUNDING UPDATE: 2025 Budget Request was approved.</p>
Staffing	Staff time is being allocated as part of 2025 Work Program. The Bill 23 Heritage Strategy has resulted in a significant workload for existing staff. Additional staffing resources would increase the number of potential designations under the Ontario Heritage Act.
Linkages	<p>Cultural Heritage Strategy Official Plan Update Secondary Plans (New/Updates) Community Improvement Plan (CIP)</p>

Risks	This project is an essential foundation as required by Provincial planning legislation for the conservation of cultural heritage resources as well as the identification, protection and management of cultural heritage landscapes. Without designation, on January 1, 2027, listed properties will be removed from the Heritage Register and be at risk for demolition. Staff will lose the ability to comment on development applications for previously listed properties and to designate those properties in a development application due to legislative changes through Bill 23.
Outcomes	Since the implementation of the Bill 23 Heritage Strategy, approximately 50 properties have been recommended for designation under Part IV of the Ontario Heritage Act. Heritage Halton Hills has also recommended the removal of 130 non-priority properties from the Heritage Register, and continues to review staff's Research & Evaluation Reports for properties recommended for designation.

Implementation Support:

Council Report:	PD-2023-010, PD-2024-049, and PD-2024-081
Approved Strategy:	Bill 23 Heritage Strategy
Capital Project:	



Natural Areas and Heritage

Preserve built and natural heritage features of our communities

Supporting Action, Project or Initiative:	Implement Cultural Heritage Strategy
Lead Department:	Planning & Development
Division:	Planning Policy
Description and Status Summary	
<p>The Capital Forecast includes funding for a Community Consultation Strategy for Historic Context Statements in 2026, as well as a Cultural Resource Vulnerability Assessment and Strategy in 2026. An update to the Cultural Heritage Strategy is projected for 2032.</p> <p>Now that the Cultural Heritage Strategy has been completed, this project will outline and define the Implementation Strategy to achieve the recommendations gradually over time. The recommendations will be implemented primarily at the staff level, with consultant assistance identified to date for Cultural Heritage Context Statements & Vulnerability Assessment & Strategy (identified in Capital Forecast). Staff have been making progress with several of the recommendations identified in the Cultural Heritage Strategy, including the development of a program for Historic Context Statements (5.1.1), establishing a process for heritage evaluation (5.2.2), engaging an individual to research listed properties (5.2.3), developing an inventory of character areas of significance (5.3.1), establishing farmstead-specific criteria (5.4.2.1), undertaking the first steps in evaluating historic schoolhouses for designation (5.4.4.1), and revising the Heritage Halton Hills webpage for clarity (5.5.3).</p>	
Committee Review	
Timing	The Cultural Heritage Strategy (CHS) was adopted in September 2023; staff have begun implementing several recommendations within the CHS, including Historic Context Statements, individual property evaluation, farmstead criteria, and historic community institutions. Future recommendations will continue to be implemented in conjunction with the Bill 23 Heritage Strategy.
Funding	This work is ongoing at the staff level, however will result in future needs assessments relating to various recommendations., including in particular Climate Change, Indigenous Engagement, and Cultural Economic Development 2025 FUNDING UPDATE: n/a
Staffing	Staff time is being allocated as part of 2025 Work Program.
Linkages	Bill 23 Heritage Strategy Official Plan Update Secondary Plans (New/Updates) Cultural Master Plan Economic Development and Tourism Strategy

Risks	Without implementation of the Cultural Heritage Strategy, which includes 32 recommendations to direct the heritage program, significant character areas and individual properties will not be evaluated to identify their value and opportunities for long-term conservation. The CHS recommends staff also look at Indigenous engagement, farmsteads, climate change strategies, historic community institutions, and economic development, as well as specific program-related recommendations to improve how the public is served.
Outcomes	The Cultural Heritage Strategy has provided direction for staff to implement several recommendations regarding the Town's heritage program, including looking at character areas, individual properties, policies, and Indigenous relations.

Implementation Support:

Council Report:	PD-2021-0032, PD-2023-054
Approved Strategy:	Halton Hills Cultural Heritage Strategy: Planning for Heritage in an Evolving Landscape ("Cultural Heritage Strategy")
Capital Project:	7100-22-2101

Safe and Welcoming Communities Summary Update Table

Initiative	Project Lead	Feb 2025 Update	2025 Funding
Update Recreation and Parks Master Plan and associated strategies	CSE – Dept wide	No change	No change
Recreational Facilities Strategy Recreation Facilities Development Strategy and Roadmap	CSE – Facilities	Staff continue to refine in anticipation of the upcoming Council workshop. [Name of initiative refined]	No change
Advance the Eighth Line Park (formerly referred to as Gellert Park) expansion, including financing strategy and space allocation policy	CSE – Parks, CD&E	Staff continue to advance detailed design of the Eighth Line Park project, awaiting results of the CSRIF Funding application to the Province of Ontario. Staff will report back on next steps once the results of the grant application are known. Due to Provincial Election, timing of grant results is uncertain	No change
Safe and Welcoming Workplace Plan – Equity Diversity Inclusion (EDI) Strategy and Action Plan	CSE – Recreation & Cultural Services	Phase 1 is anticipated to be completed shortly. Deliverables will be further reviewed and considered by the Town to identify potential priority actions, timelines, monitoring approaches, etc. Based on this review, a recommended implementation plan is anticipated to be presented to Council in Q2. Pending Council’s approval of Phase 1 results, Phase 2 is ready to be initiated. To reflect the project’s anticipated outcomes and align with key Town plans/strategies/projects, the project has been repositioned to be the Safe and Welcoming Plan.	Funding for Phase 3 was approved as part of 2025 Budget
Update Key Community Development Policies and Programs	CSE – Parks, CD&E	Staff continue to advance development of key community development policies. A neighbourhood engagement update will be provided through Memo No. CSE-2025-002 in February 2025 at the Healthy Environment and Community Committee. Staff are working to update the Community Grant Program with a memo going to Council on February 10 th and followed by additional recommendations in Q2.	No Change
Complete Fire Master Fire Plan assess town growth related to emergency services	Fire Services – Administration	Staffing plan complete. Community Risk assessment complete. Final steps include editing and review of recommendations for Fire Department growth, for the 5 year life of the plan.	No change
Enhance Enforcement Activities	CAOs Office – Enforcement	An RFQ was issued for the procurement of a parking vehicle with anticipated delivery in May. Caraway was informed we will not be extending their contract once it expires on June 30 th . Postings for the parking officer positions will occur late April or early May. Other enhancements include ASE anticipated to go live on February 24 th . Staff are beginning the test phase the week of February 10 th . The AMPS Non Parking By-law was passed by Council on February 10 th . Staff have begun working with GTechna to develop the module for these new penalty notices. Go live date is anticipated for April 1 st .	No change
Support a range of community events and celebrations	CSE – Parks, CD&E	Staff are continuing to advance the work of the special event policy and framework. It will go before Council in Q2 or Q3.	No change
Leverage Digital Communications - Corporate Website Refresh including unified technology and management approach	CAOs Office – Corp Comms	Project is on track. RFP to be issued this month. Staff are heavily engaged in the tremendous amount of work required to prepare for the new corporate site. A summer student will support this project; recruitment is underway.	Project approved through 2025 Budget



Safe and Welcoming Communities

Ensure that facilities and programs meet the evolving needs of the community

Supporting Action, Project or Initiative:	Update Recreation and Parks Master Plan and associated strategies
Lead Department:	Community Services
Division:	Department Wide
Description and Status Summary	
Complete an update to the 2020-2025 Recreation and Parks Strategic Plan, as well as key studies and strategies related to the plan, including: Outdoor Sports Strategy, Indoor Sports Strategy, Recreation Facility Strategy, Parkland Acquisition Strategy	
Committee Review	
0	
Timing	Planned to start in 2026 pending budget approval. Related strategies are ongoing
Funding	Funding for the Master Plan Update is unfunded in the 2026 Budget (\$101,000) 2025 FUNDING UPDATE: No change
Staffing	Project would be led by existing staff, with the potential for a secondment for a project lead, which would need to be backfilled. Pending the timing of other major recreation projects, specifically the Eighth Line Park Expansion, existing staff resources may need to be reallocated and hence result in delays to the update of the Recreation and Parks Master Plan and associated strategies.
Linkages	Outdoor Sports Strategy, Facility Strategy, Community Development Policies and Programs, Official Plan, Cultural Master Plan, Public Art Master Plan, Natural Asset Management Plan, Parkland Acquisition Strategy, Outdoor Court Sports Strategy, Indoor Sports Strategy, Economic Development and Tourism Strategy
Risks	Strategic Recreation Projects will not be advanced. Community recreational and park needs will not be updated to reflect the growing community and changing needs. Core Service Delivery review will not be updated. Inadequate staff resources available due to other major recreation priorities.
Outcomes	An updated vision for Recreation and Park services. Updated recommendations and projects as well as an implementation strategy.

Implementation Support:

Council Report:	RP-2020-0023, RP-2020-0006, Memo-CSE-2024-009
Approved Strategy:	Recreation and Parks Strategic Plan 2020-2025
Capital Project:	88-22-2601 (forecast)



Safe and Welcoming Communities

Ensure that facilities and programs meet the evolving needs of the community

Supporting Action, Project or Initiative:	Recreation Facilities Development Strategy and Roadmap
Lead Department:	Community Services
Division:	Facilities
Description and Status Summary	
<p>Develop a comprehensive Recreation Facilities Development Strategy and Roadmap to guide the development and refurbishment of the Town’s main facilities, including the Gellert Community Centre expansion, Vision Georgetown facility, Collegiate Pools refurbishment, Mold-Masters SportsPlex mezzanine development and the new Georgetown South Community Centre complex. The Strategy will address long-standing and growing facility shortages, in response to significant growth in facility use and growing diversity of uses/programs.</p>	
Committee Review	
Timing	Improvements to facilities will be reviewed as part of the strategy which is expected to start be completed in 2025. Facility improvements would be phased over time from 2026-2031 and beyond
Funding	<p>Georgetown Indoor Pool Revitalization - Design & Engineering(D&E) funded in 2026 budget (\$300,000), construction funded in 2027 budget (\$2.5M); Acton Indoor Pool Revitalization - D&E unfunded in 2026 budget (\$1.05M), construction unfunded in 2027 budget (\$10.5M); Mold-Masters Mezzanine Development unfunded in 2027 budget (\$300,000) to be combined with Facility Space Provision dollars in Growth in 2027 (\$4.6M); Gellert Community Centre Expansion - D&E unfunded in 2026 (\$2.6M), construction unfunded in 2028 budget (\$25.2M); Vision Georgetown Facility - D&E identified as a Growth item in 2031 (\$900,000), construction identified as a Growth item in 2032 (\$90M).</p> <p>2025 FUNDING UPDATE: No change</p>
Staffing	Managed by existing staff. If and when constructed, additional staff resources will be required to operate the facilities and to deliver programs.
Linkages	Space Allocation Policy, Indoor Sports Strategy, Parkland Acquisition Strategy
Risks	Town already faces a significant deficiency in many indoor recreational facility amenities (e.g.). With a growing population, this gap will continue to expand. Town will increasingly not be able to accommodate growing and/or changing community recreation needs. Reduced revenue growth and/or reputational impacts. Much of the Design and Engineering works and facility construction remain unfunded. Facility Division has very limited staff resources. Completing this major Strategy and Roadmap may be delayed if limited resources needed to be redirected to other priorities (e.g. urgent facility repairs/maintenance).
Outcomes	Construction of facilities will meet the needs of a growing community and contribute to community health and wellness, and the continued delivery of quality recreation facilities.

Implementation Support:

Council Report:	
Approved Strategy:	Recreation and Parks Strategic Plan 2020-2025
Capital Project:	88-22-2601 (forecast)



Safe and Welcoming Communities

Ensure that facilities and programs meet the evolving needs of the community

Supporting Action, Project or Initiative:	Advance the Eighth Line Park (formerly referred to as Gellert Park) expansion, including financing strategy and space allocation policy
Lead Department:	Community Services
Division:	Parks, Community Development & Environment
Description and Status Summary	
Develop an implementation and financing strategy for the Eighth Line Park expansion	
Committee Review	
Timing	Park completion by mid-2026
Funding	Park construction is unfunded in the 2025 staff recommended budget (Project 8500-11-2005). Per Council's direction, the Town has applied for \$4 million from the Community Sports and Recreation Infrastructure Grant - for a total \$8 million project. Detailed Funding Strategy was approved by Council via confidential report CSE-2024-011. Funding for maintenance equipment and ongoing operations will be required when the park is constructed, and is in addition to the \$8 million park expansion capital investment. 2025 FUNDING UPDATE: No change
Staffing	Detailed design being undertaken by existing staff. Staffing for Operations will need to be included in future budgets for Council's review/approval. If the provincial grant is secured, staff resources will be required to manage a comprehensive capital campaign per confidential report CSE-2024-011. Advancing this new and major project will likely impact and delay other projects, such as the community grant program.
Linkages	Recreation and Parks Strategic Plan, Parkland Acquisition Study, Outdoor Sports Strategy, Outdoor Court Sports Strategy, RFEOI for Air Supported Dome, Economic Development and Tourism Strategy
Risks	If funding strategy is not successful, the park construction will be delayed until funding is available from Development Charges. Lack of parkland will lead to higher use of existing parks, and increased pressure from residents for additional outdoor park spaces. Lack of outdoor facilities (i.e. pickleball/tennis courts) will result in groups being unable to grow and accommodate additional participation by the community. If the park does not proceed the air supported dome project also cannot proceed.
Outcomes	Construction of the park will result in a multi-sport community park hub for use by the community, which will also facilitate sports tourism, events and provide the potential for indoor facilities (dome) to meet indoor needs

Implementation Support:

Council Report:	RP-2023-014, Memo-CSE-2024-001, CSE-2024-010, CSE-2024-011 (confidential)
Approved Strategy:	Recreation and Parks Strategic Plan 2020-2025, Court Sport Strategy
Capital Project:	8500-27-2201 Park Design (\$100,000) \$87k remaining



Safe and Welcoming Communities

Ensure that facilities and programs meet the evolving needs of the community

Supporting Action, Project or Initiative:	Safe and Welcoming Workplace Plan – Equity Diversity Inclusion (EDI) Strategy and Action Plan
Lead Department:	Community Services
Division:	Recreation and Cultural Services
Description and Status Summary	
Strategy and Action Plan Phases 1, 2 and 3	
Committee Review	
Timing	Phase 1 Completion: Q1 2025, Phase 2&3: 2025/2026
Funding	Funding approved for Phases 1 and 2. Request in 2025 is for Phase 3. Additional funding to be requested in 2026 and beyond for implementation of Strategy and Action Plan. 2025 FUNDING UPDATE: Funding for Phase 3 was approved as part of 2025 Budget
Staffing	Currently, the Town does not have in place resources and the required subject-matter expertise to adequately and promptly respond to a steadily increasing volume and complexity of EDI-related inquiries, both from within the organization and from residents using Town services and programs. The Town also does not have the resources required to implement this project. Pending the completion of Phases 1 and 2, an implementation plan (including resources) will be prepared for Council’s consideration.
Linkages	Strategic Plan, Customer Service Strategy, HR Strategy, Staff Attraction and Retention Plan, Recreation Master Plan, Cultural Master Plan
Risks	No staff resources for implementation. Inability to respond effectively to changing staff and community needs as Halton Hills grows and continues to become more diverse. Growing reputational damage and potential litigation risks. Without an actionable implementation plan and associated operational resources, the Town will not be able to address the identified gaps, risks, opportunities and actions.
Outcomes	1) Advancement of Council's Safe and Welcoming Community priority; 2) Inclusive and supporting workplace; 2) Accessible and inclusive programs and services for an increasingly diverse community; 3) Risk and liability management; 4) Coordinated/comprehensive approach; 5) Consistency across Town departments/operations; 6) Engagement with and stronger relationships with diverse communities; 7) Diverse, welcoming and inclusive community with a high quality of life.

Implementation Support:

Council Report:	ADMIN 2021-0041, Resolution No.2021-0024
Approved Strategy:	
Capital Project:	Phase 3, approved by Council as part of 2025 Budget



Safe and Welcoming Communities

Support community-driven and partnered recreation and sport programming

Supporting Action, Project or Initiative:	Update Key Community Development Policies and Programs
Lead Department:	Community Services
Division:	Parks , Community Development & Environment
Description and Status Summary	
<p>This initiative involves updating key policies and frameworks to enhance community engagement, access to resources, and organizational partnerships. Key policies and programs to be updated include: Space Allocation Policy; Community Affiliated Organization Policy; Special Event Policy and Framework; Sport Development Framework; Neighbourhood Engagement Framework; Community Recognition Program / Community Volunteer Recognition Event; Community Capital Partnership Policy/Framework; Community Grant Program Policy and Guidelines</p>	
Committee Review	
Timing	Jan 2025-Dec 2026, pending resource availability
Funding	<p>Supported within the existing operating budget for Community Development in planning and development. Funding will be required for the implementation of the frameworks and the associated programs</p> <p>2025 FUNDING UPDATE: No change</p>
Staffing	<p>Led by Community Development staff. An additional Neighbourhood Engagement Coordinator will be needed by 2026 to continue efforts outlined in the Neighbourhood Engagement Framework. Actual timing for the implementation of this initiative is dependent on the continued availability of limited existing staff resources. Resource reallocation to other major Town priority projects, such as the Eighth Line Park Expansion, will delay the completion of this initiative.</p>
Linkages	Recreation and Parks Strategic Plan, Outdoor Sports Strategy, Community Development Action Plan
Risks	<p>Potential limitations on staffing or program delivery due to budget restrictions. Limited capacity and diverse interests of community groups may hinder full engagement. Without strong partnerships and transparent processes, the Town may miss valuable opportunities for community development. Challenges in securing funding could impact the implementation of certain frameworks and programs. Ensuring a uniform approach to community organization partnerships across the municipality could be challenging.</p>
Outcomes	<p>Improved access to recreation and sport spaces in the community for local organizations. Clarification on roles of community organizations and the Town for collaborations, partnerships and processes. Stronger partnerships with local organizations fostering community cohesion, recognition, involvement and engagement. Expanded recognition of volunteer contributions, fostering stronger civic participation and culture. Working towards stronger, more connected, and resilient neighbourhoods.</p>

Implementation Support:

Council Report:	RP-2020-0023: Community Development Action Plan; Council Workshop 2024
Approved Strategy:	
Capital Project:	



Safe and Welcoming Communities

Ensure emergency services align with town growth

Supporting Action, Project or Initiative:	Complete Fire Master Fire Plan assess town growth related to emergency services
Lead Department:	Fire Services
Division:	Administration
Description and Status Summary	
Fire Master Plan	
Committee Review	
Timing	nearing completion; to be complete by end 2024
Funding	yes, project previously funded 2025 FUNDING UPDATE: No change
Staffing	report recommending significant increases in FTE Fire Staff (20.5) over next 5 years
Linkages	
Risks	Reduction in Fire's service delivery model
Outcomes	Enhanced service delivery model. Safer emergency response deployment model

Implementation Support:

Council Report:	2024-005
Approved Strategy:	
Capital Project:	



Safe and Welcoming Communities

Ensure emergency services align with town growth

Supporting Action, Project or Initiative:	Enhance Enforcement Activities
Lead Department:	Office of the CAO
Division:	Enforcement
Description and Status Summary	
parking enforcement moved from external third party to internal staff; parking enforcement vehicle request	
Committee Review	
Timing	July 1, 2025
Funding	No - requesting 2.5 FTE in 2025 Operating Budgets beginning July 1, 2025; No - requesting 1 vehicle in 2025 capital budget 2025 FUNDING UPDATE: No change
Staffing	not serviced by existing staff compliment; 2.5 FTEs requested in 2025 to begin July 1, 2025
Linkages	These positions will have the opportunity to learn about the MLEO position and will be utilized for succession planning. Parking officers may take on some of the smaller MLEO cases enhancing enforcement coverage throughout Town.
Risks	The current contract with the third party company expires June 30, 2025. We will need to have staff hired and the vehicle ready for a smooth transition.
Outcomes	The Town will see more consistent coverage and enforcement of parking regulations with in house staff.

Implementation Support:

Council Report:	No report. This was a budget request and presented with the 2025 budget.
Approved Strategy:	
Capital Project:	



Safe and Welcoming Communities

Enhance outreach and engagement within our communities

Supporting Action, Project or Initiative:	Support a range of community events and celebrations
Lead Department:	Community Services
Division:	Parks , Community Development & Environment
Description and Status Summary	
<p>This initiative focuses on enhancing support for community events and celebrations by: Creating the Special Event Policy and Framework to improve event planning, permitting, and resource allocation; Refining the Community Grant Program – Special Events Stream and Guidelines to provide clear criteria and streamlined processes for event funding; Streamlining the process for third-party event applications and aligning rates and fees for consistency and accessibility; Developing a Special Event Strategy and identifying dedicated event spaces to support a diverse array of community events; Hosting Town-led events to showcase new facilities, parks, and amenities, with Town staff leading grand openings and activities.</p>	
Committee Review	
Timing	Jan 2025 – December 2030
Funding	<p>Supported within the operating budget, with potential for external partnerships and sponsorships to enhance event resources. If further Town-led community activities/events are added, additional funding will be needed.</p> <p>2025 FUNDING UPDATE: No change</p>
Staffing	Managed by existing Community Development staff. Supported by staff in other departments and divisions such as public works, transportation, enforcement, clerks, fire, recreation & cultural services and external partners such as Halton Regional Police, Halton Paramedic Services.
Linkages	<p>Recreation and Parks Strategic Plan</p> <p>Cultural Master Plan</p> <p>Economic Development and Tourism Strategy</p>
Risks	Additional events may lead to capacity issues with staffing, budget resources and allocation of space; Increase in fees may cause dissatisfaction among community groups, potentially affecting participation; Competing or overlapping events could reduce attendance or dilute resources and support; Ensuring all events meet safety and compliance standards could require additional oversight and resources, especially for newer event organizers.
Outcomes	Events will encourage residents to connect, fostering stronger community connections and a vibrant local culture. Events will attract visitors, benefiting local businesses and boosting tourism. Supporting a variety of events will ensure all community members feel represented and welcome.

Implementation Support:

Council Report:	
Approved Strategy:	Recreation and Parks Strategic Plan 2020-2025
Capital Project:	



Safe and Welcoming Communities

Enhance outreach and engagement within our communities

Supporting Action, Project or Initiative:	Leverage Digital Communications - Corporate Website Refresh including unified technology and management approach
Lead Department:	Office of the CAO
Division:	Corporate Communications
Description and Status Summary	
Development of 4 websites: Town, Library, Invest & Tourism, unifying the backend through one operating platform; saves money via one RFP and achieves efficiencies in content management and ensures system can accommodate future online services to support customer service.	
Committee Review	
Timing	2025-2026 project
Funding	funding requested in 2025 staff budget 2025 FUNDING UPDATE: Project was approved through 2025 Budget.
Staffing	1 FTE to be requested in 2026 budget to support website management
Linkages	Customer Service Strategy, Digitization Strategy, IT Incident Response
Risks	Current operating system is outdated and vendor is phasing out support. Significant risk to Town service if new websites not built.
Outcomes	Completion of the websites will result in adoption of best practices, latest technology and prepares the Town to enhance online offerings.

Implementation Support:

Council Report:	
Approved Strategy:	A Website Redevelopment Strategy was completed in 2024
Capital Project:	0