

Strategic Priority Committee

# Healthy Environment and Community

Safe and Welcoming Communities

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## SAFE AND WELCOMING COMMUNITIES

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<b>SAFE AND WELCOMING COMMUNITIES</b>		
<b>Initiative</b>	<b>Project Lead</b>	<b>September 2025 Update</b>
Update Recreation and Parks Master Plan and associated strategies	CSE – Dept wide	Update to Recreation and Parks Strategic Plan is currently unfunded in the 2026 Budget.
Recreation Facilities Development Strategy and Roadmap	CSE – Facilities	Fall report to Council to firm up direction. Funding strategy capital project for 2026 pending budget approval.
Advance the Eighth Line Park (formerly referred to as Gellert Park) expansion, including financing strategy and space allocation policy	CSE – Parks, CD&E	CSRIF Grant was unsuccessful as outlined on July 7 Memorandum CSE-2025-005. Staff reviewing phasing and financial options to report back to Council on next steps.
Safe and Welcoming Halton Hills Phase 1: Safe and Welcoming Workplace Phase 2: Safe and Welcoming Community – Town Services	CSE – Recreation & Cultural Services	-Community Survey has closed -Consultants are analyzing the data -Interviews with community leaders and community service providers representing equity-deserving groups are underway
Update Key Community Development Policies and Programs	CSE – Parks, CD&E	- Council approved the proposed policy and guideline changes to the Community Grant Program for roll out in 2026. Awaiting budget approval on the recommended budget to implement in 2026. Held an information session with community organizations in July 2025 on the approved policy. It was well received by community groups. - Community Socials to continue in Wards 1 & 2 in October. - Council Memo outlining the work on the Community Organization Affiliation Policy will go Sept 15. Work to commence on the policy in Q3/Q4 with the proposed policy in Q1 of 2026.
Complete Fire Master Plan - assess town growth related to emergency services	Fire Services – Administration	Fire dept/ Pomax consulting are in the final stages of editing the Master Fire Plan. 2025 early Q4 completion date is expected
Enhance Enforcement Activities	CAOs Office – Enforcement	The transition to bring parking in house was completed at the end of June. Following a successful recruitment we hired 2.5 parking officers who began their first shift on June 30th. All 3 employees are sharing a new parking vehicle that was purchased and delivered on June 30 <sup>th</sup> .  Staff are still preparing a report for Council consideration on STA's.
Support a range of community events and celebrations	CSE – Parks, CD&E	No update
Leverage Digital Communications - Corporate Website Refresh including unified technology and management approach	CAOs Office – Corp Comms	RFP has been awarded and meetings with vendor have begun. A significant amount of work has been completed and is ongoing as staff prepare for the new websites.



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

<b>Supporting Action, Project or Initiative:</b>	Update Recreation and Parks Master Plan and associated strategies
<b>Lead Department:</b>	Community Services
<b>Division:</b>	Department Wide
<b>Description and Status Summary</b>	
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	
<b>Committee Review</b>	
<b>Timing</b>	Planned to start in 2026 pending budget approval. Related strategies are ongoing
<b>Funding</b>	Funding for the Master Plan Update is unfunded in the 2026 Budget (\$101,000) 2025 FUNDING UPDATE: No change
<b>Staffing</b>	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.
<b>Linkages</b>	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
<b>Risks</b>	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.
<b>Outcomes</b>	An updated vision for Recreation and Park services. Updated recommendations and projects as well as an implementation strategy.

#### Implementation Support:

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



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

<b>Supporting Action, Project or Initiative:</b>	Recreation Facilities Development Strategy and Roadmap
<b>Lead Department:</b>	Community Services
<b>Division:</b>	Facilities
<b>Description and Status Summary</b>	
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.	
<b>Committee Review</b>	
<b>Timing</b>	April 28 Council Workshop. Post workshop - developing strategies to firm up pathway.
<b>Funding</b>	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). 2025 FUNDING UPDATE: No change
<b>Staffing</b>	Managed by existing staff. If and when constructed, additional staff resources will be required to operate the facilities and to deliver programs.
<b>Linkages</b>	Space Allocation Policy, Indoor Sports Strategy, Parkland Acquisition Strategy
<b>Risks</b>	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).
<b>Outcomes</b>	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:**

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



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

<b>Supporting Action, Project or Initiative:</b>	Advance the Eighth Line Park (formerly referred to as Gellert Park) expansion, including financing strategy and space allocation policy
<b>Lead Department:</b>	Community Services
<b>Division:</b>	Parks, Community Development & Environment
<b>Description and Status Summary</b>	
Develop an implementation and financing strategy for the Eighth Line Park expansion	
<b>Committee Review</b>	
<b>Timing</b>	No update. Still awaiting CSRIF Provincial Funding results
<b>Funding</b>	<p>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.</p> <p>2025 FUNDING UPDATE: No change</p>
<b>Staffing</b>	<p>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.</p>
<b>Linkages</b>	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
<b>Risks</b>	<p>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.</p>

<b>Outcomes</b>	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
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**Implementation Support:**

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





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

<b>Supporting Action, Project or Initiative:</b>	Safe and Welcoming Workplace Plan – Equity Diversity Inclusion (EDI) Strategy and Action Plan
<b>Lead Department:</b>	Community Services
<b>Division:</b>	Recreation and Cultural Services
<b>Description and Status Summary</b>	
<p>Strategy and Action Plan Phases 1, 2 and 3.</p> <p>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 Workplace Plan.</p>	
<b>Committee Review</b>	
<p>FEB 2025 update: Chair noted slight change, referenced recent email to Council. Commissioner advised no additional feedback required at this time from Council. First Phase now completed; now called "Safe and Welcoming Workplace Plan". Goal is to come back to Council between March-April with "made in Halton Hills" Plan.</p>	
<b>Timing</b>	May 5, 2025 Council report and presentation of Phase 1. May 12, 2025 launch of Phase 2 with Community Consultation
<b>Funding</b>	<p>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.</p> <p>2025 FUNDING UPDATE: Funding for Phase 3 was approved as part of 2025 Budget</p>
<b>Staffing</b>	<p>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.</p>
<b>Linkages</b>	Strategic Plan, Customer Service Strategy, HR Strategy, Staff Attraction and Retention Plan, Recreation Master Plan, Cultural Master Plan
<b>Risks</b>	<p>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.</p>

<b>Outcomes</b>	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.
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**Implementation Support:**

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



### Support community-driven and partnered recreation and sport programming

<b>Supporting Action, Project or Initiative:</b>	Update Key Community Development Policies and Programs
<b>Lead Department:</b>	Community Services
<b>Division:</b>	Parks , Community Development & Environment
<b>Description and Status Summary</b>	
<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>	
<b>Committee Review</b>	
<b>Timing</b>	Community Grant Program options were considered at the April 14th Council meeting through Report CSE-2025-004. A final policy update is expected in late Q2. Work has begun on the Community Organization Affiliation Policy – expected completion for Q4. Implementation of Community Socials is ongoing for 2025. 2025 Community Grant Program intake and allocations completed
<b>Funding</b>	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 2025 FUNDING UPDATE: No change
<b>Staffing</b>	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.
<b>Linkages</b>	Recreation and Parks Strategic Plan, Outdoor Sports Strategy, Community Development Action Plan
<b>Risks</b>	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.

<b>Outcomes</b>	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.
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**Implementation Support:**

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



### Ensure emergency services align with town growth

<b>Supporting Action, Project or Initiative:</b>	Complete Fire Master Fire Plan assess town growth related to emergency services
<b>Lead Department:</b>	Fire Services
<b>Division:</b>	Administration
<b>Description and Status Summary</b>	
Fire Master Plan	
<b>Committee Review</b>	
FEB 2025 update: Fire Chief was asked for hiring update. Chief noted 10 FF recently hired. May 1 start date.	
<b>Timing</b>	Fire Dept/Pomax consulting in the final stages of making the document AODA compliant. 2025 Q3 completion date.
<b>Funding</b>	yes, project previously funded 2025 FUNDING UPDATE: No change
<b>Staffing</b>	report recommending significant increases in FTE Fire Staff (20.5) over next 5 years
<b>Linkages</b>	
<b>Risks</b>	Reduction in Fire's service delivery model
<b>Outcomes</b>	Enhanced service delivery model. Safer emergency response deployment model

### Implementation Support:

<b>Council Report:</b>	2024-005
<b>Approved Strategy:</b>	
<b>Capital Project:</b>	



### Ensure emergency services align with town growth

<b>Supporting Action, Project or Initiative:</b>	Enhance Enforcement Activities
<b>Lead Department:</b>	Office of the CAO
<b>Division:</b>	Enforcement
<b>Description and Status Summary</b>	
parking enforcement moved from external third party to internal staff; parking enforcement vehicle request	
<b>Committee Review</b>	
FEB 2025 update: Committee asked for an update on the hiring of Enforcement Staff.	
<b>Timing</b>	Transition to in-house parking is progressing as planned. New officers will be recruited for a July 1st start date. May 5 report to Council on Short Term Accommodations survey results. Looking for Council direction on how to proceed.
<b>Funding</b>	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
<b>Staffing</b>	not serviced by existing staff compliment; 2.5 FTEs requested in 2025 to begin July 1, 2025
<b>Linkages</b>	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.
<b>Risks</b>	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.
<b>Outcomes</b>	The Town will see more consistent coverage and enforcement of parking regulations with in house staff.

### Implementation Support:

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



### Enhance outreach and engagement within our communities

<b>Supporting Action, Project or Initiative:</b>	Support a range of community events and celebrations
<b>Lead Department:</b>	Community Services
<b>Division:</b>	Parks , Community Development & Environment
<b>Description and Status Summary</b>	
<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>	
<b>Committee Review</b>	
<p>FEB 2025 update: Committee asked staff to look into "Friendship Bench" initiative. CBS Sunday morning news segment. Focus on mental health. Run by 'Grandmothers' group - believe some training provided. Staff committed to look into it and report back.</p>	
<b>Timing</b>	Support through Community Grant Program for events through Council Report CSE-2025-004 was considered by Council on April 14th. Third Party Event listing for 2025 was sent to Council (approximately 68 events for 2025)
<b>Funding</b>	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. 2025 FUNDING UPDATE: No change
<b>Staffing</b>	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.
<b>Linkages</b>	Recreation and Parks Strategic Plan Cultural Master Plan Economic Development and Tourism Strategy
<b>Risks</b>	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.

<b>Outcomes</b>	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.
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Implementation Support:

<b>Council Report:</b>	
<b>Approved Strategy:</b>	Recreation and Parks Strategic Plan 2020-2025
<b>Capital Project:</b>	





### Enhance outreach and engagement within our communities

<b>Supporting Action, Project or Initiative:</b>	Leverage Digital Communications - Corporate Website Refresh including unified technology and management approach
<b>Lead Department:</b>	Office of the CAO
<b>Division:</b>	Corporate Communications
<b>Description and Status Summary</b>	
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.	
<b>Committee Review</b>	
<b>Timing</b>	Project adjusted to remove library as they are using a different vendor. RFP issued for development of Town, Invest HH and tourism websites. Module rollout will be gradual with full project completion now anticipated for Jan 2027. Proposed website resource hire for 2026 deferred to 2027 budget though demand for service remains high with 148% increase in help desk tickets.
<b>Funding</b>	funding requested in 2025 staff budget 2025 FUNDING UPDATE: Project was approved through 2025 Budget.
<b>Staffing</b>	1 FTE to be requested in 2026 budget to support website management
<b>Linkages</b>	Customer Service Strategy, Digitization Strategy, IT Incident Response
<b>Risks</b>	Current operating system is outdated and vendor is phasing out support. Significant risk to Town service if new websites not built.
<b>Outcomes</b>	Completion of the websites will result in adoption of best practices, latest technology and prepares the Town to enhance online offerings.

### Implementation Support:

<b>Council Report:</b>	No report. This was a budget request and presented with the 2025 budget.
<b>Approved Strategy:</b>	A Website Redevelopment Strategy was completed in 2024
<b>Capital Project:</b>	1200-10-2501 Unified Website Development Project