



REPORT

REPORT TO: Mayor R. Bonnette and Members of Council

REPORT FROM: Steve Burke, Manager of Planning Policy

DATE: June 19, 2015

REPORT NO.: PDS-2015-0035

RE: Town Strategic Plan Review and 2014-2018
Strategic Action Plan
File No.: C08/ST Strategic Plan Review

RECOMMENDATION:

THAT Report No. PDS-2015-0035, dated June 19, 2015 regarding the outcome of the April 20, 2015 Council Strategic Planning Session, and the proposed 2014-2018 Strategic Action Plan, be received;

AND FURTHER THAT the Community Vision, Corporate Mission, Strategic Directions and Goals of the Town Strategic Plan (attached as **Schedule 2** to this report), as well as the associated 64 Strategic Objectives, be confirmed as the guide for the 2014-2018 term of Council;

AND FURTHER THAT staff be directed to conduct an internal review of the long list of over 240 Strategic Actions and determine where changes are required, to ensure continued relevance, and consistency with the Community Vision, Corporate Mission, Goals and Strategic Objectives of the Town Strategic Plan;

AND FURTHER THAT the proposed 2014-2018 Strategic Action Plan (attached as **Schedule 3** to this report), be endorsed by Council as their strategic priorities for the 2014-2018 term of Council;

AND FURTHER THAT the proposed 2014-2018 Strategic Action Plan be referred back to staff for the development of a proposed Implementation Plan that sets out the 2015-2017 Operating and Capital Budget implications, to be referred to Budget Committee for consideration;

AND FURTHER THAT the direction received from Council on their desired priorities for Communications be referred back to staff for inclusion in the proposed Implementation Plan.

BACKGROUND:

Through Report PDS-2015-0016, dated February 23, 2015, Council approved an approach to the review of the Town Strategic Plan. The approach chosen was a 'Focused Review' in which a "Check-In" was conducted to ensure that the Town Strategic Plan Community Vision, Corporate Mission, Strategic Directions and Goals remained relevant, but the focus was to be on reviewing the 'Top Ten' Strategic Action Plan priorities from the previous Council term (attached as **Schedule 1** to this report), and developing a new set of priorities for the current Council term. Council also authorized the scheduling of a one-day Strategic Plan Session for the purpose of conducting the 'Focused Review'.

The Council Strategic Plan Session was held on April 20, 2015 at the Halton Hills Cultural Centre, and was attended by Mayor Bonnette and Councillors Somerville, Fogal, Hurst, Johnson, Inglis, Lawlor, Lewis and Brown, as well as the Senior Management Team. The session was facilitated by John Matheson of Strategy Corp, the firm chosen as per the recommendation of Report PDS-2015-0016, which offered expertise in strategic planning and facilitation.

Prior to the Council Strategic Plan Session, the consultant conducted one-on-one interviews with members of Council, and met with the Senior Leadership Team and Planning Policy staff, to better inform and structure the group discussion.

On April 20, the session began with an informative environmental scan presentation from Shirley Hoy and John Matheson of Strategy Corp. The discussion was framed as an exercise in categorizing issues as follows:

- **Capacity** – “We can deliver it” – authority, capability
- **External Issues** – “We need to do it” – economic considerations, fiscal considerations, policy changes, demographic change, environmental sustainability
- **Internal Priorities** – “Residents want it” – fits vision, meets needs, improves quality of life
- **Budget** – “We can afford it” – financial sustainability.

The scan identified key 'Catalysts for Change' in municipal government:

- Economic restructuring;
- Provincial fiscal constraint;
- Managing growth;
- Environmental sustainability; and,
- Social and demographic change

The key implications for Halton Hills are that municipalities must be prepared to respond to change at upper levels of government, and embrace the long-term benefits of self-reliance due to tight Federal and Provincial budgets.

The Coordinated Provincial Plan Review (i.e. Growth Plan, Greenbelt Plan, Niagara Escarpment Plan) was noted as a key external influence, which will have implications for how growth is managed in the Greater Golden Horseshoe, as well as protection of the natural environment and support for economic development.

Other relevant Provincial initiatives include:

- reviewing disaster response (i.e. ice storm);
- developing a Community Hubs Policy to promote efficient use of public assets through partnerships amongst schools, municipalities and community organizations;
- reviewing the structure and funding of conservation authorities;
- focusing on increased transparency of municipal government, including 'open data'.

COMMENTS:

Town Strategic Plan Check-In:

Once the environmental scan was completed, John Matheson then facilitated the Focused Review of the Town Strategic Plan, beginning with a Check-In regarding the Community Vision, Corporate Mission, Strategic Directions and the related Goals (attached as **Schedule 2** to this report). The related 64 Strategic Objectives and over 240 Strategic Actions were not reviewed. The purpose of this exercise was to assess whether the overall vision, mission and broad framework of the Town Strategic Plan remained relevant to the direction that Council wanted to go in for the next 4-year Council term.

In general, Council concluded that the Community Vision, Corporate Mission, Strategic Directions and Goals of the Town Strategic Plan remain relevant and appropriate for this Council term. The framework of the Town Strategic Plan articulates a clear direction for the municipality in the key theme areas of:

- Fostering a Healthy Community;
- Preserving, Protecting and Enhancing our Environment;
- Fostering a Prosperous Economy;
- Preserving, Protecting and Promoting our Distinctive History;
- Preserving, Protecting and Enhancing our Countryside;
- Protecting and Enhancing our Agriculture;
- Achieving Sustainable Growth;
- Providing Sustainable Infrastructure and Services; and,
- Providing Responsive, Effective Municipal Government.

A significant input to the assessment was the role of Imagine Halton Hills, the Town's Integrated Community Sustainability Strategy (ICSS), which had been developed since the last review of the Town Strategic Plan (TSP) in 2011. Therefore, Council was asked to compare the direction provided by the Vision to 2060 contained in the ICSS (March 2013) against the Community Vision to 2031 contained in the Town Strategic Plan (June 2011).

Town Strategic Plan 2031

Community Vision to 2031

Halton Hills is a vibrant and distinctive **small Town** in the Greater Golden Horseshoe

- characterized by its spectacular countryside, natural heritage system and cultural heritage;
- enriched by its unique blend of urban and rural interconnected communities and neighbourhoods; and,
- supported by its prosperous employment areas.

Imagine Halton Hills: Community Sustainability Strategy

Vision

In 2060, the urban and rural communities of Halton Hills balance economic prosperity with a deep commitment to the natural environment, while retaining viable local agriculture and **small-town feel**, and being socially equitable, culturally vibrant and strongly connected.

The overall conclusion was that the Community Vision of the TSP generally addressed all of the key themes of the ICSS Vision, with the exception of the concept of “small town” versus “small town feel”. The outcome of the Council discussion was that it was important to capture the “small town feel” concept in the TSP Vision as one of the Towns’ defining characteristics, along with its spectacular countryside, cultural heritage and natural heritage. Staff is also recommending that the term “small town” be replaced with the term “community” recognizing that the former term is generally associated with the size of a municipality by population or geographic area, rather than a characteristic that defines a particular community.

The only other recommended change to the Community Vision, as well as the Corporate Mission, relates to the time horizon (i.e. 2031). Given that during this term of Council, the subject of growth to the 2041 horizon must be addressed due to Amendment No. 2 to the Provincial Growth Plan, the options available were to remove the time horizon or extend it to 2041. In keeping with the conclusion of Council, that at this time, the Community Vision and Corporate Mission remain relevant to 2041 and beyond, it is recommended that the time horizon be removed.

As they did not form part of the Focused Review, this report recommends that Town staff be directed to conduct an internal review of the over 240 detailed Strategic Actions of the Town Strategic Plan, and determine their continued relevance or if changes are required to ensure consistency with the Community Vision, Corporate Mission, Strategic Directions, Goals and Strategic Objectives.

Review of the 2010-2014 ‘Top Ten’ Strategic Priorities:

Following the ‘Check-in’ exercise, John Matheson led Council and the Senior Leadership Team through an exercise of reviewing the 2010-2014 ‘Top Ten’ list of Strategic Action Plan priorities as a starting point, in order to determine if they had been completed, and if not, whether they remained priorities for Council in the current term of Council.

As outlined in detail in the 2014 Strategic Plan Annual Monitoring Report (PDS-2015-0010), the municipality has made substantial progress in achieving the priorities identified in the 'Top Ten' list of Strategic Action Plan priorities. Due to the progress made, Council confirmed that Priorities 4 – Acton Quarry After Use, 8 – Economic Development Strategy, and 10 –Specialized Transit, did not need to be retained on the list of strategic priorities for the current term of Council. Council also confirmed that substantial progress had been made in the areas of: 2 – Communications and 9 – Community Improvement Plan Implementation, but there was more work to be done in the current term of Council.

	2010-2014 'Top Ten'		Proposed 2014-2018 'Top Eight'
1	Municipal Service Delivery	1	Municipal Service Delivery
2	Communications	2	Financial Sustainability
3	401 Corridor Employment Area Development	3	Planning for Growth
4	Acton Quarry After Use	4	Transportation/Mobility
5	Sustainability	5	Sustainability
6	Future Residential Area Planning	6	Employment Areas Development
7	Growth Financing	7	Rural Economic Development
8	Economic Development Strategy	8	Communications
9	Community Improvement Plan Implementation		
10	Specialized Transit		

Development of the 2014-2018 'Top Eight' Strategic Priorities:

Above is the proposed 'Top Eight' Council Strategic Action Plan Priorities, based upon input received at the Council Strategic Planning Session, which has been elaborated on and organized by the Town's consultant, and staff through consultation with the Senior Leadership Team. The detailed actions proposed under each of the eight subject areas are contained on **Schedule 3** to this report. The 'Top Eight' have been ranked by staff

based on interpretation of the feedback at the Council Strategic Planning Session, but implementation of the 'Top Eight' would be based on a Council approved Implementation Plan tied to the Town's Capital and Operating Budgets.

1. Municipal Service Delivery

The first strategic action item is unchanged from the previous list of priorities in recognition of the importance of the Town's commitment to continuing effective, efficient and economical municipal service delivery. It is important to stress the critical importance of municipal delivery of a broad range services to residents and businesses, including: fire-fighting and prevention, libraries, road and storm water management design and maintenance, parks and open spaces, recreational programming and senior services, planning and development approvals, building permit approvals, by-law enforcement, and others which are not specifically identified in the Town Strategic Plan.

2. Financial Sustainability

Council has identified the long-term financial sustainability of the Town as a continued priority for this term of Council. Based on that priority, actions have been articulated regarding the management of the Town's infrastructure assets, the examination of the fiscal impacts of growth to the 2041 horizon, the objective that "growth should pay for growth", and the protection of the Town's interests with respect to Provincial consolidation of local electricity distribution companies.

3. Planning for Growth

The importance of sound planning for future population growth was emphasized by Council for this 4-year term. The focus has been broadened from the Vision Georgetown process for the Georgetown expansion lands, to the preservation of heritage and neighbourhood character, and the importance of good urban design, when focusing development in identified intensification areas. Other aspects include planning for seniors and welcoming new residents. An action has also been articulated that addresses active participation in the upcoming Regional exercise with respect to growth to 2041.

4. Transportation/Mobility

An emerging priority for Council this 4-year term relates to resident concerns with respect to ease of mobility within and beyond the Town, active transportation (walking, cycling), public transit, the impact of trucks, and the future GTA West Transportation Corridor. To respond to this priority, a set of actions has been identified as the proposed areas of focus for the current term of Council.

5. Sustainability

This theme remains a priority for Council in the current 4-year term, with the focus on building upon work completed in previous terms, such as the Community Sustainability Strategy, Green Development Standards and Mayor's Community Energy Plan. A new proposed action concerns climate change and recommends an initiative that addresses local needs and emerging Provincial requirements, based on municipal capacity.

6. Employment Areas Development

This theme continues to identify the planning of the Town's Premier Gateway Employment Area as a priority, to ensure that the Town maintains a healthy supply of employment land despite the impacts of protection for the GTA West Transportation Corridor. Also a priority is the implementation of the Town's Community Improvement Plan related to employment areas. A new action identified at the Council Strategic Planning Session was the need for a strategy to address the underutilization of employment lands in Acton.

7. Rural Economic Development

A renewed area of focus identified by Council for this 4-year term is the economic viability of the rural area. The proposed set of actions includes continued participation in the GTA Countryside Mayor's Alliance and support for local food production, agri-tourism, eco-tourism and enhanced broad band infrastructure.

8. Communications

For this 4-year term, Council wants to build upon improvements in the area of Communications achieved in the last term of Council, including exploring opportunities for improved web and social media communications.

In particular, with respect to improved access and making greater use of technology for Town Council meetings and other Town business, it would assist Town staff to develop appropriate action plans, if Council could identify which potential action items (selecting all that are applicable) are expected in support of this specific strategy:

- Paperless Council and Committee meetings, including required technology
- Webcasting of Council meetings
- Video conference (e.g. Skype) option for participation in Council and Committee meetings
- Other

The actions identified by Council will be incorporated into the follow-up report to Council on a proposed Implementation Plan and associated budget implications of the proposed 'Top Eight' Council priorities.

RELATIONSHIP TO STRATEGIC PLAN:

This report relates directly to the implementation of the entire Town Strategic Plan, but in particular **Strategic Direction/Theme I: Provide Responsive, Effective Municipal Government**, the **Goal** to provide strong leadership in the effective and efficient delivery of municipal services, and the following **Strategic Objective** and related **Strategic Action**:

- I.8** To create an implementation and monitoring framework for the Town Strategic Plan.

- I.8(a)** Conduct a review of the Town Strategic Plan at the commencement of a new Council term, and determine if the Plan should be replaced or simply revised.

FINANCIAL IMPACT:

The implementation of the Town Strategic Plan is integrated with the Town's annual Capital and Operating Budget processes. There are important implications for the preparation of the Town's 2015-2017 Capital and Operating Budgets and Forecast arising from this report. This report recommends that the budget implications of a proposed Implementation Plan be addressed in a subsequent report to Budget Committee prior to the finalization of the 2015 Capital and Operating Budgets and 2016-2025 Capital Forecast.

As an initial observation, staff notes that the following strategic actions on the proposed 'Top Eight' list of priorities are not currently identified in the Town's approved 2014 Capital Budget or 2015-2024 Capital Forecast:

1. Climate Change Adaptation Plan/Strategy (Action 5A);
2. Truck Movement Strategy (Action 4E);
3. Acton Employment Area Strategy (Action 6B).

The Fiscal Impact of Post-2031 Growth Alternatives study and the Transportation Master Plan Update are already identified in the approved Capital Forecast for this Council term.

COMMUNICATIONS IMPACT:

A subsequent report to Council recommending approval of the proposed Implementation Plan for the 'Top Eight' Council Priorities will also contain recommendations on how to broadly communicate the Plan to the residents and businesses of Halton Hills, based upon consultation with the Manager of Communications.

SUSTAINABILITY IMPLICATIONS:

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life. The relationship between this report and the Strategy is summarized below:

Do the report's recommendations advance the Strategy's implementation? **Yes**

Which pillar(s) of sustainability does this report support? **Cultural Vibrancy, Economic Prosperity, Environmental Health, Social Well-being**

As noted previously in this report, Council conducted a Check-In of the Community Vision, Corporate Mission, Strategic Directions and Goals of the Town Strategic Plan. This review concluded there was clear alignment with the Vision of Imagine Halton Hills.

Notwithstanding the above, the proposed 'Top Eight' contains a Sustainability theme, and other Strategic Actions for which sustainability will be addressed, such as in Planning for Growth and Transportation/Mobility.

Overall, the alignment of this report with the Community Sustainability Strategy is:
Excellent

CONSULTATION:

The Senior Leadership Team was consulted in the preparation of this report.

CONCLUSION:

Through this report, Council is being asked to:

1. Confirm that the Community Vision, Corporate Mission, Strategic Directions and Goals of the Town Strategic Plan (revised as shown on **Schedule 2** to this report), for the 2014-2018 term of Council;
2. Approve the 'Top Eight' Priorities, as shown on **Schedule 3** to this report, as Council's Strategic Action Plan priorities for the 2014-2018 term of Council;
3. Direct staff to conduct an internal review of the over 240 Strategic Actions of the Town Strategic Plan and determine where changes are required, to ensure continued relevance, and consistency with the Community Vision, Corporate Mission, Goals and Strategic Objectives of the Town Strategic Plan;
4. Direct that proposed 2014-2018 Strategic Action Plan be referred back to staff for the development of a proposed Implementation Plan that sets out the 2015-2017 Operating and Capital Budget implications, to be referred to Budget Committee for consideration;
5. Provide direction to staff on their desired priorities for Communications to be referred back to staff for inclusion in the proposed Implementation Plan.

Respectfully submitted,

Steve Burke, MCIP, RPP
Manager of Planning Policy

John Linhardt, MCIP, RPP
Director of Planning, Development
and Sustainability

David Smith
Chief Administrative Officer

**TOWN OF HALTON HILLS STRATEGIC PLAN 2031
Council Priorities 2010-2014**

1. MUNICIPAL SERVICE DELIVERY	<ul style="list-style-type: none"> •The effective, efficient and economical delivery of the Town’s existing services.
2. COMMUNICATIONS	<ul style="list-style-type: none"> •Develop a Communication Resources Strategy and create mechanisms for the Town to be Community Catalysts.
3. 401 CORRIDOR EMPLOYMENT AREA DEVELOPMENT	<ul style="list-style-type: none"> •Develop a Secondary Plan and work with the Region to expedite service extensions.
4. ACTON QUARRY AFTER USE	<ul style="list-style-type: none"> •Negotiate an agreement for the after use of the Acton Quarry to benefit the Town in the long term.
5. SUSTAINABILITY	<ul style="list-style-type: none"> •Continue working on numerous sustainability initiatives and studies some of which include the Integrated Community Sustainability Plan and Corporate Sustainability Strategy.
6. FUTURE RESIDENTIAL PLANNING AREA	<ul style="list-style-type: none"> •Prepare a Secondary Plan for the Georgetown Future Residential/Mixed Use Area.
7. GROWTH FINANCING	<ul style="list-style-type: none"> •Examine fiscal impacts of growth and establish financial plans to retrofit existing infrastructure.
8. ECONOMIC DEVELOPMENT STRATEGY	<ul style="list-style-type: none"> •Develop and implement an Economic Development Strategy to 2031 and participate with other service groups to support tourism.
9. COMMUNITY IMPROVEMENT PLAN IMPLEMENTATION	<ul style="list-style-type: none"> •Implement the approved Community Improvement Plan in strategic areas of the Town.
10. SPECIALIZED TRANSIT	<ul style="list-style-type: none"> •Develop a Master Plan for the Activan program and address weekend transportation for youth.

TOWN OF HALTON HILLS STRATEGIC PLAN

COMMUNITY VISION

Halton Hills is a vibrant and distinctive **community** in the Greater Golden Horseshoe characterized by its spectacular countryside, natural heritage, cultural heritage, **and small town feel**; enriched by its unique blend of urban and rural interconnected communities and neighbourhoods and supported by its prosperous employment areas.

CORPORATE MISSION

To plan for a vibrant urban and rural community, the Town of Halton Hills will provide community leadership on issues of concern, and deliver a broad range of public services in order to achieve the following equally important Strategic Directions:

Foster a Healthy Community	GOAL	10 OBJECTIVES	51 ACTIONS
Preserve Protect and Enhance our Environment	GOAL	6 OBJECTIVES	28 ACTIONS
Foster a Prosperous Economy	GOAL	11 OBJECTIVES	40 ACTIONS
Preserve Protect and Promote our Distinctive History	GOAL	5 OBJECTIVES	12 ACTIONS
Preserve Protect and Enhance our Countryside	GOAL	3 OBJECTIVES	5 ACTIONS
Protect and Enhance our Agriculture	GOAL	3 OBJECTIVES	6 ACTIONS
Achieve Sustainable Growth	GOAL	12 OBJECTIVES	33 ACTIONS
Provide Sustainable Infrastructure and Services	GOAL	6 OBJECTIVES	30 ACTIONS
Provide Responsive Effective Municipal Government	GOAL	8 OBJECTIVES	46 ACTIONS

PROPOSED	
2014-2018 Strategic Action Plan - 'TOP EIGHT' Priorities	
1	Municipal Service Delivery
	The effective, efficient and economical delivery of the Town's existing services.
2	Financial Sustainability
	A. 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.
	B. 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.
	C. 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.
	D. 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.
	E. Protect Halton Hills' interests in the context of Provincial initiatives to consolidate Local Distribution Companies.
3	Planning for Growth
	A. Continue to prepare a Secondary Plan through Vision Georgetown based upon the Council approved Vision and Guiding Principles.
	B. Promote the protection and adaptive re-use of built heritage resources as part of the planning of intensification and new development areas,
	C. Preserve the established character of stable neighbourhoods by focusing development in identified intensification areas, and utilizing 'best practices' in urban design for infill development.
	D. Review opportunities to incorporate the Region's "Older Adult Strategy" into local policy, including incorporating advocacy and support for senior-friendly development.
	E. 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.
	F. 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.

4	Transportation/Mobility
	A. Advocate for all-day 2-way GO train service on the K-W GO line.
	B. 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.
	C. Plan and design the Vision Georgetown community to be 'transit ready' and to foster active transportation.
	D. 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.
	E. Develop a long-term Truck Movement Strategy for the Town that respects the road maintenance and safety needs of Halton Hills.
	F. Develop a Public Transit Strategy to address the needs of all potential users, prior to or as part of the Transportation Master Plan Update.
	G. 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.
5	Sustainability
	A. 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.
	B. Continue to implement the Integrated Community Sustainability Strategy, In collaboration with community partners.
	C. Invest in Green Energy technologies.
	D. Continue to implement the Town's Green Development Standards.
	E. Address the Social Pillar of Sustainability by focusing on improving services for seniors, youth and the disabled.
	F. Implement the Mayor's Community Energy Plan.
	G. Maintain and support the Town Sustainability Implementation Committee.
6	Employment Areas Development
	A. 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.
	B. Develop a strategy to address the underutilized employment areas in Acton.

	C. Implement the approved Community Improvement Plan for employment areas.
	D. 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.
7	Rural Economic Development
	A. 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.
	B. 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.
	C. Participate in the Greater Toronto Area Countryside Mayor's Alliance.
	D. 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.
8	Communications
	A. Continue to provide timely and transparent communications with the Town's residents and business owners.
	B. Improve access and make greater use of technology with respect to Town Council meetings and other Town business.
	C. Explore and implement opportunities for improved web/social media communications.