



REPORT

TO: Mayor Bonnette and Members of Council

FROM: Susan Silver, Senior Advisor, Strategic Initiatives

DATE: September 26, 2022

REPORT NO.: ADMIN-2022-0038

SUBJECT: Council's Strategic Plan Status Update

RECOMMENDATION:

THAT Report No. ADMIN-2022-0038 dated September 26, 2022, regarding Council's Strategic Plan Status Update be received for information;

AND FURTHER THAT information available on the town's website be updated to include appendix A, a summary of accomplishments.

KEY POINTS:

The following are key points for consideration with respect to this report:

- Council's Strategic Plan sets out Council's mission, vision, values and establishes priorities and focus areas for its four-year term of office.
- The Strategic Planning Framework ensures annual business plans, budgets, long range financial plans and approved strategies and master plans are considered.
- This report provides the final update on highlights and achievements of the Strategic Plan for this term of Council. Updated information will be made available on the Town of Halton Hills website.
- The development of Council's 2023-2026 Strategic Plan will begin after the municipal election and build on successes and lessons from the previous process.

BACKGROUND AND DISCUSSION:

Setting priorities through the development of a strategic plan is an integral part of

the town's business planning cycle. A strategic plan is established each term of council to identify key priorities and set direction for the term and allows council and staff to focus resources and implementation activities.

The Town of Halton Hills 2019-2022 Strategic Plan was approved in August 2020 through Report [ADMIN-2020-0021](#), "Council Strategic Plan Finalization". A prior status update report was provided via [ADMIN-2021-0035](#), "Council's Strategic Plan Status Update", dated September 20, 2021.

The Vision, Mission and Values confirmed in the 2019-2022 Strategic Plan are:

Vision

"Small town living at its best:

- *characterized by spectacular countryside, natural heritage, cultural heritage and small town feel;*
- *enriched by a unique blend of urban and rural interconnected communities and neighbourhoods; and*
- *supported by prosperous employment areas"*

Mission

"To plan for a vibrant urban and rural community, the Town of Halton Hills will deliver a broad range of public service while providing leadership on issues of concern in line with our stated values."

Values

- ***Foster a Healthy Community*** - *To maintain and enhance a healthy community that provides a clean environment and a range of economic and social opportunities to ensure a superior quality of life in our community.*
- ***Preserve, Protect and Enhance our Environment*** - *To preserve, protect and enhance our natural environment for the health benefits and enjoyment it provides to present and future generations.*
- ***Protect and Enhance our Agriculture*** - *To protect and enhance the viability of our agricultural land base and agricultural industry.*
- ***Foster a Prosperous Economy*** - *To maintain and enhance the economic vitality of the Town through the provision of a wide range of opportunities for economic development.*
- ***Preserve, Protect and Promote our Distinctive History*** - *To preserve the historical urban and rural character of Halton Hills through the conservation and promotion of our built heritage, cultural heritage landscapes and archaeological resources.*
- ***Preserve, Protect and Enhance our Countryside*** - *To protect and enhance the open space character of our countryside.*
- ***Achieve Sustainable Growth*** - *To ensure that growth is managed so as to ensure a balanced, sustainable, well planned community infrastructure and services to meets the needs of its residents and businesses.*
- ***Provide Responsive, Effective Municipal Government*** - *To provide strong leadership in the effective and efficient delivery of municipal services*

Through a facilitated workshop, the following priority areas for 2019-2022 were identified:

- Shaping growth
- Transportation
- Climate change and environment
- Fiscal and corporate management
- Local autonomy and advocacy
- Ensure a vibrant agricultural community
- Youth and seniors initiatives

The purpose of this report is to provide Council with a summary of achievements over the past four years and create a report consistent with the Town's continued commitment to accountability and transparency to residents.

2019-2022 Strategic Plan Progress and Accomplishments

The following summarizes the accomplishments under each priority area of the strategic plan. As a companion to this report, information sheets have been created (Appendix A to this report) and will be featured on the town's website.

SHAPING GROWTH

Shaping Growth encompasses a wide range of focus areas, including residential greenfield growth, intensification, downtown revitalization, employment lands, affordable housing and water and wastewater infrastructure. The following represent a snapshot of accomplishments in this area over the course of Council's term:

- ✓ [Vision Georgetown Secondary Plan](#) (OPA 32) approved by Town and Region, currently before the Ontario Land Tribunal. In 2022, worked with legal counsel on the VG private mediation sessions and on various strategic matters associated with the Ontario Land Tribunal appeals.
- ✓ **Halton Hills Premier Gateway** Phase 1B Secondary Plan (OPA 30, 31A and 31B) approved by the Region in 2021, which included the additional replacement employment lands added to the study area.
- ✓ Advanced the **Premier Gateway Phase 2B Secondary Plan** project including the preparation of a draft Preferred Land Use Plan and Background Reports addressing subwatershed, transportation, servicing, agriculture, air quality, land use compatibility and fiscal impacts.
- ✓ **Intensification Study** completed in 2020.
- ✓ Completed the **Glen Williams Scoped Secondary Plan** Regional approval process including reviewing the modifications and receiving the notice of decision.
- ✓ Advanced both the **Southeast Georgetown Secondary Plan** and **Stewarttown Secondary Plan** projects including the preparation of draft background reports

and land use options and the holding of virtual steering and technical committee meetings.

- ✓ Commenced the **Georgetown GO Station/Mill Street Corridor Secondary Plan** review in 2022 including holding a virtual Public Open House to introduce the project.
- ✓ Continued to participate in and comment on the Halton Region **Integrated Growth Management Strategy** to the 2051 planning horizon including the Growth Concepts and the initial Regional Official Plan Amendment (ROPA 48)
- ✓ Town's **Employment Lands Needs Study** completed.
- ✓ **Destination Downtown Secondary Plan** approved by the Region in 2021 and completed the **Destination Downtown Area Servicing Plan** in 2022.
- ✓ Advanced the **Cultural Heritage Master Plan** project including the preparation of the existing conditions report and the initial drafts of the CHMP.
- ✓ Further updates to the **Town's Heritage Register** completed, including the designation of five properties under Part IV of the Ontario Heritage Act.
- ✓ Continued successful implementation of the **Heritage Property Grant** Program and **Heritage Property Tax Refund** Program.
- ✓ Completed **Official Plan Amendment (OPA) 46** to delegate the approval of holding provision removals, temporary use by-laws and minor zoning by-law amendments to staff.
- ✓ Advanced the approval of **several key development applications** in Acton (47 Maria Street, 20 Ransom Street, Panattoni Developments), Georgetown (McGibbon, 167-171 Mountainview Rd. N, 25 James Street, Humberstone) and the Premier Gateway (North American lands).
- ✓ Delivered the [Invest Halton Hills 2021 Annual Report](#) which includes information on the Economic Development and Tourism Strategy implementation, Economic Recovery and Resiliency Plan, small business supports, Digital Main Street, Community Improvement Plan, Business Concierge and housing affordability.
- ✓ Launched the new **Economic Development website**, [InvestHaltonHills.com](https://www.investhaltonhills.com), re-designed to strengthen Halton Hills' economic competitiveness, offer information tailored for the business audience, and to continue to position Halton Hills as a prime investment destination.
- ✓ Continued to advance economic prosperity through the implementation of the [Economic Development and Tourism Strategy \(2021-2026\)](#), with approximately 70% of the Strategy's 137 actions underway, and about 15% already completed.
- ✓ Continued to implement the [Foreign Direct Investment \(FDI\) Strategy](#) (approved in March 2020) to attract non-residential investment and jobs, with the creation of targeted Investment Business Cases, lead generation, attending virtual trade shows, executing a digital investment attraction marketing campaign, and developing a 13-day trade mission to Germany and the Netherlands.
- ✓ **Business Concierge Program:** Developed and launched the Business Concierge Program to streamline the attraction and delivery of major non-residential investments. Currently, focused on tracking/assisting and the potential

delivery of 28 major investment opportunities, representing a potential of over \$1 billion in investment, 1000s of new jobs and over 9 million sq. ft. of development.

- ✓ Supported over 300 local small business with the expansion of online and e-commerce presence through the **Digital Main Street program**, generating approximately \$75,000 in grants for local businesses.
- ✓ **Economic Recovery and Support Task Force:** Established the Economic Recovery and Support Task Force and implemented over 25 business supports in light of COVID-19, including the Economic Recovery and Resiliency Plan.
- ✓ **Affordable Housing Working Group:** Established the Affordable Housing Working Group in 2019 to guide the Town's housing affordability initiatives. Advanced several housing affordability initiatives, including 17 Guelph Street with the approval of Official Plan and Zoning By-law Amendments (2022) and the issuance of a Request for Expressions of Interest via Halton Region, and a new integrated approach to continue to [advance local housing affordability priorities](#).
- ✓ Launched a new **Community Improvement Plan (CIP)**, a key economic development tool for supporting local businesses and encouraging revitalization and private sector investments, with a focus on downtown revitalization, brownfield redevelopment, housing affordability, energy retrofits and accessibility. Since the launch of the original CIP, **over \$1.4 million in private sector investment has been realized.**
- ✓ Commenced the **Cultural Heritage Master Plan** update process to provide a modern roadmap to strengthen the local arts and culture sector, contribute to community vibrancy and elevate quality of life.
- ✓ **Arts and Culture Sector Supports:** Developed and delivered a range of funding and professional development opportunities to strengthen the sector including the Bell Box Mural Mentorship Program, Artrepreneur Halton Hills (business development program for creatives), and The Artist Next Door (funding new community-engaged art and culture projects).
- ✓ **Quality of Life and Investment Attraction:** Contributed to raising quality of life and creating opportunities for businesses, residents and visitors by strengthening the local arts and culture sector and offering a variety of cultural experiences including the public art projects Under Wraps (2021 & 2022), Bell Box Murals (2022), #hopeandhealingcanada (2021/2022), and Art Around Acton in partnership with the Acton BIA (2022) and cultural programming including for Culture Days, Black History Month, Indigenous History Month and the National Day for Truth and Reconciliation (September 30).
- ✓ Amplified the **benefits of Tourism** through attendance and promotion at six local events in summer 2022, completion of over 300 visitor surveys, successful digital marketing campaign that increased the number of visitors to VisitHaltonHills.ca by 200%, and robust Instagram campaign which generated over 220 new followers.
- ✓ **Truth and Reconciliation:** Launched interim workplans to begin advancing Truth and Reconciliation, assigned a dedicated staff lead and initial resources to implement initiatives and begin the development of the first phase of a Truth and Reconciliation Strategy. Advancement in Treaty Recognition includes Land & Treaty Acknowledgements at the Start of Council meetings, flying the

Mississaugas of the Credit First Nation flag at three Town facilities, the installation of Land & Treaty Acknowledgement plaques at 13 Town facilities and the installation of an Indigenous Crosswalk in Glen Williams (September 2022).

- ✓ **Equity, Diversity & Inclusion:** Launched interim work plans to begin advancing Equity, Diversity and Inclusion including assigning a dedicated staff lead and approving initial resources to implement initiatives and begin the development of the first phase of an Equity, Diversity and Inclusion strategy, to be completed 2023.
- ✓ The 2017-2022 five-year implementation plan for the **Town's Active Living Strategy** has come to fruition with 80% of the recommended actions addressed and the balance tabled for review in the 2022-2023 plan.
- ✓ An internal Active Easy Action Team will coordinate and manage existing and emerging low/no cost initiatives, events, and activities that demonstrate success and promise, support the [Recreation and Parks Strategic Action Plan](#), and align with supporting recommendations identified on other Town strategies and plans.

TRANSPORTATION

Transportation includes focus areas pertaining to trucks, traffic safety, transit and bike lanes.

- ✓ **Transit Service Strategy** and Implementation plan approved by Council in June 2019 with a phased approach as outlined in [executive summary report](#).
- ✓ **Specialized Transit Master Plan** to improve Activan service, including AODA compliance, endorsed by Council July 2021.
- ✓ **Truck Strategy** study completed and approved by Council in May 2019 and improvements initiated as noted in [executive summary report](#). These include implementation of permissive signage and truck inspection stations.
- ✓ Approval of **Active Transportation Master Plan** in October 2020 and associated [executive summary report](#) which included lenses related to culture, sustainability and growth.
- ✓ Greater effort has been made to promote use of active transportation in the community through the "**Greenbelt Route**" connector signs and way-finding signs.
- ✓ Purchased bike racks and installed them at the Acton Youth Centre and made them available to various local businesses.
- ✓ Implemented pavement markings on the roadways and multi-use pathways to delineate **active transportation infrastructure**.
- ✓ Completed **on road bike lanes** on Tanner Drive from Churchill Road North to Churchill Road South and Barber Drive (east) from Mountainview Road to Danby Road.
- ✓ Constructed on Maple Avenue a combination of **on-road and off-road bike lanes** and **multi-use pathway** from Mountainview Road to Trafalgar Road.
- ✓ Installed solar flashing beacons at various locations within the community.

- ✓ In 2022, staff completed a **40km/h posted speed limit pilot project** and implemented a 40km/h **Neighbourhood Speed Limit Area** policy.
- ✓ Implemented **traffic calming** measures at various locations in the community.
- ✓ Acquired lands and initiated additional trail construction in sections of Hungry Hollow from West Branch Drive to Park Avenue; secured a trail development agreement in the Upper Canada College lands.
- ✓ **Hungry Hollow Trail System** final phase under construction, anticipated complete by end of 2022
- ✓ Other Trail Projects (**Upper Canada College, Fairy Lake, TSP to Black Creek**) advancing to construction.
- ✓ Implemented conventional **transit on Steeles Avenue**.
- ✓ Provided Activan shuttle bus pilot to provide service to Oakville Trafalgar Memorial Hospital.
- ✓ Completed Confederation Street Neighbourhood **traffic calming** plan.
- ✓ Implemented **traffic calming** measures in Churchill Road North, Churchill Road South and John Street Neighbourhoods.
- ✓ Installed 19 pedestrian crossovers within the community, 2 permanent radar messaging signs, 1 vehicle activated traffic calming sign, 2 rainbow and 1 indigenous crossing.
- ✓ Provided LED upgrades to various traffic control signals including AODA pedestrian improvements.
- ✓ Determined 24 community safety zones locations for future implementation of **automated speed enforcement**.

CLIMATE CHANGE AND ENVIRONMENT

Climate change and environment remains focused on actions, resilient infrastructure, low-carbon transition, and tree canopy and natural assets preservation, with the target of achieving net zero by 2030.

- ✓ New **Business, Environment and Culture** department created to drive implementation of climate change action, and leverage synergies between climate change, business and cultural initiatives.
- ✓ **Secured over \$1.5 million in external funding** to implement various climate change priority projects.
- ✓ **Climate change and Halton Hills' leadership on climate action integrated** into the Economic Development and Tourism Strategy, and the Foreign Direct Investment (FDI) Attraction Strategy and the new Community Improvement Plan (CIP), and leveraged as Halton Hills' investment advantage.
- ✓ **Climate Change Action Task Force, the Climate Change Low Carbon Transition Steering Committee** and the **Climate Change Resiliency Steering Committee** created to provide direction to staff in achieving the Town's climate change objectives.
- ✓ Town's first-ever **Low Carbon Transition Strategy** approved and under implementation to move towards the 2030 Net Zero target by transitioning to a low-carbon community.

- ✓ Town's first-ever **Climate Change Adaptation Plan** approved and under implementation with focus on the following areas: community capacity, Town infrastructure resiliency, emergency preparedness, public health, flood prevention, and natural assets. A video series on climate adaptation actions is ongoing as well as a natural asset management study to evaluate climate risks on natural assets and the impact on services.
- ✓ Updated **Green Development Standards (version 3)** approved by Council in June 2021. The Standards put increased weight on measures that reduce greenhouse gases. Version 3 elevates the sustainability of new development and supports the community-wide **Net Zero 2030 target**, [declared in 2019](#).
- ✓ Completed the [Corporate Energy Plan](#).
- ✓ Successfully launched the **Retrofit Halton Hills Pilot Program** offering 0% interest loans with support from FCM to undertake energy efficiency and greenhouse gas (GHG) reduction retrofits in existing homes. 20 applications have been received and 9 residents have been approved to receive funding. The total greenhouse gas emission reduction associated with the pilot program is 43.6 tonnes of CO₂e per year.
- ✓ **Natural Assets Management Phase 2**: Selected two study sites and data gathered to assess the condition of natural assets and map the risks (including climate change risks) on natural assets over time and how the services of the ecosystem are impacted.
- ✓ **Climate Change Community Investment Fund (CCIF)** launched, with first intake in August 2021, to support community groups in taking climate action. To date \$16,000 in funding has been provided, supporting a total project value of \$48,450.
- ✓ **Sustainable Neighbourhood Action Plan (SNAP)**: Hungry Hollow Plan completed in June 2020. Currently, implementing a three-year workplan to increase public knowledge of the ecological importance of Hungry Hollow through webinars and tree plantings.
- ✓ **Private Tree Management Strategy**, approved in December 2021, outlines actions to protect, maintain and enhance the tree canopy, including a focus on education and incentives.
- ✓ Established cross-departmental working groups to advance climate mitigation and adaptation actions, including the **Tree Canopy Management Working Group** (e.g. online tree sales, Lymantria dispar dispar (LDD) Monitoring, tree planting program, urban street tree inventory); the **Low Carbon Mobility Working Group** (electrification of the Town's fleet); and the **Climate Change Implementation Team** (applying a Climate Lens to capital projects to minimize GHG emissions from Town assets and increase resiliency to extreme weather).
- ✓ Completed the **Low Carbon Design Brief** for Town Hall, implemented the Net Zero Ice Rinks project for Mold-Master Sportsplex and Acton arena, projected to avoid 203.7 tCO₂e annually representing a 21.7% reduction below the 2019 level of 940.4 tCO₂e of annual carbon emissions for both arenas. Elevated the performance of Town facilities by integrating Zero Carbon design into other Town's facilities resulting in a list of capital projects that will lead to net zero

operations; and completing a geothermal assessment and design for District 2 and 3 Fire Stations geothermal heat pump optimization.

- ✓ **Acton Fire Station Feasibility Study** underway and **replaced heat pumps** at Fire Stations 1 and 2.
- ✓ **Electric Vehicle (EV) Chargers:** In partnership with the IVY charging network and financial support from the NRCAN-ZEVIP program, installed 11 new public EV chargers. GHG emissions from personal vehicles account for about 50% of all community emissions. Supporting the transition to EVs is a key component of the Low Carbon Transition Strategy.
- ✓ Initiated purchase of the **Town's first Electric Vehicle (EV)**. Reviewed potential options available on the market and compared to Town's needs and requirements before proceeding with procurement process.
- ✓ Town widely recognized for its leadership in climate change action and energy conservation, including at **the 2020 Mayors' Megawatt Challenge Forum**.
- ✓ Advanced Fairy Lake Water Quality Study and Tolton Park environmental /remediation plans.

FISCAL AND CORPORATE MANAGEMENT

Fiscal and corporate management as a priority includes a broad range of focus areas around fiscal planning, maintaining services, capital assets and liabilities management and communications.

- ✓ **Long Range Financial Plan** model has been completed and is now fully operational as a decision-making tool.
- ✓ Completed **Corporate Technology Plan** projects including AMPS parking ticket software, Great Plains (GP) financial system upgrade, Centrac's traffic light monitoring and control, Amanda upgrade, Construction Inspection Software, corporate network hardware replacements, phone system upgrade to enhance remote working functionality, town website replacement and introduction of eService options for dog licenses, marriage licenses, and burn permits.
- ✓ New **tax software** is operational with billing that is more flexible and transparent than the previous software and will result in accurate reporting and billing of taxes coupled with improved staff time efficiency and in 2022 completed crucial foundational steps to implement the customer service portal of the tax software.
- ✓ Review and implementation of **Risk Management Claims Software**. This will consolidate all claims and pertinent information and create a solid database and reporting tools to review areas for improvement.
- ✓ Completed the Town's 2022 **Core Infrastructure Asset Management Plan**, achieving compliance with Ontario Regulation 588/17. Included climate change considerations in the risk assessment and lifecycle management of Town assets to inform financial forecasts. Total estimated replacement value of Town's Core Infrastructure Assets is \$819M with around 70% in Very Good/Good condition.
- ✓ **Asset Management Information System (AMIS)** implementation is in progress. This will enable electronic work orders and improved asset records to assist in asset related decision making.

- ✓ Advanced components of the **Corporate Fleet Management Strategy**, including centralization of fleet management practices and implementation of a computerized maintenance management system
- ✓ Completed a new **Development Charge (DC) Study/Bylaw, Community Benefits Charge Bylaw and Parkland Dedication Bylaw** following a consultation process with developers.
- ✓ State of Emergency / COVID response through establishment of **Emergency Control Group (ECG)** and **Emergency Support Group (ESG)**.
- ✓ **Delivered significant capital projects** while strategically deferring projects from 2020 during COVID response to **manage the Town's cashflow** during the period of uncertainty. Through 2021 & 2022 the Town has:
 - Completed the intersection improvement of **Guelph Street and Maple Avenue**.
 - Completed the reconstruction of Young and Queen Streets (Acton), Armstrong Avenue (Georgetown) and 22 Sideroad (Limehouse) including active transportation improvements.
 - Completed the rehabilitation of the **Main Street North CNR Bridge and the Mountainview Road North CNR Bridge**.
 - Completed the rehabilitation of the **Fairy Lake dam** and retaining wall reconstruction (Joint Region Project).
 - Continued the Town's **Stormwater Master Plan** study which is scheduled to be finalized in 2023.
- ✓ New Economic Development and Tourism Strategy and FDI Strategy to **attract, retain and grow non-residential assessment**, contributing to the Town's financial health.
- ✓ Implementing Business Concierge Program to attract major non-residential assessment and **improve the residential to non-residential assessment** ratio.
- ✓ Leveraged **Town-owned land** such as 17 Guelph Street and 9985 Winston Churchill Boulevard to increase **local affordable housing opportunities**.
- ✓ Continued participation in **Municipal Modernization funding** intake opportunities made available through Ministry of Municipal Affairs. Have successfully secured additional new funding under intake 2 of over \$143,000.
- ✓ Superior Tanker Shuttle Accreditation
- ✓ Updated **Public Engagement Charter** to include virtual consultations.

LOCAL AUTONOMY AND ADVOCACY

Local autonomy and advocacy speaks to efforts at both the provincial and federal levels, in addition to continued diligence monitoring local municipal issues.

- ✓ Establishment of the **Economic Recovery and Support Task Force** and advocated on business supports to other levels of government in response to the COVID-19 pandemic.
- ✓ Participated in regional programs related to **broadband** and 5G.
- ✓ Continued development of **relationships with Indigenous Nations** resulting in the Mississaugas of the Credit First Nation assigning a MCFN Councillor to be

the official liaison for the Town, and an invitation for Town staff to present Truth and Reconciliation initiatives undertaken to date at a MCFN Council meeting.

- ✓ Participation in a regional **Building Indigenous Relationships** group to streamline and support the development of Indigenous relationships across Halton.
- ✓ **GTA West designation** by federal Minister of the Environment under the federal Impact Assessment Act in response to requests from the public including the Town of Halton Hills.
- ✓ Advocating to the Minister of Transportation for the implementation of the **Truck Inspection Station and Acton By-Pass Feasibility Study** and necessary funding.
- ✓ Participating in regional programs related to **broadband and 5G**.
- ✓ **Small Urban GTHA Mayors** formed in 2020 with representation by the Mayor.
- ✓ Input to Halton Region on a Made in Halton Hills post 2031 growth strategy as part of the **Regional Official Plan Review**.
- ✓ Continued **pursuit of funding** opportunities and partnerships offered by other levels of government, community groups and other agencies and associations that can assist in advancing Council's priorities.
- ✓ Initiated development of government-to-government relationships with **Indigenous Nations**.

VIBRANT AGRICULTURAL COMMUNITY

Ensure a vibrant agricultural community includes protection of agricultural land and promotion of agri-tourism.

- ✓ Provided input to Halton Region on **matters of concern to the farming community** through staff comments on the Integrated Growth Management Growth Concepts.
- ✓ New Economic Development and Tourism Strategy and FDI Attraction Strategy **include agri-business and agri-tourism as focus sectors**.
- ✓ New **Community Improvement Plan (CIP)** includes financial supports for eligible agri-businesses.

YOUTH AND SENIORS

Youth and seniors initiatives focuses on engagement and provision of services and facilities.

- ✓ **Gellert Community Park skate park** opened in May 2019. **Moldmasters Skate Park** replacement completed in 2022.
- ✓ High Five and CARF (Commission on Accreditation of Rehabilitation Facilities) certification renewals for program excellence in children, youth and seniors programming.
- ✓ The adoption of an updated [Recreation and Parks Strategic Action Plan](#) in November 2020 addresses not only youth and seniors, but a wide range of goals

impacting the entire community. These range from active living and connection to nature to fostering supportive environments that encourage inclusion and participation.

- ✓ A Senior Manager of Community Development was approved through the 2020 budget and staff was reorganized to establish Community Development as a division within Recreation and Parks. This division will focus on capacity building for recreation, community wellbeing and community and neighbourhood engagement in support of the R&P Strategic Action Plan.
- ✓ **Acton Youth Centre** construction completed on-budget at \$980K.
- ✓ Completed Phase 1 of **Seniors Service Delivery Review** approved by Council in 2020; provides a framework for additional support for the operation of the Hillsvie Active Living Centres.
- ✓ **Neighbourhood Engagement and Skate Park Ambassadors** programs launched in 2020.
- ✓ **Trafalgar Sports Park Field of Dreams** opening in 2021.
- ✓ Completed the Affordable Housing Awareness and Engagement Strategy to engage residents and generate awareness on local housing issues and potential solutions, which included **conducting educational programming with high school students**, and organizing the Town's first Affordable Housing Open House which was well attended with approximately 60 participants.
- ✓ Activan Master Plan: **Specialized Transit Plan** endorsed 2021 including options for a monthly pass.
- ✓ Participated in **Camp Blaze**, which provides young women who may not have considered the possibility of pursuing a career in the fire services with an introduction into various career opportunities available.
- ✓ **Hillsvie Active Living Centres** received another 3-year CARF accreditation
- ✓ Fall 2022, 100% of programs have returned to the schedule following the pandemic and youth centres returned to full operations with an average of 255 participants and 12 new youth per month across both locations.
- ✓ Launched **MagnusCards**, a digital ecosystem that teaches essential life skills to people with cognitive disabilities
- ✓ Recipient of CPRA funding in amount of \$5300 to support **Youth Employment Experience Program** for one youth mentor and one youth mentee in summer camp employment.

STRATEGIC PLAN ALIGNMENT:

This report aligns to the Town's Strategic plan recognizing the value(s) to:

- foster a healthy community that provides a clean environment and range of economic and social opportunities to ensure a superior quality of life in our community.
- preserve, protect and enhance our natural environment for the health benefits and enjoyment it provides to present and future generations.
- protect and enhance the viability of our agricultural land base and agricultural industry.

- foster a prosperous economy, maintain and enhance the economic vitality of the town through the provision of a wide range of opportunities for economic development.
- preserve, protect and promote our distinctive historical urban and rural character of Halton Hills through the conservation and promotion of our built heritage, cultural heritage landscapes and archaeological resources.
- preserve, protect and enhance the open space character of our countryside.
- achieve sustainable growth to ensure that growth is managed so as to ensure a balanced, sustainable, well planned community infrastructure and services to meet the needs of its residents and businesses.
- provide responsive, effective municipal government and strong leadership in the effective and efficient delivery of municipal services.

RELATIONSHIP TO CLIMATE CHANGE:

This report is administrative in nature and does not directly impact climate change, but does address the advancement of Council's objectives to achieve net zero as set out in Council's Climate Change Emergency Declaration and the climate change priorities established in Council's Strategic Plan.

PUBLIC ENGAGEMENT:

Public Engagement was not needed as this report is administrative in nature. Information pertaining to Council's Strategic Plan is made available on the Town of Halton Hills website, including recent updates/accomplishments.

INTERNAL CONSULTATION:

All members of Senior Management Team (SMT), which includes CAO, Commissioners/Department Heads along with Directors of Communications, Strategic Initiatives, Town Clerk and Director of Legislative Services, and Town Treasurer and were consulted to compile this report.

FINANCIAL IMPLICATIONS:

This report is administrative in nature and does not have any financial implications. The Strategic Planning Framework integrates long range plans with the annual budget and business planning cycle and promotes strategic decision making in line with Council's priorities. Financial decisions are reflected in budget documents and staff reports.

Reviewed and approved by,

Richard Cockfield, Director of Strategic Planning

Chris Mills, Chief Administrative Officer