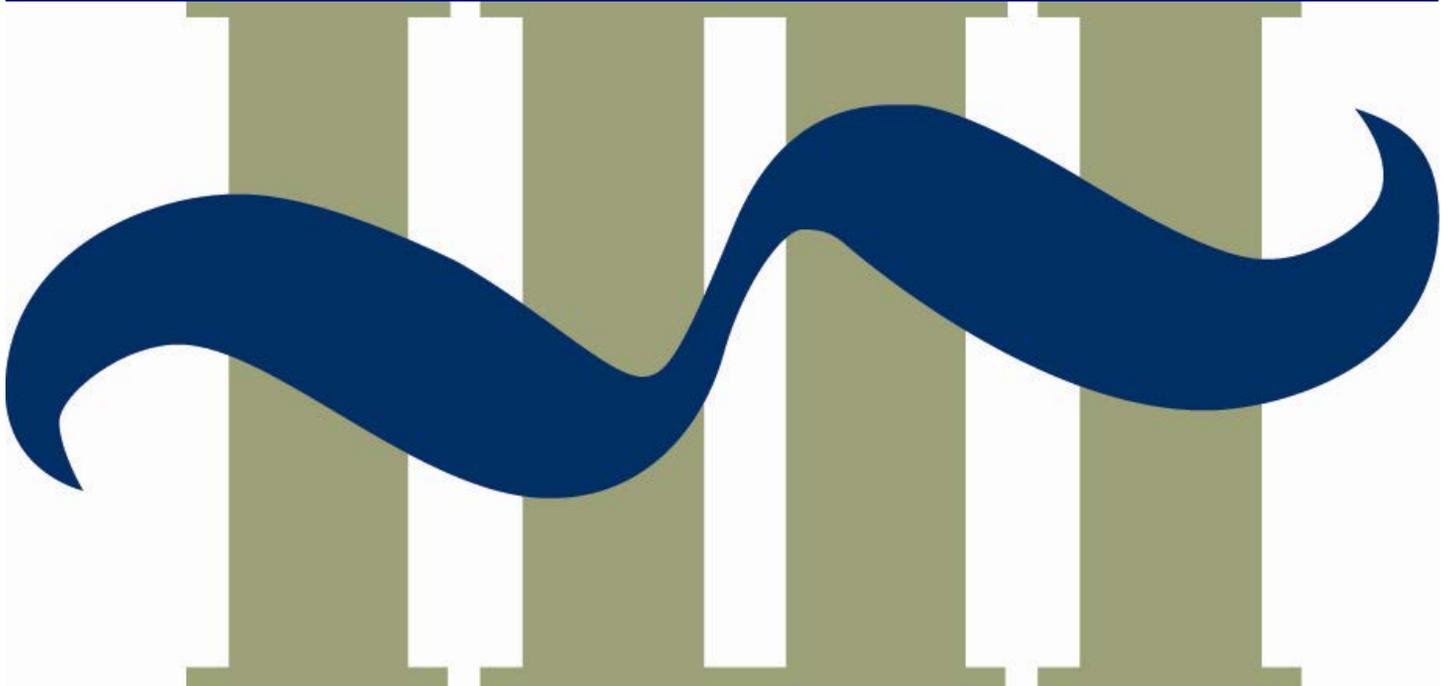


TOWN OF HALTON HILLS STRATEGIC PLAN



September 2015

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:

- A. Foster a Healthy Community
- B. Preserve, Protect and Enhance Our Environment
- C. Foster a Prosperous Economy
- D. Preserve, Protect and Promote Our Distinctive History
- E. Preserve, Protect and Enhance Our Countryside
- F. Protect and Enhance Our Agriculture
- G. Achieve Sustainable Growth
- H. Provide Sustainable Infrastructure & Services
- I. Provide Responsive, Effective Municipal Government

A. Foster a Healthy Community

GOAL

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.

Strategic Objectives

- A.1 To promote an adequate supply of housing and range of housing choices to meet the needs of present and future residents, including affordable, accessible and seniors housing.
- A.2 To attract and retain a suitable range of health and social services.
- A.3 To provide a broad range of educational, recreational and cultural services that meet the needs of our residents.
- A.4 To provide accessibility throughout the community.
- A.5 To ensure the use of appropriate design strategies to create safe communities.
- A.6 To develop innovative programs and partnerships related to sustainable design and energy efficiency.
- A.7 To establish a greenspace network for the recreational use of residents that complements the Natural Heritage System.
- A.8 To recognize that a healthy community is made up of an interconnected system of open spaces and natural heritage features.
- A.9 To support and enhance a variety of arts and cultural opportunities for the enjoyment of the public.
- A.10 To encourage and promote community volunteerism.

B. Preserve, Protect and Enhance our Environment

GOAL

To preserve, protect and enhance our natural environment for the health benefits and enjoyment it provides to present and future generations.

Strategic Objectives

- B.1 To protect and conserve the quantity and quality of our ground and surface water resources, and ensure the integrity of our watersheds and aquatic ecosystems through integrated watershed planning and management.
- B.2 To promote an “environment-first” philosophy that recognizes the importance of the protection of the natural environment in all municipal decision-making.
- B.3 To preserve, protect, enhance, and where possible, restore, a Natural Heritage System of significant natural heritage features and areas, and their related ecological functions.
- B.4 To encourage improvements to air quality through facility management, land use planning, transportation management and other programs, and work with other orders of government to address greenhouse gas emissions.
- B.5 To conserve energy through community design, land use planning, transportation planning, and the design/retrofitting of public and private buildings.
- B.6 To encourage the acquisition by the Town of significant natural areas, especially as development occurs in designated urban areas.

C. Foster a Prosperous Economy

GOAL

To maintain and enhance the economic vitality of the Town through the provision of a wide range of opportunities for economic development.

Strategic Objectives

- C.1 To ensure an adequate supply of employment lands to provide flexibility and options for the business community and provide a range of job opportunities.
- C.2 To facilitate the retention and expansion of existing businesses in the Town.
- C.3 To facilitate a rebalancing of the residential to non-residential assessment ratio to provide for the Town's long-term financial viability.
- C.4 To protect strategic employment lands from conversions to non-employment uses.
- C.5 To aggressively promote all of the Town's employment areas, including the opportunities provided by the 401/407 Employment Corridor.
- C.6 To maintain and enhance our historic downtowns and vibrant commercial areas to provide for shopping, services, cultural amenities and entertainment.
- C.7 To promote the Town's strategic location in the Greater Golden Horseshoe for economic development purposes.
- C.8 To facilitate the establishment of a competitive business environment that is easily able to adapt to changing circumstances and priorities.
- C.9 To promote the establishment of more viable live/work relationships to reduce commuting.
- C.10 To promote opportunities for tourism that are linked to the Town's natural and cultural heritage and countryside character.
- C.11 To pursue partnerships across the Town's public and private sectors that enhance the community's economic wellbeing.

D. Preserve, Protect and Promote our Distinctive History

GOAL

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.

Strategic Objectives

- D.1 To require and develop a planning framework for the conservation of significant built heritage, cultural landscapes and archaeological resources.
- D.2 To encourage the preservation and enhancement of the historical character of the Town's distinctive neighbourhoods, districts, hamlets and rural settlement areas.
- D.3 To require that all new development occurs in a manner that conserves and complements the significant built heritage and cultural heritage landscape resources of the Town
- D.4 To use the conservation of built heritage and cultural heritage landscape resources to enhance the character and vitality of neighbourhoods, and provide opportunities for economic development and tourism.
- D.5 To foster civic pride by recognizing the contribution that built heritage and cultural heritage landscapes make to the rural and urban character of the Town.

E. Preserve, Protect and Enhance our Countryside

GOAL

To protect and enhance the open space character of our countryside.

Strategic Objectives

- E.1 To protect and enhance the Niagara Escarpment and the Protected Countryside (i.e. the Greenbelt) as unique and important features in the Town.
- E.2 To recognize, protect, and enhance the established network of rural settlement areas that support and contribute to the countryside character of the Town.
- E.3 To explore opportunities to promote and augment the Protected Countryside.

F. Protect and Enhance Our Agriculture

GOAL

To protect and enhance the viability of our agricultural land base and agricultural industry.

Strategic Objectives

- F.1 To support and promote the agricultural industry as an integral part of the Town economy.
- F.2 To support and promote agricultural land uses and other compatible rural business activities.
- F.3 To recognize and promote the role agricultural lands play in managing growth and defining community structure.

G. Achieve Sustainable Growth

GOAL

To ensure that growth is managed so as to ensure a balanced, sustainable, well planned community that meets the needs of its residents and businesses.

Strategic Objectives

- G.1 To provide for a moderate scale of growth that is in keeping with the Town's urban structure and protects its' rural character.
- G.2 To ensure that new urban areas are appropriately sized and phased relative to planned growth to 2031 and in conjunction with required infrastructure improvements.
- G.3 To manage the pace of growth so that it is commensurate with the Town's ability to accommodate community infrastructure.
- G.4 To promote a 'growth pays for itself' philosophy.
- G.5 To ensure that new growth contributes in a positive manner to the Town's short and long term economic and fiscal viability and sustainability.
- G.6 To ensure that sufficient fully serviced employment lands are designated to 2031 to accommodate new and expanded business activities that provide employment opportunities for local residents and provide greater balance between residential and non-residential assessment in the Town.
- G.7 To ensure that the character and stability of existing residential neighbourhoods is maintained when accommodating growth.
- G.8 To promote the identification of strategic employment land reserves to accommodate employment growth beyond 2031.
- G.9 To ensure that new population growth takes place by way of identifiable, sustainable, healthy and complete communities and neighbourhoods that reflect excellence in urban design.
- G.10 To promote intensification and affordable housing in appropriate locations within the Town.
- G.11 To ensure the efficient use of urban land and infrastructure in existing communities and new growth areas.
- G.12 To explore with the public and private sectors the use of innovative financial strategies to minimize the fiscal impacts of growth on existing development.

H. Provide Sustainable Infrastructure & Services

GOAL

To maintain and enhance community infrastructure and services that support our quality of life.

Strategic Objective

- H.1 To provide infrastructure and services that meets the needs of our community in an efficient, effective and environmentally sustainable manner.
- H.2 To ensure that infrastructure required for growth is provided in a timely manner.
- H.3 To maintain adequate fire and emergency management services.
- H.4 To partner with other orders of government, and the private sector, to plan and finance infrastructure expansion and improvements.
- H.5 To advocate for adequate police and emergency medical services.
- H.6 To work with other orders of government to ensure the provision of a safe, diverse and integrated transportation system.

I. Provide Responsive, Effective Municipal Government

GOAL

To provide strong leadership in the effective and efficient delivery of municipal services.

Strategic Objectives

- I.1 Support Council and staff participation in efforts to advocate for issues important to the Halton Hills community.
- I.2 To ensure the accountability and transparency of the Town's operations, and that appropriate management policies, practices and procedures are in place.
- I.3 To foster excellence in the provision of customer service.
- I.4 To encourage and support community participation in municipal decision-making.
- I.5 To expand opportunities for communication with our community.
- I.6 To participate fully in Region-wide initiatives to protect and promote the Town's objectives.
- I.7 To foster a greater understanding of the Town's roles and responsibilities and relationships with other orders of government.
- I.8 To create an implementation and monitoring framework for the Community Strategic Plan.

Strategic Actions (for all Themes A-I)

A. Foster a Healthy Community

- A.1.(a) Update the Municipal Housing Statement based on the Region's Joint Municipal Housing Statement & Comprehensive Housing Strategy.

- A.2.(a) Continue to work with the Region on existing initiatives designed to identify and/or address current priorities on health and social service, including;
 - o Physician recruitment
 - o Truth About Youth
 - o Seniors Service Strategy
 - o Children's Services Strategy
 - o Active 2010
 - o Active Living Network

- A.2.(b) Maintain communications with the Local Health Integration Network (LHIN), Georgetown Hospital (Halton Health Care Services) and Halton Region Public Health, to ensure that an appropriate level of service is provided to a changing population.

- A.2.(c) Continue to work with Links to Care, and other health and social service agencies, and offer support as Council determines to be appropriate.

- A.3.(a) Participate in the preparation of Healthy Community Guidelines by the Region, and implement the guidelines in a manner appropriate to the Halton Hills context.

- A.3.(b) Develop and distribute promotional materials that highlight how people can live and work in Halton Hills in a "Healthy Communities" manner.

- A.3.(c) Implement and update the Recreation and Parks Strategic Action Plan which provides for the development of a broad range of educational and recreational services that can meet the changing needs of a growing population.

- A.3.(d) Support the Halton Hills Public Library – Strategic Plan that provides for appropriate, equitable and effective delivery of library service, in coordination with other Town services.

- A.3.(e) Update Library Strategic Plan.

- A.3.(f) Promote and support the development of a network (range) of subsidies for individuals and families to access educational and recreational services.

- A.3.(g) Ensure that appropriate funds are available to support access to educational and recreational services for all residents.
- A.3.(h) Work with third party recreation, education and industry service providers, as well as post secondary and other institutions to optimize opportunities for residents and the local work-force.
- A.4.(a) Continue to monitor regulations from the Accessibility for Ontarians with Disabilities Act (AODA), and to ensure compliance to all municipal responsibilities.
- A.4.(b) Continue to implement the recommendations contained within the Town's Accessibility Plan, as outlined by the Halton Hills Accessibility Advisory Committee (HHAAC) and in the completed Facility Accessibility Reviews.
- A.4.(c) Develop a financing strategy that will address the high priority recommendations of the Accessibility Plan.
- A.4.(d) Develop and publish the Town's Accessibility Standards in a business-friendly manual, for the purpose of encouraging businesses and industry to be more accessible – from a universal design standpoint.
- A.4.(e) Work in cooperation with the Chamber of Commerce and the Business Improvement Associations to develop promotional materials that outline customer-based accessibility features of member businesses.
- A.4.(f) Work with the development industry to get voluntary acceptance of accessible housing standards or recommendations.
- A.4.(g) Develop a Master Plan for the Activan program, in consultation with the Accessibility Advisory Committee, to ensure that the system grows with the needs of the community.
- A.5.(a) Ensure that current and emerging trends involving "safe community design strategies" are incorporated into the Region's Healthy Community Guidelines, and are implemented by the Town.
- A.5.(b) Maintain the Town's current practice on design strategies to create safe communities.
- A.5.(c) Develop promotional materials that inform residents and business owners of the benefits of "safe community design" , and the comparative results the Town achieves regarding fire/crime/vandalism rates.
- A.6.(a) Continue to up-grade and/or retrofit the Town's assets as opportunity permits.
- A.6.(b) Complete an inventory of the Town's current policies and practices that support and/or promote sustainable design and energy efficiency.
- A.6.(c) Commission an audit on the Town's sustainable design and energy efficiency policies and practices, in order to assess what measures the Town could take to improve its performance.

- A.6.(d) Establish minimum standards for sustainable design and energy efficiency for all new Town funded capital projects.
- A.6.(e) Update the Town's sustainable design and energy efficiency standards on a 5 year cycle.
- A.6.(f) Develop a revitalization and retrofit program that is designed to upgrade the Town's current assets, to Town standards, on a cost benefit rationalization model.
- A.6.(g) Develop a financing plan that is designed to fund the retrofit and upgrade requirements of the Town's current assets.
- A.6.(h) Update the Town's Capital Budget and Forecast to reflect any changes resulting from meeting the Town's standards.
- A.6.(i) Continue to encourage and promote sustainable design and energy efficiency to home and business owners, by way of policy development and/or by Town example of best practice implementation.
- A.6.(j) Work with developers to facilitate best practices in sustainable design and energy efficiency.
- A.6.(k) Continue Town efforts to retrofit buildings to achieve sustainable design and energy efficiency objectives.
- A.6.(l) Design new neighbourhoods and infill developments using principles of sustainability and energy & water conservation.
- A.6.(m) Continue to develop a "Town-led, community owned" Integrated Community Sustainability Plan.
- A.6.(n) Develop a Corporate Sustainability Strategy.
- A.7.(a) Develop a financing strategy that will serve to expedite trail construction, inclusive of third party funding and/or participation.
- A.7.(b) Continue to implement the recommendations contained in the Town's Trails & Cycling Master Plans.
- A.7.(c) Continue to update promotional materials that inform trail users on the Town's policies regarding the function of natural heritage features, and the appropriate stewardship and access through the Town's open space system.
- A.7.(d) Assess remaining trail linkages and/or open spaces identified in the Trails & Cycling Master Plans that are currently not in public ownership.
- A.7.(e) Promote the trail system for the use and enjoyment of the public.
- A.8.(a) Continue to promote and enforce the Town's policies regarding natural heritage features and functions, and the appropriate stewardship and access through the Town's open space system.
- A.8.(b) Continue to work in cooperation with Credit Valley Conservation, Conservation Halton and Grand River Conservation Authority and other land stewards to maintain and promote the integrity of open spaces and natural heritage features.

- A.8.(c) Maintain the Town's current approach to acquiring open spaces and natural heritage features through the development application process, or other means.
- A.8.(d) Develop promotional material that outlines the benefits of the Town's open space and natural heritage system to the watershed, air quality, flora, and fauna.
- A.9.(a) Provide leadership in the development of a Community Arts, Culture, and Heritage - Strategic Action Plan, by supporting the Halton Hills Cultural Round Table through a Memorandum Of Understanding.
- A.9.(b) Develop an implementation plan, inclusive of financing, that will support the outcomes of the Strategic Action Plan.
- A.10.(a) Maintain the Town's current role in supporting volunteerism.
- A.10.(b) Develop a Community Volunteer Policy, in cooperation with interested stakeholders in the voluntary sector, that will define the Town's roles.

B. Preserve, Protect and Enhance our Environment

- B.1.(a) Continue to work cooperatively with Credit Valley Conservation, Conservation Halton and Grand River Conservation Authority to protect our ground and surface water resources.
- B.1.(b) Continue to participate actively on the Board of Directors, of both Credit Valley Conservation and Conservation Halton.
- B.1.(c) Partner with Credit Valley Conservation, and the Region to complete the Black Creek Sub-watershed Study.
- B.1.(d) Continue to require an Environmental Impact Study, for proposed development that may impact the Natural Heritage System
- B.1.(e) Identify and prioritize the completion of sub-watershed studies within Halton Hills in cooperation with Credit Valley Conservation, Conservation Halton, Grand River Conservation Authority.
- B.1.(f) Participate in Source Water Protection programs.
- B.1.(g) Continue to complete improvements to stormwater outflows at Fairy Lake in Acton, and in Georgetown.
- B.2.(a) Maintain and support the Town Sustainability Advisory Committee.
- B.3.(a) Adopt the Halton Natural Areas Inventory as a planning guide to inform the development of future land use plans.
- B.3.(b) Incorporate the Regional Natural Heritage System in the approved Regional Official Plan into the Town Official Plan.
- B.3.(c) Develop a land stewardship strategy in concert with the public and related agencies.
- B.3.(d) Develop a land securement strategy, which establishes priorities for municipal purchase, in coordination with the Region and conservation authorities.
- B.3.(e) Develop a financing strategy that supports the Town's objectives relating to;
 - o Land Stewardship
 - o Land Purchasing
 - o Property Restoration
- B.3.(f) Continue to work in cooperation with Credit Valley Conservation, Conservation Halton, Grand River Conservation Authority and other land stewards to maintain and promote the integrity of the Natural Heritage System.
- B.3.(g) Maintain the Town's current approach to acquiring and/or securing natural heritage features into public ownership.
- B.4.(a) Continue to monitor best-practices, and implement energy conservation in municipal buildings and infrastructure.

- B.4.(b) Implement the Cycling Master Plan and the Active Transportation initiatives identified in the Transportation Master Plan.
- B.4.(c) Educate the public on the benefits of not idling their cars, in concert with effective enforcement of the Anti-Idling By-law.
- B.5.(a) Continue to monitor best practices, and implement energy conservation in municipal buildings and infrastructure.
- B.5.(b) Design new Facilities to incorporate LEED Strategies.
- B.5.(c) Participate in the testing (piloting) of new technologies aimed at energy conservation on a case by case basis (see A.6.)
- B.5.(d) Assess alternate fuel for fleet applications (e.g. electric/battery powered ice resurfacer purchased in 2010). Facilitate the sharing and distribution of information related to energy conservation approaches and technologies.
- B.5.(e) Promote the Town standards for “efficient, effective, and environmentally friendly” design and facilities, in an effort to encourage residents and businesses to adopt similar or enhanced energy systems.
- B.5.(f) In addition to alternative fuels, complete a comprehensive review of the fleet composition to determine where efficiencies can be achieved through "right-sizing".
- B.5.(g) Complete an audit of the pedestrian infrastructure and assess ways to make walking a more appealing means of transportation.
- B.5.(h) Develop a Community Energy Plan, in cooperation with Halton Hills Community Energy Corporation.
- B.5.(i) Invest in Green Energy opportunities.
- B.6.(a) Reference the Town’s Land Securement Strategy to determine the natural area and supportive lands (including linkages) required, in order to achieve the Town’s objectives.
- B.6.(b) Provide financing options to purchase (if required) strategic natural areas.
- B.6.(c) Maintain the Town’s current approach to acquiring open spaces and natural heritage features through the development application process, or other means.

C. Foster a Prosperous Economy

- C.1.(a) Undertake a Secondary Plan process for the Future Employment Area identified in OPA No. 10, and implement into Town Official Plan.
- C.1.(b) Continue to pursue protection of strategic employment lands beyond the 2031 planning horizon of the Official Plan.
- C.1.(c) Preserve 2031 employment lands through HPBATS Corridor Protection process, by re-location if necessary, to ensure 340 ha secured through ROPA 38.
- C.2.(a) Continue the Town's efforts in proactively visiting employers for the purpose of maintaining and/or enhancing business relationships.
- C.2.(b) Consider opportunities consistent with the approved Community Improvement Plan to provide incentives for redevelopment.
- C.2.(c) Continue to utilize and update the Economic Development Manufacturing Expansion Fund.
- C.3.(a) Ensure that the appropriate resources are in place to facilitate the timely processing of non-residential applications.
- C.3.(b) Monitor and report annually on the Town's performance related to residential/non-residential assessment.
- C.3.(c) Take a leadership role in expediting the extension of water and wastewater servicing to the 401/407 Corridor.
- C.3.(d) Assess the feasibility of including Industrial/Commercial stormwater management ponds in the Development Charge program to allow the Town to provide the ponds when required for development of employment lands.
- C.3.(e) Continue to optimize the capacity of the ground water servicing systems, for non-residential development in the existing urban areas of Acton and Georgetown.
- C.3.(f) Encourage industrial land owners in older industrial areas to intensify the industrial use of their lands through severances, additions, renovations etc.
- C.3.(g) Work with Halton Region staff to facilitate the fast-tracking of the servicing extension to the 401/407 corridor.
- C.3.(h) Explore alternative servicing strategies, as may be appropriate for the existing urban areas of Acton/Georgetown.
- C.4.(a) Preserve existing designated employment lands.
- C.4.(b) Continue to work with landowners in potential strategic employment land areas to preserve them for the eventual development of their properties for employment land uses when the need arises.

- C.5(a) Develop an overall marketing strategy that accommodates the phased implementation of specific priority areas outlined in the strategic plan.
- C.5.(b) Exploit the messaging capability available along the 401/407 corridor to supplement the Town's overall goals of economic development.
- C.5.(c) Implement the approved Comprehensive Community Improvement Plan for identified employment areas within the Town.
- C.5.(d) Prepare a Marketing Strategy to market the Comprehensive Community Improvement Plan to businesses and developers.

- C.6.(a) Continue to support the Business Improvement Associations through Council liaison, and annual operating funds.
- C.6.(b) Ensure compliance to the urban design guidelines, and promote enhancements as opportunity permits.
- C.6.(c) Implement the approved Comprehensive Community Improvement Plan for the two Downtown Areas, and the Guelph Street Corridor.
- C.6.(d) Maintain funding for enhancements to the Theatre and Gallery as part of the Georgetown Branch Renovation/Expansion project.
- C.6.(e) Continue to support the Town's visual artists, and performing arts organizations in order to facilitate entertainment and exposure to the arts, in collaboration with the Halton Hills Cultural Round Table.
- C.6.(f) Recognize and feature historic downtowns.

- C.7.(a) Develop a marketing strategy that includes a section on messaging and branding that promotes the Town's strategic location for business development opportunities within the GGHA.
- C.7.(b) Partner with the private sector to develop Corridor Gateway. Include the Town's 401/407 gateway feature within the Town's capital budget with a view to showcasing the Town's strategic presence in the Greater Golden Horseshoe Area (GGHA).
- C.7.(c) Assess the economic impacts of HPBATS (N-S Corridor) and the East-West link.

- C.8.(a) Develop and implement an Economic Development Strategy to 2031 having regard for the Region's 2011 Comprehensive Economic Development Strategy and Competitive Readiness Initiative.

- C.9.(a) Continue efforts to attract a diverse range of employment opportunities that serve the diversity of workers living in the community.

- C.9.(b) Promote Halton Hills as a desirable "work at home" community, with strategic access to international airports and the GGHA employment district.
- C10.(a) Work with the Chamber of Commerce, BIAs and the Region to promote tourism that leverages agri-tourism, eco-tourism, heritage and Countryside opportunities.
- C10.(b) Develop a phased implementation strategy, inclusive of financing and priorities.
- C.11.(a) Explore opportunities with the Region of Halton, Toronto Marketing Alliance and the private sector for the timely servicing of the 401/407 Corridor.
- C.11.(b) Maintain and enhance the Town's relationship with the Acton and Georgetown BIAs, Chamber of Commerce, Halton Federation of Agriculture and Region Economic Development.
- C.11.(c) Proactively promote the Town's interest in facilitating alliances with the Greater Toronto Marketing Alliance and other and partnership opportunities with the public and private sector, consistent with Town policies.

D. Preserve, Protect and Promote our Distinctive History

- D.1.(a) Maintain, and expand as necessary, a comprehensive Heritage Register according to the Council-approved protocol.
- D.1.(b) Review and amend the heritage policies of the Official Plan to reflect the Heritage Register protocol.
- D.1.(c) Maintain and promote the Council-approved Heritage Tax Rebate program.
- D.1.(d) Prepare a Cultural Heritage Master Plan and develop a phased implementation strategy, inclusive of financing and priorities.
- D.2.(a) Evaluate the appropriateness of establishing additional heritage conservation districts or special policy areas as an important component of a Cultural Heritage Master Plan.
- D.2.(b) Establish policies that ensure new development complements the heritage character of heritage areas.
- D.3.(a) Require a Cultural Heritage Impact Statement, where appropriate, to ensure conservation of heritage resources through the development process.
- D.3.(b) Investigate strategies to protect built heritage resources through the comprehensive planning of new development areas.
- D.4.(a) Work with the Chamber of Commerce, BIA's and the Region to promote tourism that leverages agri-tourism, eco-tourism, heritage and countryside opportunities.
- D.5.(a) Working with local historical organizations, prepare interpretive materials that demonstrate how the community's built heritage and cultural heritage landscapes functioned over time, as part of the preparation of a Arts, Culture and Heritage Strategic Action Plan.
- D.5.(b) Showcase opportunities to educate residents and visitors on the Town's built heritage and cultural heritage landscapes.
- D.5.(c) Explore a signage program for historical rural communities.

E. Preserve, Protect and Enhance our Countryside

- E.1.(a) Actively participate in the statutory review of Provincial Plans.
- E.1.(b) Consider Niagara Escarpment and Protected Countryside lands when developing priorities for the Town's land securement strategy.
- E.2.(a) Update the Norval Secondary Plan and bring into conformity with the Greenbelt Plan.
- E.2.(b) Update the Glen Williams Secondary Plan.
- E.3.(a) Participate in the GTA Countryside Mayors' Alliance and work to develop a countryside economic development strategy.

F. Protect and Enhance Our Agriculture

- F.1.(a) Promote the development of new niche and diverse agricultural business initiatives in Halton Hills – greenhouses, vegetables and flowers, wine production, farming and cooking schools, and the equine industry.
- F.1.(b) Investigate the provision of locally grown food in Town facilities.
- F.1.(c) Continue to advocate to local supermarkets and restaurants to carry and feature locally grown produce.
- F.2.(a) Implement the approved Comprehensive Community Improvement Plan for the agricultural/rural area of the Town, including an Agri-Business Economic Development Strategy, Agricultural Government Support Program and farm marketing materials.
- F.2.(b) Advocate for Region of Halton participation in the Comprehensive Community Improvement Plan, through the Region's CIP Guidelines or other means.
- F.3.(a) Work with the Region to implement the Sustainable Halton agricultural strategy that promotes agriculture.

G. Achieve Sustainable Growth

- G.1.(a) Defend Council decision in ROPA 37&38/OPA 10 of a moderate scale of growth to the 2031 planning horizon.
- G.1.(b) Complete second phase of ROPA 38 conformity to address the Rural System and the Regional Natural Heritage System.
- G.2.(a) Participate in the Region's ROPA 38 Guidelines, and implement the guidelines in a manner appropriate to the Halton Hills context.
- G.2.(b) Implement OPA 10 through the preparation of Secondary Plans for the new growth areas to 2031.
- G.2.(c) Ensure compliance to the Town's strategic plan relative to;
 - o Complete, healthy, and identifiable communities and neighborhoods
 - o Financing obligations towards neighborhood and community infrastructure
 - o Preservation of natural heritage resources
- G.2.(d) Pursue changes in provincial legislation to enable the acquisition of "community hub" sites in conjunction with and beyond the current 5% parks requirement in the Planning Act.
- G.2.(e) Accommodate growth while employing best practices and innovation in energy and water conservation and design.
- G.3.(a) Capitalize on the current and future servicing capabilities along the 401/407 employment corridor to assist in funding the current infrastructure requirements.
- G.3.(b) Incorporate detailed phasing policies into the Official Plan and future Secondary Plans for new growth areas.
- G.4.(a) Continue to develop full cost infrastructure financing policies for new development areas.
- G.4.(b) Explore the use of Alternate Strategies to address any shortfalls to maintain the desired level of service of new home owners.
- G.4.(c) Establish policies that require new residential development to construct all neighbourhood specific infrastructure and linkages, in addition to the proportionate share of Development Charges for community wide infrastructure.
- G.4.(d) Advocate for changes to the Development Charges Act that would require new development to bear 100% of net growth-related capital costs, on a best practice sustainable basis (including the ability to collect DC's to fund hospital construction).
- G.5.(a) Examine the fiscal impacts of growth as part of the development of a long-term financial plan to 2031.

- G.6.(a) Preserve 2031 employment lands through HPBATS Corridor Protection process, by re-location if necessary, to ensure 340 ha secured through ROPA 38.
- G.6.(b) Implement OPA 10 through the preparation of a Secondary Plan for the Future Employment Area to 2031.
- G.7.(a) Implement OPA 9/Intensification Strategy in a manner that maintains the character of existing residential neighbourhoods.
- G.8.(a) Continue to pursue protection of strategic employment lands beyond the 2031 planning horizon of the Official Plan.
- G.8.(b) Engage the landowners of the potential long-term employment land reserves beyond 2031 to preserve them for industrial land use when the need arises.
- G.9.(a) Establish standards that define healthy, sustainable and complete communities and neighborhoods.
- G.9.(b) Working in partnership with the public and agencies, undertake the development of healthy, complete, identifiable and sustainable communities, that meet the Town's urban design guidelines.
- G.9.(c) Work with the development industry in the creation of Block Plans for all new communities or neighbourhoods. see F.3.(b)
- G.9.(d) Recognize the new funding and development realities for the elementary and secondary schools in Halton under Provincial Education Funding Standards and identifying "Community Hubs".
- G.9.(e) Apply the Town's 'first-generation' Green Development Evaluation Checklist by requiring all proponents of new major ground-related residential projects to review and complete the Checklist, and demonstrate compliance to the fullest extent feasible based on best industry practices.
- G.9.(f) Explore the adoption of 'Sustainable Development Guidelines' for development of new growth areas, intensification and redevelopment, for the various forms of development (e.g. subdivisions, site plans, buildings etc.).
- G.10.(a) Implement OPA 9/Intensification Strategy in a manner that maintains the character of existing residential neighbourhoods.
- G.10.(b) Update the Municipal Housing Statement based on the Region's Joint Municipal Housing Statement & Comprehensive Housing Strategy.
- G.11.(a) Strategically assess existing infrastructure/servicing for targeted enhancements.
- G.11.(b) Implement the approved Community Improvement Plan to encourage intensification through redevelopment.
- G.11.(c) Undertake infill servicing strategy study in cooperation with the Region to determine allocation for new development.
- G.11.(d) Undertake a South Acton/Beardmore land use study.

- G.12.(a) Advocate with senior levels of government for additional funding to pay for growth.
- G.12.(b) Proactively promote opportunities for private sector participation in front-ending emerging growth related infrastructure requirements, recognizing there will still be municipal costs.
- G.12.(c) Seek financial strategies with the private sector that will enable “Community Hubs” to be located and developed.

H. Provide Sustainable Infrastructure & Services

- H.1.(a) Define asset categories and develop an asset management strategy, inclusive of necessary financing to maintain and replace assets.
- H.1.(b) Develop standards and policies, by major asset category, that defines;
 - o Efficient
 - o Effective
 - o Environmentally Sustainable
- H.1.(c) Prepare a long term operating and capital financial plan to ensure the financial support for infrastructure and services that are responsive to the community needs
- H.1.(d) Establish financing plans to retrofit existing infrastructure to achieve the Town standards regarding “efficient” effective and environmentally sustainable”
- H.1.(e) Establish policies that define third party involvement in financing retrofits and upgrades.
- H.1.(f) Promote opportunities for third party participation in financing retrofits and upgrades.
- H.1.(g) Integrate the recommendations of the Cycling Master Plan into current and capital forecasts.
- H.1.(h) Prepare a strategy to upgrade the Town's streetlighting system to both meet minimum maintenance standards and move towards sustainability.
- H.2.(a) Establish minimum provision standards for current and future infrastructure by asset category as defined.
- H.2.(b) Develop master plans for each asset category;
- H.2.(c) Ensure that all new assets are integrated into the Town’s asset management and financing protocol.
- H.2.(d) Develop full cost infrastructure financing for new developments.

- H.2.(e) Promote third party participation in the financing or provision of assets and services, ensuring consistency with Town policies.
- H.2.(f) Ensure that road infrastructure in new areas is designed and constructed using Town accepted best practices related to active transportation, safety for all users, and sustainability.
- H.3.(a) Monitor the current Fire Services Master Plan and update as required.
- H.3.(b) Continue to work cooperatively with area Services, to ensure optimization of emergency response to area residents and businesses.
- H.3.(c) Develop promotional materials to inform residents and business on the performance and accomplishments of the Town's fire and emergency services.
- H.3.(d) Commission a Fire Services Master Plan – Update by 2007-2008.
- H.4.(a) Develop a third party partnership engagement model or policy.
- H.4.(b) Explore opportunities for water conservation with the Region etc.
- H.4.(c) Partner with the Halton Hills Community Energy Corporation in the preparation of a Community Energy Plan.
- H.5.(a) Communicate issues of local safety and concern, and advocate for adequate support and/or response.
- H.5.(b) Continue to work cooperatively with the Region of Halton Police Service and Emergency Medical Service.
- H.5.(c) Advocate for services to respond to areas of strategic interest.
- H.6.(a) Identify all safe, diverse and integrated transportation network solutions consistent with the Strategic Plan 2008.
- H.6.(b) Participate with the Municipal Partners in the Halton-Peel Boundary Area Transportation Study to complete a Corridor Protection planning exercise as set out in the Memorandum of Understanding resulting from HPBATS.
- H.6.(c) Complete a Transportation Master Plan to review and prioritize transportation network solutions consistent with the Strategic Plan that addresses all modes of travel, including active transportation.
- H.6.(d) Advocate for funding commitments for transportation priorities to other orders of government and/or stakeholders.
- H.6.(e) Participate in the GTA West Corridor Environmental Assessment process to ensure that the needs and concerns of Halton Hills are clearly articulated
- H.6.(f) Continue to monitor the Niagara to GTA Environmental Assessment process as it relates to linkages to the GTA West corridor and policy direction.

I. Provide Responsive, Effective Municipal Government

- I.1.(a) Develop an inventory of Council and staff representation and/or linkages on/to local, regional, provincial, and national advocacy and leadership committees.
- I.1.(b) Assess the results of the inventory to determine the extent to which Council and staff involvement is aligned with A) the strategic priorities of the current term of Council, and B) the longer term strategic priorities.
- I.1.(c) Assign or re-assign Council/staff representation to identified gap areas, or areas of strategic focus.
- I.1.(d) Review the current governance structure in order to optimize advocacy and leadership capability with respect to:
 - o Time (part-time or full time governance)
 - o Resourcing (human and technological)
 - o Structure (efficiency & effectiveness)
 - Delegated authority (staff and committee roles)
 - Training and professional development for members of Council.
- I.1.(e) To integrate sustainability principles into everyday decision-making, including in priority setting, and developing plans, policies and initiatives.
- I.2.(a) Ensure compliance with all mandatory statutory and policy requirements of the Municipal Act and any other legislation applicable to the Town.
- I.2.(b) Undertake a Service and Program Delivery Review at least once each Council Term as to the need for and the economy, efficiency and effectiveness of each of the Town's Services and Programs.
- I.2.(c) Adopt a Performance Management Model for the Town.
- I.2.(d) Establish an independent internal audit capacity for the Town in terms of financial and "value for money" controls.
- I.2.(e) Undertake a Policy, Procedures and Legislative Review at least once each Council Term as to the need for and the effectiveness of each of the Town's Policies, Procedures and Regulatory By-laws.
- I.2.(f) Promote public interest in matters related to municipal accountability and transparency.
- I.2.(g) Initiate the reporting of information that demonstrates accountability and/or promotes transparency in matters of public interest.
- I.3.(a) Establish and implement a Town-focused, service-quality training program, that clearly defines Council and staff roles and expectation with respect to delivering excellence in customer service.

- I.3.(b) Optimize the use of the Town's website to offer as many on-line services and transactions, thereby enhancing time and flexibility for customer service.
- I.3.(c) Pursue feasibility of central customer service centres.
- I.3.(d) Monitor the Town's participation in the modified 311 customer service program operated by the Region of Halton, with a view to optimizing the capability of the 311 service.
- I.3.(e) Revisit the 2005 Public Survey for the purpose of benchmarking the Town's most recent accomplishments.
- I.3.(f) Establish targets to improve in areas identified as "important" having a moderate to low satisfaction rating.
- I.3.(g) Develop strategies to improve performance in target areas.
- I.3.(h) Periodically update Town-wide surveys to measure the public's perception of and satisfaction with the Town's performance.
- I.4.(a) Actively promote public participation in municipal decision making through Council delegations, and/or direct communications with Council and staff.
- I.4.(b) Initiate dedicated community consultations on issues of significant importance to communities-of-interest or the public at large.
- I.4.(c) Create, maintain and support a roster of strategic advisory committees of Council, that ensure public participation on issues related to the goals of the strategic plan.
- I.4.(d) Promote public participation on strategic advisory committees, and ensure that a sound cross-section of views and interests are maintained.
- I.4.(e) Review the current distribution schedule of Committee and Council Agendas and Reports, and assess the effectiveness of promoting public participation.
- I.4.(f) Provide training, resources, support and recognition to citizen members of Town advisory committees.
- I.5.(a) Continue to monitor the Town's current capacity to achieve desired results for communicating with the community. see H.3.(h)
- I.5.(b) Continue to optimize the use of the Town's website as a primary tool for warehousing comprehensive information related to all aspects of Town services and activities.
- I.5.(c) Identify current and emerging communication solutions, such as social media, that are responsive to the community.
- I.5.(d) Develop comprehensive standards for the utilization of communication solution(s) for both legislated and non-legislated communications to the public.
- I.5.(e) Ensure consistency with newly created Town standards regarding preferred solutions.

- I.5.(f) Optimize the Town's current communication mediums to provide primary and/or supplementary information to residents, business, and visitors.
- I.5.(g) Incorporate all identified strategic actions involving promotional information into the Town's communication plan.
- I.5.(h) Make better use of the website to inform the residents of current issues.
- I.5.(i) Explore ways to support Councillors in communicating with their constituents (e.g. ward meetings, newsletters).
- I.6.(a) Defend Council decision in ROPA 38/OPA 10 of a moderate scale of growth to the 2031 planning horizon.
- I.6.(b) Support active participation in "CAO's" and "Area Directors" meetings to remain current on issues of regional significance, having impact at the local level.
- I.6.(c) Ensure Town representation on matters that could impact the Town's objectives and interests.
- I.6.(d) Prepare reports and discussion papers on regional issues for the purpose of establishing a Town position.
- I.6.(e) Encourage a joint Regional/Local Municipality review of Service and Program Delivery at the Regional and Local Levels at least once each Council Term as to whether service and program delivery should remain the same for each municipal program and service at either level in whole or in part.
- I.7.(a) Develop a communications strategy designed to educate the public on the Town's roles, responsibilities, and areas of jurisdiction.
- I.7.(b) Design an implementation plan that accommodates the phasing of the communications strategy from a cost: benefit standpoint.
- 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
- I.8.(b) Review strategic actions that are designed to address the scope of each strategic objective of the Strategic Plan, and revise them as appropriate
- I.8.(c) Produce an Annual Monitoring Report to Council to report on the progress made to implement the Strategic Plan to date, in a format that is easy for residents to understand.
- I.8.(d) Sequence the strategic actions assigned to the first 4 years of the plan, into chronological order for each year of the Council's 4 year term.
- I.8.(e) Make the Annual Monitoring Report widely available to the public on the website, library branches and information kiosk.
- I.8.(f) Integrate strategic actions into each of the ensuing years capital and operating budgets