

# Memo

To: Members of Council  
From: Dorothy St. George, Director, Economic Development and Corporate Strategy  
CC: Jane Clohecy, CAO  
Vicki Tytaneck, Town Clerk  
Date: May 25, 2021  
Subject: Council Strategic Plan Refresh – Appendix A Progress Report

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## Comments

Attached is an updated Progress Report for the Council Strategic Plan Refresh that includes the following additional item:

- Under Livability, 2021 Major Initiatives, Growth Management:
  - **Represent the town's urban structure through the Region's Municipal Comprehensive Review**

At the request of Mayor Burton, the Progress Report also includes the following additional items:

- Under Accountable Government, 2021 Major Initiatives, Study/Consult/Develop:
  - **Work cooperatively with the province to establish a courthouse in Oakville**
- Under Environment, 2021 Major Initiatives, Study/Consult/Develop:
  - **Explore with Conservation Halton and Halton Region initiating the implementation of the Glenorchy Management Plan and any interim steps to limit access to the preserve**



OAKVILLE

**2019-2022**  
**Strategic**  
**Plan**  
**Refresh**

Progress report



# Livability

Goal: To be the most livable town in Canada.

## Key objectives:

- Planning framework to maintain community character
- Protect cultural heritage assets
- Maintain a resilient local economy

## 2019/2020 Initiatives

- ✓ Completed planning studies:
  - North Oakville Secondary Plan
  - Hospital District
  - Scenic corridors
- ✓ Approved 5-year Economic Development Strategy
- ✓ Implemented Mitigation Plan for downtown Lakeshore Road reconstruction project
- ✓ Implemented pilot Leafing App for tracing of Leafing Service program

## 2021 Major initiatives

### Growth management:

- Defend town's cultural heritage landscape designations, including Glen Abbey Golf Course
- Develop Midtown implementation strategy
- Complete OPA for Hospital District, Palermo growth area, Bronte GO MTSA, Midtown Oakville Uptown growth area, North Oakville East and West Secondary Plans conformity
- Lakeshore Road West EA
- Advocacy to expand the Greenbelt
- Represent the town's urban structure through the Region's Municipal Comprehensive Review

### Study/Consult/Develop:

- Business licensing by-law review, including a new pay day loan category
- Parks by-law review and enforcement consolidation
- North Park – detailed design for recreational facilities and sports fields
- Issue RFP for a waterfront restaurant on the existing TOWARF site

### Implement:

- Create outdoor space at Glen Abbey Branch Library
- Proactive enforcement of unlicensed short-term rentals
- Fall 2021 rollout of Leafing App
- 2021 Auto Mayors Action Plan
- Business stream pilot for non-residential building permits
- New registration system for recreation and senior programs
- New skatepark at Cornwall Park
- Rainbow crosswalks on Lakeshore Road in the three BIAs
- Acquisition of the former Trafalgar Reservoir for a new public park
- Additional pickleball courts, through expansion or conversion
- Relocate the basketball court from Valleybrook to Iroquois Ridge
- Increase litter pickup/maintenance in parks and on trails

## 2022 Major initiatives

### Growth management:

- Initiate zoning review
- Initiate a Residential Policy Review, including exploration of housing affordability tools

### Study/Consult/Develop:

- Initiate sign by-law review

### Implement:

- Vacant Employment Land mapping for investment attraction
- Investment Attraction Marketing Campaign
- Negotiate ownership of Bronte Outer Harbour
- Initiate the construction of community amenities on the North Park site



# Engaged Community

Goal: Foster a community environment that engages residents of all ages, abilities and backgrounds.

## Key objectives:

- Engage community in local government
- Provide recreational and cultural events and spaces to promote shared community experiences
- Provide effective licensing and enforcement to maintain safety, protection and enjoyment

## 2019/2020 Initiatives

- ✓ Opened library services at Palermo and Sixteen Mile
- ✓ Opened Oakville Trafalgar Community Centre
- ✓ Implemented Municipal Enforcement Strategy
- ✓ Held 2019 Canada Day celebrations
- ✓ Held Oakville Children's Festival
- ✓ Adopted virtual meetings
- ✓ Opened Station 3 and Station 8 fire stations

## 2021 Major initiatives

### Growth management:

- Advance the Official Plan Review

### Study/Consult/Develop:

- North Park master plan and detailed design
- Parks & Open Space strategy
- Urban Mobility strategy
- Internal survey and external consultation re: Diversity & Inclusion

## 2022 Major initiatives

### Growth management:

- Complete Official Plan Review

### Study/Consult/Develop:

- Noise by-law review
- Property Standards By-law review
- Lot Maintenance By-law review

### Implement:

- New Oakville.ca website rebuild
- Service Oakville improvements and reporting
- Diversity & Inclusion action plan



# Accountable Government

Goal: Inspire public confidence through open, accountable and efficient delivery of government services.

## Key objectives:

- Lead in providing open and accountable government
- Ensure long-term fiscal sustainability while respecting impact of decisions on taxpayers
- Support culture of continuous improvement and innovation

### 2019/2020 Initiatives

- ✓ Completed 2019 Citizen Survey: 96% satisfaction rating
- ✓ Achieved ISO 37120 Sustainable City platinum status
- ✓ Implemented tax increase in line with inflation
- ✓ Implemented municipal accommodation tax to support tourism
- ✓ Established Municipal Development Corporation Developed Strategic Asset management plan policy and principles
- ✓ Implemented online technologies
  - digital signatures for development agreements
  - digital submissions, payments and plan review tools

### 2021 Major initiatives

#### Growth management:

- Complete 10-year capital plan, including changes identified through library strategic update

#### Study/Consult/Develop:

- Fire master plan review
- Parks & Open Space strategy
- Urban Forest strategic management plan
- Private tree by-law review
- Harbours master plan
- Design the accommodation of TOWARF facilities in Bronte Harbour
- Community Benefits Charge strategy
- Development Charges By-law update

- Municipal Enforcement master plan
- Finalization of disposal of Brantwood Public School lands
- Digital Oakville 2021 Plan
- Work cooperatively with the province to establish a courthouse in Oakville

#### Implement:

- Tax increase in line with inflation
- Online applications, permits and licenses for planning, development, building, parking and community-related permits
- New Council agenda management system
- Consolidation of frequently-used by-laws

### 2022 Major initiatives

#### Growth management:

- Complete asset management plan and service levels for core infrastructure

#### Study/Consult/Develop:

- 2022 Citizen Survey
- Facilities review
- Initiate disposal of Oakville Trafalgar High School lands
- Emergency Management Plan review

#### Implement:

- 2022 Municipal Election
- Development Charges By-law
- Asset management planning solution
- Online self-serve capability on taxes and tax information
- Digital Oakville Next Phase Strategy (2023-2027)
- Development approval process improvements





# Environment

Goal: Protect greenspace and promote environmentally sustainable practices.

## Key objectives:

- Ensure effective stewardship of town's natural environment
- Create a climate change resilient community
- Transition to a low carbon future

## 2019/2020 Initiatives

Climate Action:

- ✓ Declared climate emergency
- ✓ Launched climate change adaptation strategy
- ✓ Completed Community Energy Plan
- ✓ Established Oakville Energy Task force
- ✓ Implemented energy conservation initiatives in building retrofits and system optimization
- ✓ Completed Storm water master plan
- ✓ Completed Fleet Utilization study

## 2021 Major initiatives

Study/Consult/Develop:

- Develop climate action roadmap
- Renewable Energy Generation strategy
- Participate in Danish District Energy Feasibility study with the Consulate of Denmark in Toronto
- Initiate activities related to electrification of buses
- Explore a climate action lens for departments, including processes and performance measures
- Complete a climate change risk assessment on the town's infrastructure
- Explore with Conservation Halton and Halton Region initiating the implementation of the Glenorchy Management Plan and any interim steps to limit access to the preserve.

Implement:

- Establish Future Energy Oakville Office
- Formalize partnerships with community environmental organizations
- LED lighting conversion at select facilities
- Office lighting pilot at Townhall to test the functionality and benefits of a lighting system that learns from its environment
- Green Fleet infrastructure – shift to low carbon alternatives through fleet ever-greening program
- Town-wide expansion of electric vehicle charging stations with 46 stations
- Begin Stormwater Master Plan implementation – install high capacity inlets

## 2022 Major initiatives

Study/Consult/Develop:

- Complete Growing Livability Study (town tree canopy analysis)
- Develop stormwater flood mitigation policy and financial options for implementation of town-wide flood mitigation
- Explore introduction of a climate action levy
- Embed climate action lens for departments

Implement:

- Biodiversity Plan
- First battery electric buses to enter service
- Participate in the Community Energy Strategy rollout



# Mobility

Improve town's multi-modal transportation network to support effective movement of people and goods.

## Key objectives:

- Plan, build and maintain road and parking infrastructure
- Promote safe travel on town roads
- Support opportunities for multi-modal transportation including walking, cycling and transit

## 2019/2020 Initiatives

- ✓ Completed Lakeshore Road reconstruction
- ✓ Continued traffic calming strategy
- ✓ Implemented Active Transportation master plan
- ✓ Initiated traffic signal optimization pilot

## 2021 Major initiatives

### Growth Management:

- Finalize agreements for Kerr St. and Burloak underpasses and begin utility relocation for Kerr St. grade separation
- Commence design of Khalsa Gate improvements
- Complete Phase 1 reconstruction of Sixth Line, north of Dundas Street

### Study/Consult/Develop:

- Commence Chartwell Road grade separation study
- Complete West harbor and West River neighbourhood traffic studies
- Initiate a parking study for residential and commercial areas across the town
- Develop Neighborhood Traffic Safety Program

### Implement:

- Parking Management System for downtown commercial parking spaces
- Traffic Safety Program
- Road resurfacing program
- Pilot of Transit Ride Hailing app
- Add 30 km of active transportation infrastructure

## 2022 Major initiatives

### Growth Management:

- Complete Phase 2 reconstruction of Sixth Line, north of Dundas Street

### Study/Consult/Develop:

- Complete parking study for residential and commercial areas across the town

### Implement:

- Conventional service scheduling software enabling "family of services" delivery model
- Transit vehicle onboard WiFi to improve customer experience and enhance driver and customer security
- Neighborhood Traffic Safety Program
- Increase the number of automated speed enforcement cameras



# COVID-19 impact

## Major initiatives originally identified for this term of Council that have been deferred or cancelled

- Rehabilitation of Towne Square – deferred to 2023
- 2021 Citizen Survey – deferred to 2022

## COVID-19 Pandemic

### 2019/2020 Major initiatives

Implement: COVID-19 Pandemic response:

- ✓ Staff redeployment
- ✓ Program and service adaptation
- ✓ Tax deferrals for residents and businesses
- ✓ Manage cost implications –revenue decrease
- ✓ Education and enforcement to support provincial and regional response
- ✓ Protect health and safety of staff
- ✓ Initiated Mayor's Economic Task Force to support business community during COVID-19 pandemic through programs, information, marketing and advocacy
- ✓ Some capital projects deferred

### 2021 Major initiatives

Implement: COVID-19 Pandemic response:

- Application based tax deferral program
- Advocacy for federal & provincial support
- Emergency preparedness
- Gradual reinstatement of transit service
- Complete provincial Safe-Restart funding reports
- Parks patrol program

Develop a COVID-19 Pandemic Recovery Plan for 2021/2022:

Including strategic objectives for the recovery phase and approach including key areas for consideration:

- Financial sustainability
- Business supports
- Program and service delivery adaptation
- Enforcement
- Workforce Planning

### 2022 Major initiatives

Implement:

- Pandemic Recovery Plan



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