

**Good Governance**

- Conduct 2016 by-election to replace vacant Ward 2 Town Councillor seat, Monday April 11, 2016
- Complete phase one and two of Former Hospital Site Project which includes assuming vacant possession and understanding the site to create a new community centre, park, and potential future housing to meet the needs of Oakville residents. Explore partnership opportunities with Mississauga Halton Local Health Integration Network (LHIN) on concept of a community health hub
- Complete negotiations of new contracts with CUPE 136, CUPE 1329 and OPFFA
- Further implement town's Open Government strategy through launch of online Livable Oakville Performance Dashboard and release of new town data sets
- Continue to expand features and tools available through Oakville app
- Engage public to review town's Public Engagement toolkit
- Automate budget book for improved access to town's financials
- Complete financial statements and ensure external auditor provides unqualified opinion of 2015 statements for inclusion in the 2015 annual report
- Complete 2016 Internal Audit work plan
- Improve ongoing training program, dealing with legislative changes and issues that impact municipal governments to enhance Council accountability
- Ongoing comprehensive Livable Oakville five-year review and implement recommendations including zoning by-law amendments
- Finalize town's comprehensive zoning by-law (InZone) through successful OMB hearing process
- Continue to defend town's position on Merton lands at OMB
- Initiate Livable by Design Manual Part B (urban design guidelines) for Bronte Village, Kerr Village and Downtown Oakville
- Review opportunities to improve operating efficiencies and accountability through the delegation of administrative procedures to senior staff, e.g. subdivision agreement and assumption procedures

**Environmental Leadership**

- Complete Switching Gears – Active Transportation Master Plan update and implement annual program
- Substantially complete phase two of Storm Water Master Plan
- Complete and implement Harbours Master Plan
- Complete forestry review, report on state of forestry canopy and report to Council on updated private tree by-law
- Continue to deliver Emerald Ash Borer Management Program focused on several sub-programs: canopy conservation, hazard abatement on streets, in parks and woodlands, canopy replacement, public engagement and quality assurance
- Continue to implement Oakville's Wildlife Strategy including road ecology component, coyote management initiatives and Living with Wildlife awareness and education program

- Initiate biodiversity study, enabling integration of existing plans, policies and programs related to natural heritage system, urban forests, parkland and open spaces and issues management
- Continue to implement Oakville's Climate Change Strategy and host second annual "Keep Calm and Adapt" emergency and extreme weather preparedness community event
- Update 2011 Environmental Strategic Plan
- Develop corporate Water Conservation Plan
- Continue energy and greenhouse gas emission management actions including implementation of corporate Conservation and Demand Management Plan and initiating community energy planning
- Report to Council on noise issues related to construction and leaf blowers
- Implement phase one of LED streetlight program
- Revise the town's Sustainable Design Guidelines towards developing a standard for construction and maintenance of high performance town buildings which integrate and optimize energy efficiency, durability, life-cycle performance, and occupant productivity
- Continue corporate sustainability initiatives, environmental outreach and education programs and development of community partnerships to engage, foster and achieve environmental stewardship and actions to improve Oakville's environmental sustainability
- Initiate Environmental Assessment Study for Lakeshore Road corridor from Mississauga Street to Dorval Drive
- Commence update to Urban Forest Strategic Management Plan with focus on setting objectives for south Oakville area

## **Economic Growth**

- Undertake Brownfield redevelopment strategy for private lands integrated with corporate brownfield management project
- Develop Oakville's life sciences and technology district for knowledge based companies
- Undertake office campaign for knowledge based industry
- Complete Employment and Commercial review in support of Livable Oakville review to ensure plans play leadership role in supporting the town's efforts to enhance and promote economic sustainability
- Assist business improvement areas (BIAs) in implementing retail action plans
- Explore role of tourism as a town function to support Oakville's main street businesses, coordination with BIAs, and visitor related industries and events
- Partner with Oakville-Chinese Business Association to enhance opportunities for trade and investment between Oakville and China
- Report on recommendations for an International Business Development Plan
- Complete phase two of site selection tool for industrial or commercial building or property to include demographic data
- Conduct marketing initiatives in targeted sectors and respond to investment leads

- Continue business retention initiatives including corporate calling and Auto Mayors' plan
- Initiate regular commercial parking liaison meetings with Downtown and Kerr Village BIAs
- Develop strategy for partnerships to deliver Midtown Oakville Plan

### **Fiscal Sustainability**

- Finalize and implement a Master Plan strategy for disposition of the former public works site that maximizes the town's proceeds through joint venture partnerships
- Report to Council quarterly on town financials, identify potential risks
- Prepare 2017 budget that achieves Council's strategic and financial goals
- Identify opportunities for business transformation to enhance online services and options
- Complete asset management master plan and development strategy for ISO5500 compliance
- Ensure all rates and fees are reviewed within term of Council in compliance with Rates and Fee Policy
- Update Development Charges by-law to ensure town recovers full amount possible under the *Development Charges Act, 1997*
- Initiate Transportation Master Plan update to support development of new development charge by-law
- Replace required systems at end of life including CLASS (recreation and culture) and ACR (*ServiceOakville CRM*) and upgrade public portal for AMANDA
- Research and apply for grants and provincial/federal funding opportunities
- Investigate sponsorship opportunities as a source of revenue
- Explore alternative revenue sources (such as storm water fees)
- Partner with community groups and service providers where possible to deliver quality, cost effective programs
- Negotiate cost sharing agreement with Metrolinx for delivery of Kerr Street and Burloak Drive grade separation projects

### **Outstanding Service to Residents**

- Develop new digital strategy to enhance town's capacity to deliver customer-driven online services
- Relaunch TownTV in a new mobile-friendly platform
- Review Oakville.ca to enhance navigation, mobile-friendly, and identify opportunities for further online engagement and online services
- Launch single permit solution for site development including online application
- Implement new site plan (engineering) approval process
- Implement Intelligent Transit System (ITS) providing real time transit information for riders
- Complete Library Strategic Plan to include digital transformation
- Create first digital library hub
- Complete design phase of Oakville Arena using integrated project delivery model, construction in 2017

- Report to Council on new By-Law services strategy that would provide enhanced level of service
- Continue to expand ServiceOakville Customer Service Center to departments with high volume interactions with the public including tax, by-law enforcement and licensing, public services, development engineering and building services
- Create internal service hub for citizen contact management activities including quality monitoring (multi-channel) expertise to departments, report production, training, and development of consistent town-wide customer service experience
- 2016 Accessibility Update
- Implement Fire Master Plan
- Undertake construction projects to improve Oakville's road network:
  - Cornwall Road corridor between Chartwell Road and Morrison Road
  - Sixth Line from Dundas Street to south of Burhamthorpe Road
  - Bridge Road between Fourth Line and Warminster Drive
- Resurface over 22 kms of roadways under town's road resurfacing and preservation program
- Implement over 28 kms of new active transportation facilities
- Initiate development of parking pay-by-phone mobile application in Downtown and Kerr Village commercial districts
- Conduct public engagement on selection of streetscape materials and furnishings as part of Lakeshore Road (downtown) Reconstruction and Lakeshore Road Bridge Rehabilitation projects
- Streamline web mapping applications to simplify search capabilities and enhance user experience

#### **Major initiatives supporting other strategic goals**

- Complete public consultation of the Downtown Cultural Hub, undertake market assessment studies and begin work to identify potential partnerships to assist redevelopment
- Implement Cultural Plan and Events strategy
- Implement Recreation and Culture Strategic Plan
- Older Adult Strategy/Youth Centre
- Identify partnership opportunities to advance development of other community facilities such as North Park
- Respond to federal, provincial, regional and community needs and requests to support resettlement of Syrian refugees in our community
- Report to Council on phase one and complete phase two of Cultural Heritage Landscape study
- Old Oakville heritage conservation district update
- Advance planning/development proposals for former Brantwood and Chisholm schools sites