

Strategic Plan 2015-2018 Community Report



Photo submitted by Erin Matthews

Photo submitted by Robert Alsop

OUR TOWN, OUR FUTURE



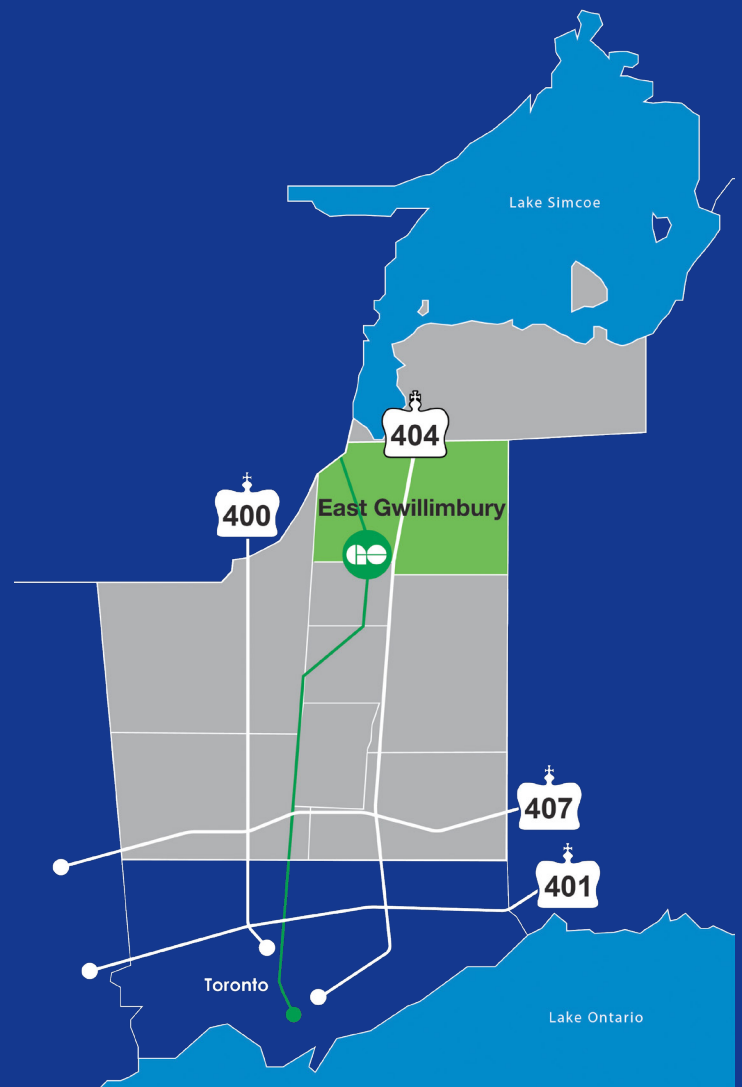
Town of
East Gwillimbury



Our Town. Our Future.

If you take just a short drive through East Gwillimbury you can see the rich heritage of our Town. You can see our roots in the farms, the stunning country-sides, and, in the dairy farms, equestrian centres, and open spaces that encapsulate our rich history. They are where we came from. East Gwillimbury wasn't built as a city centre like many other municipalities in our area. We had hamlets, which were formed to support our rural communities. Each hamlet grew and in 1850 became the Township of East Gwillimbury. In 1971, the Regional Municipality of York was established the Township became known as the Town of East Gwillimbury. As we move forward we will continue to preserve these spaces and their identities, as this is what makes East Gwillimbury unique.

Our Strategic Plan shows our commitment to protect, preserve and respect the Town's cultural and natural heritage features ensuring that we remember our past and celebrate our history while incorporating new traditions as we move forward. We embrace new residents, businesses and landscapes and will continue to look for opportunities to grow.





As a newly elected Council in 2014, one of our first major tasks was to establish a Strategic Plan that would represent our vision and guide our plans for the next four years. We now have the opportunity to look back and report on the successes we have had and some of the great projects we have delivered.

In keeping with our first Strategic Pillar, and as part of our focus on community safety, the Town transitioned to 24/7 full-time Emergency Service coverage based out of the Queensville Fire Station.

Under our second Strategic Pillar, and as part of our commitment to build a complete community, we partnered with York Region to complete the 2nd Concession enhancements which improved safety with bridge re-alignment, bicycle and pedestrian lanes, below grade train crossing and updated recreation space with improvements to the Nokiidaa Trail system.

Since 2014, East Gwillimbury has welcomed approximately 6,000 residents in new communities. With new residents, comes new initiatives such as the Town's new Health & Active Living Plaza which will feature an aquatics facility, new library branch, and programming space. Significant planning has been conducted over the past four years, and we are prepared to move forward and open the facility once the population surpasses 40,000 residents.

Under our third Strategic Pillar, we made a commitment to be a high performance municipal organization focused on service and excellence. We are proud to share that the Town was recognized by the Globe and Mail and Morneau Shepell as an Employee Recommended Workplace. This award recognizes that the Town's employees are engaged, productive and committed to ensuring East Gwillimbury is a strong, livable community.

We are extremely proud of the progress made over the last four years and know that the community is well positioned with a strong vision, to guide its future. Please read through this Community Report, to learn more about these and other key initiatives from the last four years.

Mayor Virginia Hackson

Councillor James R. Young
Councillor Tara Roy-DiClemente
Councillor Marlene Johnston
Councillor Joe Persechini



Civic Centre Accessibility & Green Courtyard
Parks & Recreation Ontario Award of Excellence Park and Facility Design



Region of York Municipal Streetscape
Partnership Program Innovation Award



Region of York Pedestrian and Cycling
Municipal Partnership Program Innovation Award

OTHER AWARDS

- ▶ N6 Joint Fire Master Planning
 - ▶ E.A. Danby Award, Certificate of Merit in the Category of Municipal Administration – Municipal Population 20,000 or more
- ▶ East Gwillimbury’s Growth Management and Development Dashboard
 - ▶ Canadian Association of Municipal Administrators Professional Development Award
 - ▶ Urban and Regional Information Systems Association (URISA) Ontario 2018 Best Public Sector GIS Gold Award
 - ▶ Self Serve Data Depot Distinction Award – GTEC – York Info Partnership
- ▶ Fair Access “Drop Zone” Program – Parks & Recreation Ontario Award of Excellence Recreation Access and Equity 2017
- ▶ Fire House Subs North American Education and Prevention Program Grant Award
- ▶ Grant Award for 216 combination alarms from Enbridge Gas Distribution and the Fire Marshal’s Public Safety Council Project Zero Program to support Fire Prevention Public Education
- ▶ Grant Award Funding for \$5,000 from Enbridge Gas Distribution and the Fire Marshal’s Public Safety Council Project Assist Program to support Fire Prevention Training and Education
- ▶ Grant Award for \$870,000 from the Provincial and Federal Clean Water and Wastewater Fund for related projects
- ▶ Queensville – Holland Landing – Sharon Wastewater Servicing Ontario Public Works Association Project of the Year
- ▶ Conservation Award of Merit – Lake Simcoe Region Conservation Authority

In 2015, Council endorsed the Strategic Plan 2015 to 2018 to create the strategic vision and guide the Town for the next four years. As part of this Plan, Council outlined three Strategic Pillars:

STRATEGIC PILLAR ONE

Providing quality, affordable programs and services for a safe, accessible and livable community.

- ▶ Continue to review and enhance services and programs with innovation and best practices to meet the needs of our growing community.
- ▶ Invest in services to maintain and enhance community-wide safety.
- ▶ Deliver leisure, sport, cultural and arts initiatives for all residents.
- ▶ Leverage the spirit of volunteerism and community engagement.
- ▶ Ensure communication of Town services and programs and encourage regular resident feedback.

STRATEGIC PILLAR TWO

Building a complete community that provides healthy places to live, work, play and learn.

- ▶ Manage growth to ensure the balanced development of a variety of housing and employment options for residents in every stage of life.
- ▶ Maintain and build on the Town's investment in infrastructure including roads, sidewalks, trail systems, facilities, parks, water and sewer systems.
- ▶ Explore innovation and partnerships for community building initiatives including environmentally friendly practices.
- ▶ Attract businesses and human service providers to create jobs and affordable services for our residents.
- ▶ Protect, preserve and respect the Town's cultural and natural heritage features.

STRATEGIC PILLAR THREE

A high performance municipal organization committed to service and excellence.

- ▶ Deliver a fiscally responsible organization in a high growth community.
- ▶ Focus on excellent customer service practices to meet the needs of our residents today and tomorrow.
- ▶ Continue to enhance a transparent and accountable municipal government.
- ▶ Brand Town services and the community to attract investment.
- ▶ Continue to develop a strong staff team where employees



Providing quality, affordable programs and services for a safe, accessible and livable community.



Queensville Fire Station 2-8



PUBLIC SAFETY

- 2 New fire stations (rebuilt)
- 40% Fleet replacement
- 7 New full-time firefighter positions
- 25 Paid-on-call firefighters hired

- ▶ Council continued to prioritize public safety by approving the hiring of seven full-time firefighters in addition to the existing paid-on-call/volunteer firefighter complement, to support the transition to 24/7 full-time coverage out of the Queensville Fire Station.
- ▶ Council approved the hiring of a Public Education Specialist and new Fire Inspector to continue a proactive focus on lines one and two of defense: Public Education and Fire Prevention.
- ▶ East Gwillimbury partnered on the preparation of the Town’s 10-year Fire Master Plan with the northern four (N4) York Region municipalities, King, Georgina and Whitchurch-Stouffville. The new Plan identifies a variety of opportunities for the municipalities to work with the N6 (including Aurora and Newmarket) to ensure we all have fire safe communities.
- ▶ Emergency and Community Safety Services continues to expand partnership programs to enhance public education opportunities with the public. New partners this term of Council include local school education programs, high school co-op program and the Children’s Aid Society of York Region, who are now trained to check for smoke and carbon monoxide alarms when conducting inspections in homes.

- ▶ By-law Officers have investigated over 2500 cases, with the majority of cases related to property standards and parking. Staff are looking at updating standards for both of these issues in a full-time effort to assist residents with these matters.
- ▶ The Town continues to prioritize safety of all residents and has expanded the Crossing Guard Program to new school areas.
- ▶ In the interest of public safety and after consultation with the public, the Town has increased winter service levels to include the maintenance of sidewalks Town wide.
- ▶ The Town completed phase one of the concept and design work for the Health & Active Living Plaza (HALP) proposed for Queensville. The HALP will feature a variety of convenient and complementary recreational, health, arts, culture, and community services and is projected to open after the population surpasses 40,000 residents.



Health & Active Living Plaza (Artistic Rendering, Subject to Change)

- ▶ The Town undertook a year-long public process to engage the public in the development of the new Health & Active Living Plan. The Master Plan outlines the future of parks, recreation and culture services in East Gwillimbury over the next 10 years.



HEALTH & ACTIVE LIVING PUBLIC ENGAGEMENT

720+ Residents provided online input

25+ Public meetings with community stakeholders were held

- ▶ After engaging with the public, the Town has improved the Health & Active Living Guide to provide more information in a user-friendly format. To ensure the registration process is as easy as possible we have also updated our release dates to be earlier in the season.
- ▶ The Town has positioned itself as a service connector by working with various groups in Town to connect resident needs with available community groups. In this term of Council, this template helped to launch the Seniors' Task Force, which meets weekly and now includes several annual seniors' trips.



Weekly Seniors' Meetings



HEALTH & ACTIVE LIVING

468 Programs offered

295 Summer camp programs

8,800 Campers

7,900 Event attendees

- ▶ In an effort to encourage resident engagement, the Town piloted the first ever Community Open House, where residents were invited to learn about Town programs and services as well as provide valuable input and feedback to assist the Town with its commitment to continual improvement.
- ▶ In an effort to engage with the community, the library has attended many events and joined many community committees such as the Seniors' Task Force, EG Tourism Committee, Mount Albert Village Association, and Network North.
- ▶ The library celebrated its 40th Anniversary in 2015. They brought together residents with a year-long celebration of contests, events, book sales, stories, and plaque dedication.
- ▶ To ensure residents continually have access to the books and services they need, the library established borrowing agreements with all York Region libraries.



STEAM Programming at the Library

- ▶ The library continues to advance their STEAM (Science, Technology, Engineering, Arts and Math) programming by incorporating digital technologies such as a mobile computer lab, coding programs, and hot spot lending programs in their programming.



PUBLIC LIBRARY

42% Increase in library visits

100% Increase in program attendance

31% Annual increase in card holders

- ▶ The Town launched an annual communications survey to receive feedback from residents and help continue to improve engagement and transparency. Survey results indicated that 70% of residents want to receive information via email. As a result, the Town has promoted a weekly eNewsletter and increased subscription by 400%.

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Building a complete community that provides healthy places to live, work, play and learn.



- ▶ To effectively manage growth and plan for the future, staff created a Development Dashboard to provide real-time data updates to staff.

Award Winning Project

2018 CAMA Professional Development Award

Urban and Regional Information Systems Association 2018 Best Public Sector GIS Gold Award

- ▶ The Town approved a site plan for the new Operations Centre, which will re-locate the current works yard to a more appropriate location on Woodbine Ave. and provide additional space for recreation uses at the former site in Sharon.
- ▶ The Town undertook a Comprehensive Zoning By-law Review to implement the Town’s Official Plan and update zoning regulations to reflect current planning standards.

COMPREHENSIVE ZONING BY-LAW PUBLIC MEETINGS

7 Public Meetings held for residents to meet and engage with staff

- ▶ A Secondary Plan was adopted for the Green Lane Corridor to identify lane use designations that help to guide future development in this area and ensure that developments are consistent with the Town’s and resident’s needs.
- ▶ The Town’s Thinking Green Development Standards Program has been updated to ensure ongoing effectiveness in delivering sustainable development.

TOWN-WIDE GROWTH

52% Increase in development applications in this term of Council

4,000+ Building permits issued

40,000 Building inspections completed

2,600+ New homes occupied

GROWTH BY COMMUNITY

1,400+ New homes occupied in Sharon

535+ New homes occupied in Holland Landing

105+ New homes occupied in Mount Albert

600+ New homes occupied in Queensville

- ▶ As we grow, the Town will ensure that there are new parks in every community and older parks are updated as required. Over this term of Council residents will be able to enjoy:

Nine new and updated neighbourhood parks:

Sharon

- ▶ Ladder Park
- ▶ Radial Line Park
- ▶ Murrell Park
- ▶ Manor Hampton Park

Queensville

- ▶ Carnaby Park
- ▶ Queensville Park

Holland Landing

- ▶ Skate Park

Mount Albert

- ▶ Manor Forest Park

- ▶ Samuel Lount Park

- ▶ Based on continued resident interest, the Town focused on expanding trails throughout the Town. During this term of Council, Peggy's Wood Trail and the Nokiidaa Trail were updated.
- ▶ Staff continue to work on plans for 50 new KMs of trails including the lake to lake trail system.
- ▶ In 2017, the Town added new accessible parking and a green courtyard at the Civic Centre. The green courtyard included environmentally friendly and sustainable design elements. As the Town continues to grow, similar sustainable elements will be included in all future facility design.

Award Winning Project

Parks & Recreation Ontario Award of Excellence Park and Facility Design

NEW PARKS & TRAILS

- 24** New KMs of trails and on-street cycling facilities
- 22** Acres of new parkland
- 420** Trees replaced as part of the Emerald Ash Borer program

- ▶ The 2nd Concession improvement project was completed with new safety and infrastructure features: road widening, below grade train crossing, and upgraded sewage and road infrastructure. This project was transformed to be an investment in the future of our Town by including recreational and educational opportunities such as a new boardwalk, enhanced trail features, and bike lanes.

Award Winning Project

Professional Engineers Ontario Project of the Year

Ontario Public Works Project of the Year

- ▶ The Highway 404 extension was completed in 2014, and after working with local residents, the Town engaged the Province to complete the construction of a new noise wall to provide enhanced privacy and noise reduction.

ROADS & INFRASTRUCTURE

- 45+** Lane KMs of road works completed
- 110+** Lane KMs of new roads
- 785** KMs of drinking water main installed
- 42** KMs of sanitary sewer main installed



Peggy's Wood Trail

- ▶ Murrell Boulevard, is a new north/south collector road, that was opened in Sharon. This new road was entirely paid for by the development community and provides access to the new subdivisions to alleviate traffic off of 2nd Concession and Leslie Street.
- ▶ Staff initiated updates to the Transportation and Water/Wastewater Master Plans. These plans are updated every 5 years and help staff identify future infrastructure needs. Staff have also developed a tracking system for these assets which allows staff to appropriately budget for future repairs including replacement costs of infrastructure throughout Town.



2nd Concession and Nokiidaa Trail Enhancements

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STRATEGIC PILLAR THREE

A high performance municipal organization committed to service and excellence.



Following an extensive Electoral Review and public consultation process, East Gwillimbury Council has expanded to include two additional Councillors and will be a three-ward model for the 2018 municipal election. The Mayor will remain elected at-large and six ward Councillors will be elected to represent the three wards, with two Councillors per ward.

- In an effort to continually share information with residents, staff have introduced an annual Growth Management Council Workshop which outlines growth statuses, projections, and staff programs that help to ensure the public is kept up to date about how growth is being managed effectively.
- The Town maintains a strong financial position with the lowest relative taxes in York Region, and has achieved tax levy increases for base programs and services at or below the rate of inflation between 2015 and 2018.



EMPLOYER OF CHOICE

- 136** Job competitions
- 2,327** Applications received
- 25+** Internal staff developments

2018 COUNCIL GOVERNANCE MODEL



3 Wards



1 Mayor elected at-large



2 Councillors per ward



1 Regional Chair elected by all of York Region

- Our Award Winning Municipality was recognized as the Top Employee Recommended Workplace in the Mid-Size Government Category by the Globe and Mail and Morneau Shepell. East Gwillimbury is one of only two municipalities and one of only eleven organizations across the country to receive the top award for having achieved excellence with highly engaged and productive employees.



EG Proud

- ▶ Staff continue to focus on maintaining strong fiscal policies. Council has been successful in ensuring that staff are focusing on long-term financial planning, to ensure that any future facilities are scalable and are only built when the Town can afford to operate them.



TOWN FINANCES

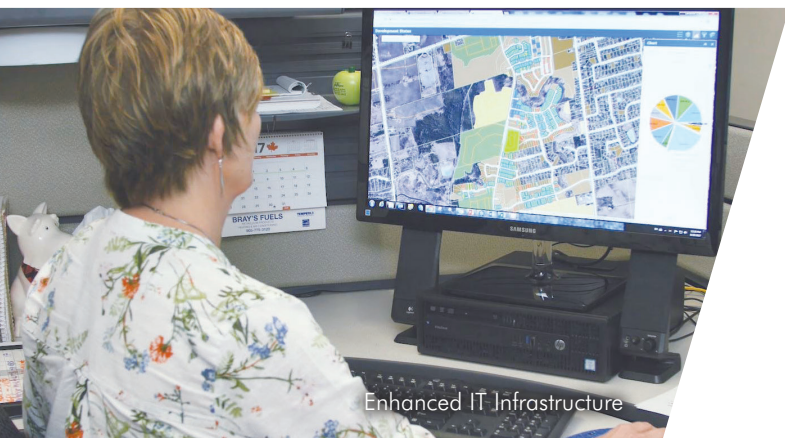
- \$0** Municipal debt
- \$47** Million +/- in reserves
- \$34** Million +/- in development charges

- ▶ The Town has developed funding models and established fees to fund the capital costs of a variety of services for new development such as new parks, facilities, infrastructure, and trails.



Development Funding for New Infrastructure

- ▶ The Town continues to focus on implementing secure, cost-effective, and scalable IT infrastructure to meet the business needs of the organization. This includes a new Customer Service work order system which allows staff to track customer inquiries and ensure residents receive great service.



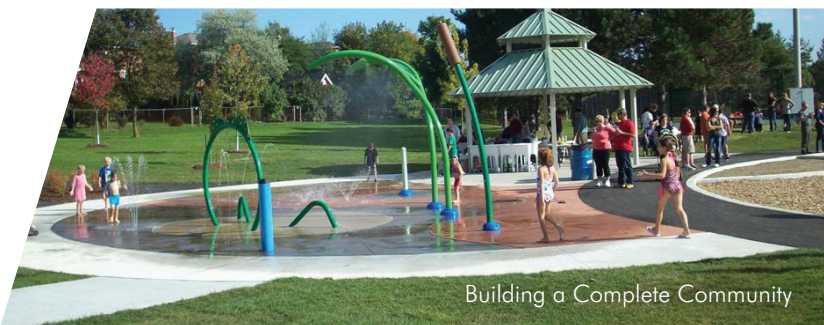
Enhanced IT Infrastructure

- ▶ The Town developed a new economic development brand, Advantage EG, which has been incorporated into the AdvantageEG.ca website, social media accounts, promotional videos and marketing materials. The program offers support to assist in the growth of our existing business community while attracting new investment opportunities and showcasing that EG is open for business.
- ▶ The Town has expanded Customer Service to be a one stop destination, where residents can call, email, or submit an online form and receive assistance from one point of contact.



CUSTOMER SERVICE

- 4** Full-time Customer Service Representatives
- 4500+** Interactions with residents per month
- 1200** Average emails received per month



Building a Complete Community


This guide is available in alternative format by request.





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 Town of East Gwillimbury

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Town of
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