



Town of
East Gwillimbury

STRATEGIC PLAN 2011-2014

PROGRESS REPORT

July 7, 2014

Town of East Gwillimbury Strategic Plan 2011-2014

Draft Progress Report

The strategic plan for the Town of East Gwillimbury is Council's vision for the future direction of the corporation.

The Town's strategic outlook for the future is described in the community vision:

Our Town ... proud of our strong community values, culture and healthy mix of residential, employment, recreational, agricultural and natural areas.

Our Future ... working together to plan and retain a thriving community, today and tomorrow.

The community vision is supported by the core purpose of the corporation:

To provide valued programs and services and to work with the community in the planning and delivery of a sustainable future.

This progress report provides an update on what was accomplished during the four-year implementation of the strategic plan. It is presented in the context of the strategic actions under five pillars: Programs and Services, Growth Management, Natural Environment, Infrastructure and Municipal Government.

Significant progress has been made by Council, Town administration and staff with meaningful support from the community and our many partners.

Strategic Pillars



Programs & Services

Provide programs and services for a safe, accessible and livable community



Growth Management

Manage growth for a community that is environmentally responsible and provides healthy places to live, work, play and learn



Natural Environment

Protect, restore and enhance the Town's natural resources while working for a cleaner environment



Infrastructure

Maintain and build on the Town's investment in infrastructure including roads, sidewalks, facilities, parks, water and sewer systems and information technology



Municipal Government

Continue to enhance a transparent and accountable municipal government focused on excellence

Programs and Services – provide programs and services for a safe, accessible and liveable community

Strategic Actions	Achievements	
<p>Invest in programs to promote community wide safety</p>	<p>Emergency Services</p> <ul style="list-style-type: none"> ✓ Hired 7 full-time and 19 part-time firefighters as well as 1 public education/fire inspector position, and endorsed plans to hire additional firefighters in 2015 ✓ Transitioned to a new Fire Chief, recruited a new Deputy Fire Chief ✓ Approved and initiated renovations to Queensville fire station using an existing fire station design to save money and time in rebuilding; construction began in March 2014 and the official opening is expected in the spring of 2015 ✓ Established a temporary Mount Albert fire station equipped with donations from across the Region within 48 hours of the destruction of the old Mount Albert station ✓ Replaced obsolete vehicles at Mount Albert and Queensville fire stations with two new pumper trucks ✓ Completed community education training session for care occupancies in conjunction with Ontario Fire Marshall and Region Fire and Emergency Services ✓ Region of York EMS moved into the Holland Landing fire station in April 2014, providing 24/7 service ✓ Conducted a yearly Emergency Operations Centre exercise and training ✓ Improved the Emergency Operations Centre with geographic information and mapping capabilities ✓ Reviewed lessons learned in the Goderich tornado experience in order to improve our emergency procedures ✓ Updating the Emergency Services 10 year master fire plan ✓ Completed a review of derelict buildings & endorsed permits to demolish several properties to improve public safety ✓ Revised and approved fireworks by-law ✓ Developed specific emergency plans for staff at EG facilities ✓ Increased public outreach to show residents the importance of smoke alarms and early fire / smoke detection <p>Health and Safety</p> <ul style="list-style-type: none"> ✓ Delivered an enhanced safety officer program for firefighters ✓ Purchased new self contained breathing apparatus to replace entire inventory ✓ Continued driver training programs utilizing simulators for firefighters ✓ Delivered yearly mosquito control program – remapped the treatment area and streamlined notices to only those in the treatment area ✓ Invested in Joint Health and Safety Committee documentation and training for increased number of staff and frequency 	<p><i>Our firefighters train for about 6,000 hours per year in total</i></p> <p><i>Over 2,000 local elementary school students completed the Emergency Services Smart Risk Training Program in 2012</i></p> <p><i>2013 fire safety program involved 748 children in 36 classrooms</i></p> <p><i>Following the destruction of the Mount Albert fire station, a temporary facility was operational within 10 days</i></p>

- ✓ Implemented additional surveillance cameras and armoured car pick-up to increase staff security
- ✓ Implementing a respiratory protection program - documentation, samples, testing equipment for the improved health and safety of firefighters

Transportation

- ✓ Added new sidewalks and expanded sidewalk snowplowing service – there are currently 69 km of sidewalks and 2 plows
- ✓ Initiated service level review for winter snow clearing operations for roads and sidewalks
- ✓ Implemented a radar speed board program in coordination with York Regional Police to proactively deter speeding
- ✓ Renamed roads with duplicate names to reduce confusion and avoid delays for firefighters and other emergency staff

Water

- ✓ All three Town drinking water systems successfully met the stringent requirements of the Safe Drinking Water Act and its regulations; municipal drinking water licenses and drinking water works permits were issued in 2011
- ✓ Favourable lead testing results on the Town’s water system resulted in regulatory relief from the MOE and a comfort level for residents that the system is safe
- ✓ Enhanced and ongoing water quality monitoring and data analysis is being completed in partnership with York Region & the Town of Newmarket
- ✓ Successfully complied with the Drinking Water Quality Management Standards; compliance with the standards is confirmed every year through a rigorous process including both internal and external audits

There are 8 snow plowing & sanding routes – plowing takes 14-16 hours and sanding takes 6-8 hours

Staff maintain 108 km of water main, 38 km of sanitary sewers and 3 sanitary pumping stations

2,700 water samples are tested every year

The Town owns and operates 29 parks, 9 hard-surface tennis courts, 4 splash pads and 26 sports fields

Deliver programs and services that meet the diverse and changing needs of our residents

Services

- ✓ Enhanced community outreach/engagement including the expanded use of electronic message boards, a redesign of the Town’s website, redesign of the Town page in the Era, assignment of a Community Engagement Coordinator and a new Manager of Communications
- ✓ Launched Town social media sites on Facebook and Twitter in January 2014, followed by LinkedIn
- ✓ Increased focus on front line services - Customer Service expanded to a second location within the Civic Centre
- ✓ Responded to several significant severe weather events including the ice storm of 2013, significant snow storms in 2013/2014, windstorm of 2014 etc.
- ✓ Delivering an enhanced fire safety program for children with disabilities
- ✓ Renovated and improved parks, trail systems and community centres
- ✓ Equipped Town facilities with enhanced multimedia and WiFi for public usage
- ✓ Extended library hours

Town staff maintain 188 acres of parkland and open space and 23 km of park trails

Recreation

- ✓ Opened the Rogers Reservoir multi-use trail
- ✓ Worked with the Lake Simcoe Region Conservation Authority to acquire 32 acres of environmentally sensitive agricultural land to establish a trail system
- ✓ Adopted the Active Transportation and Trails Master Plan and are incorporating actions into the annual planning process
- ✓ Upgraded the BMX bike trail (Nokiidaa Trail)

- ✓ Working with the YMCA to develop a potential agreement for a multi-use recreation complex in Queensville
- ✓ Opened the newly created Don Rose Park and Peggy's Wood Park

Procedures

- ✓ Implemented standard forms/notices to provide a straightforward outline of contraventions and restitution
- ✓ Implemented standard operating procedures for property standards and long grass and weeds, allowing for consistent procedures for investigations
- ✓ Streamlined the development application processes
- ✓ Passed a no smoking by-law
- ✓ Implemented new work order systems for public works services to better manage and track program activities

Accessibility

- ✓ Created the Town's first accessible municipal election report (2011)
- ✓ Implemented an accessible and updated website and public documents
- ✓ Made accessibility improvements to Town facilities/community centres
- ✓ Continued to promote accessibility awareness and education with Town staff

Emergency Services

- ✓ Implemented changes to the part-time, paid-on-call (volunteer) firefighter training schedule to improve efficiencies and available training opportunities
- ✓ Participated in a major York Region, Whitchurch-Stouffville, and Markham disaster planning and tabletop exercise held in 2012 and with the Region and Georgina in 2011 and 2013

The Town owns and manages over 200,000 square feet of facility space and has permitted more than 27,000 hours of parks and facility time for community use

Restructuring created a new Community Parks, Recreation and Culture Department

Online registration for recreation programs was started in 2012 — about 30% of registrations are now conducted online

Seek out program and service partnerships with public and private sector organizations

- ✓ Partnered with York Region District School Board on a joint-use agreement to establish the Harvest Hills Activity Centre at Phoebe Gilman School where Town-operated community programs are ongoing
- ✓ Partnered with York Regional Police to create the community policing centre in Mount Albert
- ✓ Post secondary attraction plan – secured funding from South Lake Community Futures Development Corporation; used the “EG Story” and draft foundation plan to outreach to colleges and universities; created the EG video as part of the pitch to York University
- ✓ Partnered with York Region, Newmarket, Aurora and Markham on a shared contract for employee benefits, saving the Town \$40,000 in fees and premiums
- ✓ Took advantage of cost savings and reduced administrative overhead through shared procurement with the Province of Ontario (software and high volume copiers) and other municipalities (office supplies and paper)
- ✓ Created a video to showcase the EG spirit of partnership including relationships with United Way, Neighbourhood Network, school boards, York Regional Police, and neighbouring municipalities
- ✓ Shared an intern with Newmarket and King for Clerk's department in 2012 through the Association of Municipal Clerks and Treasurers of Ontario
- ✓ Created work term opportunities for York University and Waterloo University coop students
- ✓ Completed a sponsorship package to engage businesses in community outreach events
- ✓ The Northern 6 CAOs presented their model of collaboration to the Ontario Municipal Managers Association as a best practice

Prevention

- ✓ Established and updated service area agreements for EG Emergency Services to protect portions of King and Uxbridge municipalities
- ✓ Partnered with Enbridge for fire fighters to install smoke alarms for seniors in their homes (\$5,000 and 13,000 smoke alarms)
- ✓ Partnered with York University regarding student field experience programs in both emergency management and education fields
- ✓ Conducted a junior firefighter contest to pick a junior officer from the Grade 3/4 level for Council recognition

Resources

- ✓ Actively involved and engaged in N6 ongoing initiatives for purchasing, audit, insurance, human resources, leadership symposium, finance, CAOs, firefighters, recreation, water/wastewater, roads, facilities, communications

EG partnered with the Northern Six on an RFP process for insurance and risk management

The Town is working with community stakeholders to develop plans for a BMX park in Sharon Hills

East Gwillimbury made a strong presentation to York University on the benefits of establishing a campus in EG

An event sponsorship package is being prepared to offer businesses the opportunity to support Town events and gain public profile

	<ul style="list-style-type: none"> ✓ Received funding for the Colony Trail stormwater pond retrofit with the Lake Simcoe Region Conservation Authority and the Province (one of 3 approved projects) ✓ Engaged in a joint partnership with the Canadian Mortgage and Housing Corporation energy efficiency workshop <p>Other</p> <ul style="list-style-type: none"> ✓ Developing a public art policy for facilities and parks with the private sector 	
<p>Support leisure, tourism and cultural initiatives in the Town</p>	<ul style="list-style-type: none"> ✓ Endorsed the Town’s first Cultural Master Plan ✓ Completed upgrades of the Sports Complex including a new ice pad, dressing rooms, accessible meeting room facilities, a new community space; celebrated a grand re-opening ✓ Hosted a public event in support of the Rick Hansen Relay in 2011 ✓ Facilitated the preservation of two cultural heritage facilities (Queensville Radial Line Station and 19040 Leslie Street) ✓ Hosted the first Town New Years Eve Event in 2013 with over 650 participants 	<p><i>The Town has operated 470 community programs every year, accounting for over 4,000 hours of activities annually</i></p>
<p>Conduct regular evaluations of all Town programs and services incorporating customer input</p>	<p>Internal</p> <ul style="list-style-type: none"> ✓ Implemented fees for Clerk's services - commissioning, certifying, OMB appeals and increase to marriage licenses to reflect municipal costs ✓ Conducted a thorough evaluation and review of the Town's new web site including traffic patterns and usability ✓ Endorsed the Cultural Mapping Project - Phase I ✓ Initiated a comprehensive update of all CIES fees and charges <p>External</p> <ul style="list-style-type: none"> ✓ Implemented fees for Clerk's services - commissioning, certifying, OMB appeals and increase to marriage licences to reflect municipal costs ✓ Conducted a thorough evaluation and review of the Town's new web site including traffic patterns and usability ✓ Council endorsed the Cultural Mapping Project - Phase I ✓ Initiated a comprehensive update of all CIES fees and charges 	<p><i>Customer Care receives on average 45,000 phone calls per year — the average wait time is between 5 and 6 seconds</i></p> <p><i>A comprehensive analysis of the Town phone system was conducted and upgrades are planned for improved call management and customer service</i></p>

Growth Management – *manage growth for a community that is environmentally responsible and provides healthy places to live, work, play and learn*

Strategic Actions	Achievements	
<p>Implement the Official Plan policies to ensure a complete community</p>	<ul style="list-style-type: none"> ✓ Represented the Town and participated in OMB Appeals - the bulk of the EG Official Plan is now in effect ✓ Set policies to encourage development of employment lands in all communities ✓ Performing an extensive review of the zoning by-law ✓ Conducted review of Development Charge by-law and Community Capital Contributions with draft update ✓ Adopted the revised Thinking Green Development Standards ✓ Provided quarterly Council update reports to track and monitor non-residential growth and development resulting in new businesses, jobs, Development Charge revenue and taxes ✓ Initiated an environmental assessment for the east-west collector road, completion scheduled for 2014 ✓ Established the north-south collector road principals and executed an agreement ✓ Completed the development applications processing review involving all departments and resulting in the establishment of a Development Review Committee and implementation of recommendations to improve processing of applications ✓ Endorsed the economic development strategy and short-term action plan including website (launch 2014) ✓ Economic development website will market EG as the place to be for new businesses, and provide helpful information for existing businesses ✓ Involved key stakeholders in the creation and distribution of an economic development newsletter ✓ Prepared agreements related to approved development, subdivisions with existing approvals include 7,000 residential units, earthworks underway, servicing underway, construction to begin early 2015 ✓ Secondary plan background studies are complete for the Green Lane corridor and Hwy 404 employment lands 	<p><i>Staff participated in 15 OMB proceedings</i></p> <p><i>Building permits for new construction were valued at about \$260 million</i></p> <p><i>The provincial Growth Plan horizon has extended the forecasts to 2041</i></p> <p><i>Staff have processed 100 Planning Act applications and 50 development-related agreements</i></p>

<p>Implement “growth pays for growth” policies and practices</p>	<ul style="list-style-type: none"> ✓ Finalized Queensville financial agreement ✓ Working directly with MPAC and land owners to ensure staff are triggering proper changes of status ✓ Finalized agreement, transfer of property and dedication of road - Corcoran Court land exchange and road extension ✓ Proactively pursuing non-residential tax reassessments ✓ Worked with the Region and developers to finalize terms and conditions for the YDSS Amending Agreement (2011) ✓ Continuing work with developer groups and seeking agreement on strategies to deliver non-residential development ✓ Completed a draft environmental study for the pedestrian walkway at Doane and Oriole (crossing Holland River) ✓ Completed an environmental assessment for the new operations centre location, working on preferred site land acquisition ✓ Completed a comprehensive development fee review 	<p><i>A Development Finance Coordinator has been hired</i></p> <p><i>New and expanded businesses brought 800 new jobs to EG</i></p>
<p>Support employment opportunities and a vibrant business community</p>	<ul style="list-style-type: none"> ✓ Created a cross-functional working group to navigate timely process approvals for employment uses ✓ Developed the Town’s “Business First” pilot program, successfully used with Technicore & the Rail Yard wake park ✓ Received funding from South Lake Community Futures Development Corporation to hire interns for the strategic energy initiative and for the Mount Albert Downtown Revitalization program ✓ Endorsed the labour market study for Georgina and EG completed with funding from the Ministry of Colleges and Universities ✓ Participating in the GTA Countryside Mayors’ Task Force ✓ Hosted the 2012 Economic Development Mayor’s breakfast for the industrial real estate sector ✓ Developed a new business welcome package to assist new businesses ✓ Established Chamber of Commerce partnerships ✓ Working with the Region and Lake Simcoe Region Conservation Authority to develop a “Clean Tech Investment Strategy” 	<p><i>2,602 building permits were issued, including 672,000 ft² of non-residential development</i></p> <p><i>The Business First program helps non-residential proponents through the development review process to achieve expedited approvals</i></p>

<p>Support the Town's agricultural and rural communities</p>	<ul style="list-style-type: none"> ✓ Provided extensive support to the Farmers' Market including marketing support, brochures, video, giveaways ✓ Supported the Farmers' Market move to the Fieldgate location on a new day to help increase customer attendance ✓ Improved processes for notices required by the Planning Act in accordance with the development review process ✓ Improved processes for Committee of Adjustment in accordance with development review process ✓ Reviewing policies for "value added" agricultural activities as part of the zoning by-law review 	<p><i>About 380 customers attend the Farmers' Market each week</i></p>
<p>Maintain and enhance the Town's unique heritage and culture</p>	<ul style="list-style-type: none"> ✓ Initiated the Main Street First Impressions Exchange Program in Mount Albert ✓ Initiated a Mount Albert downtown revitalization strategy and currently preparing a community improvement plan ✓ Approved the Cultural Plan Phase II in 2012 ✓ Streamlined the list of heritage properties and endorsed processes for requests to modify ✓ Retained a heritage consultant to assist with heritage projects including possible Sharon Heritage Conservation District ✓ Began renovations to 19040 Leslie Street property, completion expected in 2015 ✓ Facilitated preservation and relocation of the Radial Line house ✓ Conducted 6 public open house/information centres to provide information on heritage preservation ✓ Included character community values into the new community walkway at the Civic Centre 	

Natural Environment – protect, restore and enhance the Town’s natural resources while working for a cleaner environment

Strategic Actions	Achievements	
<p>Evaluate, adopt, and promote innovative energy and natural resource management practices</p>	<ul style="list-style-type: none"> ✓ Reviewed and updated the fill by-law and zoning by-law amendment related to fill operations, provided public information sessions for zoning by-law amendment ✓ Participated in the source water protection legislation with York Region <p>Energy Conservation</p> <ul style="list-style-type: none"> ✓ Implemented LED lights in parking lots and solar/turbine powered security lighting in parks ✓ Phoebe Gilman Public School designed in accordance with the Thinking Green Development Standards ✓ Pilot tested coated sand instead of salt for improved road traction and less environmental impact ✓ Implemented an integrated turf management program on sports fields ✓ Partnered with Enbridge to promote and support the Savings by Design program for all new development ✓ Secured partnership funding from CMHC and Enbridge for Thinking Green Initiatives ✓ Completed the Colony Trail Stormwater Pond retrofit to help protect wetlands and reduce phosphorus levels 	<p><i>Implementation of septic inspections for properties located in close proximity to public source drinking water will be required by the provincial Clean Water Act and the Lake Simcoe Protection Plan</i></p> <p><i>The new fill by-law has been approved</i></p>
<p>Implement the Active Transportation Strategy</p>	<ul style="list-style-type: none"> ✓ Developed and approved an implementation strategy with stakeholders ✓ Reviewing sign strategies for existing trail features ✓ Working on updates to trail maps 	<p><i>Currently there are 24 km of multi-use trails in East Gwillimbury</i></p>
<p>Implement the Community Park, Recreation and Culture Strategic Master Plan</p>	<ul style="list-style-type: none"> ✓ Constructed an integrated playground in Harvest Hills ✓ Implemented water reclamation systems in Harvest Hills and Holland Landing Community Centre with an ability to recover runoff from the splash pads ✓ Constructed new Don Rose Park in Mount Albert ✓ Constructed a new playground in Queensville Park 	<p><i>6,000 square feet of community space were added to the Sports Complex</i></p>

<p>Develop and Implement “Thinking Green” strategies and standards in existing and planned development</p>	<ul style="list-style-type: none"> ✓ Adopted the Thinking Green Development Standards as the new evaluation system for all new developments in EG ✓ Received 2012 Ontario Power Authority award in recognition of the Thinking Green Development Standards ✓ Approved the Sustainable Development Incentive Program implementation guidelines and forwarded to the Region for approval (expected in 2014) ✓ Enhanced erosion and sedimentation control standards to avoid excess runoff and contamination during development ✓ Revised and updated the Thinking Green Strategy and charter ✓ Promoted water and wastewater conservation measures e.g. low-flush toilets ✓ Installed new multi-function printers resulting in electronic faxing, increased efficiencies, auto 2-sided printing and improved security ✓ Continued improvement in reducing paper copies of agendas through electronic access ✓ Held 2012 energy conservation open house for businesses and residents 	<p><i>EG eWaste Day diverts about 5.5 tons of electronics from landfill every year</i></p> <p><i>5.2 million litres of water were consumed in EG</i></p> <p><i>An average of 68% of garbage is diverted as organics and recyclables</i></p>
<p>Preserve scenic vistas and corridors</p>	<p>Trails</p> <ul style="list-style-type: none"> ✓ Developed the Peggy's Wood Management Plan ✓ Refurbished and reopened the Nokiidaa Trail from Green Lane to 2nd Concession <p>Preservation</p> <ul style="list-style-type: none"> ✓ Conducted a tree inventory and currently developing an emerald ash borer strategy ✓ Developed arborist standards ✓ Developed a tree preservation policy 	

Infrastructure – maintain and build on the Town’s investment in infrastructure including roads, sidewalks, facilities, parks, water and sewer systems and information technology

Strategic Actions	Achievements	
<p>Ensure master plans are regularly updated</p>	<ul style="list-style-type: none"> ✓ Working with the Region on a solid waste master plan ✓ Implemented water/wastewater and transportation master plans ✓ Completed master plans (water, sewer, roads, stormwater) to accommodate growth 	<p align="center"><i>Staff maintain 380 lane km of roadways, 70 km of sidewalks</i></p>
<p>Establish 10 year capital plans</p>	<ul style="list-style-type: none"> ✓ Updated the development charge policies and by-law ✓ Applied for asset management funding from the Municipal Infrastructure Investment Initiative ✓ Updated the roads needs study ✓ Investigated and implemented tracking tools, options and energy management programs available to support the greenhouse gas tracking system project 	<p align="center"><i>The Town owns over \$145 million in roads, underground and equipment assets</i></p>
<p>Implement a corporate asset management strategy</p>	<ul style="list-style-type: none"> ✓ Implemented a system for managing tangible capital assets ✓ Completed a facility accessibility audit ✓ Prepared financial statements in relation to Public Sector Accounting Board standards ✓ Prepared a financial plan for the water distribution system ✓ Developed a community energy plan implementation report 	<p align="center"><i>2,700 tonnes of asphalt were used for pothole repair</i></p>

<p>Establish partnerships to leverage infrastructure investments</p>	<p>Sustainability</p> <ul style="list-style-type: none"> ✓ Instrumental in establishing the York Region Climate Change Adaptation Working Group ✓ Included the Thinking Green Development Standards into the Ontario Green Policy Hub online resource for Ontario municipalities for sustainability policies <p>Water and Waste Water</p> <ul style="list-style-type: none"> ✓ Engaged in water flow monitoring with the Region ✓ Worked jointly with York Region in the sanitary sewer inflow/infiltration reduction program in Holland Landing ✓ Developed a terms of reference for a distributed energy feasibility study <p>York Region</p> <ul style="list-style-type: none"> ✓ Completed a procurement audit with York Region ✓ Participating in a broadband partnership within York Region and established business case, lease agreement, implementation schedule ✓ Focused on improving infrastructure with York Region including Hwy 48 and Herald Road, Bathurst Street environmental assessment and design, Hwy 404 extension projects, 2nd Concession environmental assessment, Doane Road environmental assessment, York Durham Sewage System, Upper York Sewage Solutions 	<p><i>York Region is currently constructing \$96 million in roads and infrastructure within EG</i></p> <p><i>2.8 km of new sidewalk have been added, and 64 lane km of roads have been resurfaced</i></p>
<p>Create a fund for infrastructure replacement</p>	<ul style="list-style-type: none"> ✓ Developed and approved an investment policy ✓ Implemented the final phase of the water-wastewater rate structure to ensure sufficient funds for infrastructure 	

Municipal Government – continue to enhance a transparent and accountable municipal government focused on excellence

Strategic Actions	Achievements	
<p>Implementing staff training and succession strategies to develop the East Gwillimbury staff team</p>	<p>Training</p> <ul style="list-style-type: none"> ✓ Implemented a “people plan” to help assess job requirements, skills, succession planning, training and development ✓ Reviewing current training and education policies ✓ Partnered with N6 municipalities for savings in staff training ✓ Prepared written procedures for before and after Council meetings as a training tool for new staff ✓ Offered training for drivers, Drinking Water Quality Management Standards and roads operations/maintenance ✓ Developed a training matrix for staff <p>Education</p> <ul style="list-style-type: none"> ✓ Delivering learning bursts for supervisors and managers in the areas of managing conflict, performance management, Employment Standards Act, managing generations in the workforce ✓ Improved the quality of staff reports by training key staff in report writing ✓ Developed and implemented a health and safety orientation program 	<p><i>A Town staff intranet is under development with plans to launch in the summer of 2014 — this will provide enhanced resources for staff, including access to training and support services</i></p> <p><i>The staff Health & Safety Committee met 32 times</i></p> <p><i>18 training courses were provided, with over 400 attendees</i></p>
<p>Enhance the Town’s customer service policies and practices</p>	<ul style="list-style-type: none"> ✓ Reassigned existing administrative staff to the customer service role, increasing the number of staff providing direct support to customers while streamlining the administrative functions in departments ✓ Continuing to deliver a training program for Customer Service staff ✓ Cross-trained Customer Service staff to provide support to various business units ✓ Simplified communications to the public regarding tax rate structure, promoted seniors tax deferral program ✓ Enhanced notices of public and Council meetings to increase public awareness & access ✓ Implemented formal deputation request to obtain information from deputants for future contact/reference ✓ Changed deputation request deadlines to address items on/not on the agenda ✓ Implemented the Development Review Committee ✓ Implemented a complaint tracking system in CIES to improve customer response and actions ✓ Surveyed residents on Hilltop Drive regarding completed road work 	<p><i>As part of the operational review, Customer Care was expanded to include both counters at the Civic Centre and services were expanded to improve assistance</i></p>

<p>Align resources with priority programs and services</p>	<ul style="list-style-type: none"> ✓ Completed a Town-wide operational review & realigned staff to address changing priorities, without hiring new people or costing more money where possible ✓ Extended the cellular wireless network ✓ Obtained early annual budget approvals, aligned with provincial rate of inflation ✓ Developing a 10-year capital expenditure/funding plan, completion expected in 2014 ✓ Completed an accounts payable audit and drafted a procurement by-law ✓ Selected a new human resources and payroll system with ADP to provide a full spectrum of automated services from recruitment to retirement <p>Employees</p> <ul style="list-style-type: none"> ✓ Facilitated internal communication focus groups with staff to solicit ideas on improving communications ✓ Completed compensation and benefits reviews to ensure ongoing competitiveness ✓ Prepared multi-year staffing plan to ensure resources, skills and funding are appropriate to future needs ✓ Hosted a Benefits Day in 2012 and 2013 to provide information to staff 	<p><i>Town tax increases have been kept very low — when blended with the Region and school board, our 4-year average increase has been 1.6%, which is below the provincial inflation rate of 1.8%</i></p>
<p>Develop an enhanced internal and external communications strategy</p>	<p>Internal</p> <ul style="list-style-type: none"> ✓ Conducted an employee survey with 98% response; developed and implemented improvements based on inputs ✓ Developed a comprehensive crisis communications plan to prepare for emergencies of all kinds ✓ Improved staff communications and engagement via Town Hall meeting and frequency of Town newsletters ✓ Developed a plan to update and redesign the intranet site for staff use ✓ Prepared handout for refreshment vehicles to provide entire list of requirements for a licence <p>External</p> <ul style="list-style-type: none"> ✓ Revitalized the Town's website and Town Page to better serve customers and residents ✓ Tested and measured the Town website to ensure usability ✓ Implementing an approved communications and social media strategy ✓ Implemented facility signage to facilitate public access ✓ Implemented Town sign design standards ✓ Provided enhanced electronic tools for Council agendas and accessibility, with electronic attachments ✓ Delivered media training for members of Council ✓ Enhanced the Council chambers facilities to accommodate the hearing impaired ✓ Implemented a new “offence notice” that provides an immediate notice to residents when they are in contravention of a by-law 	<p><i>450 residents were surveyed to measure the effectiveness of the Town communications program</i></p> <p><i>A comprehensive guide was developed for residents, providing information about Town services and community links — it is available in hard copy and on the Town web site</i></p>

	<ul style="list-style-type: none"> ✓ Provided more frequent Drinking Water Quality Management System updates to Council ✓ Met legislative requirements under the Integrated Accessibility Standards Regulation ✓ Implemented an extensive public notification protocol to notify residents of emergencies and changes in service delivery ✓ Implemented Library Board agendas and minutes on File Pro to allow fast and easy public access and searching 	
<p>Continue to integrate the Character Community Values into the workplace and community culture</p>	<ul style="list-style-type: none"> ✓ Updated and approved the HR policies ✓ Updated committee code of conduct ✓ Improved Committee of Adjustment remuneration in relation to the market ✓ Restructured Civic Square Events Committee into Car Show and Farmers' Market Committees ✓ Hosted a volunteer celebration for Council Advisory Committee members in 2011 	
<p>Leverage the spirit of volunteerism in the community</p>	<ul style="list-style-type: none"> ✓ Held a number of non-statutory public meetings and open houses ✓ Developed the Community Infrastructure Partnership Program ✓ Adopted the Neighbourhood Network promoting volunteerism ✓ Proactively engaged advisory committee members with Town initiatives, such as the strategic plan and budget requirements 	

For more information regarding the Town of East Gwillimbury Strategic Plan and Report Card please contact Genevieve Singh, Manager of Communications at 905-478-4283 ext. 1422 or by email at gsingh@eastgwillimbury.ca
Copies of this document are available in other formats upon request.