



Town of  
**East Gwillimbury**

# **Strategic Plan Two Year Progress Report Card**

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***2011 - 2012***

## Town of East Gwillimbury Strategic Plan - *Our Town Our Future*

### Two Year Progress Report Card 2012

The Strategic Plan for the Town of East Gwillimbury is Council's vision for the future direction of the corporation. This Two Year Progress Report Card provides an update on the implementation of the Town's Strategic Plan. *Our Town Our Future*.

The Town's strategic outlook for the future is presented 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.***

The following progress report outlines the Town's achievements in line with the five strategic pillars of Programs and Services, Growth Management, Natural Environment, Infrastructure and Municipal Government. Significant progress has been made by Council, Town administration and staff with significant support of the community and partners during the past two years as reflected in this report card.

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

Strategic Actions	Achievements	
<p><b>Invest in programs to promote community wide safety</b></p>	<p><b>Emergency Services</b></p> <ul style="list-style-type: none"> <li>✓ Updating the Emergency Services 10 year Master Plan</li> <li>✓ Investigated the feasibility and public support of a Queensville Fire Station – Council approved design on December 3, 2012</li> <li>✓ Improved Emergency Operations Centre with Geographic Information System and Mapping capabilities</li> <li>✓ Completed a review of derelict buildings</li> <li>✓ Revisited, revised and approved Fireworks Bylaw</li> </ul> <p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>✓ Renamed roads with duplicate names in 2011 for firefighters and other emergency staff to better locate emergency calls</li> <li>✓ Added new sidewalks and first full year of sidewalk snowplowing</li> <li>✓ Updated Minimum Maintenance Standards (Roads and Sidewalks)</li> <li>✓ Installed radar speed signage - electronic board</li> </ul> <p><b>Water</b></p> <ul style="list-style-type: none"> <li>✓ Completed water lead testing 2012</li> <li>✓ Flushing pipes with York Region, Newmarket for improved water safety</li> <li>✓ Met compliance with Drinking Water Quality Management Standards (DWQMS)</li> </ul> <p><b>Health and Safety</b></p> <ul style="list-style-type: none"> <li>✓ Delivered 2011 &amp; 2012 Mosquito control programs – Streamlining number of notices to only those in the treatment area</li> <li>✓ Invested in Joint Health and Safety Committee documentation and training for increased number of staff and frequency</li> <li>✓ Implemented additional surveillance cameras and armoured car pick up to increase staff security</li> <li>✓ Implementing a Respiratory Protection Program - documentation, samples, testing equipment for firefighters</li> <li>✓ Developed and delivered Safety Officer Program for firefighters</li> </ul>	<p><i>Hired 4 additional firefighters and 19 volunteer firefighters</i></p> <p><i>Acquired a pumper tanker in 2011</i></p> <p><i>700 students completed the Emergency Services Smart Risk Training Program in 2012</i></p>  <p><i>Implemented GPS in 14 Town vehicles</i></p>

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

**Services**

- ✓ Developed and now delivering a Fire Safety Program for Persons with Disabilities
- ✓ Renovated and improved parks, trail systems and community centres
- ✓ Extended library hours

**Recreation**

- ✓ Opened the Green Lane Multi-Use Trail
- ✓ Completed and adopted the Active Transportation and Trails Master Plan
- ✓ Upgraded the BMX Bike Trail Upgrades and Trail (Nokiidaa Trail)

**Procedures**

- ✓ Implemented standard forms/notices respecting property standard orders, emergency orders and orders providing a straight forward outline of contraventions and remedies.
- ✓ Implemented standard operating procedures relating to property standards and long grass and weeds, which allows for a consistent procedure for investigations
- ✓ Passed No Smoking By-law with implementation scheduled for 2013

**Accessibility**

- ✓ Created the Town's first Accessible Municipal Election report (2011)
- ✓ Implemented accessible and updated website and public documents
- ✓ Made accessibility improvements to Town facilities/community centres

**Emergency Services**

- ✓ Implemented changes to Volunteer Firefighter training schedule to allow increased uptake
- ✓ Participated in a major Region of York, Whitchurch Stouffville, and Markham disaster planning and tabletop exercise held 2012 and with the Region and Georgina in 2011
- ✓ Developed and received approval on Town sign design standards

*Completed 3 major park renovations*



*Officiated 10 wedding ceremonies*

*Implemented 170 Radio Frequency (RF) water meters*

*Leisure Services 222 Programs with 2705 participants a 20% increase from 2011*

*Online program registrations started Feb 2012 approximately 30% of registrations now online*

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

**Education**

- ✓ Partnered with the York Regional Police to create the East Gwillimbury Community Policing Centre located in Mount Albert
- ✓ Partnered with York Region District School Board for joint use Community Centre located in the Phoebe Gilman Public School
- ✓ Post Secondary Attraction Plan - University Initiative – South Lake Community Futures Development Corporation funding - \$25K, outreach, information gathering, charette

**Prevention**

- ✓ Partnership with Enbridge for the installation of smoke detectors by fire fighters for seniors in their homes (\$5000 and 13000 smoke detectors)
- ✓ Established agreements for EG Firefighters to protect King and Uxbridge
- ✓ Offered Junior Firefighter contest to pick a junior officer from the Grade 3/4 level for Council recognition
- ✓ Shared intern with Newmarket and King for Clerks department through Association of Municipal Clerks and Treasurers of Ontario 2012
- ✓ Created partnerships for coop students with York University and Waterloo

**Resources**



- ✓ Actively involved and engaged in northern 6 ongoing initiatives for purchasing, insurance, human resources, leadership symposium, finance, CAOs, firefighters, recreation, water/wastewater, roads, facilities
- ✓ Received funding for the Colony Trail Storm water Pond retrofit with LSRCA and Province (one of 3 approved projects)
- ✓ Engaged in joint partnership with Canadian Mortgage and Housing Corporation energy efficiency workshop - November 2012

**Other**

- ✓ Developing a Public Art Policy for Facilities and Parks with Private Sector



*Worked with the Northern Six on RFP process for insurance and risk management collectively saving \$750,000*

<p><b>Support leisure, tourism and cultural initiatives in the Town</b></p>	<ul style="list-style-type: none"> <li>✓ Council endorsed the Town’s first Cultural Master Plan</li> <li>✓ Completed Upgrades and Celebrated a Grand Opening of the East Gwillimbury Sports Complex</li> <li>✓ Hosted a public event in support of the Rick Hansen Relay in 2011</li> </ul>	
<p><b>Conduct regular evaluations of all Town programs and services incorporating customer input</b></p>	<p><b>Internal</b></p> <ul style="list-style-type: none"> <li>✓ Implemented a cross-functional Development Review Committee</li> <li>✓ Developing a Delegated Authority Model</li> <li>✓ Provided Council minutes on automatic system to allow for an easy &amp; fast method of searching for past resolutions</li> <li>✓ Providing agendas one day earlier to provide Council and the public with additional time to contact staff and obtain information regarding agenda items</li> <li>✓ Involving the public and staff in the Thinking Green Refresh Strategy</li> </ul> <p><b>External</b></p> <ul style="list-style-type: none"> <li>✓ Implemented fees for Clerk's services - commissioning, certifying, OMB appeals and increase to marriage licences to reflect municipal costs</li> <li>✓ Obtained external Consultant review of mosquito treatment area</li> <li>✓ Council endorsed the Cultural Mapping Project - Phase I</li> </ul>	<p><i>Customer Care receives on average 45,000 phone calls per year</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"> <li>✓ Represented the Town and participated in OMB Appeals - hearing, mediation and settlement discussions</li> <li>✓ Implemented employment lands policies in all communities</li> <li>✓ Undertaking background studies associated with the Green Lane Corridor Secondary Plan –regarding Cultural Heritage and Natural Heritage, Highway 404 secondary plan</li> <li>✓ Performing an extensive review of the Zoning Bylaw</li> <li>✓ Council adopted the revised Thinking Green Development Standards - Feb 2012</li> <li>✓ Provided Quarterly Council update reports to track and monitor non-residential growth and development resulting in new businesses, jobs, DC revenue and taxes</li> <li>✓ Initiated East-West Collector Road Environment Assessment</li> <li>✓ Completed the Development Applications Processing Review involving all departments and resulting in the establishment of a Development Review Committee and recommendations for improved processing of applications</li> <li>✓ Council endorsed the Economic Development Strategy and Short Term Action Plan including Website Redesign</li> <li>✓ Involved key stakeholders in the Economic Development Newsletter creation and distribution</li> </ul>	


<p><b>Implement “growth pays for growth” policies and practices</b></p>	<ul style="list-style-type: none"> <li>✓ Finalized Queensville financial agreement</li> <li>✓ Continuing to work directly with MPAC and land owners to ensure staff are triggering proper change of status</li> <li>✓ Finalized agreement, transfer of property and dedication of road - Corcoran Court Land Exchange and Road Extension</li> <li>✓ Proactively pursuing non-residential tax reassessments</li> <li>✓ Actively worked with the Region and developers to finalize terms and conditions for the YDSS Amending Agreement (2011)</li> <li>✓ Aligned last two tax increases with inflation</li> <li>✓ Continue to work with developer groups and seek agreement on strategies to deliver non-residential development with residential</li> <li>✓ Completed a Draft Environmental Study for pedestrian walkway at Doane and Oriole (crossing Holland River)</li> <li>✓ Completed Environmental Assessment for Operations Centre location</li> </ul>	<p><i>Approximately 850 building permit submissions in 2011 and 2012</i></p>
<p><b>Support employment opportunities and a vibrant business community</b></p>	<ul style="list-style-type: none"> <li>✓ Created cross functional working group to navigate timely process approvals for Technicore and Mt Albert Medical</li> <li>✓ Provided extensive support to the Farmers Market including marketing support, brochures, video, give aways</li> <li>✓ Commenced Post-Secondary Attraction Program</li> <li>✓ Received funding from CFDC - Community Futures Development Corporation for internship for Strategic Energy Assistant</li> <li>✓ Received Council endorsement of the Labour Market Study completed with Ministry of Colleges and University Funding for Georgina and EG</li> <li>✓ Developing a Strategy for 19040 Leslie Street Renovations</li> <li>✓ Developed the Town’s “Business First Pilot Program”</li> <li>✓ Participating in the GTA Countryside Mayors Task Force</li> <li>✓ Hosted the 2012 Economic Development Mayors breakfast for ICI Industrial Real Estate sector</li> <li>✓ Developed New Business Welcome Package for new businesses</li> <li>✓ Established Chamber of Commerce partnerships</li> </ul>	<p><i>The Farmers’ Market includes approximately 18 vendors and 380 customers each weekend (Approximately 7,545 customers throughout 2012)</i></p> 



<p><b>Support the Town's agricultural and rural communities</b></p>	<ul style="list-style-type: none"> <li>✓ Improved processes for notices required by the Planning Act in accordance with the Development Review Process</li> <li>✓ Improved processes for Committee of Adjustment in accordance with Development Review Process</li> </ul>	
<p><b>Maintain and enhance the Town's unique heritage and culture</b></p>	<ul style="list-style-type: none"> <li>✓ Initiated the Main Street First Impressions Exchange Program in Mount Albert</li> <li>✓ Updated Heritage List/Public Outreach</li> <li>✓ Received approval on the Cultural Plan Phase II - September 2012; completed community survey</li> <li>✓ Developed and implementing a family of signage that reflects culture</li> <li>✓ Included character community values into community walkway at Civic Centre</li> </ul>	

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"> <li>✓ Reviewed and Updated the Fill Bylaw and Zoning Bylaw Amendment (ZBA) related to fill operations, provided Public Information Sessions for Zoning Bylaw Amendment</li> <li>✓ Adopted the Active Transportation and Trails Master Plan July 2012, implementation plan under development</li> <li>✓ Participated in the source water protection legislation with York Region</li> </ul> <p><b>Energy Conservation</b></p> <ul style="list-style-type: none"> <li>✓ Implemented LED lights in parking lots and solar/turbine powered security lighting in parks</li> <li>✓ Phoebe Gilman Public School being designed in accordance with the Thinking Green Development Standards</li> <li>✓ Initiating a pilot project to utilize coated sand as a replacement for salt for improved traction and less impact on the environment</li> <li>✓ Implemented an integrated turf management program on sports field</li> <li>✓ Partnered with Enbridge to promote and support the “Savings by Design” program for all new development</li> <li>✓ Secured partnership funding from CMHC and Enbridge for Thinking Green Initiatives</li> </ul>	
<p>Implement the Active Transportation Strategy</p>	<ul style="list-style-type: none"> <li>✓ Developed an implementation strategy with stakeholders, Council approved</li> <li>✓ Included financial implications in 2013 budget deliberations</li> </ul>	<p><i>East Gwillimbury currently contains 24 km’s of multi-use trails</i></p>
<p>Implement the Community Park, Recreation and Culture Strategic Master Plan</p>	<ul style="list-style-type: none"> <li>✓ Negotiated recreational space in Phoebe Gilman School</li> <li>✓ Constructed an integrated playground in Harvest Hills</li> <li>✓ Implemented water reclamation systems in Harvest Hills and HLCC with an ability to recover runoff from the splash pad</li> </ul>	<p><i>6,000 square feet of community space added to the Sports Complex</i></p> <p><i>Renovated 3 Major Parks</i></p>


<p><b>Develop and Implement “Thinking Green” strategies and standards in existing and planned development</b></p>	<ul style="list-style-type: none"> <li>✓ Formalized the Thinking Green Development Standards as the new evaluation system for all new developments in the Town. Council adopted in February 2012</li> <li>✓ Revised and updated the Thinking Green Strategy and Charter with a staff committee</li> <li>✓ Promoted water and wastewater conservation measures e.g. Low flush toilets</li> <li>✓ Implemented electronic pay stubs for staff</li> <li>✓ Installed new multi function printers – resulting in electronic faxing, increased efficiencies, auto duplex and improved security</li> <li>✓ Continued improvement in reducing paper copies of agendas through electronic access</li> <li>✓ Award recipient for 2012 OPA Communities Conservation in recognition of the Thinking Green Development Standards</li> <li>✓ Held 2012 Energy Conservation Open House for businesses and residents</li> </ul>	<p><i>EG eWaste Day diverted 5.4 tons of electronics</i></p>
<p><b>Preserve scenic vistas and corridors</b></p>	<p><b>Trails</b></p> <ul style="list-style-type: none"> <li>✓ Developed the Peggy's Wood Management Plan</li> <li>✓ Opened the Nokiidaa Trail - Green Lane to 2nd Concession</li> </ul> <p><b>Preservation</b></p> <ul style="list-style-type: none"> <li>✓ Developed the emerald ash borer strategy</li> <li>✓ Developed arborist standards</li> <li>✓ Developed a tree preservation policy</li> </ul>	

**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><b>Ensure master plans are regularly updated</b></p>	<ul style="list-style-type: none"> <li>✓ Working with Region on Solid Waste Master Plan</li> <li>✓ Implemented Water and Wastewater and Transportation Master Plans</li> <li>✓ Master Plans completed to accommodate growth – water, sewer, roads, parks and recreation, facilities, stormwater</li> </ul>	
<p><b>Establish 10 year capital plans</b></p>	<ul style="list-style-type: none"> <li>✓ Reviewing and updating the Development Charge Policies and Bylaw</li> <li>✓ Applied for Asset Management Funding from the Municipal Infrastructure Investment Initiative</li> <li>✓ Updated Roads Needs Study</li> <li>✓ Investigated and assessed tracking tools, options and energy management programs available to support the Green House Gas Tracking System Project</li> </ul>	
<p><b>Implement a corporate asset management strategy</b></p>	<ul style="list-style-type: none"> <li>✓ Implemented a system for managing tangible capital assets - CityWide</li> <li>✓ Completed a Facility Accessibility Audit</li> <li>✓ Prepared financial statements in relation to Public Sector Accounting Board (PSAB) standards</li> <li>✓ Prepared a Water financial plan for the water distribution system</li> <li>✓ Developed Community Energy Plan (CEP) Implementation Report - presented to Council October 2012</li> </ul>	

<p><b>Establish partnerships to leverage infrastructure investments</b></p>	<p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>✓ Instrumental in establishing the York Region Climate Change Adaptation Working Group</li> <li>✓ Included the Thinking Green Development Standards into the Ontario Green Policy Hub online resource for Ontario Municipalities for Sustainability Policies</li> </ul> <p><b>Water and Waste Water</b></p> <ul style="list-style-type: none"> <li>✓ Engaged in water flow monitoring with the Region</li> <li>✓ Working jointly with the Region in the Sanitary Sewer Inflow/Infiltration Reduction Program in Holland Landing</li> <li>✓ Developed a Terms of Reference for a Distributed Energy Feasibility Study</li> </ul> <p><b>York Region</b></p> <ul style="list-style-type: none"> <li>✓ Completed a Procurement Audit with York Region</li> <li>✓ Investigated a broadband partnership within York Region</li> <li>✓ Focused on improving infrastructure with York Region including Hwy 48 and Herald Road, Bathurst EA (environmental assessment) and Design, Hwy 404 extension projects, 2nd Concession EA, Doane Road EA, York Durham Sewage System, Upper York Sewage System</li> </ul>	<p><b>East Gwillimbury includes 190 kms of roads</b></p>
<p><b>Create a fund for infrastructure replacement</b></p>	<ul style="list-style-type: none"> <li>✓ Developed and obtained approval on Investment Policy</li> <li>✓ Implemented the final phase of the water-wastewater rate structure to ensure sufficient funds for infrastructure</li> </ul>	

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

Strategic Actions	Achievements	
<p><b>Implementing staff training and succession strategies to develop the East Gwillimbury staff team</b></p>	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>✓ Prepared written procedures for before and after Council meetings to ensure all associated tasks are completed within a hectic work environment and to use as a training tool for new staff and/or when staff filling in for absences of others</li> <li>✓ Offered Training for Drivers, Drinking Water Quality Management Standards (DWQMS) and Roads Operations and Maintenance</li> </ul> <p><b>Education</b></p> <ul style="list-style-type: none"> <li>✓ Development of a Health and Safety Orientation Program by the Health and Safety Committee</li> <li>✓ Delivered a Report Writing workshop to key staff</li> <li>✓ Delivering N6 learning bursts for supervisors and managers in the areas of Managing Conflict, Performance Management, Employment Standards Act, Managing Generations in the Workforce</li> </ul>	
<p><b>Enhance the Town’s customer service policies and practices</b></p>	<ul style="list-style-type: none"> <li>✓ Implemented complaint tracking and work order management system in CPI</li> <li>✓ Surveyed residents on Hilltop Drive regarding completed road work</li> <li>✓ Implemented the Development Review Committee</li> <li>✓ Developed training program for Customer Care Staff</li> <li>✓ Simplified communications to the public regarding tax rate structure, promoted seniors tax deferral program</li> <li>✓ Revitalization of the Town's website and Town Page to better serve customers and residents</li> <li>✓ Provision of public meeting notices on website Council meeting Schedule on to increase public awareness &amp; transparency</li> <li>✓ Implemented approval of CWC recommendations as required by the Procedure By-law</li> <li>✓ Implemented approval of closed meeting minutes by Council</li> <li>✓ Implemented formal deputation request to obtain necessary information from deputants for future contact/reference</li> <li>✓ Changed deputation request deadlines to address items on the agenda and those items not on the agenda</li> <li>✓ Completed an early adoption of 2012 &amp; 2013 Council Schedules</li> <li>✓ Undertaking a Town Wide Operational Review</li> </ul>	 <p><i>Surveyed 450 residents to measure effectiveness of Town Communications</i></p>

**Align resources with priority programs and services**

- ✓ Extended the cellular wireless network through access points and cellular repeaters
- ✓ Obtained earlier annual budget approvals

**Employees**

- ✓ Held first "Benefits Day 2012" to provide information to staff
- ✓ Facilitated internal communication focus groups with staff
- ✓ Completed a Compensation review



**Develop an enhanced internal and external communications strategy**


**Internal**

- ✓ Executed Employee Survey with 98% completion; developed and implemented improvements based on recommendations
- ✓ Developed a plan to update and redesign the intranet site for staff use
- ✓ Improved staff communications and engagement via Town Hall meeting and frequency of Town newsletters
- ✓ Prepared handout for refreshment vehicles to provide entire list of requirements for a licence

**External**

- ✓ Implemented Facility Signs in 2012
- ✓ Implementing Library Board agendas and minutes on file pro system to allow access to the public and fast and easy method of searching for information
- ✓ Provided enhanced electronic tools for council agendas Improved quality of agenda and accessibility of agenda, with implementation of electronic attachments
- ✓ Received approval on Communications Strategy, and presented a social media strategy
- ✓ Delivered media training for Council
- ✓ Enhanced the Council Chambers for the hearing impaired
- ✓ Implemented a new "Offence Notice" that provides an immediate notice to residents that they are in contravention of a by-law
- ✓ Provide more frequent Drinking Water Quality Management System updates to Council
- ✓ Met legislative requirements under the Integrated Accessibility Standards Regulation



<p><b>Continue to integrate the Character Community Values into the workplace and community culture</b></p>	<ul style="list-style-type: none"> <li>✓ Updated and received approval of the HR Policies</li> <li>✓ Updated Committee Code of Conduct</li> <li>✓ Increased Committee of Adjustment remuneration</li> <li>✓ Restructured Civic Square Events Committee into Car Show and Farmer's Market Committees</li> <li>✓ Facilitated Employee Survey and developed and implemented action plan for improvements</li> <li>✓ Hosted a Volunteer Celebration for Council Advisory Committee members November 2011</li> </ul>	<p><i>The East Gwillimbury Car Show Final Event included approximately 200 cars</i></p>
<p><b>Leverage the spirit of volunteerism in the community</b></p>	<ul style="list-style-type: none"> <li>✓ Increased frequency of Volunteer firefighter meetings to increase attendance and Chief and Deputy in attendance</li> <li>✓ Held a number of non-statutory public meetings and open houses</li> <li>✓ Engaged in Community Infrastructure Partnership Program</li> <li>✓ Adopted the Neighbourhood Network promoting volunteerism</li> <li>✓ Proactively engaging advisory committee with Town initiatives, such as the strategic plan and budget requirements</li> </ul>	<p><i>Hosted a Character Awards Evening in 2012</i></p> <div data-bbox="2126 737 2489 894" style="text-align: center;">  <p><b>NeighbourhoodNetwork</b> Building Better Communities Together</p> </div>

For more information regarding the Town of East Gwillimbury Strategic Plan and Report Card please contact Donna Ingram, Manager, Strategic Initiatives at 905-478-3823 or by email at [dingram@eastgwillimbury.ca](mailto:dingram@eastgwillimbury.ca)

Copies of this document are available in other formats upon request.