

Town of Oakville

2015-2018 Strategic Plan key accomplishments

Key area of focus: Good governance

2015

- ✓ External auditor provided clean (unqualified) opinion of 2014 financial statements
- ✓ 2015 Internal Audit work program approved
- ✓ Open data pilot project
- ✓ Town e-newsletter launched
- ✓ External GIS mapping application launched
- ✓ Annual report of closed Council meeting sessions

2016

- ✓ External auditor provided clean (unqualified) opinion of 2015 financial statements
- ✓ 2016 Internal Audit work plan approved
- ✓ 2016 by-election to replace vacant Ward 2 Town Councillor seat
- ✓ Phase one and two of former hospital site project which included assuming vacant possession and understanding the site to create a community centre, park, and future housing
- ✓ Negotiate new contracts with CUPE 136 and CUPE 1329. Negotiations with OPFFA completed in early 2017
- ✓ Livable Oakville Performance Dashboard launched
- ✓ Public Notice and Engagement policy, procedure and guide updated. New public engagement hub launched on oakville.ca
- ✓ Town's comprehensive zoning by-law (InZone) successful on majority of appeals to the Ontario Municipal Board (OMB)
- ✓ Phase one report on Cultural Heritage Landscape Strategy implementation

2017

- ✓ External auditor provided clean (unqualified) opinion of 2016 financial statements
- ✓ 2017 Internal Audit work program approved
- ✓ ISO 37120 certification in World Council on City Data, new open data procedure, open data catalogue updated
- ✓ 2017 Citizen Survey to measure satisfaction with town programs and services
- ✓ Three studies related to the Interim Control By-Law on the Glen Abbey Golf Course site and Cultural Heritage Landscapes Assessment (phase two and three). Interim Control By-law successfully defended at the OMB
- ✓ plan for former hospital site approved. Official Plan and zoning amendment finalized for Brantwood site finalized
- ✓ Livable Oakville five-year review continued, completing work on urban structure, main street growth areas, Speers Road study consultation, employment and commercial review
- ✓ Reports on transportation network companies, lot maintenance by-law, residential rental licensing, and short-term accommodation rentals
- ✓ 2016-2019 Oakville Public Library Strategy Plan
- ✓ Parks, Recreation, Culture and Library Facilities Master Plan review

2018

- ✓ External auditor provided clean (unqualified) opinion of 2017 financial statements
- ✓ Preparations for 2018 municipal election underway
- ✓ Council Chambers renovation in preparation for new ward 7 councillors underway
- ✓ 2018 Internal Audit work plan approved
- ✓ Implementation of appropriate measures arising from the town's cultural heritage strategy and studies undertaken pursuant to the Interim Control By-law regarding the Glen Abbey Golf Course underway
- ✓ Livable Oakville five-year review continued, including residential character study, three major growth areas and North Oakville underway
- ✓ Formal hospital site Official Plan and zoning by-law amendments completed
- ✓ Consulted on a new local variance criteria to limit the scope of variances assessed by the Committee of Adjustment
- ✓ Reports on new taxicab industry regulations, tow trucks, updated sign by-law, and strategy to implement outcomes of federal and provincial legalization of marijuana use/sale
- ✓ Planning processes to meet new requirements under Bill 139 initiated
- ✓ Defend Council land use planning decisions at OMB and at new Local Planning Appeal Tribunal as required

Key area of focus: Environmental leadership

2015

- ✓ Comprehensive review of Livable Oakville and north Oakville secondary plans to ensure plans play leadership role in supporting town's efforts to protect green space and promote environmental sustainability continued
- ✓ Private tree by-law revised
- ✓ Emerald Ash Borer 2015 Management Program
- ✓ Oakville Wildlife Management Strategy implementation continued including development of a Road Ecology Strategy
- ✓ Phase one of Storm Water Master Plan (state of good repair assessment)
- ✓ Climate Change Adaptation Strategy implementation continued
- ✓ Midtown Environmental Assessment completed
- ✓ Energy management program for facilities and other operations including fleet and streetlights continued

2016

- ✓ Active Transportation Master Plan update initiated, public consultation conducted. Final plan in 2017
- ✓ Harbours Master Plan draft key directions identified, key stakeholders and community groups engaged
- ✓ Forestry review, state of forestry canopy and report on draft private tree by-law
- ✓ Emerald Ash Borer 2016 Management Program
- ✓ Two-year biodiversity study project launched
- ✓ Oakville's Climate Change Strategy implementation continued with over 400 actions
- ✓ Corporate Conservation and Demand Management Plan implemented
- ✓ Phase one of LED streetlight conversion program (all town-owned streetlight fixtures except decorative lighting)

2017

- ✓ Private Tree by-law updated
- ✓ Emerald Ash Borer 2017 hazard abatement program focusing on street trees and woodlots
- ✓ Oakville's Wildlife Strategy implementation continued including coyote management initiatives and Living with Wildlife awareness and education program
- ✓ Oakville's Climate Change Strategy implementation continued with third annual Keep Calm and Adapt emergency and extreme weather preparedness community event
- ✓ Phase two of LED streetlight conversion program
- ✓ 25 Oakville Transit bus shelters converted to solar power
- ✓ Participated in pilot Municipal Natural Asset Initiative to understand value of natural assets in providing storm water management services
- ✓ Compact of Mayors' badge 3 of 4 for Climate Change adaptation achieved
- ✓ Health Protection Air Quality By-law achieved compliance with all major emitters in a reduction strategy program

2018

- ✓ Environmental Strategic Plan update, renewed as Environmental Sustainability Plan
- ✓ Harbours Master Plan completed; report to go to Council in the fall
- ✓ Urban Forest Strategic Management Plan focused on objectives for south Oakville area underway
- ✓ New Parks and Open Space strategy development underway
- ✓ Corporate Energy Conservation Plan being implemented; two year program to develop a Community Energy Plan with community partners initiated
- ✓ Storm Water Master Plan considering financial implications of climate change, land use changes, aging and constrained infrastructure, community protection underway
- ✓ Biodiversity strategy, enabling integration of existing plans, policies and programs related to natural heritage system, urban forests, parkland and open spaces and issues management completed
- ✓ Flood mitigation strategy studies for Fourteen Mile Creek, Munn's Creek, Lower Morrison/Wedgewood Creeks initiated
- ✓ Sustainable Design Guidelines update 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 underway

Key area of focus: Economic growth

2015

- ✓ Downtown Transportation and Streetscape Study completed. Engineering design work for Lakeshore Road East reconstruction and streetscape project commenced
- ✓ Retail strategies for Oakville's three business improvement areas (BIAs)
- ✓ Visit Oakville Ambassador program with Oakville Tourism Partnership, BIAs, and Regional Tourism Organization #3 to raise awareness of Oakville's businesses and amenities
- ✓ Feasibility study to review parking in downtown Oakville core as part of business case assessment for a downtown parking garage
- ✓ Business delegation to China, sister city agreement with City of Huai'an signed in China
- ✓ International Business Development Plan created
- ✓ Auto Mayors' summit held in Oakville
- ✓ Principles for a special policy district around new hospital for a health oriented mixed use node adopted
- ✓ Phase one of site selection tool FindOakville to market investment properties and buildings
- ✓ 2015 RBC Canadian Open supported

2016

- ✓ Brownfield redevelopment strategy initiated
- ✓ Land use concept for Oakville's life sciences and technology district endorsed
- ✓ Invest Oakville launched increasing exposure and engagement with real estate and business community
- ✓ Employment and Commercial review report completed, public consultation conducted
- ✓ Regular contact with BIA staff and board leadership to implement retail action plans
- ✓ Report on recommendations for International Business Development Plan
- ✓ Marketing initiatives in targeted sectors and responding to investment leads continued
- ✓ Three Auto Mayors' meetings in Oakville
- ✓ Quarterly commercial parking liaison meetings with Downtown and Kerr Village BIAs

2017

- ✓ Brownfield redevelopment strategy completed
- ✓ Lakeshore Road Bridge rehabilitation completed; framework for Downtown Mitigation Strategy; street furniture selection completed
- ✓ China business forum hosted in partnership with Oakville-Chinese Business Association, Halton Region and Halton Hills to enhance opportunities for trade and investment; Chinese newcomers event hosted at Town Hall for those interested in starting a business in Oakville
- ✓ Auto Mayors' meeting
- ✓ Marketing plan developed and implemented with initiatives including Invest Oakville website launch and Perspective marketing piece in the Globe and Mail
- ✓ Kerr Street BIA successful in exemption under *Retail Business Holidays Act*
- ✓ Memorandum of Friendship with Futian District, Shenzhen, China signed
- ✓ Memorandum to establish a friendly cooperative relationship with Pengzhou City, Sichuan, China signed
- ✓ Employment and Commercial review completed to ensure Livable Oakville policies enhance economic sustainability
- ✓ 2017 RBC Canadian Open supported
- ✓ Disposition of former Chisholm Public School site to facilitate redevelopment completed

2018

- ✓ New five-year economic development strategy development underway
- ✓ Downtown Revitalization initiatives underway:
 - Lakeshore Road streetscape detailed design, construction begins in 2019
 - Downtown two-way street conversion
 - Theatre and central library feasibility studies
 - Mitigation strategies for Downtown BIA regarding Lakeshore Road reconstruction
 - Downtown Project Office opened
 - Wayfinding strategy
 - Smart city technologies
- ✓ Brownfields Community Improvement Plan for private lands
- ✓ One window approach for filming underway
- ✓ Marketing initiatives continued with investment attraction, video and digital strategy
- ✓ Implementation of a Municipal Accommodation Tax to support tourism function in Oakville approved by Council
- ✓ Official plan amendment to implement the road network approved as part of the Midtown Environmental Assessment
- ✓ Livable Oakville five-year review continued with official plan amendment to implement the town-wide employment and commercial review and Speers Road corridor study
- ✓ 2018 RBC Canadian Open supported

Key area of focus: Fiscal sustainability

2015

- ✓ Successful opening of new Oakville hospital supported through hospital agreements; debt issued within town's policies for debt issuance and repayment without increasing property taxes
- ✓ 2015 and 2016 budgets developed within Council's guidelines, overall tax impact consistent with rate of inflation
- ✓ Ten year capital forecast completed delivering infrastructure program within Council parameters
- ✓ 2015 rates and fees rationalized, ensuring Council guidelines for cost recovery were met
- ✓ Online tax payment options, pre-authorized tax payment plan programs and e-post promoted on town's website and bi-annual tax bill mailings
- ✓ Work with the Association of Municipalities Ontario and Large Urban Mayor's Caucus of Ontario to lobby province on alternative revenue tools for municipalities continued. Ministry of Municipal Affairs and Housing announced Ontario municipalities will not be given option of using land transfer tax
- ✓ Criticality framework for infrastructure renewal assigned to each asset as part of asset management planning

2016

- ✓ 2017 budget developed within Council's guidelines
- ✓ Asset management master plan and strategy for ISO5500 compliance prepared
- ✓ Quarterly financial reporting to Council to ensure fiscal accountability
- ✓ Rates and fees rationalized, ensuring Council guidelines for cost recovery were met
- ✓ Transportation Master Plan update initiated
- ✓ Sponsorship opportunities as a source of revenue actively sought; applications for grants and provincial/federal funding opportunities submitted
- ✓ Partner with community groups and service providers where possible to deliver quality, cost effective programs
- ✓ Negotiations with Metrolinx cost sharing agreement for delivery of Kerr Street and Burloak Drive grade separation projects underway

2017

- ✓ 2018 budget and related forecast prepared within Council's guidelines of rate of inflation; Council set a final tax rate of 1.75 per cent
- ✓ 2018 rates and fees updated in compliance with Rates and Fee Policy
- ✓ Quarterly financial reporting to Council to ensure fiscal accountability
- ✓ Development charges background study
- ✓ Negotiations for cost sharing agreement with Metrolinx for delivery of Burloak Drive and Kerr Street grade separation projects continued
- ✓ Implementation of town's digital strategy continued with development of director level dashboard for operational and financial data and piloting smart city technologies
- ✓ Successfully secured \$2.9 million funding under the Clean Water Wastewater Fund

2018

- ✓ Preparations for 2019 budget that achieves Council's strategic and financial goals
- ✓ Quarterly financial reporting to Council to ensure fiscal accountability
- ✓ Major update to long-term financial forecast and financing plan

- ✓ Development charges by-law updated to ensure town recovers full amount possible under the *Development Charges Act, 1997*
- ✓ Report on budget, governance, board structure and final shareholder direction of proposed Municipal Development Corporation
- ✓ Interim administrative structure and seed funding to support Municipal Development Corporation and adoption of Former Public Works Site Master Plan approved
- ✓ Partnership with Metrolinx for construction of Burloak Drive and Kerr Street grade separations finalized
- ✓ Corporate service inventory of town services to identify opportunities for improvement and financial efficiencies

Key area of focus: Outstanding service to residents

2015

- ✓ After hours call handling service launched for public safety (non-911 emergency) calls and inquiries to town's snowline
- ✓ Administrative monetary penalties program and online services launched for parking tickets to improve efficiencies and timeliness of hearing system and reduce burden on court system. Integration with ServiceOakville Customer Service Center in 2016
- ✓ Reports on accessibility and diversity initiatives
- ✓ Oakville Children's second annual festival at Coronation Park
- ✓ Online temporary on-street parking request applications launched
- ✓ Town-focused mobile app launched enhancing customer service, giving residents and businesses quick and convenient way to engage and interact with the town
- ✓ Integrated project delivery model to reconstruct Oakville Arena approved

2016

- ✓ Intelligent Transit System for real-time bus tracking, automated stop announcements and variable message signs implemented
- ✓ TownTV transition to YouTube for live streaming Council meetings
- ✓ Notthinghill Youth Centre in Glen Abbey
- ✓ ServiceOakville expanded to include by-law enforcement and licensing, public services, development engineering, engineering and construction
- ✓ 42 kms of roadways resurfaced, over 18 kms of new active transportation facilities implemented
- ✓ Timeframe for Downtown Cultural Hub updated
- ✓ New Municipal Enforcement Services Strategy
- ✓ New digital strategy

2017

- ✓ New community infrastructure projects and initiatives
 - Renovation and restoration of Oakville Arena, new community centre, revitalization of Trafalgar Park and new fire station commenced using integrated project delivery model
 - First creative digital library hub at Iroquois Ridge Library
 - 31 kms of roadways resurfaced and 25 new bus shelters installed
 - Pedestrian Safety Program developed
- ✓ Radio-frequency identification technology implemented in all Oakville Public Library branches
- ✓ Parking pay-by-phone mobile app in Downtown and Kerr Village commercial districts launched

- ✓ ServiceOakville expanded to provide additional one window customer support for revenue and taxation and development engineering services
- ✓ Canada/Ontario 150th celebrated through crosstown heritage trail expansion, Canada 150 Mosaic Mural Project, tale of the town, support to Bronte Canada Day event
- ✓ Corporate inclusion statement and actions for a corporate inclusion plan developed; new community development plan to ensure recreation and culture opportunities for underserved communities created; age-friendly framework and plan developed
- ✓ Improvements to manage infill development including good neighbours guide and lot maintenance by-law complete

2018

- ✓ New accessibility web map to help residents navigate and find accessible features within the town launched
- ✓ Site plan control over infill housing developments expanded as part of infill management improvements
- ✓ Community infrastructure improvements
 - Demolition of former hospital building; design work for south east community centre and construction (to be completed in 2020); tendering of residential lands; approach on senior's housing component
 - Trafalgar Park Community Centre and fire hall
 - Queen Elizabeth Park Culture and Community Centre community kitchen
 - Temporary library at Sixteen Mile Sports Complex
 - 31 kms of roadway resurfacing underway
 - Over 55 kms of new active transportation facilities initiated
- ✓ Construction projects to improve Oakville's road network
 - Cornwall Road corridor between Chartwell Road and Morrison Road underway
 - Bridge Road between Fourth Line and Warminster Drive underway
 - Acquire land as required, design and construction of Speers Road between Third Line and Fourth Line underway; Environmental Assessment addendum with Metrolinx from Bronte Road to Third Line pending
- ✓ Design and construction of projects aimed at improving storm water servicing
 - Maplehurst storm sewer design commenced, construction 2019
 - Amber Crescent culvert rehab design commenced, construction 2018
 - Flood Study for Joshua Creek and Sheldon Creek studies initiated
 - Westminster Drive storm sewer outfall design commenced, construction 2018
- ✓ Named Canada's Best Place to Live in 2018 (MoneySense)