



OAKVILLE

2019-2022
Strategic
Plan

Final report



Livability

Goal: To be the most livable town in Canada.

Key objectives:

- Planning framework to maintain community character
- Protect cultural heritage assets
- Maintain a resilient local economy

✓ *Completed or substantially complete* ❖ *Initiated or in progress* • *Deferred or not started*

2019/2020 Initiatives

- ✓ Completed planning studies:
 - North Oakville Secondary Plan
 - Hospital District
 - Scenic corridors
- ✓ Approved five-year Economic Development Strategy
- ✓ Implemented Mitigation Plan for downtown Lakeshore Road reconstruction project
- ✓ Implemented pilot Leafing App for tracing of Leafing Service program

2021 Major initiatives

Growth management:

- ✓ Defended town's cultural heritage landscape designations, including Glen Abbey Golf Course
- ✓ Advocacy to expand the Greenbelt ongoing
- ✓ Represent the town's urban structure through the Region's Municipal Comprehensive Review
- ✓ Midtown implementation strategy underway
- ✓ Completed official plan amendment (OPA) for Hospital District, Palermo growth area, Bronte GO major transit station area, North Oakville West Secondary Plan and Lakeshore Road West EA
- ✓ OPA for Midtown, Uptown growth area and North Oakville East Secondary Plan to be initiated in 2022

Study/Consult/Develop:

- ✓ Direction for Business Licensing by-law review, including a new pay day loan category, presented to Council
- ✓ Completed North Park detailed design for recreational facilities and sports fields
- ✓ Reviewed sign face area of Sign by-law

Implement:

- ✓ Implemented proactive enforcement of unlicensed short-term rentals; ongoing
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- ✓ Launched Leafing App, allowing the community to follow loose leaf pick-up service street to street
- ✓ Completed 2021 Auto Mayors Action Plan; initiatives being implemented
- ✓ Consulted user groups on design of new skateboard facility at Cornwall Park
- ✓ Implemented new online registration and booking system for Parks, Recreation and Culture programs and services
- ✓ Installed rainbow crosswalks on Lakeshore Road in the three business improvement areas
- ✓ Completed acquisition of the former Trafalgar Reservoir for a new public park
- ✓ Added pickleball courts through expansion or conversion
- ✓ Increased litter pickup/maintenance in parks and on trails
- ✓ Completed successful business stream pilot for non-residential building permits



Livability (continued)

✓ *Completed or substantially complete* ❖ *Initiated or in progress* • *Deferred or not started*

2022 Major initiatives

Growth management:

- ❖ Issued RFP for Zoning review, exploring options since no bids were received
- ✓ Initiated a Residential Policy Review, including exploration of housing affordability tools. Shifted focus to an overall Housing Review that will tie into the Residential Policy Review

Study/Consult/Develop:

- ✓ Completed industry consultation for Business Licensing by-law review; will be presented to Council in 2023
- Parks by-law review and enforcement consolidation to commence in 2023
- ❖ Issued RFP for a waterfront restaurant on the existing TOWARF site

Implement:

- ✓ Outdoor space at Glen Abbey Branch Library will be completed in spring 2022
- ❖ Consultant being retained for design work to relocate the basketball court from Valleybrook to Iroquois Ridge
- ❖ Completed preliminary design of new skateboard facility at Cornwall Park; construction in 2022-2023
- ❖ Initiated design of community amenities on North Park site
- ❖ Negotiations for ownership of Bronte Outer Harbour ongoing
- ✓ Redeveloped historic Oakville Museum Coach House that originally served as a horse stable and residence for the estate's gardener into a multi-use space for cultural programs, exhibits and events for the public to enjoy
- ❖ Mapping Vacant Employment Land for investment attraction in progress
- ✓ Completed Investment Attraction Marketing Campaign
- ✓ Truth and Reconciliation orange crosswalk will be installed in June 2022



Engaged Community

Goal: Foster a community environment that engages residents of all ages, abilities and backgrounds.

Key objectives:

- Engage community in local government
- Provide recreational and cultural events and spaces to promote shared community experiences
- Provide effective licensing and enforcement to maintain safety, protection and enjoyment

✓ *Completed or substantially complete* ❖ *Initiated or in progress* • *Deferred or not started*

2019/2020 Initiatives

- ✓ Opened library services at Palermo and Sixteen Mile
- ✓ Opened Oakville Trafalgar Community Centre
- ✓ Implemented Municipal Enforcement Strategy
- ✓ Held 2019 Canada Day celebrations
- ✓ Held Oakville Children’s Festival
- ✓ Adopted virtual meetings
- ✓ Opened Station 3 and Station 8 fire stations

2021 Major initiatives

Growth management:

- ✓ Advanced the Official Plan Review

Study/Consult/Develop:

- ✓ Developed North Park master plan; detailed design initiated
- ✓ Completed Urban Mobility strategy
- ✓ Conducted community engagement on diversity and inclusion

2022 Major initiatives

Growth management:

- ❖ Continued work on Official Plan Review; will be presented to Council in summer 2023

Study/Consult/Develop:

- ❖ Noise by-law review underway; will be presented to Council in early 2023
- ❖ Initiated Property Standards By-law review; will be presented to Council in early 2023
- ❖ Initiated Lot Maintenance By-law review, will be presented to Council in early 2023

Implement:

- ✓ Conducted employee survey on diversity and inclusion
- ✓ Completed 2021 Diversity and Inclusion action plan key deliverables
- ❖ First multi-year inclusion, diversity, equity and accessibility plan will be established in early 2023
- ✓ Implemented free public Wi-Fi, digital information kiosks, and real-time parking information in downtown Oakville
- ❖ Continued work on oakville.ca rebuild including contract award for build of the new website and an improved search function
- ❖ RFP underway to enhance the online customer experience of ServiceOakville for implementation in fall 2022, including more self-serve options, an improved intake process for report a problem and the ability to receive updates, view cases and view the current status



Accountable Government

Goal: Inspire public confidence through open, accountable and efficient delivery of government services.

Key objectives:

- Lead in providing open and accountable government
- Ensure long-term fiscal sustainability while respecting impact of decisions on taxpayers
- Support culture of continuous improvement and innovation

✓ *Completed or substantially complete* ❖ *Initiated or in progress* • *Deferred or not started*

2019/2020 Initiatives

- ✓ Completed 2019 Citizen Survey: 96% satisfaction rating for town services
- ✓ Achieved ISO 37120 Sustainable City platinum status
- ✓ Implemented tax increase in line with inflation
- ✓ Implemented municipal accommodation tax to support tourism
- ✓ Established Municipal Development Corporation
- ✓ Developed Strategic Asset management plan policy and principles
- ✓ Implemented online technologies:
 - Digital signatures for development agreements
 - Digital submissions, payments and plan review tools

2021 Major initiatives

Growth management:

- ✓ Completed 10-year capital forecast, including Oakville Public Library capital projects

Study/Consult/Develop:

- ✓ Completed Urban Forest strategic management plan; will be presented to Council in 2022
- ✓ Consulted Council on Municipal Enforcement master plan
- ✓ Finalized disposal of Brantwood Public School lands, renovations initiated
- ✓ Developed Digital Oakville 2021 Plan
- ❖ Briefing note provided to the province to establish a courthouse in Oakville; will continue to follow up in 2023

Implement:

- ✓ Implemented 1.5% tax increase; lowest increase in Halton Region for 2022
- ✓ Implemented online applications and permits for building and business licensing
- ✓ Implemented new Council agenda management system
- ✓ Consolidated and posted 33 frequently requested by-laws in an accessible format



✓ *Completed or substantially complete* ❖ *Initiated or in progress* • *Deferred or not started*

2022 Major initiatives

Growth management:

- ❖ Asset Management plan and service levels for core infrastructure development underway, will be completed in 2022

Study/Consult/Develop:

- ✓ Completed 2022 Citizen Survey: 93% satisfaction rating for town services
- ✓ Facilities review well underway
- ❖ Fire master plan review being initiated in 2022
- ❖ RFP for Municipal Enforcement master plan being evaluated; master plan will be presented to Council in 2023
- Delayed Emergency Management Plan review to 2023, will involve significant update and climate impacts
- ✓ Completed Private tree by-law review; will be presented to Council with Urban Forest strategic management plan in 2022
- ✓ Completed Parks & Open Space strategy; will be presented to Council in 2022
- ✓ Completed Harbours master plan; will be presented to Council in 2022
- ❖ Community Benefits Charge strategy underway; will be presented to Council in 2022
- ❖ Development Charges By-law update underway; will be presented to Council in 2022
- ❖ Oakville Municipal Development Corporation to market and seek opportunities for redevelopment of a portion of former Oakville Trafalgar Memorial Hospital site identified as the seniors block, Civic Square and former Oakville Trafalgar High School

Implement:

- ✓ Work to administer 2022 Municipal Election underway
- ❖ Completed RFP for new tax software provider to provide online self-serve capability on taxes and tax information; launch in 2023
- ❖ Digital Oakville Next Phase Plan (2023–2026) is underway, will be presented to Council in 2022
- ✓ Implemented online applications and permits for signs, noise exemptions, planning applications, and development engineering permits
- ✓ Implemented development approval process improvements as part of Plan-It program; work to continue in 2023
- RFP being developed for asset management software planning solution



Environment

Goal: Protect greenspace and promote environmentally sustainable practices.

Key objectives:

- Ensure effective stewardship of town's natural environment
- Create a climate change resilient community
- Transition to a low carbon future

✓ *Completed or substantially complete* ❖ *Initiated or in progress* • *Deferred or not started*

2019/2020 Initiatives

Climate Action:

- ✓ Declared climate emergency
- ✓ Launched climate change adaptation strategy
- ✓ Completed Community Energy Plan
- ✓ Established Oakville Energy Task force
- ✓ Implemented energy conservation initiatives in building retrofits and system optimization
- ✓ Completed Storm water master plan
- ✓ Completed Fleet Utilization study

2021 Major initiatives

Study/Consult/Develop:

- ✓ Developed inventory of climate action activities/gaps to improve accountability
- ✓ Participated in District Energy Pre-Feasibility study with the Consulate of Denmark in Toronto
- ❖ Initiated activities related to electrification of buses
- ✓ Initiated work on a climate action lens for departments, including processes and performance measures
- ✓ Completed a climate change risk assessment on the town's infrastructure

Implement:

- ✓ Established Future Energy Oakville Office
- ✓ Formalized partnerships with community environmental organizations; ongoing
- ✓ Completed LED lighting conversion at five town facilities
- ✓ Completed office lighting pilot at Town Hall CAO office to test functionality and benefits of a lighting system that learns from its environment
- ✓ Completed strategy for Green Fleet infrastructure shift to low carbon alternatives through fleet ever-greening program; implementation underway
- ✓ Completed town-wide expansion of electric vehicle charging stations with 46 stations



Environment (continued)

✓ *Completed or substantially complete* ❖ *Initiated or in progress* • *Deferred or not started*

2022 Major initiatives

Study/Consult/Develop:

- ✓ Completed design phase of high capacity inlets as part of the Stormwater Master Plan implementation
- ✓ Developed Climate Action: Progress and Directions Report
- ✓ Developed Renewable Energy Generation strategy for corporate facilities
- ✓ Completed Growing Livability Study (town tree canopy analysis) as part of Urban Forest Strategic Master Plan, will be presented to Council in 2022
- ✓ Developed roadmap for Rainwater Management Strategy; Phase I (identification of needs) will be completed in 2022
- ❖ Research for climate financing options to introduce a climate action levy is underway
- ❖ Development of climate action lens tools is in progress, continuing into 2023
- ❖ Home energy retrofit program study with Oakville Hydro is in progress
- ❖ Participating in District Energy Full Feasibility Study with the Consulate of Denmark in Toronto. Funding application to the Federation of Canadian Municipalities for next phase of work to move District Energy ahead is in progress
- ✓ Initiated discussions with Conservation Halton and Halton Region on implementation of the Glenorchy Management Plan and any interim steps to limit inappropriate access to the preserve. Discussions will continue in 2023

Implement:

- ❖ First battery electric buses (specialized) entering service end of 2022
- ✓ Participated in Community Energy Strategy rollout. Town provided seed funding and is actively supporting the rollout
- ✓ First electric ice resurfacer entered service
- Deferred implementation of Biodiversity plan



Mobility

Improve town's multi-modal transportation network to support effective movement of people and goods.

Key objectives:

- Plan, build and maintain road and parking infrastructure
- Promote safe travel on town roads
- Support opportunities for multi-modal transportation including walking, cycling and transit

✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

2019/2020 Initiatives

- ✓ Completed Lakeshore Road reconstruction
- ✓ Continued traffic calming strategy
- ✓ Implemented Active Transportation master plan
- ✓ Initiated traffic signal optimization pilot

2021 Major initiatives

Growth Management:

- ✓ Commenced design of Khalsa Gate improvements; construction in 2023
- ✓ Phase 1 reconstruction of Sixth Line, north of Dundas Street underway; complete in fall 2022

Study/Consult/Develop:

- ✓ Completed West harbor and West River neighbourhood traffic studies
- ✓ Initiated a parking study for residential and commercial areas across the town

- ✓ Developed Neighbourhood Traffic Safety Program

Implement:

- ✓ Completed Parking Management System for downtown commercial parking spaces
- ✓ Traffic Safety Program Road resurfacing program construction from June to December 2022
- ✓ Added 17.8 km of active transportation infrastructure

2022 Major initiatives

Growth Management:

- ✓ New cost-sharing agreement reached for Burloak Drive grade separation (underpass) project
- Cost-sharing agreement not reached for Kerr St. grade separation (underpass) project. Project deferred by Metrolinx
- ✓ Completed design for Phase 2 reconstruction of Sixth Line, north of Dundas Street; construction in 2023
- ❖ Design of Midtown West Active Transportation Crossing and Cross Avenue will be initiated in 2022

Study/Consult/Develop:

- ❖ Development of a parking strategy for residential and commercial parking areas is underway; will be presented to Council in 2023
- Chartwell Road grade separation Environmental Assessment study will be initiated in 2023
- ❖ Transportation Master Plan (including Active Transportation component) will be initiated in 2022

Implement:

- Conventional scheduling software and driver management system to enable future "family of services" delivery model will be implemented in 2023
- ❖ Transit vehicle onboard Wi-Fi to improve customer experience and enhance driver and customer security will be implemented in 2022
- ✓ Neighborhood Traffic Safety Program is underway; will be undertaken annually
- ❖ Implemented community safety zones; secured 14 cameras in preparation of the automated speed enforcement program. Starting date is pending provincial regulation finalization to allow municipalities to execute the associated administrative monetary penalty program
- ❖ Pilot of Transit Ride Hailing app will be initiated in 2022
- ✓ Commenced design of Crosstown Trail from Khalsa gate to Ridge Landing



Capital Projects

- ✓ *Completed or substantially complete* ❖ *Initiated or in progress* • *Deferred or not started*

Six capital projects were added through the Strategic Plan Refresh, for consideration in the 10-Year Capital Plan during the 2022 budget process.

1. North Park – recreation facilities and sports fields

- ❖ North Park and amenities are planned, construction 2022–2023
- ❖ Community centre and library are planned, construction 2023–2024

2. Downtown Cultural Hub and Downtown Development Plan

- ❖ Review of scope is underway, exploring options

3. Sixteen Mile Trail Feasibility Study

- ❖ Sixteen Mile Creek Feasibility Study is an Active Transportation project and is identified as a 2024 project in the capital forecast

4. Relocation of TOWARF to Bronte

- ❖ TOWARF relocation to Bronte is pending the outcome of an RFP to seek interest in developing a waterfront restaurant at the current location. RFP will be issued in summer 2022

5. Implementation of a waterfront restaurant at the existing TOWARF site

- ❖ Implementation of a waterfront restaurant is pending the outcome of an RFP which will be issued in summer 2022

6. Events Strategy Update – to include multicultural events

- ❖ Work is underway, updated events strategy will be presented to Council in 2023



COVID-19 impact

✓ Completed or substantially complete ❖ Initiated or in progress • Deferred or not started

Major initiatives originally identified for this term of Council that have been deferred or cancelled

- ✓ 2021 Citizen Survey deferred to 2022
- Rehabilitation of Towne Square deferred to 2023

COVID-19 Pandemic

2019/2020 Major initiatives

Implement: COVID-19 Pandemic response:

- ✓ Staff redeployment
- ✓ Program and service adaptation
- ✓ Tax deferrals for residents and businesses
- ✓ Manage cost implications - revenue decrease
- ✓ Education and enforcement to support provincial and regional response
- ✓ Protect health and safety of staff
- ✓ Initiated Mayor's Economic Task Force to support business community during COVID-19 pandemic through programs, information, marketing and advocacy
- ✓ Some capital projects deferred

2021 Major initiatives

Implement: COVID-19 Pandemic response:

- ✓ Application based tax deferral program
- ✓ Advocacy for federal & provincial support
- ✓ Emergency preparedness
- ✓ Gradual reinstatement of transit service
- ✓ Completed all required provincial Safe-Restart funding reports to-date; reports to be filed on programs that continue (i.e. transit)
- ✓ Parks patrol program

Develop a COVID-19 Pandemic Recovery Plan for 2021/2022:

- ✓ Including strategic objectives for the recovery phase and approach including key areas for consideration:
 - Financial sustainability
 - Business supports
 - Program and service delivery adaptation
 - Enforcement
 - Workforce Planning

2022 Major initiatives

Implement:

- ✓ Pandemic Recovery Plan, incorporating lessons learned from the pandemic
- ✓ Conversion of all town washroom fixtures (faucets, urinals, toilets, showers) into touchless fixtures as part of the Investing in Canada Infrastructure Program (ICIP) COVID Funding
- ❖ HVAC audit of all equipment within town facilities to further improve air quality in accordance with Ashrae 62.1 2019 as part of the ICIP COVID Funding is in progress

Town of Oakville

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