

The Corporation of the Town of Bradford West Gwillimbury

Special Meeting 2009/22

Minutes

March 24, 2009

Meeting Location: St. Mary's Hall, 31 Frederick Street, Bradford, ON

Members Present: Mayor Doug White
Deputy Mayor Dennis Roughley
Councillor Del Crake
Councillor Mark Contois
Councillor Peter Dykie
Councillor James Leduc
Councillor John McCallum
Councillor Jeanny Salmon
Councillor Ron Simpson

Staff Present: Jay Currier, Town Manager
Natalie Carrier, Deputy Treasurer
Tom Graham, Director of Leisure Services
Debbie Korolnek, Director of Engineering
Geoff McKnight, Director of Planning and Development Services
Patricia Nash, Municipal Clerk

Others: Carolyn Kearns, Randolph Group
Miriam King, Bradford West Gwillimbury Times
Cole Walker, The Topic
And others.

(a) OPENING

2009/22-001

Moved by: J. McCallum

Seconded by: J. Salmon

"That this special meeting of Council come to order at 7:01 p.m. to discuss the Town's Strategic Plan."

CARRIED.

(b) DECLARATIONS OF PECUNIARY INTEREST & DISCLOSURE OF INTEREST

Mayor White reminded the Members of Council of the Municipal Conflict of Interest legislation and requirement thereunder.

There were no declarations of Conflict of Interest declared at this time or throughout the meeting.

(c) PROGRESS UPDATE

Ms. Carolyn Kearns was in attendance to assist the Members of Council with facilitating, establishing and setting its priorities for 2009/2010. Ms. Kearns outlined the objectives and reviewed the meeting agenda items to be discussed.

(d) STRATEGIC PLAN: 2008 ACCOMPLISHMENTS

Council reviewed the Strategic Plan vision, mission, objectives, strategic actions, desired outcomes and the strategic priority actions identified in 2007. Council then reviewed the 2008 priority actions and an update was presented by Carolyn Kearns based on the input from the Town Manager and Department Heads.

Objective	Enhancing recreational and cultural programs and services
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Strategic Actions	Status	
	Completed	2009
<ul style="list-style-type: none"> Develop an action plan for the multi-use recreation complex based on the leisure master plan and MURF feasibility study (including a decision on whether the library is to be part of the complex) 	✓	
<ul style="list-style-type: none"> Upgrade service levels and standards for parks and recreation facilities 		✓
<ul style="list-style-type: none"> Establish procedures/policies for addressing user concerns/interests 	✓	Ongoing
<ul style="list-style-type: none"> Develop staff expertise and capacity to manage recreation and cultural services 	✓	Ongoing

Objective	Promoting economic development opportunities
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Strategic Actions	Status	
	Completed	2009
<ul style="list-style-type: none"> Complete the preparation of an economic development strategy 	✓	
<ul style="list-style-type: none"> Establish a reserve to fund economic development expertise and services (EDO) 	✓	
<ul style="list-style-type: none"> Complete OPA 15 to increase the supply of serviced industrial land 		✓
<ul style="list-style-type: none"> Continue to partner with the South Simcoe Economic Alliance and other municipalities, and provincial ministries 	✓	Ongoing
<ul style="list-style-type: none"> Establish an ongoing visitor program and retention strategy for businesses 	✓	Ongoing
<ul style="list-style-type: none"> Regularly update economic development website 	✓	Ongoing
<ul style="list-style-type: none"> Develop a strategy for the long-term viability of the Holland Marsh 	✓	

Objective	Strengthening financial and operational performance
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Strategic Actions	Status	
	Completed	2009
<ul style="list-style-type: none"> Complete a Town space needs study for the next 10-15 years 	✓	
<ul style="list-style-type: none"> Initiate a public RFP for builders and developers to supply Town office space 	✓	
<ul style="list-style-type: none"> Formalize a corporate communications program 		TBD
<ul style="list-style-type: none"> Develop 5-year capital and operating budgets 		✓
<ul style="list-style-type: none"> Prepare financial plan for the new Town Hall/Library 		✓
<ul style="list-style-type: none"> Implement senior management organization structure 	✓	

Objective	Easing traffic congestion
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Strategic Actions	Status	
	Completed	2009
• Improve existing Town parking and signage		✓
• Create new, additional parking spaces	✓ (no longer required)	
• Eliminate parking on Holland Street		TBD
• Continue to implement the 15 year traffic study	✓	Ongoing
• Intensely lobby County and Province to accelerate timetable for 400/404 bypass		✓
• Lobby GO Transit for improved parking and more service	✓	

Objective	Improving the attractiveness of our Town
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Strategic Actions	Status	
	Completed	2009
• Implement uniform Town signage	✓	
• Increase litter pick-up	✓	
• Undertake proactive bylaw enforcement (e.g. garbage, property signage, parking)	✓	Ongoing
• Explore feasibility of an urban forestry program to meet the Town's needs for the next 10-15 years		TBD
• Coordinate Town "clean up" days with volunteers	✓	Ongoing
• Develop a coordinated strategy for the downtown core		✓

A summary of the comments is provided below:

Priority	Implementation Activities	Status
1. Complete the economic development strategy.	<ul style="list-style-type: none"> Economic development strategy approved by the Town in October, 2008 Manager of Economic Development has prepared a work plan and targets for 2009 based on priorities identified in the economic development strategy 	Completed

Priority	Implementation Activities	Status
2. Develop an action plan for the multi-use recreation complex based on the leisure master plan and MURF feasibility study (including a decision of whether the library is to be part of the complex).	<ul style="list-style-type: none"> • Town retained project management and architectural services • Held a visioning session • Developed a building program and supporting financial plan • Established budget parameters • Applied for Provincial funding and application was successful • Decision taken to include the library as part of the Town's municipal administration complex 	Completed
3. Upgrade service levels and standards for parks and recreation facilities.	<ul style="list-style-type: none"> • Hired a Director of Leisure Services • Currently developing standards based on comparative municipalities 	Work will continue in 2009
4. Expand existing Town parking and improve parking signage.	<ul style="list-style-type: none"> • Hired a consultant in October 2008 to undertake a downtown parking strategy • Report is expected in the next couple of months 	Work by the consultant suggests that there is not a major shortage of parking; suggest the action be reworded to say, "Improve downtown parking and signage"
5. Develop an urban forestry program to meet the Town's needs for the next 10-15 years.	<ul style="list-style-type: none"> • No monies in the 2009 budget for this initiative • However, the Town has been planting trees 	Not commenced
6. Develop a coordinated strategy for the downtown core.	<ul style="list-style-type: none"> • Waiting for outcomes from the environmental assessment of Holland Street and the results of the parking study as in affects the downtown 	Just beginning
7. Develop a strategy for the long-term viability of the Holland Marsh.	<ul style="list-style-type: none"> • Determined financing requirements for reconstruction • Received funding for reconstruction • Established a new governance structure comprised of a 9 member Marsh Board 	Completed
8. Formalize a corporate communications program.	<ul style="list-style-type: none"> • Hired a summer student in 2008 who supported the Town's communications initiatives • Will be hiring a student in 2009 to focus on the Town's communications • No monies allocated in the 2009 budget for additional corporate communications support 	Not commenced

Priority	Implementation Activities	Status
9. Prepare a financial plan for the new leased Town facilities	<ul style="list-style-type: none"> • Undertook a financial review • Based on the review, Council decided to build, not lease a facility • Council decided that the library will be included as part of the Town's municipal administration complex 	The project will begin once the multi-use recreation complex is underway; suggest the action be reworded to say, "Prepare a financial plan for the new Town Hall/ library"
10. Implement senior management organization structure.	<ul style="list-style-type: none"> • Hired a Director of Leisure Services and a Director of Engineering Services • Consolidated responsibility for building and planning under a Director of Development Services 	Completed

In summary, of the ten objectives, four have been completed, three are in progress and three have not yet started.

Council were provided with the opportunity to identify and discuss its priorities, the implementation framework and acknowledgement of the achievement items completed.

Completed	In Progress	To Start
<ol style="list-style-type: none"> 1. Complete the economic development strategy. 2. Develop an action plan for the multi-use recreation complex based on the leisure master plan and MURF feasibility study (including a decision of whether the library is to be part of the complex). 7. Develop a strategy for the long-term viability of the Holland Marsh. 10. Implement senior management organization structure. 	<ol style="list-style-type: none"> 3. Upgrade service levels and standards for parks and recreation facilities. 4. Improve downtown parking and signage. 6. Develop a coordinated strategy for the downtown core. 	<ol style="list-style-type: none"> 5. Develop an urban forestry program to meet the Town's needs for the next 10-15 years. 8. Formalize a corporate communications program. 9. Prepare a financial plan for the new leased Town Hall/library

(e) STRATEGIC PLAN: 2009 PRIORITIES

Carolyn Kearns assisted the Members of Council with facilitation of their 2009/2010 priorities. Council identified additional items to support the objectives. Council identified a list of priority strategic actions for 2009 and 2010. Fifteen priority actions were recommended for implementation in 2009 and 2010. Seven represent actions contained in the existing Strategic Plan and eight represent new priorities based on the discussion of key areas of strategic importance for the rest of the term of Council.

The following priorities are shown below and are not listed in any particular order of priority.

2009/2010 Council Priorities

1. Upgrade service levels and standards for parks and recreation facilities

- A lot of good work has been undertaken during the past year (e.g. fixing up fences, swings, playing fields)
- Service levels and standards will be both qualitative and quantitative and should also address park safety
- Once the service levels and standards have been developed, it will be important to determine costs and budget implications

2. Formalize a corporate communications program

- The Town hired a student for the first time this past summer and there was improved communication and information about the Town's activities; the same individual will be returning this summer
- More information about the Town and its areas of responsibility/activities should be included in the Town's Leisure Services guide which is distributed to all households twice a year
- Efforts should be taken to review/improve advertising about the Town and consideration given to a newsletter

Informal communications strategy employed to date will continue to the end of the term of Council.

3. Prepare a financial plan for the new Town Hall/library

- The Town is in the fortunate position of having a site and knowing generally how it will be used (i.e. Town Hall and library)
- Need to develop a financial plan, including an estimate of the operating costs of the new facility; the financial plan should include a strategy for the disposal of existing facilities
- Important for this Council to develop the financial plan and to pass in on to the next Council for their further action
- Also important to have a plan in the event that grant monies become available for the library component of the complex

4. Improve downtown parking and signage

- Consultants report expected in the next 1-2 months that will provide Council with information as a basis for making decisions
- In the interim, improved enforcement of the Town's parking bylaw may improve the parking situation

5. Explore feasibility of an urban forestry program

- At the present time, the Town continues to plant trees
- However, there is concern about the general condition of the Town's trees and lack of an overall strategy for types of trees to be planted and locations, care and maintenance
- Director of Leisure Services and Director of Development Services to review the current situation in 2009 and to develop a proposed program for consideration by Council in 2010

6. **Develop a coordinated strategy for the downtown core**
 - Strong interest by Council in having a plan prepared by the end of their term of Council
 - Downtown is currently a key priority in the Town's economic development strategy
 - Consultants will be hired in 2009 to develop a strategy for Council review in 2010

7. **Undertake a feasibility study for the soccer dome**
 - Project follows a successful public/private venture in Aurora
 - There have been preliminary meetings with individuals and community organizations involved in soccer in the Town
 - Important priority for immediate attention recognizing the current interest and involvement in soccer by many families and the need for additional playing fields

8. **Complete a trails master plan**
 - Consultant has been retained and plan will be completed in 2009

9. **Develop a master plan for the Henderson property**
 - This is a longer term strategy likely to get underway in 2010
 - Will provide outdoor playing fields and ball diamonds for activities including soccer and baseball

10. **Develop 5-year capital and operating budgets**
 - The intention is to have a more robust budgeting process
 - Five-year capital plan and 5-year operating plan to follow in subsequent years

11. **Prepare a corporate-wide asset management plan**
 - An inventory of the Town's assets has been completed through the provincially mandated Public Sector Accounting Board (PSAB) requirements
 - The plan will include information on costs of asset replacement and disposal
 - The plan is expected to be developed in 2010 and beyond

12. **Develop a fire master plan**
 - As the Town grows, there is a need to review whether the current fire service is able to meet the demand for service (e.g. OPA 16 will result in new development in the Town that will require fire protection service)
 - Also interest in reviewing the feasibility of providing 24/7 service
 - Expect the fire master plan to be undertaken in 2010

13. **Undertake a feasibility study for an Operations Centre to support the work of Leisure Services and Engineering Services**
 - At present the maintenance yards for both Leisure Services and Engineering Services are inadequate; Leisure Services operates out of the back of the arena; Engineering Services has two yards and the urban one is not in an ideal location
 - The barn on the Henderson property may provide some short-term storage
 - A plan of what is required will be developed by the end of this term of Council in 2010

14. **Intensely lobby the Province to accelerate the timetable of the 400/404 bypass**
 - This is an ongoing initiative that will continue

15. **Identify community health care and social service needs of the Town's growing population**
 - Council is committed to better understanding and responding to the community as it grows and changes
 - Interest in having a strategy that is specific to the Town and that can be used to lobby the County and other governments for funding and programs to meet identified needs.
 - Commitment to have needs identified by the end of this term of Council in 2010

Other initiatives such as the completion of OPA 15 and the exercise to amend the Town's Official Plan to be in conformity with the County's Official Plan were also discussed but felt to be well underway or not necessary to have recorded as strategic priorities on this list.

In addition, concerns were identified with respect to the road conditions including sidewalks for certain parts of the Town. It was agreed that these areas should be included as part of the roads needs study that is currently underway and the corporate-wide asset management plan included in the list of strategic priorities to be completed by the end of the term of Council.

(f) SUMMARY COMMENTS/NEXT STEP

Ms. Kearns summarized the results of the discussion.

Mayor White thanked everyone for their attendance and participation.

(g) ADJOURNMENT

2009/22-002

Moved by: J. Salmon

Seconded by: R. Simpson


"That this special meeting of Council being held to discuss the Town's Strategic Plan close at 10:00 p.m."

CARRIED.

CONFIRMED IN OPEN SESSION THIS 7th DAY OF APRIL, 2009.



Patricia Nash, Municipal Clerk



Doug White, Mayor