



2024 DRAFT Business Plan Key Priorities





Name of Priority/Objective	Description
Program and service delivery	Advance the Strategic Plan, ensure value for tax dollars, and provide quality services that the community wants and needs.
Responsible growth	Leading growth, initiatives, reports and processes to ensure Council and staff are well-positioned to address growth pressures.
Legislative Review	Monitor and review legislative changes that affect the Town and ensure appropriate cross-organizational analysis and response.
Council Relations	Opportunity to continue to engage Council to ensure ongoing information sharing and communication to proactively identify and respond to feedback related to program and service delivery.
Service Modernization and Business Efficiency	Promote a continuous improvement culture and utilize the people, process, systems and tools framework to focus investments that drive efficiency and effectiveness in the organization.
Business Planning Process Improvement	Enhance the administrative business planning process in a manner that engages the Extended Management team, increases awareness of the Strategic Plan, and works towards a multi-year Business Plan, and updated Agenda management for Council meetings.
Employee Engagement and Governance	Prioritize the roll out of EG You Belong Employee Strategy including a focus on overall employee wellness, support for staffing in support areas, and ensuring that we create an organization that communicates and operates with authenticity. Enhance engagement of SMT and EMT promoting a shared governance structure and focused succession planning throughout the organization.

Provide value for tax dollars through delivery of programs and services that support our economic, environmental, and social goals.

Priorities

- Develop high-quality programs that promote healthy and active living and encompass the diverse interests of our residents
- Provide programs and services that are inclusive, affordable, and accessible
- Support a safe and livable community
- Support and promote the arts, culture and heritage of East Gwillimbury

Key Deliverables

- Enhance community safety using measures such as expanded traffic calming and speed mitigation
- Complete a review of Emergency Services to ensure that it meets the needs of our growing community
- Advance modernization of programs and services to support increased efficiency, cost savings, and enhanced online access to services
- Support placemaking and community connection through a wide variety of events and recreation programs that support the diverse needs and interests
- Safely and cost-effectively manage and maintain Town infrastructure and facilities
- Ensure that municipal programs and services are accessible and in accordance with legislation and equity, diversity, and inclusion best practices



Community Parks, Recreation and Culture

Name of Priority/Objective	Description
HALP Resourcing and Operating plans	Complete the development of Health and Active Living Plaza resourcing and operating plans.
Public art displays	Collaborate with the Arts and Cultural Committee of Council to continue procurement of public art displays within Town.
Proposed Special Events Strategy	Conduct a review of Town Events and develop a Special Events Strategy to identify community needs and support partnerships with community groups.
Recreation programs	Expand recreation programs, camps, and drop-in programs with a focus on enhanced cultural and youth programs.

Corporate Services

Name of Priority/Objective	Description
Asset Management Plan	Finalize the Asset Management Plan as required by Provincial legislation, including data collection, inventory of all Town assets, document the related lifecycles and operational maintenance plans.
Open Data Portal	Provide an Open Data portal to initiate access to information directly by the public in a transparent and accessible manner.

Community Infrastructure and Environmental Services

Name of Priority/Objective	Description
Water Quality Improvements Study	Complete a Water Quality Improvement Study in Queensville, Sharon and Bales Drive Industrial Area in partnership with York Region to identify improvement opportunities for water treatment, operations and to minimize flushing.
Automated Water Meter Reading - Data Logger Installation	Leverage the completed Automated Water Meter Reading Study and installation of a pilot data logger in Mount Albert. This project will be expanded to implement the data logging equipment Town-wide to remotely collect water meter readings on demand.
Winter Maintenance Dashboard	Enhance internal automated winter maintenance vehicle tracking for better management and oversight of operations.
Annual Infrastructure Maintenance and Capital Projects	Annual maintenance program for approximately 600 lane kms of roads and sidewalks, 3,000 road signs and 150 kms of line painting to ensure safe vehicle and pedestrian use. Capital projects include Highway 48 sidewalk, annual road resurfacing program, and bridge rehabilitations and replacements.
Modernization of Sanitary Pumping Stations	Implementation of automated data collection system to remotely monitor all town sanitary pumping stations.
Safer Streets Initiative	Continue Safer Streets program to implement traffic safety initiatives throughout the community including the camera radar board pilot program in partnership with YRP.

Development Services

Name of Priority/Objective	Description
Development Application Process Review	Conduct a review and update of the Town's Development Application process to ensure conformity with emerging legislation, clarity, and AODA compliance.
Expand online access to development-related services	Expand available online services with digital forms and payment options for requests and services related to Development Services.

Finance

Name of Priority/Objective	Description
Review and enhancement of financial processes	Review and implement enhancements of financial processes to identify potential efficiencies or customer service enhancements including possible technology improvements.
Enhancements to online payments	Support the ongoing enhancements to online payment opportunities for improving overall customer experience on the EG website.
Asset Management Financial Plan	Develop a funding strategy for the lifecycle management of the Town's existing assets, per Provincial legislation.

Legal and Property Services

Name of Priority/Objective	Description
Review and update as appropriate Delegation By-law	Review and update the Town's Delegation By-law in partnership with Finance.

Emergency and Community Safety Services

Name of Priority/Objective	Description
Community Risk Assessment	<p>A community risk assessment is a process of identifying, analyzing, evaluating and prioritizing risks to public safety to inform decisions about the provision of fire protection services. Every municipality, and every fire department complete a community risk assessment. The CRA also contributes to informed decisions about the provision of fire protection services.</p> <p>The CRA assesses risk at both a town level and at the more granular neighbourhood level, this provides important information for targeted fire safety and risk reduction campaigns and aids in emergency response preparedness.</p>
Shared Fire Services with Georgina Fire and Rescue Services	Exploration of fleet management partnership and establish an automatic-aid agreement for Ravenshoe Road.
Fleet and Equipment Replacement Program	Ongoing equipment maintenance/replacement includes updating required self-contained breathing apparatus (SCBA), hose and line equipment, rescue tools, and training equipment.
Firefighter Training and Certification Requirements	Enhance staff education and training to meet and maintain required NFPA (National Fire Protection Association) certification. Implement joint training opportunities with Georgina Fire and Rescue Services.

Ensure responsible and balanced growth management.

Priorities

- Ensure development occurs in an intentional, sustainable fashion, with a focus on preserving the Town's cultural heritage and environmental features
- Strengthen economic sustainability through the attraction of strategic investment and support to new and existing businesses
- Support economic participation through the creation of high-value jobs and support for entrepreneurship
- Advocate for a variety of housing options for residents in every stage of life

Key Deliverables

- Support key development projects that bring investment and jobs
- Strengthen and update policy frameworks (i.e. Official Plan, Allocation Policy, Master Plans) to support intentional, sustainable growth
- Support investment attraction through AdvantageEG initiatives such as streamlining the development process for new business development and expansion
- Work with partners to advance major infrastructure projects that support EG's Complete Community objectives
- Advance heritage conservation through initiatives such as the development of Heritage Conservation Districts



Community Infrastructure and Environmental Services

Name of Priority/Objective	Description
Stormwater Management Master Plan Update	Update the Town's Stormwater Management Master Plan to mitigate the impact of larger and more frequent storm events, climate change, and to provide sustainable funding options for consideration.
York Region Sewage Works Project	Support the continued development of the York Region Sewage Works project and provide additional incremental allocation to support development over the next few years.

Finance

Name of Priority/Objective	Description
Development Charge Background Study and By-law	Prepare an update of the Development Charge background study and by-laws, in consultation with key stakeholders.
Capital Program Funding Strategy	Conduct a review and update funding strategies for the Town's capital program.

Development Services

Name of Priority/Objective	Description
Zoning Bylaw Update	Review and update of the Zoning Bylaw to ensure conformity with the updated Official Plan, new and emerging legislation, and Council strategic priorities.
Heritage Conservation District Plan	Upon completion of the Heritage Conservation District Study, develop and implement a plan based on the recommendations of the study.
Heritage Strategy	Develop a comprehensive Heritage Strategy including comprehensive success measures to support reporting on the progress and impact of any Heritage Preservation efforts.
YSpace Entrepreneurship Hub	Develop and deliver programming designed to meet the specific needs of EG entrepreneurs to encourage their success, growth, and job creation.
Business Retention and Expansion	Develop and implement a comprehensive business triage and visitation program that supports the ability of local employers to thrive and expand and celebrate business openings and successes.
Investment Readiness	Develop an investment readiness package, and marketing to support key economic development initiatives and better articulate AdvantageEG's specific value proposition.
Complete Communities Secondary Plan	Complete Secondary Plans for new community areas.
Updated Official Plan Conformity	Update the Town's Official Plan to conform with York Region's Official Plan and Provincial Policy.
Updated Allocation Policy	Finalize updated allocation policy to support distribution of municipal reserve.

Preserve and protect our natural environment as we grow.

Priorities

- Support the stewardship, preservation, conservation, and enhancement of the natural environment in East Gwillimbury
- Develop and implement policies that supports environmental sustainability and best practices
- Develop and implement programs and policies that support climate change adaptation, mitigation, and resiliency



Key Deliverables

- Develop and implement an environmental strategy, climate action plan, and updated community energy plan
- Increase EG's waste diversion rate through community-based programs such as curbside recycling and composting
- Initiate a multi-year LED streetlight conversion strategy
- Ensure effective and sustainable stewardship of EG's stormwater and sanitary infrastructure in accordance with emerging legislation
- Strengthen EG's tree preservation and protection program
- Update EG's Thinking Green Development Standards to prioritize the use of sustainable technologies and practices

Community Infrastructure and Environmental Services

Name of Priority/Objective	Description
Regulatory Environmental Compliance Approval (ECA) Requirements	Establish a review process for wastewater and stormwater system applications and ongoing infrastructure maintenance/inspections to meet the new ECA regulatory requirements as established by Ministry of the Environment, Conservation and Parks.
Green Fleet Strategy	Develop and implement a Corporate Green Fleet Strategy including electric fleet vehicles and fast charging stations.
Blue Box Transition /N6 Cooperative Collection Contract	Work with N6 partners to develop level of service conditions and to issue a new long term cooperative waste collection contract.
LED Streetlight Conversion Strategy	Initiate remediation of Town steel streetlight poles where required and commence the multi-year LED streetlight conversion program.
Fill By-law and Accompanying Guideline Update	Update the Town's current Fill by-law and accompanying guidelines to meet or exceed industry standards. The fill bylaw will contain the essential mandatory conditions and the guidelines will provide industry best practices on how to implement a fill project.

Community Parks, Recreation and Culture

Name of Priority/Objective	Description
Tree Preservation and Protection	Update existing tree compensation standards for new development and the potential introduction of a tree protection by-law.

Corporate Services

Name of Priority/Objective	Description
Environmental Strategy	Implement the Environmental Strategy including the Environmental Outreach program and events and update the Water Conservation Strategy.
Climate Action Plan	Complete the risks and vulnerability analysis regarding health and infrastructure. Initiate community engagement for Climate Adaptation. (Project scope is grant dependent)
Community Energy Plan Update	Develop the corporate and community action plan as part of the Community Energy Plan to reduce greenhouse gas emissions and energy consumption.
Update Green Development Standards	Create a corporate working group to review the standards and conduct engagement.

Build complete communities that support the ability for residents to connect to amenities, services, employment, and each other

Priorities

- Enhance EG's core infrastructure network to support the objective of walkable, connected neighbourhoods
- Create infrastructure to support healthy and active lifestyles for diverse ages, abilities, and interests
- Support efforts to improve the availability and quality of telecommunications servicing
- Foster placemaking through revitalization and rejuvenation of village and commercial cores
- Build strong partnerships and leverage volunteerism for an engaged community



Key Deliverables

- Complete the Health and Active Living Plaza as a focal point for recreation, placemaking, and connection
- Update key policies to support development of a variety of housing and employment options
- Complete Holland Landing and Mount Albert Downtown Revitalization Projects
- Complete key parks and trails projects including Emily Park reconstruction, Simcoe Trail extension, Soldiers Bay recreation and education pier, Nokiidaa Trail supplementary parking and Oriole Wilderness Park
- Support efforts to ensure full community access to competitive, affordable, and reliable Broadband

Community Parks, Recreation and Culture

Name of Priority/Objective	Description
Active Transportation and Trails Master Plan Projects	Complete high priority projects listed in the Active Transportation and Trails Master Plan including Simcoe Trail Phase 1, Nokiidaa Trail Extension to Greenlane, New Trail Development in Queensville.
Parkland Acquisition	Provide options for parkland acquisition to support the future growth of the Town and provide passive and active recreational opportunities.

Finance

Name of Priority/Objective	Description
Update Multi-year Funding Strategy for the Health and Active Living Plaza	Complete the Health and Active Living Plaza financial plan including analysis of operating and capital costs/revenues.

Community Infrastructure and Environmental Services

Name of Priority/Objective	Description
Downtown Mount Albert Revitalization	Commence utility relocations, complete tender process and begin construction of infrastructure improvements.
Holland Landing Yonge Street Revitalization	Award multi-year construction tender to proceed with watermain replacement, utility relocates, curb and sidewalk removal and replacement, boulevard grading and initial streetscaping.

Development Services

Name of Priority/Objective	Description
Broadband Expansion	Work with internet service providers to facilitate expansion, continue to partner with YorkNet on their regional expansion and work to enhance services to Industrial, Commercial and Institutional (ICI).
Policy Conformity for Legacy Applications	Conduct analysis of applications with legacy draft approvals to ensure conformity with current policy and strategic objectives.

Foster a culture of service excellence, engagement, and transparency.

Priorities

- Build an engaged and strategically aligned staff team to deliver high-quality programs
- Ensure strong fiscal responsibility and value for tax dollars
- Prioritize and deliver customer service excellence
- Be an accessible, welcoming community that embraces equity, diversity, and inclusion
- Foster an environment of innovation and flexibility



Key Deliverables

- Sound financial management through comprehensive business plans and budgets
- Imbed the Equity, Diversity, and Inclusion Framework into all Town programs and services
- Enhance transparency and accountability through regular, resident-friendly communication
- Develop and implement a Customer Service Excellence Strategy featuring a “no wrong door” approach
- Deliver service excellence with a well-trained, highly engaged staff team
- Update policies to support continued good governance
- Maintain strong partnerships with York Region, northern six York Region municipalities, the building and development industries, and other stakeholders regarding best practices and future growth

Office of the CAO - Human Resources

Name of Priority/Objective	Description
EG You Belong, Employee Strategy	Continue roll out of key EG You Belong Employee Strategy including a rewards and recognition program, salary review, benefit review and implementation of maternity and parental leave.
Enhanced Training and Development Program	Oversee corporate training and development program including training on Health and Safety, Mental Health and Wellness, EDI, Business Solutions, AODA, and Career Development Review. (Also part of EG – You Belong)
Advance the Equity, Diversity and Inclusion Framework	Advance the pillars of the EDI Framework: Engage, Educate, Express. Efforts will include continued engagement with various communities within EG, support to DIAC, review of policies, exploring ways in which to effectively express the municipality's commitment to EDI.
Human Resources policy and procedure update	Complete a review and update of priority Human Resources policies and procedures to support employee growth, development and retention including a new comprehensive on-boarding program and succession planning framework. (Also part of EG – You Belong)

Corporate Services

Name of Priority/Objective	Description
Procedure By-law Review	Implement the updated Procedure By-law, incorporating training for Council and staff, along with public awareness initiative to ensure individuals gain a clear understanding of how procedures impact them, thus enabling them to participate more effectively in local governance.
Ward Boundary Review	Examine current ward boundaries and Council composition to ensure fair and equitable representation for all members of the community. (Note: this project may be deferred and/or affected by the York Regional Governance Review)
Records Management and Open Data – Policy Development	Develop comprehensive policies in alignment with provincial regulations that outline the Town's approach to collecting, maintaining, supervising, and sharing information and records with the public.
Customer Service Excellence Strategy	Implementation of Council approved Customer Service Excellence Strategy with a focus on a “no wrong door approach”, expanding and enhancing service levels to include multiple locations.
Customer Relationship Management (CRM) Solution Expansion	Enhance the Customer Relationship Management Solution (CRM) to promote a standardized service management approach across the organization. Involves integrating the CRM with backend data sources, solutions, and business processes.
Strategic Communications	Continue to provide strategic communications support to all Town departments to ensure effective internal and external communications and engagement, ensuring strategies reflect current trends in the community.
Website Enhancements	Continue to review the Town website to ensure accuracy information, adherence to AODA standards and legislation and ensure we continue to maximize self-service options for residents with online payments and resident portal.

Corporate Services continued

Name of Priority/Objective	Description
Service Modernization and Business Efficiency	Continue a priority focus on automating and transforming the delivery of municipal services to meet the changing needs and expectations of residents and businesses (Municipal Peak Performance Program). Scope includes enhancing the Town’s self-serve options, streamlining and automating business processes, paperless strategy and continued promotion of a data-driven decision-making framework.
Information Management and Service Improvement	Promote a data-driven decision-making framework by fostering a culture that values and prioritizes decisions based on data analysis and approaches. Increase data literacy to promote how to collect, analyze, interpret, and use data effectively. Involves training and support to protect the town’s digital assets and maintain a safe, secure, and resilient operating environment. Examples include HR Modernization, Open Data Portal, Digital Forms.
Enhancing and Standardizing e-Signature Implementation Framework	Revise and establish the e-Signature policy and implementation to comply with legislative mandates.
Administrative Policy Review	Develop a framework to guide staff through the development, approval and administration of the Town’s administrative policies and procedures. Scope includes developing an inventory of current and future polices and procedures, standardized template, training and corporate roll out.

Community Parks, Recreation and Culture

Name of Priority/Objective	Description
Facility Space Needs Plan	Implement the results of the space needs analysis to create efficient work environments to support high-quality service delivery.
Sponsorship and Donation Policy	Develop a comprehensive sponsorship and donation policy and program to leverage revenue generating opportunities to decrease and off-set operating costs.

Development Services

Name of Priority/Objective	Description
Administrative Penalty System (APS)	Implement an Administrative Penalty System (APS) which allows the Town to enforce its by-laws more effectively and efficiency while still respecting the requirements of justice and due process.

Emergency and Community Safety Services

Name of Priority/Objective	Description
Establishing and Regulating Bylaw	Update the existing Establishing and Regulating Bylaw utilizing information and recommendations from the Community Risk Assessment and the Municipal Modernization Project.

Finance

Name of Priority/Objective	Description
2025 Budget	Facilitate the 2025 budget development process, including coordinating, analyzing and summarizing department submissions and reporting to Council, to align with Council priorities and initiatives.
2023 Annual Financial Report	Prepare the 2023 Annual Financial Report to provide information on the Town's financial position in a transparent, resident-friendly manner.
Financial system enhancement roadmap	Initiate identified enhancements to the current financial system and prepare for financial system replacement RFP issuance.
Update to the Town's Procurement By-law	Review and update Procurement by-law as required.

Legal and Property Services

Name of Priority/Objective	Description
Provide Strategic Legal Advice and Support to Mayor, Council and Senior Management	<ol style="list-style-type: none"> 1) Provide legal advice on issues impacting Town 2) Review Town's risk management practices 3) Bylaw and policy review