



A Growing Tradition

# TOWN OF BRADFORD WEST GWILLIMBURY

## Council's 2022 – 2026 Strategic Priorities

### IMPLEMENTATION WORK PLAN

FINAL

March 21, 2023

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Community Safety &amp; Traffic Congestion</b>	<ul style="list-style-type: none"> <li>reduced traffic infiltration on local roads in neighbourhoods</li> <li>higher level of service at major intersections</li> <li>reduced average speeds within neighbourhoods</li> <li>greater availability and range of local healthcare services</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
1.1 Review and update Active Transportation Master Plan	Comm Serv	Dev Serv	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
1.1.1 Update Trails Master Plan (particularly riverside and canal trails)	Parks	GIS		X		Q1-6		
1.1.2 Review best practices for on/off-road multi-use pathways and set town standard	Parks	Dev Eng		X		Q1-6		
1.1.3 Establish modal split target for non-vehicular traffic through update of Transportation Master Plan	Capital Eng	Parks	X				Q3-1	

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Community Safety &amp; Traffic Congestion</b>	<ul style="list-style-type: none"> <li>• reduced traffic infiltration on local roads in neighbourhoods</li> <li>• higher level of service at major intersections</li> <li>• reduced average speeds within neighbourhoods</li> <li>• greater availability and range of local healthcare services</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
1.2 Enhanced infrastructure e.g. coordinated traffic lights, arterial road upgrades	Comm Serv	Corp Serv	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
1.2.1 Continue with annual intersection upgrade program	Trans Serv	Cap Eng	X		ANNUAL	ANNUAL	ANNUAL	ANNUAL
1.2.2 Assess technology options for corridor signal control system	Trans Serv	Cap Eng	X		Q3-2			
1.2.3 Implement 1.2.2 through Holland Street Renewal Project and 1.2.1	Cap Eng	Trans Serv	X		Q4-1			
1.2.4 Undertake operational assessment of main corridors to determine opportunities to reduce congestion (i.e. further signal synchronization, add/delete left turns, add right-turn slip-off lanes, consolidate driveways, etc.). Prepare implementation plan and cost est.	Trans Serv	Dev Eng		X		Q3-6		
1.2.5 Investigate the cost/benefit and legalities of deploying surveillance cameras in parks, streets and other public places	By-law Enf	Legal	X		Q3-3			
1.2.6 Through data analysis, identify areas of high-incident safety and risky behaviour (speeding, vehicular accidents, vandalism, vagrancy, arson, etc.)	Trans Serv/Parks	SSPS	X			Q1-6		
1.2.7 Develop and implement correction plan for 1.2.6 (may include increased enforcement, environmental changes, public education, increased fire prevention activities, regulatory changes, etc.)	Comm Serv	By-law		X		Q4-6		

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Community Safety &amp; Traffic Congestion</b>	<ul style="list-style-type: none"> <li>reduced traffic infiltration on local roads in neighbourhoods</li> <li>higher level of service at major intersections</li> <li>reduced average speeds within neighbourhoods</li> <li>greater availability and range of local healthcare services</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
1.3 Traffic safety and mitigation policies in place for all of Bradford	Comm Serv	Corp Serv	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
1.3.1 Undertake traffic mitigation policies and procedures study. Undertake community and stakeholder consultation. Adopt BWG standards.	Trans Serv	Cap Eng	X		Q2-6			
1.3.2 Following implementation of 1.2.1, undertake audit of safety standards compliance.	Trans Serv	By-Law Enf		X			Q3-4	
1.3.3 Re-establish Traffic & Community Safety Advisory Committee	Clerks	CAO	X		Q1-1			

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Community Safety &amp; Traffic Congestion</b>	<ul style="list-style-type: none"> <li>• reduced traffic infiltration on local roads in neighbourhoods</li> <li>• higher level of service at major intersections</li> <li>• reduced average speeds within neighbourhoods</li> <li>• greater availability and range of local healthcare services</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
1.4 Enhanced health care in our community	CAO	Corp Serv	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
1.4.1 Partner with MOH, SMDHU, RVH, and Southlake to assess community health needs of BWG and identify opportunities for local service improvements	CAO	Corp Serv	X			Q1-6		
1.4.2 Partner with local health practitioners and develop recruitment plan to attract additional healthcare professionals to BWG clinics	CAO	Corp Serv		X	Q3-6			

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Infrastructure &amp; Major Access Roads</b>	<ul style="list-style-type: none"> <li>reduced travel time for “through” inter-regional traffic</li> <li>multi-jurisdictional involvement in delivering capital improvements</li> <li>spin-off benefits including reduced commute times, reduced emissions, improved quality of life</li> </ul>

Strategic Priority Action	Responsibility	
	Primary	Support
2.1 Upgrade Key Arterial Roads	Dev Serv	Comm Serv

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
2.1.1 Develop sequencing plan for urban arterial upgrades (i.e. Holland Street, Line 8, Line 6, Sideroad 10)	Cap Eng	Trans Serv	X		Q2-2			
2.1.2 Complete EA's, detailed design and construction in accordance with 1.4.1	Cap Eng	Trans Eng	X		ANNUAL	ANNUAL	ANNUAL	ANNUAL
2.1.3 Establish Strategic Projects Advisory Committee	Clerks	CAO	X		Q1-1			
2.1.4 Lobby Simcoe County to accelerate construction of the Bond Head Hwy 27 bypass	CAO	Dev Serv	X		ANNUAL	ANNUAL	ANNUAL	ANNUAL

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Infrastructure &amp; Major Access Roads</b>	<ul style="list-style-type: none"> <li>• reduced travel time for “through” inter-regional traffic</li> <li>• multi-jurisdictional involvement in delivering capital improvements</li> <li>• spin-off benefits including reduced commute times, reduced emissions, improved quality of life</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
2.2 Develop Infrastructure Master Plan	Dev Serv	Comm Serv	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
2.2.1 Following direction of Comprehensive Municipal Review, update Master Servicing Plan and Transportation Master Plan	Cap Eng	Comm Serv	X			Q1-24		
2.2.2 Update development charge background studies	Finance	CAO	X				Q3-12	

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Infrastructure &amp; Major Access Roads</b>	<ul style="list-style-type: none"> <li>reduced travel time for “through” inter-regional traffic</li> <li>multi-jurisdictional involvement in delivering capital improvements</li> <li>spin-off benefits including reduced commute times, reduced emissions, improved quality of life</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
2.3 Repair/resurface older roads	Comm Serv	Dev Serv	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
2.3.1 Seek council direction on rural road paving program	Trans Serv		X		Q2-3			
2.3.2 Seek council direction on multi-year funding and level of service parameters for Asset Management Plan	Trans Serv	Finance	X		Q3-3			
2.3.3 Update 10-year capital plan and annual budget submissions	Trans Serv	Finance	X		Q3-3			



## Town of Bradford Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Infrastructure &amp; Major Access Roads</b>	<ul style="list-style-type: none"> <li>• reduced travel time for “through” inter-regional traffic</li> <li>• multi-jurisdictional involvement in delivering capital improvements</li> <li>• spin-off benefits including reduced commute times, reduced emissions, improved quality of life</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
2.4 Develop community-wide Transit Plan, including inter-regional transit needs	Comm Serv	Dev Serv	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
2.4.1 Complete 10-year Municipal Transit Plan and consider integration with VIVA and Simcoe County systems	Trans Serv	CAO	X		Q4-6			

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>• Better balance of residential/industrial commercial tax base</li> <li>• More local jobs</li> <li>• Opportunities for people to live and work in Bradford West Gwillimbury</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
3.1 Increased employment opportunities from new business at Hwy 400 and industrial parks	Eco Dev	CAO	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
3.1.1 Undertake Industrial Lands Strategy	Eco Dev	CAO	X			Q1-9		
3.1.2 Populate database with up-to-date landowner info (i.e. parcel availability, asking price, timing, own/lease, etc.)	Eco Dev	CAO	X		ANNUAL	ANNUAL	ANNUAL	ANNUAL
3.1.3 Coordinate the development of promotional material tailored to each quadrant	Eco Dev	CAO	X		ANNUAL	ANNUAL	ANNUAL	ANNUAL

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>Better balance of residential/industrial commercial tax base</li> <li>More local jobs</li> <li>Opportunities for people to live and work in Bradford West Gwillimbury</li> <li>Lower vacancy rates</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
3.2 Ensure an appropriate range of housing is available to support employment growth	Dev Serv	CAO	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
3.2.1 Undertake MCR to address long-term housing supply	Planning	CAO	X		Q2-24			
3.2.2 Lobby Simcoe County for additional affordable housing	CAO		X		ANNUAL	ANNUAL	ANNUAL	ANNUAL
3.2.3 Evaluate potential for CIP and other financial incentives to stimulate purpose-built rentals and other forms of affordable housing	Eco Dev	CAO		X	Q3-6			

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>Better balance of residential/industrial commercial tax base</li> <li>More local jobs</li> <li>Opportunities for people to live and work in Bradford West Gwillimbury</li> <li>Lower vacancy rates</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
3.3 Refresh the Economic Development Strategy	EDO	CAO	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
3.3.1 Review and update the Economic Development Strategic Plan	Eco Dev	CAO	X		Q2-6			
3.3.2 Update implementation plan for 3.3.1	Eco Dev	CAO	X				Q1-3	

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Downtown &amp; Urban Renewal</b>	<ul style="list-style-type: none"> <li>• Holland Street Transformation Project underway</li> <li>• initial phases of construction underway for redeveloping the Bradford Community Centre property</li> <li>• maximized utility of municipal facility and land assets</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
4.1 Implement the Community Centre Revitalization Master Plan	Comm Serv	CAO	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
4.1.1 Finalize space needs and programming for Town Hall project	CAO	Comm Serv	X		Q2-3			
4.1.2 Finalize project management and procurement approach for Town Hall project	CAO	Comm Serv	X		Q3-3			
4.1.3 Finalize detailed design, tender and award Town Hall project	Comm Serv	CAO	X		Q4-12			
4.1.4 Finalize replacement plan for BCC	Comm Serv	CAO	X			Q1-3		
4.1.5 Obtain Curling Club's preferred solution for their long term facility needs	CAO	Comm Serv	X			Q1-3		
4.1.6 Finalize design for remaining park space	Parks	Dev Eng	X			Q3-6		

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Downtown &amp; Urban Renewal</b>	<ul style="list-style-type: none"> <li>• Holland Street Transformation Project underway</li> <li>• initial phases of construction underway for redeveloping the Bradford Community Centre property</li> <li>• maximized utility of municipal facility and land assets</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
4.2 Undertake the Holland Street Transformation project	Dev Serv	Comm Serv	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
4.2.1 Establish Stakeholder Liaison Committee to assist with development of construction mitigation, communication and marketing plans	Cap Eng	Eco Dev	X			Q3-3		
4.2.2 In accordance with 2.1.1, tender and award the construction project	Cap Eng		X					

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Downtown &amp; Urban Renewal</b>	<ul style="list-style-type: none"> <li>• Holland Street Transformation Project underway</li> <li>• initial phases of construction underway for redeveloping the Bradford Community Centre property</li> <li>• maximized utility of municipal facility and land assets</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
4.3 Develop stakeholder aspiration plan – “Preferred Downtown Shops & Services”	Eco Dev	CAO	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
4.3.1 Conduct downtown patron’s surveys and focus groups to provide insight into their preferred goods and services for the downtown core	Eco Dev	CAO	X			Q3-3		
4.3.2 Development marketing plan in support of outcomes from 4.3.1	Eco Dev	CAO	X			Q4-3		

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Enhanced Recreation and Leisure Services/Facilities</b>	<ul style="list-style-type: none"> <li>• broader number and range of recreation/leisure programs</li> <li>• updated park facilities</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
5.1 Enhanced facilities at Leisure Centre/Library campus	Comm Serv	Library	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
5.1.1 Finalize design and cost estimates for formalized greenspace west of library	Parks	Library	X		Q3-3			
5.1.2 Following 5.1.1, tender and award construction	Parks		X			Q1-3		
5.1.3 Explore Leisure Centre expansion opportunities	Comm Serv	CAO	X			Q3-6		



## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Enhanced Recreation and Leisure Services/Facilities</b>	<ul style="list-style-type: none"> <li>• broader number and range of recreation/leisure programs</li> <li>• updated park facilities</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
5.2 Redevelop Bradford Community Centre	Comm Serv	CAO	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
5.2.1 Following 4.1.4 and 4.1.5, develop a business plan for constructing a new curling facility in partnership with the Bradford Curling Club (on-site and off-site)	Comm Serv	Finance	X			Q3-3		
5.2.2 Finalize design of BCC replacement, tender and award contract	Comm Serv		X				Q3-12	

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Enhanced Recreation and Leisure Services/Facilities</b>	<ul style="list-style-type: none"> <li>• broader number and range of recreation/leisure programs</li> <li>• updated park facilities</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
5.3 Town-wide park improvements	Comm Serv	Finance	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
5.3.1 Seek council direction on multi-year funding and level of service parameters for Asset Management Plan with respect to park improvements	Parks	Finance		X	Q2-3			
5.3.2 Update 10-year capital plan and annual budget submissions with respect to park improvements	Parks	Finance		X	Q3-3			

## Town of Bradford West Gwillimbury Strategic Plan Implementation Work Plan

Strategic Objectives	Desired Outcomes (How will we know we have been successful in achieving this objective?)
<b>Enhanced Recreation and Leisure Services/Facilities</b>	<ul style="list-style-type: none"> <li>• broader number and range of recreation/leisure programs</li> <li>• updated park facilities</li> </ul>

Strategic Priority Action	Responsibility		
	Primary	Support	
5.4 Adopt the Leisure Services Master Plan update	Comm Serv	CAO	

Activities	Responsibility		Financial Resources Req'd		Planned Start & Duration			
	Primary	Support	Existing	New	2023	2024	2025	2026
5.4.1 Finalize the Leisure Services Master Plan update and present to council	Comm Serv	CAO	X		Q3-3			
5.4.2 Develop implementation plan and cost estimates for recommendations flowing from 5.4.1	Comm Serv	CAO		X		Q1-3		