

REPORT

Council

Meeting Date: June 20, 2022

FROM: Strategy, Policy and Communications Department

DATE: June 7, 2022

SUBJECT: 2019–2022 Strategic Plan Accomplishments

LOCATION: Town-wide

WARD: Town-wide

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RECOMMENDATION:

That the 2019-2022 Strategic Plan Accomplishments report from the Strategy, Policy and Communications department, be received.

KEY FACTS:

The following are key points for consideration with respect to this report:

- On April 29, 2019, Council approved its 2019–2022 Council Strategic Plan with five strategic areas of focus for its four-year term of office:
 - Livability: To be the most livable town in Canada
 - Engaged Community: Foster a community environment that engages residents of all ages, abilities and backgrounds
 - Accountable Government: Inspire public confidence through open, accountable and efficient delivery of government services
 - Mobility: Improve town’s multi-modal transportation network to support effective movement of people and goods
 - Environment: Protect greenspace and promote environmentally sustainable practices
- On May 25, 2021 Council approved its 2019–2022 Council Strategic Plan Refresh; maintaining the five strategic areas of focus and incorporating additional initiatives in six priority areas: Halton Region Official Plan and Livable Oakville Reviews; creation of a Pandemic Recovery Plan; addressing traffic, speeding and safety; reducing timeframes for applications, permits and licenses; enhancing communications; and implementing capital projects.
- This report provides a final update on the strategic plan accomplishments during this term of Council.

- Work will begin in early 2023 to develop the strategic plan for the 2023–2026 term of Council. Results of the 2022 Citizen Survey will inform development of the 2023–2026 Council Strategic Plan.

BACKGROUND:

Establishing a four-year strategic plan is one of the most important responsibilities of Council. It establishes Council's vision, mission and values and sets the strategic goals that serve as the framework for both Council decision-making and day-to-day employee choices during the four-year term of office.

Council adopted the following vision, mission and values in 2007, which drive Council's priority setting.

Vision: To be the most livable town in Canada.

Mission:

- We create and preserve Canada's most livable community that enhances the natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both accessible and environmentally and fiscally sustainable.
- We are highly valued and widely celebrated due to the innovative and outstanding way we satisfy the needs of our residents, businesses and employees. As a result, the process is as fulfilling as the outcome.
- We ensure our staff receives the same level of respect, commitment and care that they are expected to deliver to the community.

Values:

- **Accountability:** We deliver what we promised. We are accountable for our own actions and results. We are accountable for the efficient and effective use of public funds
- **Dedication:** We willingly take on responsibility. We are committed to serving our community. We take initiative and we take on our share of the work.
- **Honesty:** Each of us demonstrates personal integrity, truthfulness and honesty in how we do our job. We inspire public confidence and trust in our government.
- **Innovation:** We pursue innovation by being creative, showing initiative and taking risks. We encourage employees to exercise judgment in meeting customer needs.
- **Respect:** We value an open, respectful and inclusive workplace. We value the cultural and social diversity of our community. We make it possible for every resident to participate in our community, and in our government.

- **Teamwork:** We act as a team. We demonstrate high levels of trust and cooperation. We collaborate across departments to achieve our goals. We work in partnership with our community

Since 2007, Council has met annually to review and measure progress being made to achieve these key strategic priorities. They drive the town's annual business planning and budgeting process, which ensures departmental initiatives are aligned with Council's strategic priorities.

On April 29, 2019, Council approved its 2019–2022 Council Strategic Plan with five strategic areas of focus to guide decision-making for this term of office:

- **Livability:** To be the most livable town in Canada
- **Engaged Community:** Foster a community environment that engages residents of all ages, abilities and backgrounds
- **Accountable Government:** Inspire public confidence through open, accountable and efficient delivery of government services
- **Mobility:** Improve town's multi-modal transportation network to support effective movement of people and goods
- **Environment:** Protect greenspace and promote environmentally sustainable practices

On May 25, 2021, Council approved its 2019–2022 Council Strategic Plan Refresh following the Council meeting of April 26, 2021 and a review period in April and May where Members of Council, the Oakville Chamber of Commerce, and the Mayor's Community Leaders Roundtable were consulted as well as additional staff input was included. The strategic areas of focus were maintained in the Refresh by Council. The Refresh incorporated several additional initiatives for 2021 and 2022 and included six priority areas: the Halton Region Official Plan and Livable Oakville Reviews; creation of a Pandemic Recovery Plan; addressing traffic, speeding and safety; reducing timeframes for applications, permits and licenses; enhancing communications; and implementing capital projects.

COMMENT/OPTIONS:

Staff is pleased to provide this final update on the strategic plan accomplishments made during 2019–2022, attached. The document highlights the key strategic initiatives completed or significantly underway in each of Council's five areas of focus.

In addition to the strategic plan accomplishments, six priority areas were identified by Members of Council through the Strategic Plan Refresh. The priority areas below, are significant undertakings that continue to be important to the town.

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1. Halton Region Official Plan and Livable Oakville Reviews: work is underway to review Halton’s Official Plan and the town’s Livable Oakville to plan the Region’s growth through 2051. Coordination between the reviews is, and will continue to be critical to ensuring that Oakville’s vision for the future is reflected in both plans. The key components of the vision include supporting the town’s approved urban structure that directs growth to a series of well-planned, transit supported centres and nodes; moving forward with climate action; preservation of prime agricultural land; protecting existing, stable neighbourhoods; and protecting the town’s natural areas. It also directly impacts future costs of operation and infrastructure. This is a significant priority.
 2. Pandemic Recovery Plan: in August 2021, Council approved the Transitioning to COVID-19 Interim Recovery Action Plan which builds on Council’s strategic directions and strategies to support recovery and “build back better” initiatives. Staff is implementing the town’s recovery action plan which focuses on innovation, safety and financial stability by adopting modern approaches, expanding online services, supporting local businesses, and leveraging provincial and federal funding opportunities. The workplan will continue for 2022 under the following key areas of focus:
 1. Restoring our community vibrancy
 2. Supporting our local businesses
 3. Keeping our community safe
 4. Keeping our corporation resilient
 5. Preserving our strong financial health
 3. Traffic, speeding and safety: are being addressed to promote safe and efficient travel on town roads through the implementation of the Neighbourhood Traffic Safety program including traffic calming, automated speed enforcement and implementation of active transportation infrastructure. Appendix A provides an update on several initiatives related to Council’s key area of focus on mobility.
 4. Applications, permits and licenses: since the Refresh in May 2021, staff has added more permit applications online to make it easier and faster for developers, contractors, businesses and residents to do business with the town. The online process enables them to submit, make payments, manage and track the status of applications. Online building permit services were launched during the summer season last year to enable residents and building industry professionals to apply, track and pay for permits as well as request inspections and view the results. Online development engineering permits (e.g. for residential rebuilds or additions, pool installation, major landscaping, new or upgrades to driveways etc.) were added in April 2022, and sign permits (for temporary or permanent signs) and noise exemption

permits (for events, construction, filming etc.) were added in May 2022. Later this year, planning and development-related applications will transition to an entirely online process. The town has implemented a “build-measure-learn” approach, where staff the town will use feedback on the new process to guide future improvements to the online applications.

5. Enhancing communications: continues to be a priority to inform the community about town programs, services and decision-making environment. Through the 2022 Citizen Survey, we know Oakville residents go to the town’s website and social media for information. We are working on a significant website rebuild to enhance public engagement and information sharing with the community that will launch in early 2023. We will also leverage different ways to connect with the community including through newsletters, digital screens at town facilities and targeted messaging to ensure consistency of information across the town that speaks to the town’s process improvements; how the town makes decisions; as well as how the town’s reviews, studies, and plans fit together.
6. Capital projects: six capital projects were identified by Council through the Strategic Plan Refresh and were put forward for consideration in the 10-Year Capital Plan during the 2022 Budget Process. Appendix A includes an update on these projects.

The final update on Council’s 2019–2022 Strategic Plan and accomplishments will be shared on the town’s website, social media, e-newsletter, and digital screens at town facilities.

Work will begin in early 2023 to develop the strategic plan for the 2023—2026 term of Council. Results of the 2022 Citizen Survey will inform development of the 2023—2026 Council Strategic Plan.

CONSIDERATIONS:

(A) PUBLIC

Council’s 2019–2022 Strategic Plan was approved by Council on April 29, 2019, following broad public input through the 2019 Citizen Survey.

On May 25, 2021, Council approved its 2019–2022 Council Strategic Plan Refresh following a review period with Council, the Oakville Chamber of Commerce, and the Mayor’s Community Leaders Roundtable.

(B) FINANCIAL

There is a risk to increasing our commitment on capital projects and initiatives given increasing inflation and the current economic climate.

Council's strategic plan provides direction to assist in financial decision-making. Long-range financial forecast and the annual budgeting process was fully aligned with Council's 2019–2022 strategic goals.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

Council's strategic plan influences every department across the organization. Departmental work plans and budgets reflect strategic directions established by Council and results were reported through annual departmental business plans and budgeting process. All reports to Council aligned with Council's 2019–2022 strategic goals.

(D) CORPORATE STRATEGIC GOALS

The 2019–2022 Strategic Plan accomplishments addresses all of the corporate strategic goals:

- Livability: To be the most livable town in Canada.
- Engaged Community: foster a community environment that engages residents of all ages, abilities and backgrounds.
- Accountable Government: Inspire public confidence through open, accountable and efficient delivery of government services.
- Mobility: Improve town's multi-modal transportation network to support effective movement of people and goods.
- Environment: Protect greenspace and promote environmentally sustainable practices

(E) CLIMATE CHANGE/ACTION

Council's 2019—2022 strategic plan addressed a number of initiatives to help the town and community adapt to and mitigate the effects of climate change. The strategic plan promotes sustainability through its mission statement that "We create and preserve Canada's most livable community that enhances the natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both environmentally and fiscally sustainable."

APPENDICES:

Appendix A - 2019—2022 Council Strategic Plan final update

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