



Town of Oakville

Strategic Business Plan: Engagement Summary and Background Review



May 2023

Contents

Report Overview	1
Engagement Summary	3
Community satisfaction survey	3
Open houses	11
Intercept study	13
Targeted outreach and engagement interviews	15
Mayor and Council engagement	23
Social media engagement	26
Background review	30
Common Themes Analysis	31

Report Overview

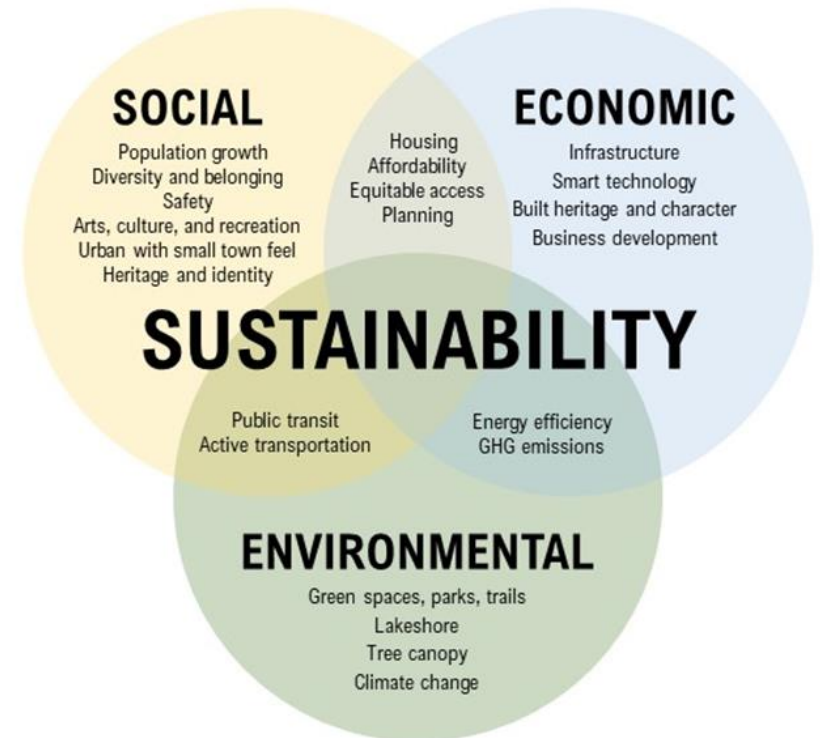
Development of the Town of Oakville’s Strategic Business Plan included engagement with the community’s groups, organizations, and individuals, planning sessions with Council and Senior Leadership research into municipal global trends, and background research to understand community context.

Engagement to date has included individual interviews and a group planning session with Council, seven in-person community open houses, three focus groups, a mixed-mode community engagement survey, and interviews with key informants. Some groups require extended time to gather input from their communities and the input from ongoing consultations will be incorporated in future reports.

The most common themes that emerged across every engagement channel can be related to sustainability, one of the key discussions from the Deloitte Greenhouse strategic planning session – that is, how can Oakville grow while supporting the social, environmental, and economic strengths of the community?

This concept was reiterated by participants in the Greenhouse Experience visioning session attended by Council and Executive Leadership Team members, where the three areas of sustainability were compared to a “three-legged stool”, where we couldn’t have one without the support of the others.

This report provides a summary of the results of the engagement and background research to inform the identification of key priorities, goals, objectives, and actions in the next steps of vision and strategic plan development.



Engagement Summary

Community satisfaction survey

The Town of Oakville was seeking to update their long-term Vision 2057 looking towards their bi-centennial celebration, and to develop and align a 2023-2026 Strategic Action Plan to this vision.

Community Engagement and communication are essential to the development of a plan that is aligned with the aspirations of the community. Through a representative and inclusive approach, Oakville's vision and strategic planning can continue to accelerate and align efforts towards being the most livable town in Canada.

Objectives and Methodology

The objective of the Town of Oakville 2023 Community Survey was to objectively measure community members' thoughts on strategic priorities in the short and long-term and key performance indicators. Additionally, the survey focused on community visioning for the future for potential alignment opportunities. This information will support the strategic plan by guiding the future actions of the Town of Oakville and allow them to continuously improve while increasing awareness and participation in engagement activities within its community.

The community survey was conducted using a mixed mode methodology with a Computer Aided Telephone Interviewing system (CATI) and a Computer Aided Web Interviewing system (CAWI). The phone survey targeted randomly selected residents from the Town's population using a mix of cellphone numbers and landlines. Respondents were screened to ensure that they were over the age of 18 and residents of the Town of Oakville. The survey ran from March 20th to April 11th and received a total of 401 phone completes.

An online survey was deployed through an open link that was distributed by the Town of Oakville. Respondents were also provided the opportunity to complete paper surveys at the open houses, which were then input by the research team through the online survey link. This resulted in 2,044 completed surveys.

This report shows the results of the representative phone survey only. Comparisons to the online survey are shown for the key metrics in the report. The survey data has been weighted by age and gender according to the 2022 Statistics Canada Census profile as well as by ward for the Town of Oakville to ensure the findings represent the demographic breakdown of the underlying population of the town. Representative data is essential to produce an accurate assessment of the perceptions of the population of the Town of Oakville's community.

Key Findings

Below are some of the key findings from the responses to the survey, and detailed results are shown in the section that follows.

Long and Short-Term Priorities – When asked about their long-term priorities for the next 10-25 years, residents most commonly mentioned the importance of affordable housing (30%) and managing growth and new developments (24%). Infrastructure to support future growth (22%) and affordable housing (14%) were the two most often-mentioned short-term priorities, for the upcoming 1-3 years.

Meeting Future Community Needs – 75% of residents agreed that the Town of Oakville is taking the right actions to meet future needs of the community, indicating an overall positive response, but also room for improvement looking forward.

Achieving Long-Term Goals – Most residents agreed that the Town of Oakville is moving in the right direction to achieve the following long-term goals: access to parks and greenspace (92%), recreation facilities and programming (92%), community aesthetic (90%), and emergency preparedness and response (89%). There were relatively lower levels of agreement with the current direction on the following goals: attainability of housing (28%), population growth management (60%), and accessibility for people with mental or physical disabilities (64%).

Oakville's Long-Term Success – The overwhelming majority of respondents (94%) felt that creating opportunities that promote a thriving community for all age groups was most important for the Town's long-term success. 92% of respondents reported that valuing cultural and social diversity, where every resident is invited to participate in the community and government was also important for long-term success of the Town.

Priority Long-Term Goals – Using Deloitte's proprietary derived importance methodology, it was found that the long-term goals which had the largest potential to improve overall resident satisfaction included attainability of housing, population growth and management, governing and managing the town, and accessibility for people with mental or physical disabilities.

Detailed Findings

Q1. What do you think of when you picture the Town of Oakville in the future?

When asked how they picture the Town of Oakville in the future, residents commonly mentioned that they anticipated the town would be growing (27%) and overcrowded (15%).

**Other responses include improving roads, transit, and improving Town spending.*

Open-Link Survey Results: The top three responses from the open-link survey include more parks and greenspaces (23%), overcrowded (15%), and growing (12%).

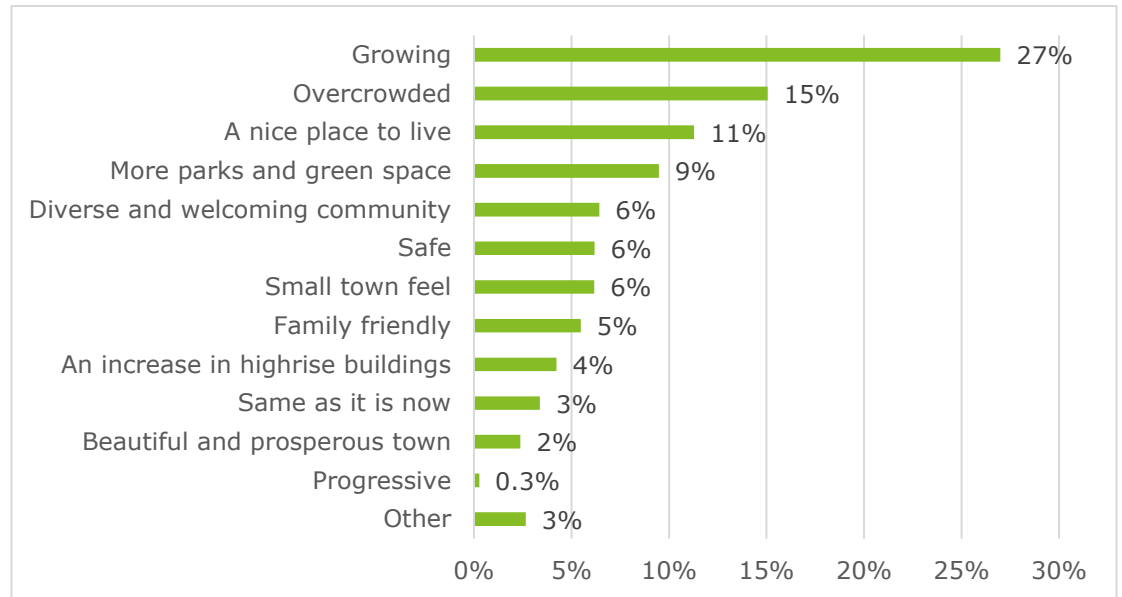


Figure 1 Future of Oakville (N=367, Open response, coded)

Q2. What is one thing that makes Oakville a great place to live?

Respondents frequently mentioned the diverse and welcoming community (22%), parks and green spaces (18%), and the small-town feel (16%) were things that make the Town of Oakville a great place to live.

Open-Link Survey Results: Respondents from the open-link survey most frequently mentioned parks and greenspace (27%), small town feel (17%), and diverse and welcoming community (12%).

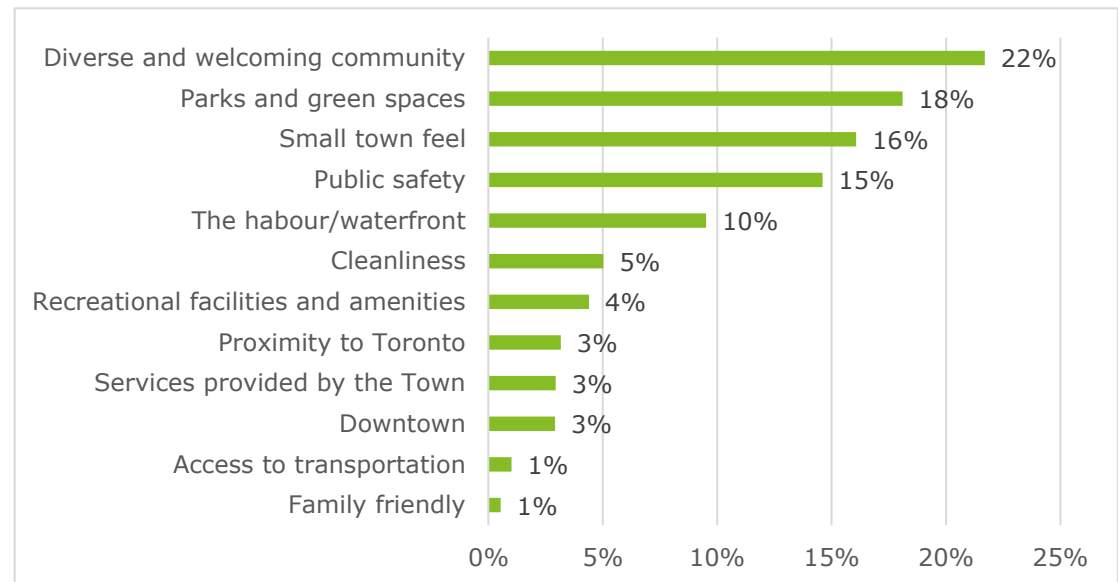


Figure 2 Factors that make Oakville a great place to live (N=384, Open response, Coded)

Q3A. In your opinion, what are the two most important priorities that Oakville needs to focus on in the long-term (10-25 years)?

When asked about long-term priorities for the next 10-25 years, residents commonly mentioned affordable housing (30%), managing growth and new developments (24%), and road infrastructure (19%).

Open-Link Survey Results: Respondents most commonly mentioned managing growth and new developments (35%), affordable housing (19%), and preserving greenspace and parks (18%).

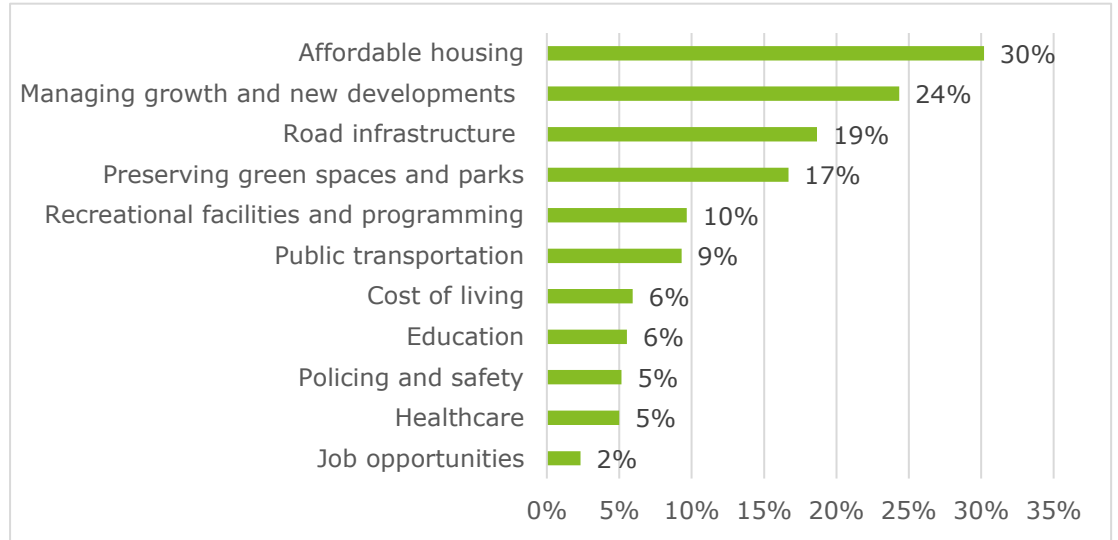


Figure 3 Most important priorities in the long-term, 10-25 years (N=369, Open responses, Coded)

Q3B. In your opinion, what are the two most important priorities that Oakville needs to focus on in the short-term (1-3 years)?

Residents most commonly mentioned infrastructure to support growth (22%) and affordable housing (14%) as the two most important priorities for the Town of Oakville to focus on in the short-term.

Open-Link Survey Results: The top three results for short-term priorities included infrastructure to support growth (24%), affordable housing (15%), and preserving parks and greenspaces (14%).

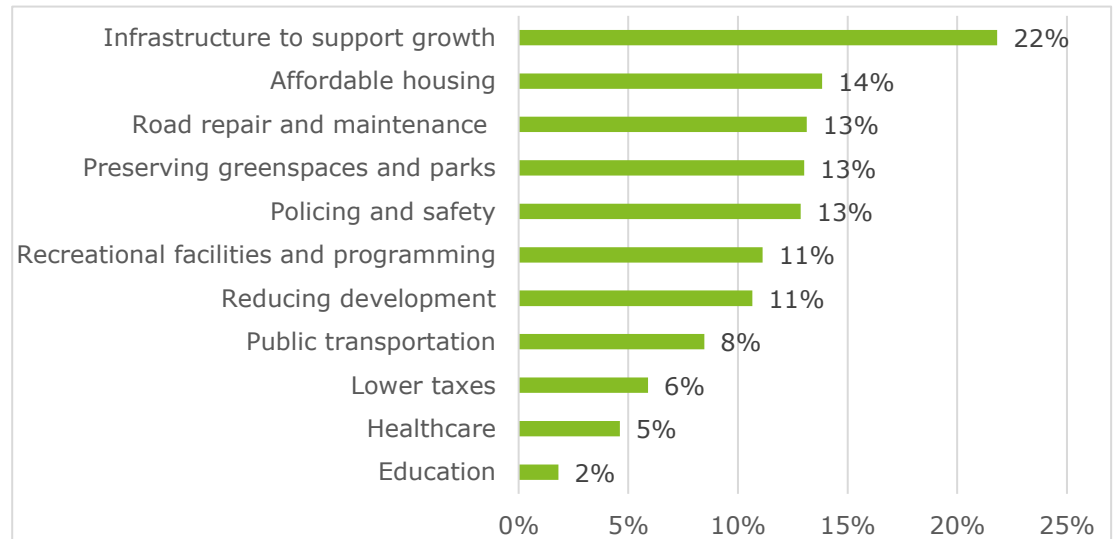


Figure 4 Most important priorities in the long-term, 10-25 years (N=369, Open responses, Coded)

Q4. To what extent do you agree that the Town of Oakville is taking the right actions to meet the future needs of the community? 75% of residents agreed that the Town of Oakville is taking the right actions to meet the needs of the community with 15% strongly agreeing, indicating an overall positive response but also some room for improvement.

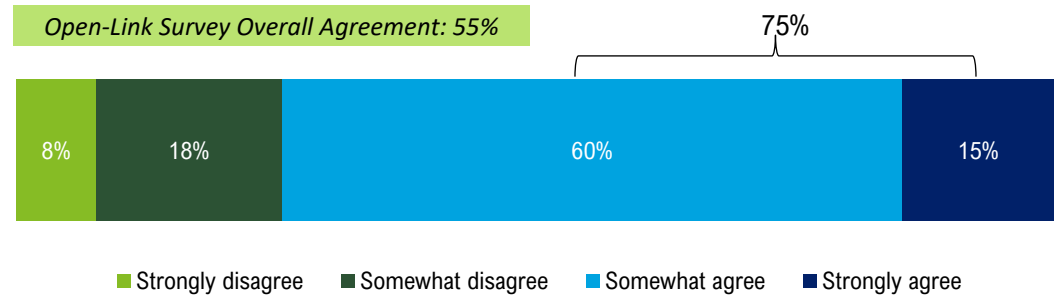
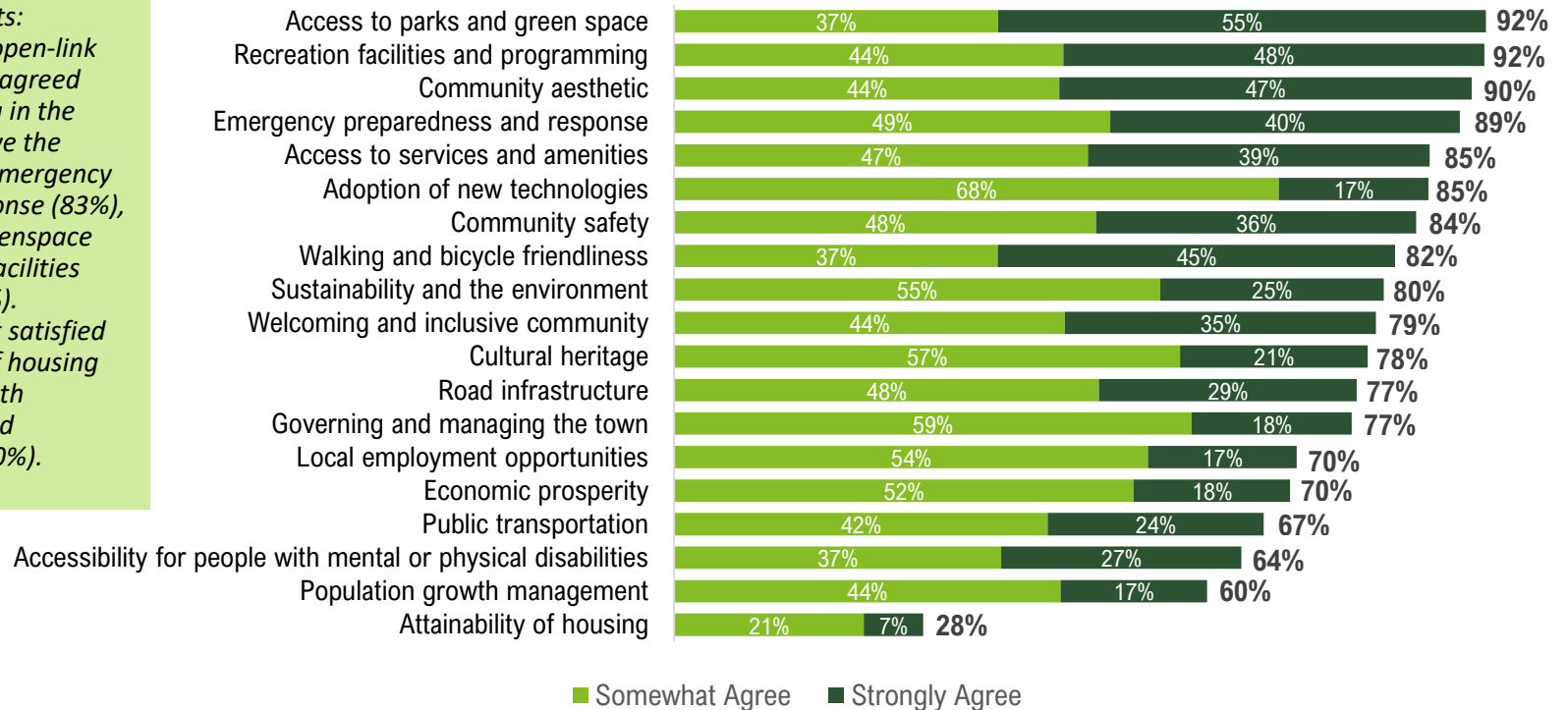


Figure 5 Agreement that the Town is taking the right actions to meet future community needs (N=401)

Q5. To what extent do you agree that the Town of Oakville is moving in the right direction to achieve each of the following long-term goals? Respondents most often agreed that the Town is moving in the right direction to achieve the following goals: access to parks and greenspace (92%), recreation facilities and programming (92%), and community aesthetic (90%).

Open-Link Survey Results: Respondents from the open-link survey most frequently agreed that the town is moving in the right direction to achieve the following top 3 goals: emergency preparedness and response (83%), access to parks and greenspace (79%), and recreation facilities and programming (78%). Respondents were least satisfied with the attainability of housing (23%), population growth management (41%), and economic prosperity (50%).



Priority Matrix

Using respondents' agreement levels related to the Town of Oakville's long-term goals as well as their overall agreement that the Town is taking the right actions to meet the future needs of the community, a priority matrix was created using Deloitte's proprietary derived importance methodology. The Priority Matrix consists of three metrics:

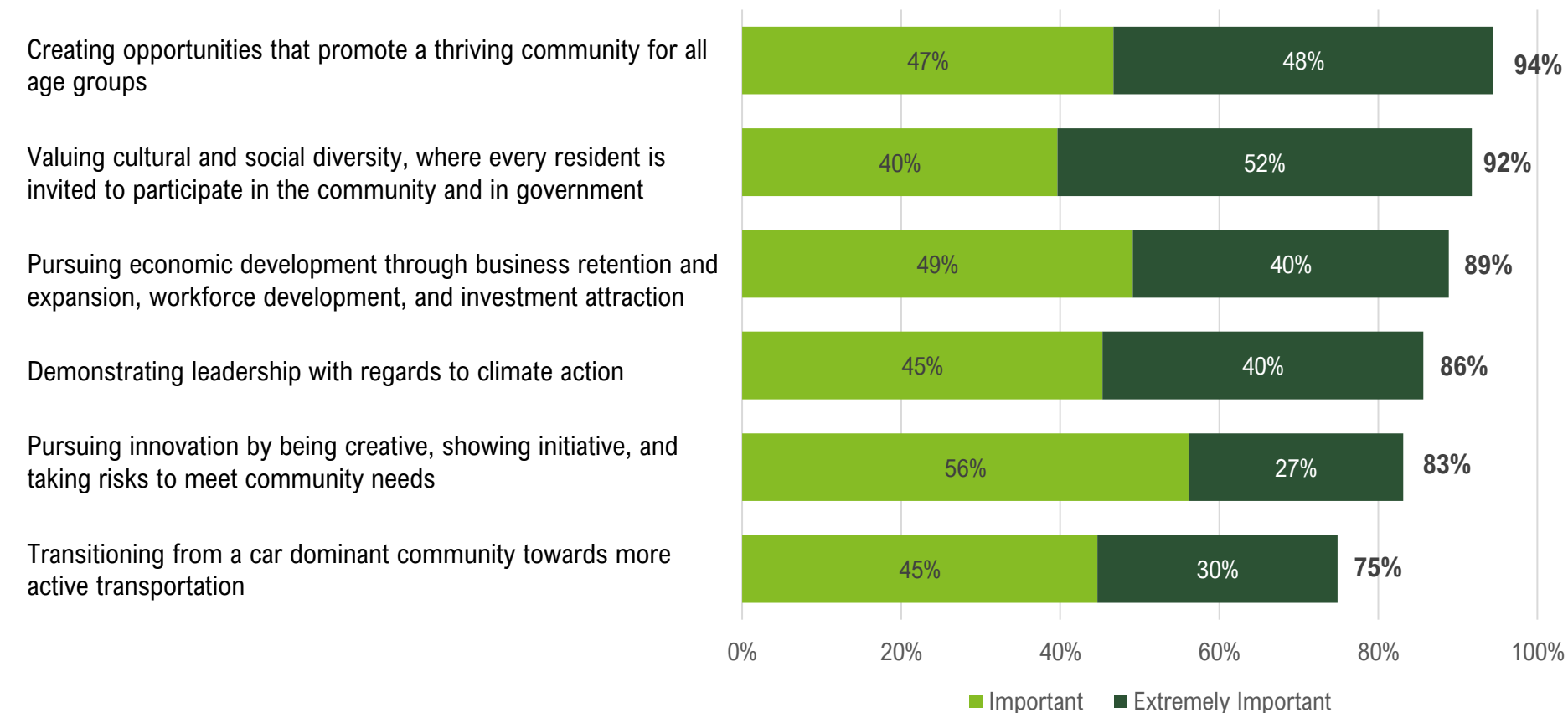
- **Level of Importance:** A statistical measure using a machine learning algorithm to determine the strength of the relationship between the long-term goal and their overall agreement that the Town is taking the right actions to meet the future needs of the community. Attributes with a high importance tend to matter greatly for individual's overall agreement with the Town's direction.
- **Performance:** The percentage of respondents who somewhat or strongly agreed that the Town is moving in the right direction with its goals.
- **Priority rank:** This was determined for each attribute based on high levels of importance and low levels of performance. Top priorities are goals where many respondents registered low levels of agreement that the Town is moving in the right direction to achieve the goal.

The top five priority goals included attainability of housing, population growth and management, governing and managing the town, and accessibility for people with mental or physical disabilities. Improvements to any of the high priority goals would be expected to make the largest improvement to residents' overall agreement with the Town's current direction.

Long-Term Goal	Performance	Importance	Priority Rank
Attainability of housing	28%	7.5	1
Population growth management	60%	5.8	2
Governing and managing the town	77%	9.4	3
Accessibility for people with mental or physical disabilities	64%	5.8	4
Public transportation	67%	5.8	5
Local employment opportunities	70%	5.6	6
Economic prosperity	70%	5.3	7
Road infrastructure	77%	6.1	8
Cultural heritage	78%	5.6	9
Welcoming and inclusive community	79%	5.6	10
Sustainability and the environment	80%	5.6	11
Community safety	84%	6.1	12
Walking and bicycle friendliness	82%	5.0	13
Adoption of new technologies	85%	5.3	14
Access to services and amenities	85%	5.0	15
Emergency preparedness and response	89%	5.0	16
Community aesthetic	90%	4.7	17
Access to parks and green space	92%	4.7	18
Recreation facilities and programming	92%	4.5	19

Q6. In your opinion, how important are each of the following for the Town of Oakville's long-term success?

The overwhelming majority of respondents (94%) felt that creating opportunities that promote a thriving community for all age groups was most important for the Town's long-term success. Cultural/social diversity, economic development and climate action were also rated as highly important priorities by residents.



Open-Link Survey Results: Respondents from the open-link felt that creating opportunities that promote a thriving community for all age groups was most important for Oakville's success (95%). Respondents felt that transitioning from a car dominant community was the least important (70%).

Figure 7 Importance of factors relating to Oakville's long-term success (N=401)

Demographics

Various demographic questions were asked of respondents to assess any underrepresented groups. The results to these questions are shown below.

D1. How do you describe your gender identity?

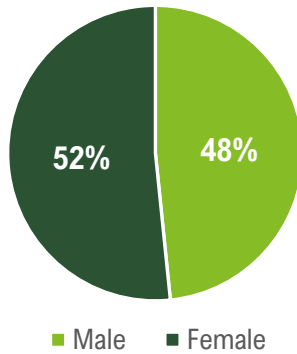


Figure 8 Gender identity (N=341)

D3. Do you identify as a visible minority?

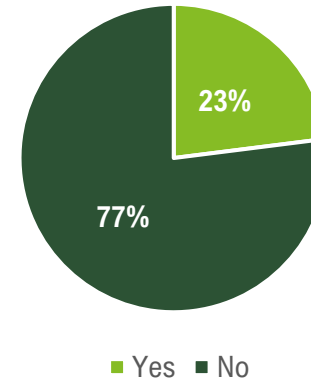


Figure 10 Respondents who identify as a visible minority (N=332)

D2. Do you identify as a member of the 2SLGBTQ+ community?

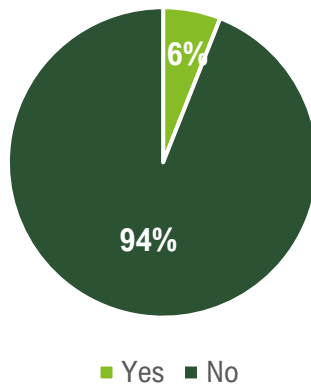


Figure 9 Respondents who identify as a member of the 2SLGBTQ+ community (N=330)

D4. Do you identify as someone with a visible or invisible physical or mental health condition?

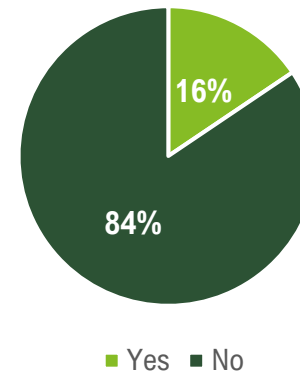


Figure 11 Respondents who identify as someone with a visible or invisible physical or mental health condition (N=325)

D5. Do you identify as Indigenous to North America? Indigenous here is defined by First Nations, Inuit, and Métis.

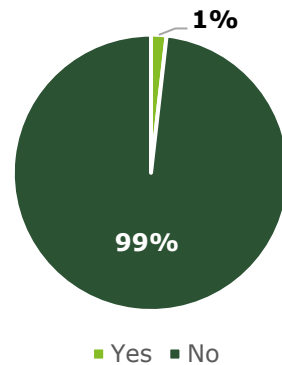


Figure 12 Respondents who identify as Indigenous to North America (N=324)

D6. How long have you been a resident of the Town of Oakville?

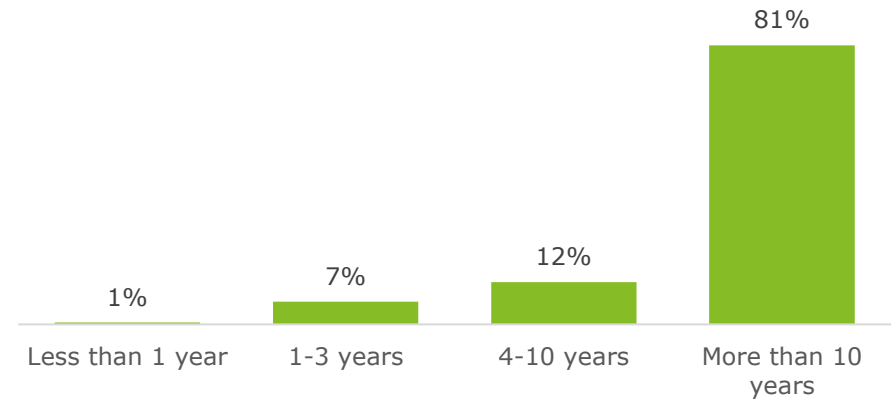
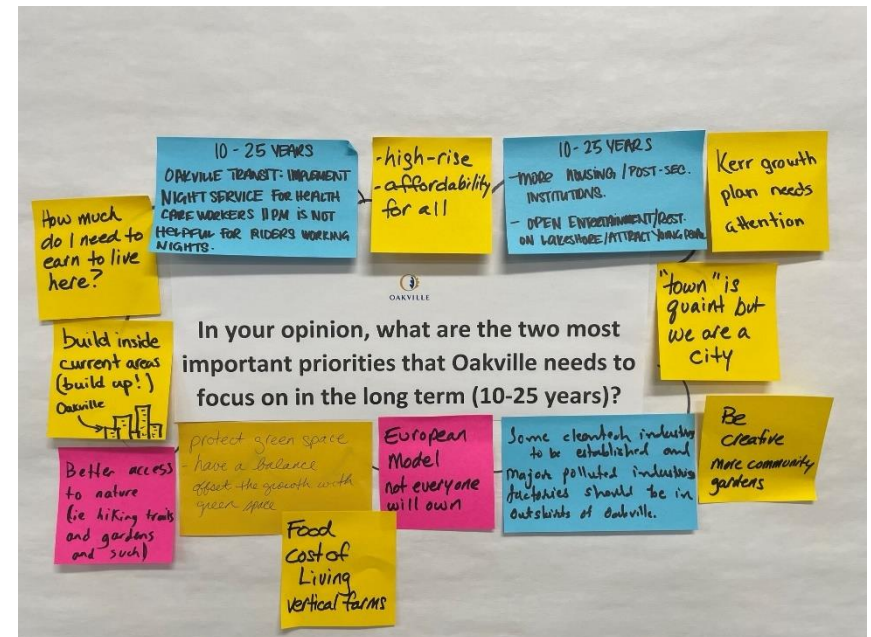
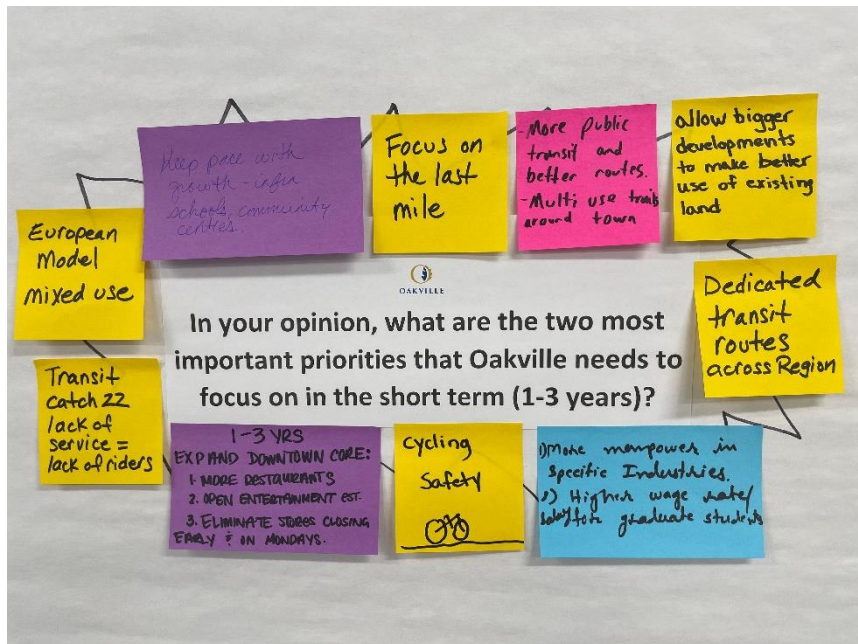
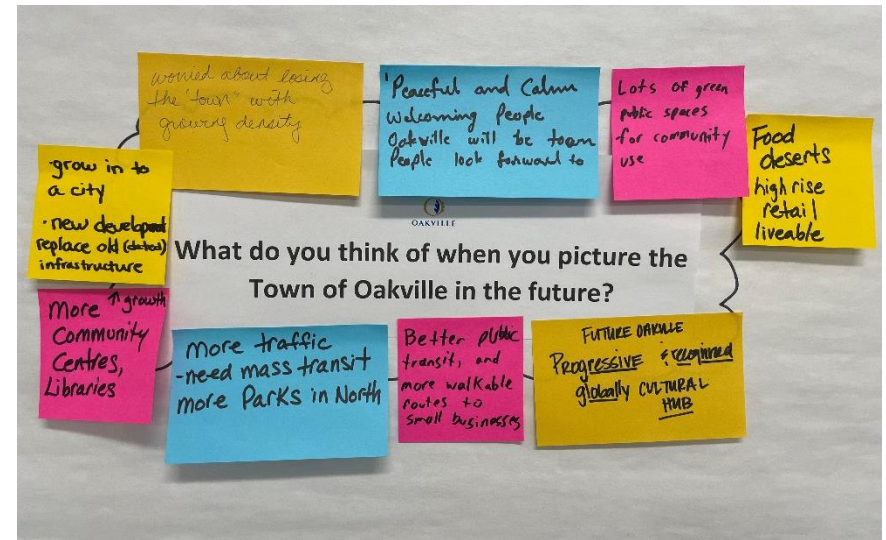
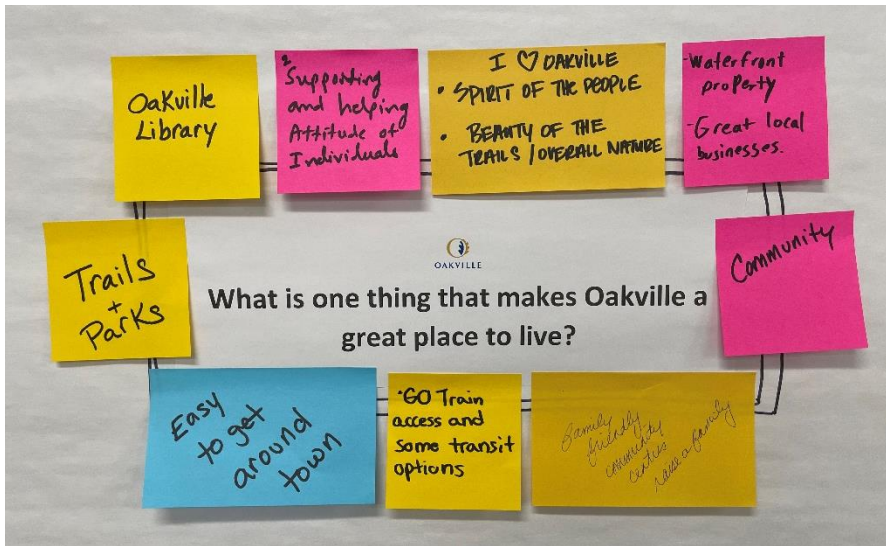


Figure 12 Length of residency in Oakville among respondents (N=329)

Open houses

A series of seven open houses were held between March 28 and April 5 in community centres in each of Oakville's seven wards. A total of 75 residents attended the sessions where they had conversations with Council members, Town Hall staff, and Deloitte consultants. Feedback panels were posted around the room, gathering input on what people value about Oakville and priorities they would like the Town of Oakville to focus on in the short term and in the future. Key themes that emerged in the conversation included:

- Manage transportation and traffic congestion
- Preserve and create green spaces near existing and new residential areas
- Ensure a comprehensive synchronized plan is in place for future development
- Preserve the town's character as the population grows and new housing is built



Intercept study

Objectives and Methodology

The objective of the Town of Oakville 2023 Intercept Survey was to allow community members to provide their thoughts on the importance of various factors related to the long-term success of the Town. This information will support the strategic plan by providing further insights into key priority areas. The Intercept Surveys took place at Glen Abbey Community Centre, where community members were randomly approached and invited to participate in the survey. Respondents were screened to ensure they resided within the Town of Oakville and were over the age of 18. This methodology resulted in 35 completes.

Findings

Q1. In your opinion, how important are each of the following for the Town of Oakville's long-term success?

100% of respondents believed that creating opportunities that promote a thriving community for all age groups was important for the Town's long-term success.

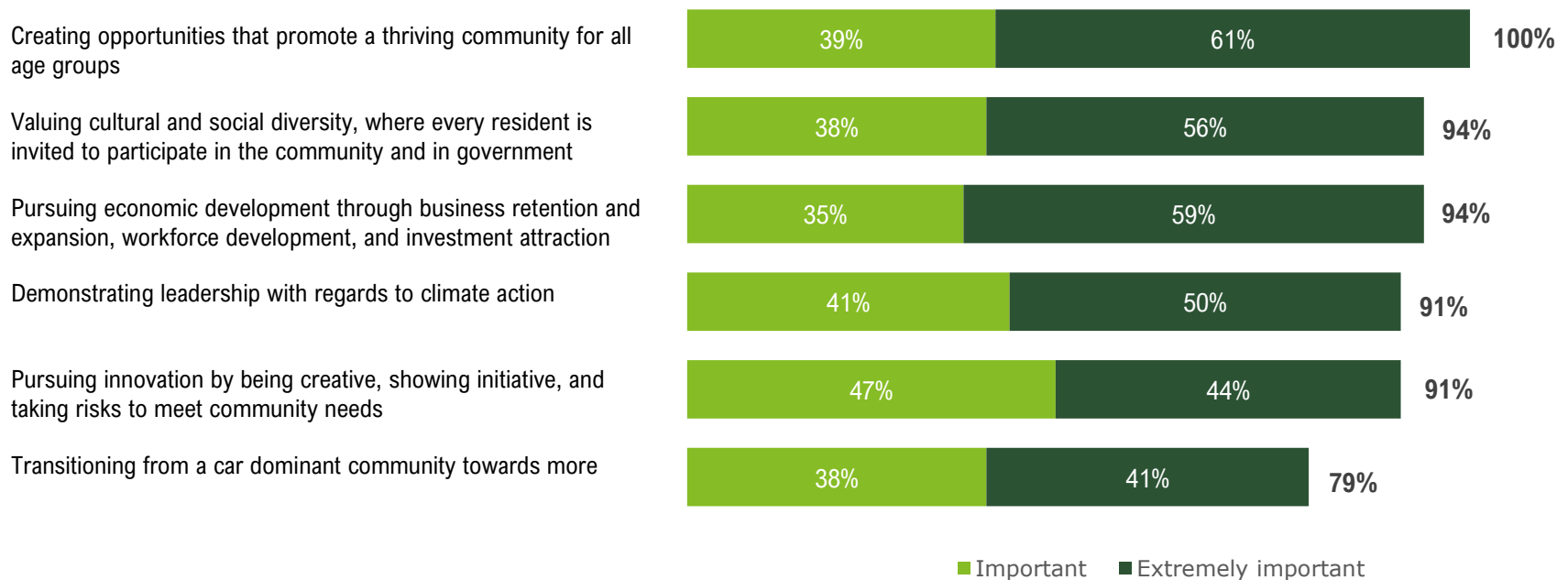


Figure13 Town of Oakville's Long-Term Success (N=35)

Q2. Using only a few words, is there anything that we haven't asked you that you feel is important to ensure that the Town of Oakville succeeds into the future?

Respondents commonly noted improvements to and the development of community centres and recreation programming.

"More activity for children."	"More children friendly biking paths and activities."
"Further development of community centers."	"Provide support for table tennis activities and community."
"More recreation centres and libraries needed."	"Save the planet. Save trees. Save environment."
"Important to have schools enough for all community. Cleaning the trails and streets, less paper advertising."	"Green spaces are important. Don't turn into Mississauga traffic."
"Support for the table tennis community."	"Sport development, Ex. table tennis"

Figure 14 Other comments related to the Town's success (N=10)

Q3. How long have you been a resident of the Town of Oakville?

The majority of respondents have been a resident of the Town of Oakville for less than 10 years (80%).

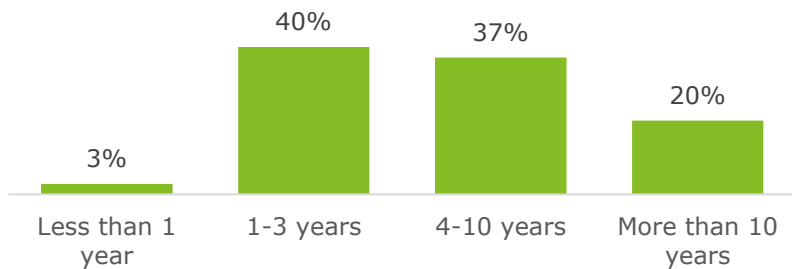


Figure 15 Length of residency in the Town (N=35)

Q4. Which of the following categories best describes your age?

Most respondents were between the ages of 35-44.

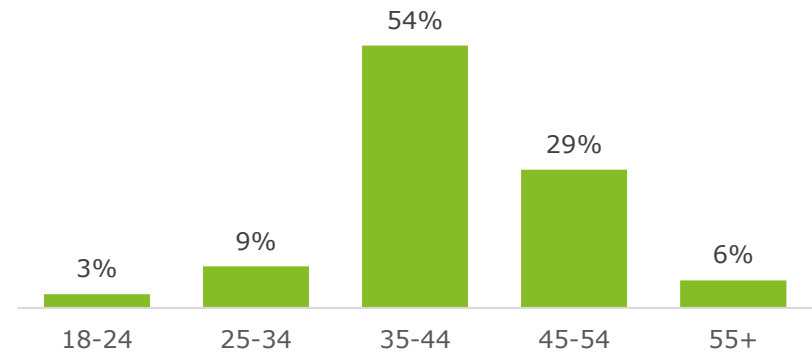


Figure 16 Respondent age (N=35)

Targeted outreach and engagement interviews

Interviews were conducted with individuals representing 15 organizations whose mandates include diversity, equity, and inclusion, education, arts and culture, sports and recreation, heritage, business innovation, galleries, libraries, archives and museums, charitable organizations and foundations, multi-cultural organizations, seniors, people with disabilities, and youth. Open-ended questions were used to invite input around their perceptions of Oakville's strengths and weaknesses, and priorities they believe the Town of Oakville should focus on in the short term and the long term. Responses were recorded and summarized by emerging themes.

Q1. When thinking about the community of Oakville, what strengths and weaknesses/challenges come to mind, from the perspective of your organization? What contributes to these strengths and challenges?

ECONOMIC PROSPERITY

STRENGTHS

- A well educated and affluent population
- Affluent community and a strong tax base
- Major employer Ford has announced an investment in electric vehicle production in Oakville
- Public and private schools are good quality
- Sheridan is world renowned for creative industries

WEAKNESSES

- Lack of affordable studio space for artists
- There are a lot of performing arts groups in town and one type of facility isn't ideal for all those arts groups (theatre arts/symphony) almost need two different facilities

MOBILITY AND TRANSPORTATION

STRENGTHS

- Easily accessible to Toronto, easy access to highways
- Small town with access to everything you ever need
- 40-minute train ride to downtown Toronto
- Public transit is fully accessible
- Good roads
- We have tremendous transit to and from Sheridan

WEAKNESSES

- Transportation is an issue. Very expensive, not really connected to other areas, sometimes the weekend operation is minimal
- It takes almost 2 hours to go across town on transit
- Some underserved communities lost their bus services

HOUSING AND POPULATION GROWTH

STRENGTHS

- Student housing is available
- Seeing more housing built on the corridor – Trafalgar, GO train, seeing transit hubs as a resource

WEAKNESSES

- Many of the youth living in the south are experiencing poverty; working poor; “house rich”
- As new neighbourhoods are built, demand on services and programs grows faster than expected.
- Intensification is a major issue, crossroads disappearing as town grows, keep some presence for those communities
- Development plans that were transit-first and live-work-play models were not implemented in north Oakville

WELL-BEING AND BELONGING

STRENGTHS

- Quality of life, wonderful place to live, inviting, safe, secure
- Everybody seems happy, community really involved
- We’re so small, we know everyone
- Town prides itself on most livable town in Canada
- Amazing place to live, parks, paths
- The thing I love about Oakville is that it has an urban feel

WEAKNESSES

- Oakville is the most boring place in Canada; 20-35 years old people want “something to do”
- Indigenous people don’t feel they have a space
- Racialized people don’t see themselves reflected in public spaces

ECONOMIC PROSPERITY

STRENGTHS

- A well educated and affluent population
- Affluent community and a strong tax base
- Major employer Ford has announced an investment in electric vehicle production in Oakville
- Public and private schools are good quality
- Sheridan is world renowned for creative industries

WEAKNESSES

- Lack of affordable studio space for artists
- There are a lot of performing arts groups in town and one type of facility isn’t ideal for all those arts groups (theatre arts/symphony) almost need two different facilities

DIVERSITY, EQUITY, AND INCLUSION

STRENGTHS

- Has been exciting to see Oakville change
- Demographics have shifted drastically
- Local leadership group all at the table for reconciliation
- Town staff is generally reflective of community
- Receptive to DEI partnerships
- Wind row cleaning helps with wheelchair accessibility
- Public transit is fully accessible
- Newcomers are very diverse, skilled, educated
- Tremendous growth in Chinese population, southeast Asian; Muslim is the number one faith in Halton region schools

WEAKNESSES

- We're not providing inclusive cultural programs
- Performing arts centre is small and inaccessible
- North-south division, not a lot of crossovers
- Politicians don't reflect the diversity of the community
- We're rich in services yet the services aren't easily accessible for those in equity deserving neighbourhoods
- Housing and food security issues are not being addressed
- Relying on the website and social media for communication doesn't reach all people; some prefer newsletters, articles in newspapers, podcasts, or inserts in the tax bill

LEADERSHIP AND MUNICIPAL SERVICES

STRENGTHS

- Town is engaged, community is engaged
- Town is doing a great job
- This is a proactive and well-organized Town Hall; they don't have some of the problems of other municipalities
- They have competent, engaged staff
- As long as we're not facing a terrible catastrophe, they're already on the right track

WEAKNESSES

- Don't see much innovation – there are places where I still need to find coins for the parking meter
- They're spread so thin in so many areas
- Bylaw enforcement is reactive rather than proactive
- Council always seems to want to go for the lowest tax increase rather than implement change
- All talk, little action; always consulting, need reporting back
- Council loves capital projects; operating costs must also be funded properly

NATURAL AREAS AND CLIMATE CHANGE

STRENGTHS

- A lot of older buildings and heritage districts are protected
- Downtown core is beautiful
- On the lake (mentioned several times)
- Beautiful trails, a lot of wooded areas
- Tree canopy is important for GHG reduction
- *Community Energy Plan* and *Oakville Ready* plan

WEAKNESSES

- Lacking large green spaces; everything is over-programmed; where's the real parkland?
- We have not actively put things in place that will actually pay off for climate change.
- Town still using bottled water, some facilities don't have recycling
- Town has buried existing climate action plans and has phased out environmental policy department
- No longer seen as a priority - climate action not on website
- Fails to research and plan for future scenarios
- Natural assets (stormwater ditches) being piped and paved

ARTS, CULTURE, AND RECREATION

STRENGTHS

- There's something for everybody
- There's an appetite for arts and culture in Oakville
- Municipality is committed to supporting the arts
- Arts and culture sector is itself is a strength; there's a huge amount of arts activity in all sorts of different disciplines
- Lots of community centres, activities
- Resident-focused activities are tremendous resources
- Taxes well-spent on providing community centres

WEAKNESSES

- Programming doesn't reflect diverse cultures
- Not enough buildings and space to have activities
- Cost of renting recreation space is a barrier to many clubs
- More money is required for sports club grants
- Our cultural institutions were set up for a 40,000-person town, the art gallery and museum could be renewed
- Indigenous history could be reflected more in public spaces
- Recreational facilities are in poor condition

Q2. How might the Town of Oakville, meaning the municipality, support current community challenges in the short term (1-3 years) and in the long term (10-25 years) from now?

SHORT TERM (1-3 YEARS)	LONG TERM (10-25 YEARS)
<ul style="list-style-type: none"> • Keep doing quality of life things • Consider programming needs for different ages/cultures • Share information in multiple languages (Mandarin, Punjabi, Spanish, English, French) – through paid advertising, networks of cultural organizations, media outlets (e.g., Chinese Press) • Organize DEI education for charities and community groups • Create properly supported and situated community arts support for newcomers • Invest in social inclusion projects, encourage, coordinate, and fund more festivals that celebrate multiculturalism • Public spaces where people see themselves (Indigenous art) • Highlight diverse businesses through Town communications • Council should be bold enough to require things like geothermal and build whole neighbourhoods this way • Stop programming green space and make it available for all • Fund organizations to run summer camps and programs on behalf of the municipality • The proposed cultural centre is quite large – many theatre groups require smaller performance spaces 	<ul style="list-style-type: none"> • Make decisions that cost money now but that will pay off in the future; don't rely on fiscal responsibility today at the expense of future needs. • Plan libraries and community centres at the beginning of new developments, just as you build fire halls into plans. It can be 10-15 years after a development goes in to have libraries and community centres in place, missing an entire generation of kids and requiring long commutes across town that put pressure on other facilities not designed for that many people. • Create spaces that new neighbourhoods can call their own; outdoor spaces especially; stronger feeling of ownership of the parks; people want to be outside more, to be active; bike trails and paths, tunnels – design an active city. • Climate change, protect the waterfront. • Plan for a massive shift in demographics as “boomers” are replaced by younger, more diverse cultural groups; there will be a much bigger change than people have seen before. • Prepare for massive shifts in technology and the way we go about our daily lives.

- Create an environment that's aware of the financial limitations of groups. Simplify or remove the permit requirement and fee for small public performances.
- Offer affordable transportation with direct links N-S and E-W and express lines so it's not a 2-hour ride across town.
- Improve how communication happens by engaging people more deeply in the process up front. For example, active transportation is a great idea, but most people don't understand it. They might understand if they know the end goal. Don't start with "parking", start with "climate change".
- Develop housing networks that support growth, with new neighbourhoods that include a "town square", shopping, access to food, community centres, libraries, parks, playgrounds, etc.
- Take a meaningful stand on mitigating climate change – especially for new developments; Council should be bold enough to require things like geothermal and build whole neighbourhoods this way.
- As climate continues to change, more people will be looking for enjoyable outdoor spaces.
- Establish a centre for innovation for small businesses to help them connect to one another and to business supports.
- The "town square" idea will remain – make sure there's appropriate spaces to meet gathering needs; so incorporate flexibly sized performance spaces in new developments.
- Supporting sustainable infrastructure, roads, and the methods of transportation to move people and good without increasing congestion or GHG emissions; think light rail, express trains, transit-only lanes.
- Ensure planning includes walking and biking trails to connect neighbourhoods, parks, community centres, shopping areas, workplaces.
- Keep an eye on changing demographics and making sure DEI is considered.
- We built soccer fields, but nobody plays soccer; we built tennis courts where people are playing pickleball – need to build according to what people need.
- Plant more trees now so they will be fully grown in 25 years to help mitigate climate change.


Oakville Youth Action Committee

A focus group was held on April 5 with the Oakville Youth Action Committee, a group of youth 12-18 years old volunteers who assist with the Town of Oakville's recreation and culture activities. The OYAC was asked five questions and provided input on what they feel is important for Oakville now and in the future.

1. What makes Oakville a great place to live?

- Awesome activities for youth
- OYAC
- Its diversity (noted 4 times)
- Public places (parks, lakeshore, etc.)
- Safety (noted twice)
- The Town has a wonderful focus on collaboration and development of communities and culture
- Climate and nature

2. When you imagine Oakville 30 years from now, what three words come to mind?



A word cloud visualization of responses to question 2. The word "sustainable" is the largest and most prominent, centered in blue. Other words are arranged around it in various colors and orientations: "technological" (vertical, purple), "great" (vertical, purple), "inclusivity" (horizontal, blue), "options" (horizontal, blue), "friendly" (vertical, green), "use" (horizontal, purple), "growth" (horizontal, green), "diversity" (vertical, purple), "recreation" (horizontal, green), and "convenient" (horizontal, green).

5. Fill in the blank: "Oakville is the most _____ town in Canada."

3. What are the two things the Town should focus on within the next 3 years?

- Green technologies, being environmentally friendly
- Positive youth development
- Equity and inclusion, making everyone welcome
- Mental health care
- Living prices (energy, food, water, etc.), livable wages
- Definitely real estate prices and construction accordingly

4. What are the two things the Town should focus on in the long term? (10-25 years)

- Affordable housing (noted 5 times)
- Diverse opportunities, inclusion
- Ways for new immigrants, citizens to adjust to the community
- Specific youth strategy, ways to engage youth
- Eco tech/vehicles, sustainability
- More things/activities outdoors



This word cloud was generated using responses from OYAC focus group participants. The size of the words in the word cloud correspond to the number of times that word was submitted in unique responses, with the largest words representing those most frequently entered.

Mayor and Council engagement

Engagement with Oakville's Mayor and Council included individual interviews and a full day facilitated visioning exercise at Deloitte's Greenhouse Experience.

Interview summary

Four common themes emerged from individual interviews with the Mayor and councilors:

1. **Population Growth and Density** – Oakville was described as a desirable place to live, with a welcoming spirit and growing diversity. The population was described as well educated, with a skilled workforce. However, councilors are concerned about affordability for young families and the potential loss of the “small town” feeling due to multi-story buildings, infill, and urban sprawl.

They are also concerned about the impact of population growth on loss of greenspace, traffic congestion, and parking availability. All councilors are thinking forward to Oakville's ability to keep up with service needs as the population grows and evolves, and the impact of the Ontario government's *Bill 23, More Homes Built Faster Act, 2022* on loss of planning control and development charge revenues.

2. **Climate Change Mitigation** – Oakville's councilors are motivated to protect greenspace and farmland and expressed importance in protecting the town's urban forest tree canopy.

Thinking to the future, they are concerned about the impact of potentially more severe and frequent extreme weather events on the community's built and natural assets, and management of stormwater runoff. They are interested in promoting or requiring geothermal heating systems for new developments and reducing greenhouse gas emissions through electric transit and reduction of driving.



3. **Infrastructure Management** – New and upgraded community facilities and library infrastructure, and excellent roads and curbs topped councilors' lists of successful municipal infrastructure projects. They did note that some wards lack facilities to match population growth and a general concern about Oakville's ability to continue high upkeep of parks and facilities, especially in the face of lost revenue streams (development charges, taxation) normally used to maintain and replace infrastructure.
4. **Quality of Life** – While councilors expressed concern about the changing character of the town and growing disparity between neighbourhoods in the north and south, they also noted that the community members are highly engaged and neighbourly. The natural heritage system, greenspace, trails, and clean, well-maintained public spaces are all noted as contributors to quality of life.

When asked about progress made on the last strategic plan, which was developed in 2018, councilors identified the following areas where they believe significant progress has not been made:

- Economic development: business concierge service
- Environment
- Transit and active transportation
- Wellbeing: youth, regional food strategy
- Quality of life: understanding increased expectations through engagement, need more multicultural events
- Development: permitting system

Greenhouse Experience

The Oakville Future Visioning session was held in Deloitte's Toronto Greenhouse on March 31 with members of Oakville Town Council and the Executive Leadership Team. The purpose of the session was to align on a compelling and ambitious future state for the Town of Oakville, and to gather input from participants to inform the updated vision and mission statements.

Key takeaways from the session were:

- **The vision statement should be revisited.**

Participants liked that the vision statement is concise and aspirational but felt that “livable” as a standalone adjective had run its course. Many liked the word “thriving” as part of a refreshed statement because it spoke to Oakville’s growth while also emphasizing a shared vision of success for residents of all demographics.

- **The aspects of Oakville’s future that should be highlighted in the vision and mission statements are a healthy community and sustainability.**

A healthy community means one where residents are involved in a variety of activities and programs, and there was a supportive, inclusive environment. Sustainability referred to environmental, economic, and social sustainability, as participants felt it was a “three-legged” stool where you couldn’t have one without the support of the others. Things like culture and entertainment, efficient transportation, and affordable housing were also seen as valued and important, but these things could be “adequate” for the near term rather than a feature part of Oakville’s vision. Affordable housing was identified as an issue of high importance for strategic planning but not something that would define Oakville’s brand.

- **Council envisions future leadership as innovative, visionary, fiscally responsible, and inclusive.**

These were deemed important adjectives to include in the mission statement or values. The word “vibrant” also resonated with participants, and “livable” still felt very appropriate (just not as the *only* adjective.)

- **For the near term, most participants prefer to remain a “town” rather than become a city.**

“Town” resonated with many Council members because it says something about the values; it feels warm and welcoming, and consistent with Oakville’s family-friendly community image. Participants acknowledged that going forward there will be further conversations about the Region of Halton, but we’ll focus on what we can control for now.

Social media engagement

Twitter

Between March 8 and April 5, the Town of Oakville posted 17 tweets inviting residents to participate in the online survey and open house engagement opportunities. The overall engagement rate for these tweets was 1.24%, which is considered average. Six of the tweets were mentioned by external users.

Instagram

Two direct messages were received on the Town of Oakville's Instagram account in response to a post promoting engagement opportunities. One message was blank and the other read "affordable housing."

Facebook

Two posts were boosted through paid advertising over the period of March 20 – April 10, 2023. Both ads generated engagement through clicks, comments, and shares. The second ad saw the most activity, with 109 comments and 66 shares from engaged followers (some individuals posted multiple times).



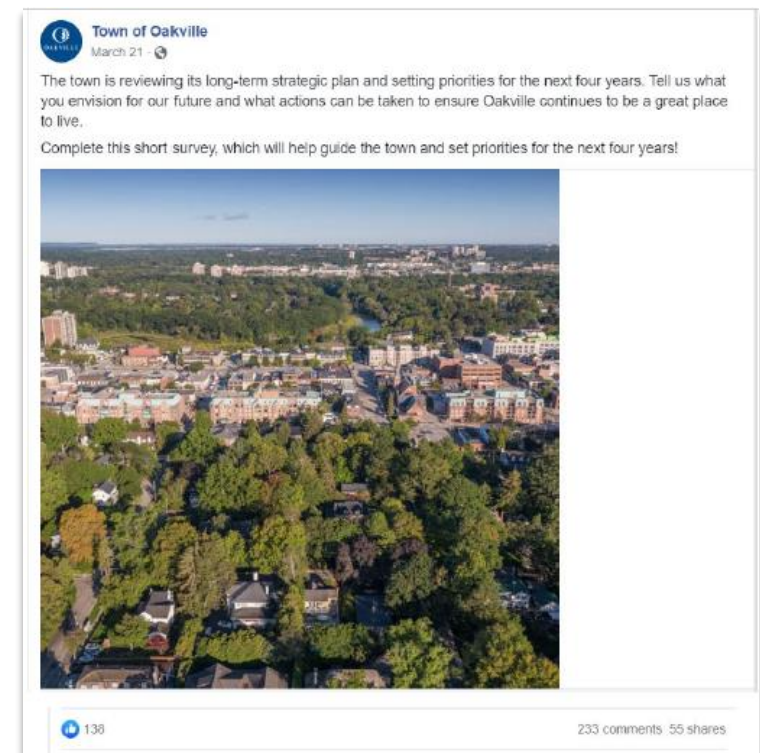
Help shape our goals and priorities!

Share your vision for Oakville's future and what actions can be taken to ensure the town continues to be a great place to live.

Take our online survey or join us at an upcoming community open house.

Visit oakville.ca to learn more.

OAKVILLE



Town of Oakville
March 21

The town is reviewing its long-term strategic plan and setting priorities for the next four years. Tell us what you envision for our future and what actions can be taken to ensure Oakville continues to be a great place to live.

Complete this short survey, which will help guide the town and set priorities for the next four years!

138 likes, 233 comments, 55 shares

Facebook ad campaign name	Age	Gender	Impressions	Reach	Clicks (all)	CTR (all)	Post comments	Post shares
2023 Strategic Plan Public Engagement (2023-03-21 to 2023-04-05)	All	All	132,427	56,048	2,707	2.04%	23	24
	65+	All	30,055	10,800	566	1.88	5	4
		female	17206	5952	336	1.95	2	4
		male	11823	4496	208	1.76	3	
		unknown	1026	352	22	2.14		
	35-44	All	28,688	12,752	681	2.37	3	3
		male	13389	5920	287	2.14	1	1
		female	14542	6544	377	2.59	2	2
		unknown	757	288	17	2.25		
	45-54	All	27,995	11,616	622	2.22	10	
		female	14034	6160	333	2.37	4	
		male	12997	5040	265	2.04	6	
		unknown	964	416	24	2.49		
	55-64	All	27,247	11,296	484	1.78	2	14
		male	12149	4960	201	1.65		11
		unknown	834	288	15	1.80		1
		female	14264	6048	268	1.88	2	2
	25-34	All	13,894	7,248	307	2.21	3	1
		female	6310	3296	143	2.27	1	
		male	7408	3824	155	2.09	1	1
		unknown	176	128	9	5.11	1	
	18-24	All	4,548	2,336	47	1.03		2
		male	2361	1248	23	0.97		
		female	2043	1088	21	1.03		2
		unknown	144	0	3	2.08		

Facebook ad campaign name	Age	Gender	Impressions	Reach	Clicks (all)	CTR (all)	Post comments	Post shares
2023 Strategic Plan (2023-03-21 to 2023-04-10)	All	All	120,154	42,529	7,339	6.11%	109	66
	65+	All	32,982	10,184	2,396	7.26	45	30
		male	11827	3568	691	5.84	10	9
		unknown	1214	448	86	7.08		1
		female	19940	6168	1619	8.12	35	20
	55-64	All	27,555	9,032	1,609	5.84	26	18
		female	15372	5184	1006	6.54	12	15
		male	11326	3664	555	4.90	14	2
		unknown	858	184	48	5.59		1
	45-54	All	25,093	9,248	1,529	6.09	25	8
		female	13564	4904	953	7.03	11	7
		male	10609	4032	521	4.91	14	1
		unknown	920	312	55	5.98		
	35-44	All	20,959	8,056	1,131	5.40	9	5
		female	11712	4408	665	5.68	4	3
		male	8794	3464	444	5.05	5	2
		unknown	453	184	22	4.86		
	25-34	All	10,864	4,752	545	5.02	3	5
		female	5462	2312	281	5.14		1
		male	5250	2352	251	4.78	2	4
		unknown	152	88	13	8.55	1	
	18-24	All	2,701	1,256	129	4.78	1	
		unknown	69	8	7	10.14		
		female	1402	616	66	4.71	1	
		male	1230	632	56	4.55		



Background review

Background review

A strong, aligned policy framework is essential to the Strategic Business Plan's successful implementation. This following section summarizes municipal and regional reports and policy documents in a common themes analysis.

Summary of findings

A detailed review of all relevant municipal and regional reports and documents has been conducted for the Town of Oakville to access the planning and policy context for strategic planning. The documents and policies identified have been analyzed comparatively to uncover areas of thematic overlap – in essence, to find the “common themes” among them.

The following observations are important, as these common themes represent the internal and external policy framework of the Town of Oakville and show their alignment with identified community priorities. The analysis identifies gaps, or where areas of importance may not be reflected in the municipal policy framework. If the gaps continue to be reflected in upcoming research and community engagement, actions will be recommended to align policies with future priorities.

The common threads identified among the policies and documents examined above include:

- Quality of place
- Engaged community
- Effective and accountable government
- Environmental sustainability
- Mobility of people and goods
- Land-use and infrastructure development
- Diversity, equity, and inclusion

Common Themes Analysis

The figure below presents a common threads matrix, showing the association between each theme relative to the documents and resources it has been identified in via a series of check marks. A single check mark (✓) indicates the document or resource has some content relating to the theme, but it is not a primary focus of the document or resource, while a double check mark (✓✓) indicates there is a primary focus on the theme.

Figure 4: Common Themes Analysis

Common Themes	Quality of Place	Engaged Community	Effective and Accountable Government	Environmental Sustainability	Mobility of people and goods	Land-use and infrastructure development	Diversity, Equity, and Inclusion
2016 -2021 Cultural Plan	✓✓	✓		✓			✓✓
2018-2023 Multi-Year Accessibility Plan			✓✓		✓✓		✓✓
2015-2018 Strategic Plan	✓✓		✓✓	✓✓			
2019-2022 Strategic Plan	✓✓	✓✓	✓✓	✓✓	✓✓		✓
2019-2022 Strategic Plan Accomplishments (2022)	✓✓	✓✓	✓✓	✓✓	✓✓		
2020 Conservation and Demand Management Plan			✓✓	✓✓		✓✓	
2023 Proposed Budget and Forecast	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓
Active Transportation Master Plan	✓	✓	✓	✓✓	✓✓	✓✓	✓
Citizen Survey 2022	✓✓	✓✓	✓✓	✓✓	✓✓		
Climate Action: Progress and Directions Report, 2022			✓✓	✓✓			
Climate Emergency Declaration Progress Report, 2021			✓	✓✓		✓✓	
Community Energy Strategy		✓	✓✓	✓✓	✓✓	✓✓	
Community Energy Strategy Implementation Update		✓	✓✓	✓✓			
Council Strategic Plan Refresh, April 2021	✓✓	✓✓	✓✓	✓✓	✓✓		

Common Themes	Quality of Place	Engaged Community	Effective and Accountable Government	Environmental Sustainability	Mobility of people and goods	Land-use and infrastructure development	Diversity, Equity, and Inclusion
Current State Inclusivity Assessment - Summary Report			✓✓				✓✓
Digital Oakville 2022 Plan and Look Ahead		✓✓	✓✓	✓		✓✓	
Economic Development Strategy	✓						
Livable Oakville Plan (Official Plan)	✓✓			✓✓	✓✓	✓✓	
Oakville Annual Report 2019-2020	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓
Oakville Annual Report 2021	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
Oakville Urban Mobility and Transportation Strategy	✓✓			✓✓	✓✓		
Parks, Recreation and Library Facilities Master Plan	✓✓			✓✓		✓✓	
Progress Report on Reduction of Energy Use and Carbon Emissions for the Town of Oakville		✓	✓✓	✓✓		✓✓	
Reserves and Reserves Fund Report			✓✓			✓	
Switching Gears Transportation Master Plan	✓		✓✓	✓✓	✓✓	✓✓	✓✓
Vision 2057	✓✓		✓✓	✓✓	✓	✓	

Document Summaries

The following is a summary of the common themes identified within the documents and resources above. Many of these documents touch on the key themes outlined in the 2019-2022 strategic plan and address them in meaningful ways. Due to this, the key themes of livability, engaged community, accountable government, mobility, and environment make up the vast majority of more recent documents produced by Oakville. The Town's vision of 'Be the most livable town in Canada' is prominent in recent documents and all actions identified strive to achieve this vision.

Quality of Place

Vision 2057 sets the road map for Oakville's future and brings together all of the Town's master plans and other planning initiatives. Plans relevant to the quality of place for Oakville that are included in Vision 2057 include Community Improvement Plans to encourage redevelopment and stimulate investment in targeted areas:

- **Livable by design** – establishment of a “design first” philosophy where new developments are context sensitive and strives to achieve the best outcomes for the community
- **Livable Oakville** – enhancement of the Town's natural, cultural, social and economic environments by ensuring that environmental sustainability, cultural vibrancy, economic prosperity, and social well-being are incorporated into growth and development decisions
- **Midtown Strategy** – encouragement of investment in the area's transformation into a vibrant urban centre for people to live and work
- **New Communities of Oakville** – creation of neighborhoods in new communities of Oakville that are walkable, transit friendly and incorporate natural open spaces, dense urban cores, commercial uses, and employment lands
- **Culture Lives Here: Strategic Directions for Culture** – defining culture for the Town of Oakville and develop a strategic direction for the future
- **Downtown Plan** – exploration of opportunities to create a downtown cultural hub that includes many recreation and cultural facilities and give a sense of place for everyone.
- **2012 Parks, Recreation, and Libraries Master Plan** – recommendations on facility requirements for parks and other public infrastructure and was also included in the Vision 2057 report. This master plan identifies facility needs for the community based on community input and other market-driven factors and provides guidelines for their development or renewal

Engaged Community

Becoming an engaged community was a key area of focus of the previous 2019-2022 Town of Oakville Strategic Plan. The primary goal associated with this theme was to 'foster a community environment that engages residents of all ages, abilities and backgrounds. Contributing to the success of the goal were objectives to 'engage the community in local government', 'provide recreational and cultural events and spaces to promote a shared community experience', and 'provide effective licensing and enforcement framework to maintain community safety, protection and enjoyment'. Many tangible actions were identified as part of each objective to support the overall goal.

The 2021 Town of Oakville Annual Report highlighted many of the areas the Town had seen success in implementing its goal. This included showing support for LGBTQ2+ community members during Pride Month and implementation of physical gestures of support, honoring Truth and Reconciliation with programming to offer insights into the perspectives and experiences of Indigenous peoples, providing more amenities for sports and recreation through advancing infrastructure projects, among many other actions taken to support engaging the community in a positive manner.

Many other documents that were reviewed as part of this background review included comprehensive community engagement when determining strategic priorities and actions to take. This overarching commitment to community engagement highlights Oakville's commitment to providing transparency in the work that is accomplished and builds trust within the community to build their community for everyone.

Effective and Accountable Government

Becoming an accountable government was a key area of focus of the previous 2019-2022 Town of Oakville Strategic Plan. The primary goal associated with this theme was to 'inspire public confidence through open, accountable and efficient delivery of government services. Contributing to the success of the goal were objectives to 'lead in providing open and accountable government', 'ensure long-term fiscal sustainability of the town while respecting the impact of decisions on taxpayers', and 'support a culture of continuous improvement and innovation to enhance cost-effective delivery of town programs and services. Many tangible actions were identified as part of each objective to support the overall goal.

The Town of Oakville has committed dollars in its 2023 budget to address the five key areas of the previous strategic plan. Spending for accountable government initiatives include hardware/software replacements for the town, replacing the card access security system,

modernization of the delivery of building permit and inspection services, establishment of an enterprise payment program, and strategy development for land acquisition and disposition.

Environmental Sustainability

In June 2019, Oakville Town Council declared a climate emergency and directed staff to report annually on climate change actions and update the climate change strategy to address six critical components of climate change within the town's control. These six actions are:

- Address the operations of the corporation and the public of the municipality.
- Identify the public's role in the climate crisis and the actions the community can do to fight climate change.
- Embed a climate crisis lens into the town's asset management program.
- Incorporate climate change crisis policies into Livable Oakville, the town's official plan.
- Increase action and ambition for the town's climate change crisis-related activities.
- Include performance metrics to track progress and timelines for achieving key deliverables/major milestones, and a strategy to report back publicly on progress of municipal and public efforts.

The latest **2022 Climate Action: Progress and Directions** report update discusses the progress made for mitigation strategies (Progressing well), adaptation actions (In progress), actions to support the natural environment (In progress), and foundational supports (Needs work). The continued tracking of initiatives undertaken to support environmental sustainability will continue to set the town up for success as it looks to attract environmental conscience citizens.

The **Community Energy Strategy** is a document that is developed as a direct result from the declaration of the climate emergency and brings together municipal and regional partners to achieve goals for the town. The goals are to increase energy efficiency by at least 40% by 2041, reduce greenhouse gas emissions by at least 50% by 2041, and return at least \$7 billion in energy cost savings to the community by 2041.

Mobility of People and Goods

Oakville's **Transportation Master Plan** is a strategic plan developed by the city that looks at all modes of transportation in the city and provides a guide to develop practical, sustainable, and long-term plans for the town's transportation system. This plan has a number of growth objectives centered around environmental sustainability, economic and financial sustainability, community and cultural sustainability, and planned growth.

The **Active Transportation Master Plan (ATMP)** is a step further than the Transportation Master Plan and focuses solely on improving the Town's walking and cycling infrastructure programs and initiatives. This document supports the Town's vision statement of 'Be the Most Livable Town in Canada', by creating a supportive ecosystem that encourages active transportation for both utilitarian and recreational travel. This plan also helps address environmental sustainability as it develops solutions that will motivate the community to switch to more environmentally sustainable transportation options.

Land-use and infrastructure development

Land-use planning for residential, mixed-use, commercial, and employment areas are crucial for municipalities as it provides a clear path for how land can be used and enjoyed by residents and businesses. The **Official Plan for Oakville** states that "The Town will continue to work directly with the Region to provide opportunities for housing for a wide array of socio-economic groups and those with differing physical needs using all available planning mechanisms and tools to develop a housing strategy...".

The Official plan also identifies how intensification of residential land can occur in low, medium, or high-density designated areas. From the Official Plan, mixed-use development will be focused on lands located within Oakville's Growth Areas and along identified corridors. It is identified that commercial designations in the Town are generally sufficient for the current and future growth of the Town, and policies from the Official Plan relate more to the form and function of these areas. A key policy of the town as it relates to employment areas is to provide a balance of population in and employment in the town in order to maximize the opportunity for residents to work in Oakville, to maintain a health tax base and to achieve the goal of a balance and complete community. To support this, it is encouraged for intensification of employment lands throughout the town.

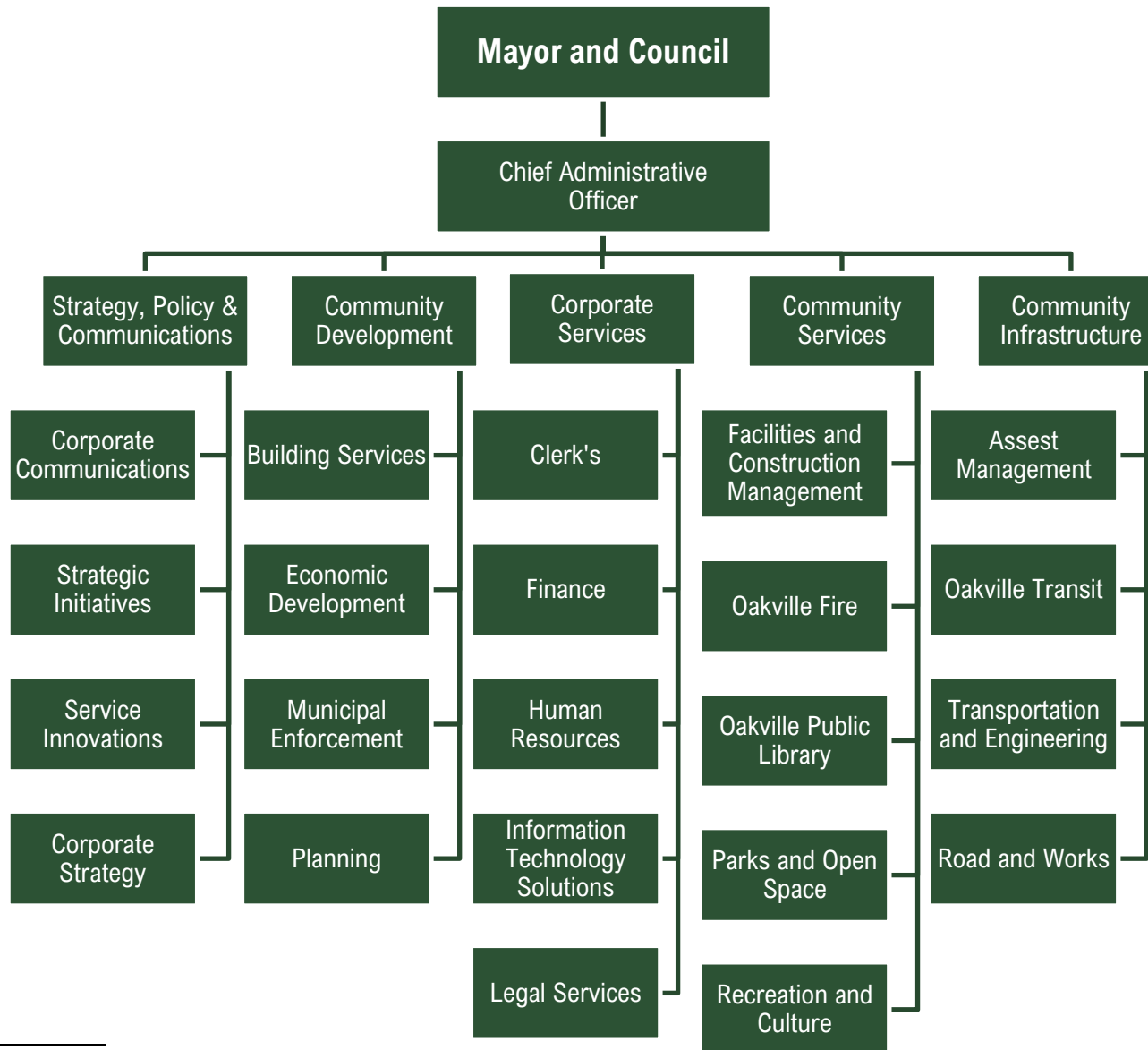
Infrastructure development was also a key topic that came up through many of the documents reviewed. Infrastructure was discussed as it related to environmental sustainability, the development of cultural and recreation amenities, and transportation infrastructure. The 2023 Proposed budget identified dollar amounts for approved infrastructure projects that align with Oakville's 2019-2022 Strategic Plan.

Diversity, Equity, and Inclusion

The Town of Oakville engaged CCDI to conduct a **Current State Inclusivity Assessment** for 2022. This report found that the Town has prioritized inclusion, diversity, equity, and accessibility by investing time and resources into various programs throughout the Town. Staff were engaged in some training opportunities such as lunch and learn events and corporate staff inclusion groups. This report also found several opportunity areas for the town to address attitudinal barriers to requesting and using workplace accommodation and supports, strengthening and building trust in the conflict resolution process, and to improve talent management practices to ensure equitable opportunities for persons of all identities, among others.

The **2018-2023 Multi-Year Accessibility Plan** for the Town of Oakville provides a road map for accessibility in the Town and outline actions that must be taken to meet requirements under the *Accessibility for Ontarians with Disabilities Act*. This plan outlines actions for the following service areas of the Town; customer service; information and communications, employment, transportation, and the design of public spaces.

Organizational structure¹



¹ Town of Oakville, *Annual Report, 2021, 2022*.

Strategy, Policy and Communications

SPC provides high quality strategic advice, communications and customer service programs that engage and inform the community, our stakeholders and employees. The combined budget for this CAO and SPC is about \$6.1 million.

Community Development

Community Development creates a safe, vibrant, and inclusive community through the areas of planning, building, municipal enforcement, and economic development.² The 2023 capital budget for this service area is \$8,901,300.³

Corporate Services

Corporate Services is responsible for the effective and efficient use of town resources and is responsible for legal, clerk's, human resources, finance, and information technology solutions.⁴ The 2023 capital budget for this service area is \$6,375,300.⁵

Community Services

Community Services delivers services and programs to improve the daily life of town residents in the areas of recreation and culture, libraries, parks and open space, fire services, and facilities management.⁶ The 2023 capital budget for this service area is \$61,044,200.⁷

Community Infrastructure

Community Infrastructure provides safe and sustainable transportation, storm water and natural infrastructure for the Town of Oakville and is responsible for the areas of transportation and engineering, roads and works, transit, and corporate asset management.⁸ The 2023 capital budget for this service area is \$75,793,100.⁹

² *Annual Report, 2021.*

³ *2023 Budget and Business Plans, 2022.*

⁴ *Annual Report, 2021, 2022.*

⁵ *2023 Budget and Business Plans, 2022.*

⁶ *Annual Report, 2021, 2022.*

⁷ *2023 Budget and Business Plans, 2022.*

⁸ *Annual Report, 2021, 2022.*

⁹ *2023 Budget and Business Plans, 2022.*



www.deloitte.ca

About Deloitte

Deloitte provides audit and assurance, consulting, financial advisory, risk advisory, tax, and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries and territories bringing world-class capabilities, insights, and service to address clients' most complex business challenges. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited. Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Our global Purpose is making an impact that matters. At Deloitte Canada, that translates into building a better future by accelerating and expanding access to knowledge. We believe we can achieve this Purpose by living our shared values to lead the way, serve with integrity, take care of each other, foster inclusion, and collaborate for measurable impact.

To learn more about Deloitte's approximately 330,000 professionals, over 11,000 of whom are part of the Canadian firm, please connect with us on [LinkedIn](#), [Twitter](#), [Instagram](#), or [Facebook](#).