



REPORT

Council

Meeting Date: June 19, 2023

FROM: Strategy, Policy and Communications Department

DATE: June 6, 2023

SUBJECT: **Town of Oakville Council Strategic Plan and 2023–2026 Action Plan**

LOCATION: Town Hall

WARD: Town-wide

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RECOMMENDATION:

That staff report back to Council on July 11, 2023, with a final Town of Oakville Council Strategic Plan and 2023–2026 Action Plan incorporating comments received from Council at the June 19, 2023, Council meeting and any further comments received from the public as of June 30, 2023.

KEY FACTS:

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

- On May 17, 2023, Council endorsed in principle the vision, mission, guiding principles and strategic priorities.
- This report for the Council meeting on June 19, 2023, includes updated strategic objectives along with proposed key community indicators and a draft Action Plan for this term of Council.
- There is a final opportunity for the public to provide feedback on the draft Strategic Plan until June 30, 2023. The final Strategic Plan will be presented for Council approval on July 11, 2023.

BACKGROUND:

Establishing a long-term vision, strategic plan and four-year action 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.

A comprehensive approach has been undertaken to develop an updated long-term vision, strategic plan and associated four-year action plan, including integrating innovative opportunities to integrate learnings and best practices from other jurisdictions.

To support this work, staff engaged Deloitte LLP, who was selected through a competitive request for proposals process. Deloitte is a well-known leader in public and private sectors globally with expertise in visioning, strategic planning, public sector market research, continuous improvement and innovation, and engagement.

To date, there have been four Council meetings related to strategic planning: a primer session on March 7, 2023; Greenhouse experience session on March 31, 2023; Strategic Planning Session #1 on April 27, 2023; and Strategic Planning Session #2 on May 17, 2023.

In addition, there has been:

- Extensive [stakeholder engagement and community consultation](#) to gather input and ensure the strategic plan is reflective of what the community sees for the future.
- A [global scan](#) that followed research on municipal global trends via subject matter experts on topics such as municipal service delivery, human centred design, and the use of technology, with commentary and case studies.
- A [community profile of Oakville](#) that provided a snapshot of the socio-economic profile of the town and information on key patterns of change and trends identified in relation to demographics, quality of place, employment, and business characteristics variables.

At the Special Council Meeting on May 17, 2023 (Strategic Planning Session #2), Council received a summary of the engagement, global scan and Oakville profile ([staff report](#)) with a [draft Strategic Plan framework](#) for consideration, discussion, evaluation of options, and endorsement in principle. The draft Strategic Plan framework included options on the following updated elements for the Town of Oakville:

- Vision
- Mission
- Guiding Principles
- Strategic Priorities, and
- Strategic Objectives.

At Strategic Planning Session #2, Deloitte received feedback and comments from Council on the framework. Council endorsed the framework in principle, subject to additional Council input and community and stakeholder feedback to be provided directly to Deloitte via email, with a view to returning to Council with an updated draft at the Council meeting on June 19, 2023.

Halton Region – Strategic Business Plan

For additional context, staff also note that Halton Regional Council and regional staff have been drafting a [Strategic Business Plan](#) for Halton Region. The Region’s draft plan and [Consultation Document](#) highlight four strategic themes for 2023–2026:

- *Community well-being*: “focuses on collaborating with partners to deliver the programs, services and supports that the community needs to be safe and healthy.”
- *Infrastructure and growth*: “focuses on ensuring that the necessary infrastructure and services are in place to maintain the high quality of life as the Region continues to grow. It also focuses on investing to optimize the transportation network options and maintain infrastructure in a state-of-good repair”
- *Climate change and the environment*: “focuses on reducing our collective carbon footprint to mitigate the impacts of climate change”
- *Excellence in government*: “focuses on transforming service delivery through innovation and our commitment to strong financial management, Truth and Reconciliation and being an employer of choice”

COMMENT/OPTIONS:

The full draft of the new Town of Oakville Council Strategic Plan and 2023–2026 Action Plan (the “draft Strategic Plan”) is ready for a final opportunity for public review.

Any feedback received to date has been incorporated into this version of the draft Strategic Plan.

The draft Strategic Plan is provided in Appendix A, with the following key elements.

Vision

- A vibrant and livable community for all

Mission

- Serving the community in a responsible, inclusive way, dedicated to building economic, social, and environmental sustainability.

Guiding Principles

Guiding principles provide a broad philosophy that encompasses the values of the Town of Oakville. They extend beyond the life of the strategic plan and ground strategy and delivery. These values also serve as a lens through which to evaluate

all decisions. They support the development of a culture where everyone understands what is important.

- *Leadership*: Striving to innovate and set a positive example
- *Inclusivity*: Creating a welcoming and inclusive community
- *Excellence*: Committing to quality in the delivery of public services to residents and businesses
- *Sustainability*: Acting on environmental sustainability and natural spaces
- *Quality of life*: Providing vibrant culture, heritage and community amenities for all stages of life
- *Fiscal responsibility*: Making decisions driven by economic sustainability

Strategic Priorities and Objectives

Strategic priorities are based on the vision, purpose, and guiding principles, designed to connect vision with action. They guide specific deliverables and community metrics and are enacted through municipal policy and departmental plans. The collective aspirations of the Town of Oakville's Council, leadership, residents, businesses, and community stakeholders are reflected in the four strategic priority areas of growth management, community belonging, environmental sustainability, and accountable government, with corresponding strategic objectives for each:

- **Growth Management** - Managing growth for a vibrant local economy, meeting infrastructure needs and ensuring we have complete communities and efficient mobility across the town
 - *Complete and Connected Communities*: Managing the development of safe, active, and connected communities with places to live, work, and play for all
 - *Infrastructure*: Ensuring infrastructure meets the needs of the growing community
 - *Economic Development*: Promoting employment growth and the long-term vibrancy of the economy
 - *Transportation*: Balancing safety, mobility, and environmental goals
- **Community Belonging** - Enhancing community belonging to ensure all residents are invited to engage in a fulfilling community life that is built to support wellbeing
 - *Inclusion and Belonging*: Planning and delivering services and programs so that all people are served equitably
 - *Engaging Residents*: Providing opportunities for all residents to participate and engage in community life

- **Environmental Sustainability:** Ensuring environmental sustainability to meet future needs related to greenspaces, natural areas, and act on climate change mitigation and adaptation
 - *Greenspace, Parks and Trails:* Integrating greenspaces and parks throughout our community, and conserve and enhance natural areas
 - *Climate Change Mitigation:* Minimizing the impact that the town has on climate change
 - *Climate Change Adaptation:* Identifying and managing environmental risks and build resiliency in our infrastructure and services

- **Accountable Government** - Providing accountable government for excellence in service delivery and responsible management of resources
 - *Service Excellence:* Reviewing and continuously improving service delivery
 - *Financial Management:* Ensuring responsible budgeting and sound long-term financial planning
 - *People Management:* Developing a diverse, talented, engaged, and appropriately resourced municipal workforce

Key Community Indicators

For each of the four strategic priority areas in Appendix A, key community indicators (KCIs) have also been identified that will ensure a robust measurement framework is in place to promote accountability, transparency, and civic engagement. These KCIs will be aligned to relevant provincial, national, and international standards, when possible. The KCIs will continue to be reported on annually, as well as via a dashboard that is to be developed on the Town of Oakville website.

Action Plan

For each of the four strategic priority areas in Appendix A, specific actions and initiatives have also been identified for the 2023–2026 term of Council. The Action Plan can be found on p. 14 of Appendix A.

Next Steps

- Until June 30, 2023: there will be a formal two-week review period for additional Council and public input and feedback, which can be provided via email to Sarah Lewis, Deloitte, sarlewis@deloitte.ca .

- July 11, 2023, Council Meeting: At this public meeting, the final updated plan will be presented to Council for approval. This final plan will be shared via a staff report on the July Council addendum, to accommodate the public consultation period. Communications about the final plan will follow Council's approval.

CONSIDERATIONS:

(A) PUBLIC

The draft Town of Oakville Council Strategic Plan and 2023–2026 Action Plan follows broad engagement through several inputs including the 2022 Citizen Survey and community engagement, including open houses, focus groups, interviews, and online/telephone/intercept surveys.

(B) FINANCIAL

Council's long-term vision and four-year action plan provides direction to assist in financial decision-making. The long-range financial forecast and the annual budgeting process will be fully aligned with Council's 2023–2026 goals.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

Council's long-term vision and four-year action plan influences every department across the organization. Departmental work plans and budgets will reflect strategic directions established by Council and results will be reported through annual departmental business plans and the budgeting process. All reports to Council will align with Council's 2023–2026 goals.

(D) CORPORATE STRATEGIC GOALS

This report addresses the corporate strategic goal(s) to:
Be accountable in everything we do, foster an engaged community and to continuously improve our programs and services. Council's long-term vision and four-year action plan drives decision-making for the entire corporation.

(E) CLIMATE CHANGE/ACTION

As a foundational strategic item affecting the entire corporation, the Town of Oakville Council Strategic Plan and 2023–2026 Action Plan addresses a number of objectives, initiatives, and actions that will help the town and community adapt to and mitigate the effects of climate change. Climate action considerations, goals, and commitments have been embedded in all areas of strategy development, including decision-making, prioritizing, visioning, and others.

APPENDICES:

Appendix A – Town of Oakville Council Strategic Plan and 2023–2026 Action Plan

Prepared by:

Swaraj Mann, Manager – Corporate Strategy

Recommended by and Submitted by:

Julie Clarke, Director – Strategy, Policy and Communications