



REPORT

Council

Meeting Date: July 11, 2023

FROM: Strategy, Policy and Communications Department

DATE: July 4, 2023

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

LOCATION: Town-wide

WARD: Town-wide

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RECOMMENDATION:

That the Town of Oakville Council Strategic Plan and 2023–2026 Action Plan be approved.

KEY FACTS:

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

- The development of the Town of Oakville Council Strategic Plan and 2023–2026 Action Plan (“the Strategic Plan”), has included extensive engagement and best practice research which began in January and has included multiple Council meetings related to strategic planning; extensive stakeholder engagement and community consultation; a global scan of research on municipal trends and best practices; and a community profile of Oakville.
- On May 17, 2023, Council endorsed in principle the vision, mission, guiding principles, and strategic priorities and objectives for the Strategic Plan, with the public invited to provide feedback on these elements.
- On June 19, 2023, Council provided comments on a draft Strategic Plan, which included updated strategic objectives, proposed key community indicators, and a draft Action Plan.
- The public was provided a final opportunity to provide feedback on the draft Strategic Plan until June 30, 2023. Comments received were reviewed and incorporated into the Strategic Plan and/or directed to individual departments for feedback, awareness, or actioning, as appropriate.

- This report brings forward in Appendix A the final Town of Oakville Council Strategic Plan and 2023–2026 Action Plan for approval, with updates based on Council and public feedback.
- Upon approval, staff will support implementation of the Strategic Plan, including through internal and external rollout and communications, and report annually on progress.

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 the updated Town of Oakville Council Strategic Plan and 2023 – 2026 Action Plan (“the Strategic 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.

May 17, 2023 Council Meeting

At the Council meeting on May 17, 2023, Council endorsed in principle the vision, mission, guiding principles, and strategic priorities and objectives for the Strategic Plan, with the public invited to provide feedback on these elements at that time.

June 19, 2023, Council Meeting

At the Council meeting on June 19, 2023, Council reviewed and provided comments on a draft version of the Strategic Plan, which included updated strategic objectives, proposed key community indicators, and a draft Action Plan.

The staff [report](#) also provided a summary of: the previous Council meetings related to strategic planning; the extensive [stakeholder engagement and community consultation](#); the [global scan](#) on municipal trends and best practices; the [community profile](#) of Oakville; and the draft [Strategic Business Plan](#) for Halton Region.

Council directed staff to report back at the July 11, 2023, Council meeting with the final Strategic Plan, incorporating comments received from Council and the public as of June 30, 2023.

COMMENT/OPTIONS:Strategic Plan

The final Strategic Plan is included in Appendix A for approval. Comments received from the public were reviewed and incorporated into the Strategic Plan and/or directed to individual departments for feedback, awareness, or actioning, as appropriate. Appendix B includes a chart summarizing the comments.

Key Community Indicators

For each of the four strategic priority areas in Appendix A, key community indicators have been identified that will ensure a robust measurement framework is in place to promote accountability, transparency, and civic engagement. These indicators are aligned to relevant provincial, national, and international standards, where possible. The indicators will be further developed with targets and/or directional indications that will help track trends over time. The indicators will continue to be reported on annually, depending on the nature of individual indicators and any limits related to data gathering—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.18 of Appendix A.

Next Steps

- Following this Council meeting, staff will support implementation of the Strategic Plan, including through the following:
 - Internal rollout, including communications about all elements of the Strategic Plan, so staff can develop departmental work plans, allocate resources accordingly for the successful execution of the Action Plan, align the long-range financial forecast and the annual budgeting process, and integrate the strategy into both the day-to-day and longer-term work of the organization. Updates will also be made on the website, social media, templates, and other areas that reference the elements of the Strategic Plan, such as the updated vision, mission, and strategic priorities and objectives.
 - External rollout, including communications with stakeholders and the community about the elements of the Strategic Plan, including the updated vision, strategic priorities and objectives, and anticipated outcomes of the Action Plan.
- Staff will report annually on progress related to the Strategic Plan.

CONSIDERATIONS:

(A) PUBLIC

The 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
Appendix B – Public comments on draft plan, June 19-30

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Recommended by and Submitted by:

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