



Town of Oakville Council Strategic Plan and 2023-2026 Action Plan

JULY 2023



# Table of Contents

Executive summary	4
Engagement	6
Vision	9
Mission	9
Guiding principles	10
Strategic priorities	11
Community indicators	16
Action Plan 2023-2026	18

# Executive Summary

## Executive summary

The Town of Oakville Council Strategic Plan is a guiding document demonstrating Council's commitment to building the community of Oakville towards the vision of **a vibrant and livable community for all**. The vision for the town is an expression of the community's desired future state.

Council's strategic plan will build Oakville's vibrancy while retaining the character of the community as Oakville continues to grow and remains a highly desirable place to live, a recognized national leader in offering quality of life to residents. The town's mission statement tells us how the vision will be accomplished. Oakville's mission statement is **servicing the community in a responsible, inclusive way, dedicated to building environmental, social, and economic sustainability**. The mission speaks to Council's commitments to inclusion and sustainable management practices.

The strategy development was designed to be comprehensive, inclusive, and transparent. Engagement was completed over the course of a five-month period and included connecting with Council, staff, and the community. Community consultations offered local partners and residents the opportunity to share experiences, knowledge, and aspirations. More than 3,000 residents were engaged to share specific ideas for shaping the strategic plan.

In addition to engagement, the strategic planning process included a review of key plans and strategies, and the development of a community profile based on a variety of socio-economic factors and demographic data. As a result of the process, a series of foundational statements, strategic priorities, objectives, and actions were prepared.

This strategic plan serves as a roadmap for the new term of Council to guide decisions, planning and budgeting for the next four years. The 2023-2026 Council Strategic Plan is Council's commitment to advancing town priorities, strengthening municipal operations, and dedicating resources toward achieving Oakville's vision.

# Town of Oakville Council Strategic Plan

**VISION**                    **A vibrant and livable community for all**

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

**STRATEGIC PRIORITIES**

**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
- Infrastructure
- Economic Development
- Transportation

**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
- Climate change mitigation
- Climate change adaptation

**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
- Engaging residents

**Accountable Government**

Providing accountable government for excellence in service delivery and responsible management of resources

- Service excellence
- Financial management
- People management

## Engagement

Development of the Town of Oakville's Council Strategic Plan and 2023-2026 Action Plan included broad engagement with community groups, organizations, and individuals, research on municipal global trends, and background research to understand community context. More than 3,000 people participated in engagement opportunities that were offered through in-person, telephone, and online options.



A **community survey** was conducted by telephone randomly targeting residents from the town's general population and through an online survey.

**Open houses** were held in community centres in each of Oakville's wards. Residents who attended the sessions had conversations with Council members, Town Hall staff, and Deloitte consultants.

Interviews and focus groups were conducted with individuals representing a broad range of **stakeholder organizations**.

**Mayor and Council** participated in individual interviews and a facilitated visioning exercise to identify factors and trends that might impact Oakville's future and how to prepare for growth.

Deloitte's **subject matter experts** provided input on global trends in municipal service delivery, human centred design, and use of technology to support growing, diverse communities.

**Four planning sessions** were held with Council and with the Senior Leadership Team to review engagement findings and align on priorities and potential initiatives based on the emerging themes.

**The most common themes that emerged across every engagement channel relate to sustainability** – that is, how can Oakville support and benefit from growth while mitigating potential negative effects on the social, environmental, and cultural aspects of the community?

**Oakville is committed to equity, diversity, and inclusion (EDI).** Equity-deserving groups include women, Indigenous people, people with disabilities, racialized people, and people of the 2SLGBTQ+ community. Awareness of potential barriers that equity-deserving groups face helps Council make better decisions to ensure that community members can engage fully in community life.

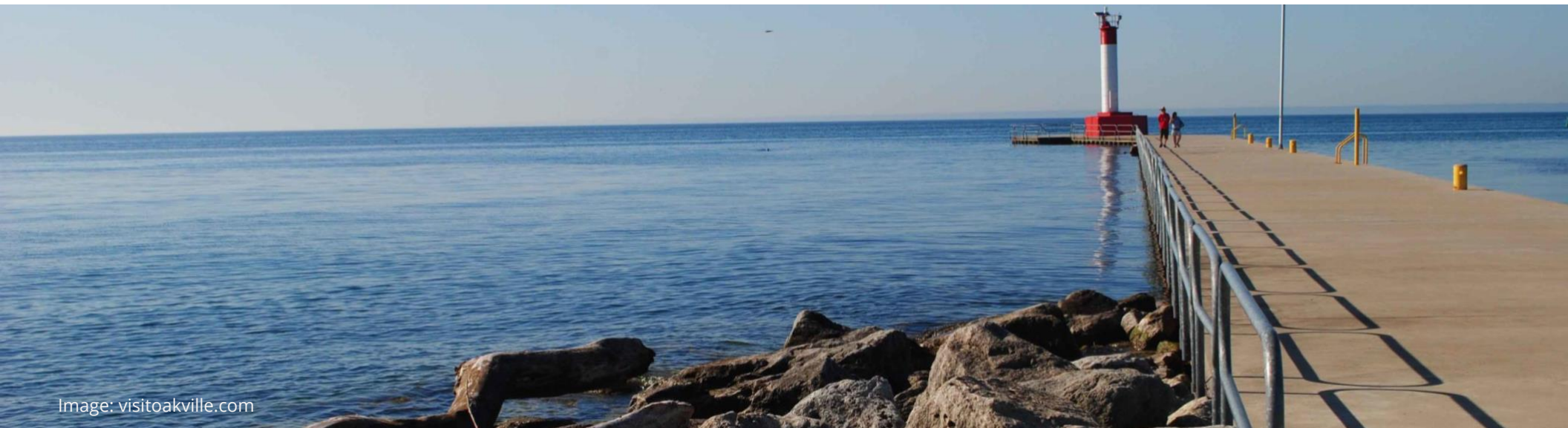
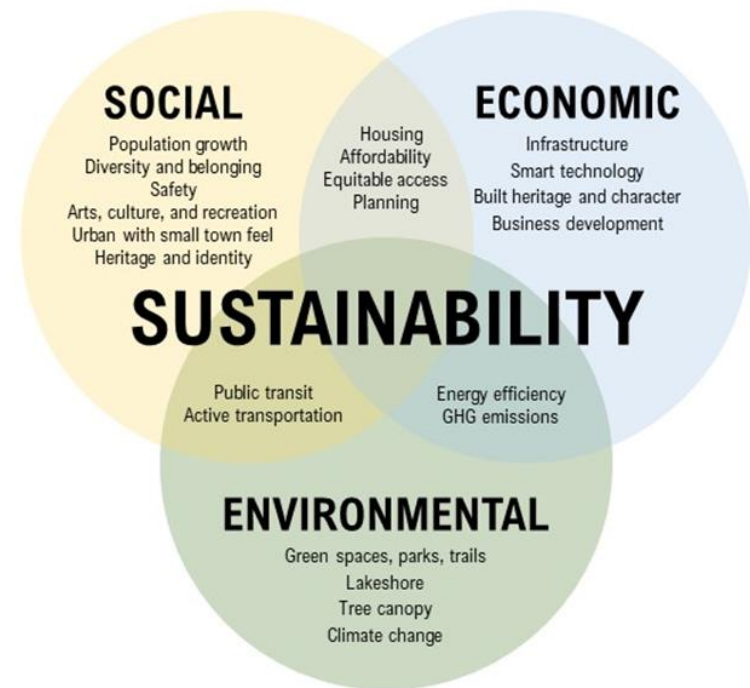


Image: visitoakville.com

# Town of Oakville Council Strategic Plan





Image: visitoakville.com

## Vision

The vision statement for an organization is an aspirational description of what the community would like to achieve or accomplish in the mid-to long-term future. It provides a clear guide for choosing current and future courses of action. The vision for the Town of Oakville is:

### **A vibrant and livable community for all**

While “livable” reflects the desire for a community where people of all ages and abilities can have a place to call home, “vibrant” speaks to a future that is active, beautiful, and full of life, a place of art and culture.

The small shift from “town” in Oakville’s previous vision statement to “community” reflects the pride that Oakville residents feel when they think about their close-knit neighbourhoods, and the importance of sustaining this feeling as the town grows and welcomes new residents.

Finally, the vision is “for all” reflecting the importance of ensuring the diverse perspectives and needs of residents are part of the future of Oakville. The importance of unity and diversity were consistent themes throughout engagement.

## Mission

The mission statement for an organization outlines the organization’s reason for being. It answers the following questions: What is the organization? Why does it exist? Who are the primary customers? What are the products and services? The mission statement for the Town of Oakville is:

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

## Guiding principles

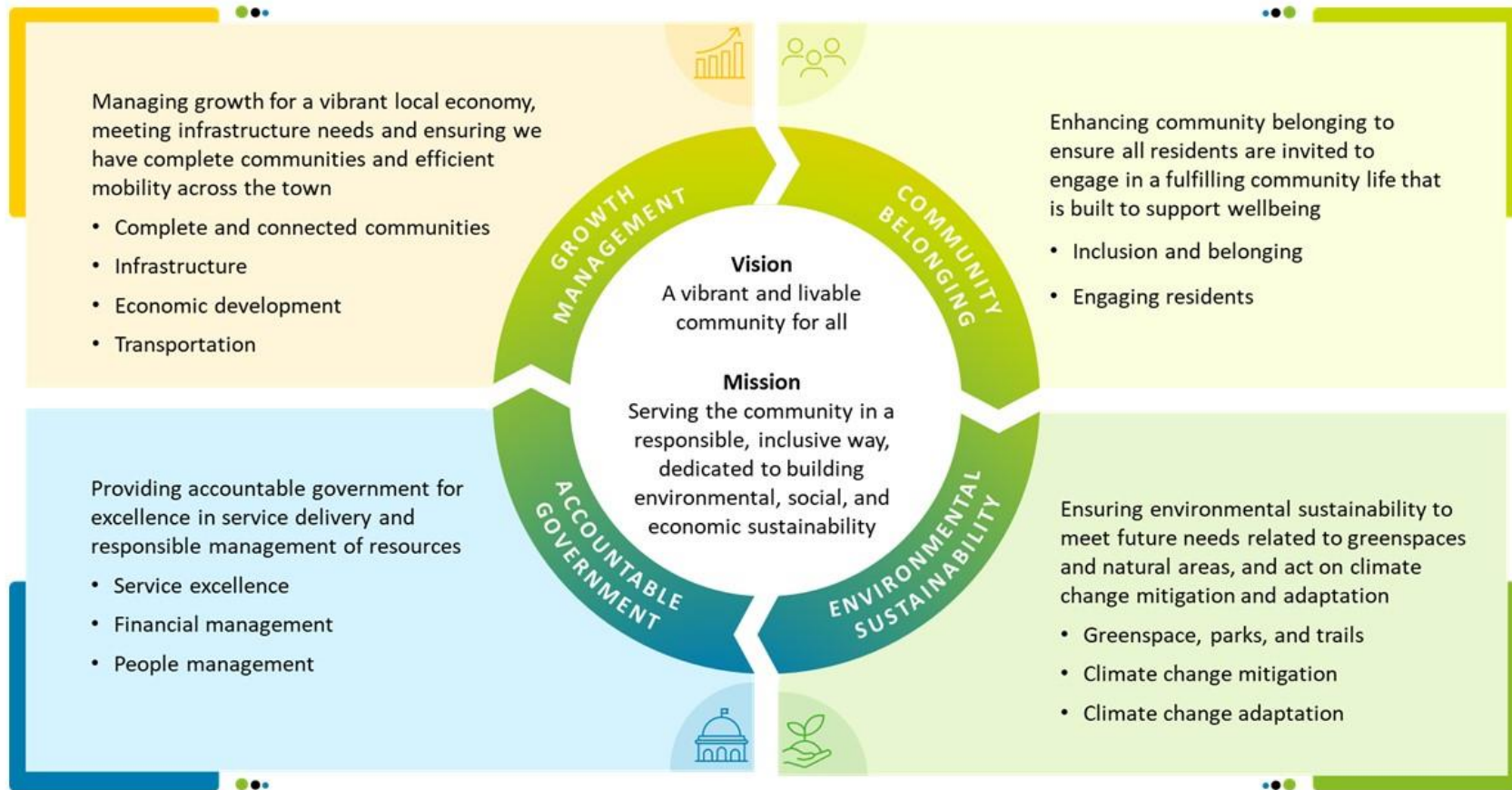
Guiding principles provide a broad philosophy that encompasses the values of the Town of Oakville. They extend beyond the life of the strategic plan and ground strategy design and delivery. These values also serve as a lens through which to evaluate all decisions. They support the development of a culture where everyone understands what is important.



## 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 performance metrics and are enacted through municipal policy and departmental plans. The collective aspirations of Town of Oakville's Council, leadership, residents, businesses, and stakeholders are reflected in the four strategic priority areas of growth management, community belonging, environmental sustainability, and accountable government.

Strategic objectives outline the goals of the strategic plan and identify what will be accomplished in each strategic priority area over the life of the plan. On the following pages, each strategic priority is described in detail, including the related objectives.



## STRATEGIC PRIORITY

# GROWTH MANAGEMENT

Managing growth for a vibrant local economy, meeting infrastructure needs and ensuring we have complete communities and efficient mobility across the town

## STRATEGIC OBJECTIVES

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Complete and Connected Communities	<p>We will manage the development of safe, active, and connected communities with places to live, work, and play for all by:</p> <ul style="list-style-type: none"><li>• Supporting housing developments that are livable and attainable through a range of housing options, in alignment with the Official Plan and Zoning Bylaw</li><li>• Planning complete mixed-use communities with access to greenspace, retail, schools, libraries, recreation spaces, community centres, and transit hubs</li><li>• Implementing urban design and traffic management principles to promote walkability and pedestrian safety</li><li>• Conserving our built heritage to respect our history and sustain a “small town feeling”</li></ul>
Infrastructure	<p>We will ensure infrastructure meets the needs of the growing community by:</p> <ul style="list-style-type: none"><li>• Implementing public works infrastructure to prepare for projected demand</li><li>• Upgrading, expanding, and constructing parks, recreation, and culture facilities and libraries so they meet current and future needs in all areas of the town</li><li>• Implementing future-ready infrastructure, technology, and policies</li></ul>
Economic Development	<p>We will promote employment growth and the long-term vibrancy of the economy by:</p> <ul style="list-style-type: none"><li>• Leveraging Oakville’s strengths to attract employers and remote workers</li><li>• Providing support and resources to strengthen business retention and growth</li><li>• Enhancing the capacity of partners to cultivate vibrant commercial districts and activate community spaces</li></ul>
Transportation	<p>We will manage safety, mobility, and environmental goals by:</p> <ul style="list-style-type: none"><li>• Improving ease of movement of people and goods to minimize traffic congestion</li><li>• Enhancing mobility through improvements to diverse and more sustainable modes of travel, such as by foot, cycle, and transit.</li><li>• Implementing neighbourhood traffic safety measures</li></ul>

STRATEGIC PRIORITY

# COMMUNITY BELONGING

Enhancing community belonging to ensure all residents are invited to engage in a fulfilling community life that is built to support wellbeing

STRATEGIC OBJECTIVES

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Inclusion and Belonging

We will plan and deliver services and programs so that all people are served equitably by:

- Delivering recreational programs that reflect the demographic profile of the town with attention to youth, seniors, and other equity deserving groups
  - Supporting events to reflect and celebrate cultural diversity, engage all age groups, and consider accessibility barriers
- 

Engaging Residents

We will provide opportunities for all residents to participate and engage in community life by:

- Consulting, collaborating, and engaging with residents and community organizations
  - Enhancing partner-led programming in municipal facilities and public spaces
-

STRATEGIC PRIORITY

# ENVIRONMENTAL SUSTAINABILITY

Ensuring environmental sustainability to meet future needs related to greenspaces, natural areas, and act on climate change mitigation and adaptation

STRATEGIC OBJECTIVES

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<p>Greenspace, Parks, and Trails</p>	<p>We will integrate greenspaces and parks throughout our community, and conserve and enhance natural areas by:</p> <ul style="list-style-type: none"><li>• Protecting environmental features and maintaining green corridors to connect natural areas</li><li>• Acquiring and protecting parkland to enhance outdoor recreational activities</li><li>• Adding to our trail network to enable residents to connect to natural spaces</li></ul>
<p>Climate Change Mitigation</p>	<p>We will minimize the impact that the town has on climate change by:</p> <ul style="list-style-type: none"><li>• Incorporating climate mitigation and adaptation planning into policy, operational procedures, and risk management across all department areas</li><li>• Reducing greenhouse gas (GHG) emissions and conserving energy across municipal facilities and operations</li><li>• Supporting community energy efficiency and GHG emission reduction initiatives</li></ul>
<p>Climate Change Adaptation</p>	<p>We will identify and manage environmental risks and build resiliency in our infrastructure and services by:</p> <ul style="list-style-type: none"><li>• Understanding potential vulnerabilities and ensuring resiliency of natural and built assets in the face of more frequent and severe extreme weather events</li><li>• Promoting environmental stewardship to protect resources and natural areas from effects of climate change</li></ul>

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STRATEGIC PRIORITY

# ACCOUNTABLE GOVERNMENT

Providing accountable government for excellence in service delivery and responsible management of resources

STRATEGIC OBJECTIVES

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Service Excellence

We will support data-driven innovation and continually improve service delivery by:

- Exploring solutions, including digital services, that increase efficiency and scalability of services
  - Implementing diversity, equity, and inclusion initiatives across all service delivery areas
  - Developing mechanisms to ensure a continual improvement of organizational performance and service delivery
- 

Financial Management

We will ensure responsible budgeting and sound long-term financial planning by:

- Identifying and implementing new non-tax revenue generation tools to manage costs of growth-related infrastructure
  - Prioritizing infrastructure needs and investments to ensure service levels of Asset Management Program reflect financial capabilities
  - Securing provincial and federal funding for infrastructure needs
  - Advocating for provincial action on town priorities, including attainable housing, public transportation infrastructure, and the electricity grid, and that growth continues to pay for growth
- 

People Management

We will develop a diverse, talented, engaged and appropriately resourced municipal workforce by:

- Building skills and experience in areas of strategic importance
  - Recruiting, retaining, and training staff that is reflective of the community to maintain municipal service delivery standards
  - Developing succession plans for municipal leadership
-

## Community indicators

Community indicators represent the shared role that Council, town staff, and the community have in working towards the achievement of the town's vision. These indicators are measurements of the action plan's impact, with progress reporting at specific intervals. They are the foundation of accountability and transparency and are meant to be shared with the public to encourage civic engagement.

### Growth Management

Percentage of tax revenue from non-residential sources relative to total assessed value

Labour force participation rates

Annual number of public transport trips per capita

Percentage of active transportation infrastructure per population

Recreation facilities and libraries per capita

Traffic calming locations across town

### Community Belonging

Percentage of residents who identify a sense of belonging with the community

Engagement rate on oakville.ca, the town's primary website

Followers on social media

Resident satisfaction with parks, culture, and recreation facilities

### Environmental Sustainability

Green area (hectares) per 100,000 population

Percentage reduction in corporate GHG emissions

Total residential energy usage per capita

Dollars of stormwater infrastructure investment to increase resiliency

Tracking approved development proposals that incorporate sustainability

### Accountable Government

Own source revenue as a percentage of total revenue

Asset renewal ratio

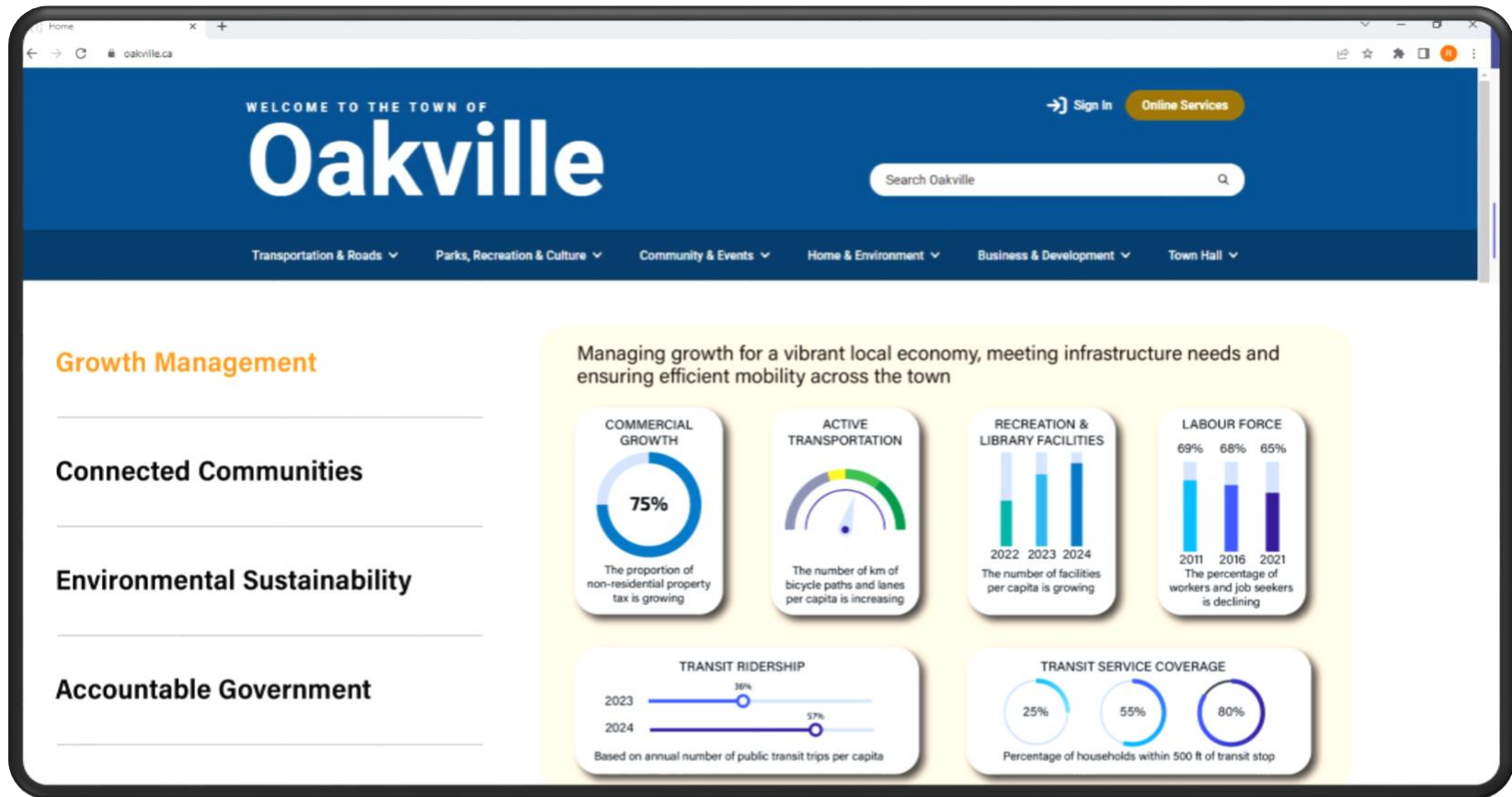
Employee turnover rate

Percentage of service requests completed within service standards (for ServiceOakville integrated services)

Tracking overall property tax impacts tied to inflation



# Community indicator dashboard



Action Plan 2023-2026

# GROWTH MANAGEMENT

Managing growth for a vibrant local economy, meeting infrastructure needs and ensuring we have complete communities and efficient mobility across the town



## ACTIONS

### Complete and Connected Communities

Develop plans and strategies that support the town's Urban Structure to manage forecasted growth while protecting natural areas, preserving cultural heritage, and maintaining the character of existing neighbourhoods through the following:

- Midtown Oakville Growth Area Review
- Uptown Urban Core Review
- Neyagawa Urban Core Review
- Old Oakville Heritage Conservation District Update
- Housing Plan Review

Promote community safety by modernizing municipal community enforcement through the following:

- Municipal Enforcement Plan
- Parking Plan
- Specific by-law reviews

### Infrastructure

Plan and build infrastructure to meet the needs of a growing community through the following:

- Construction of North Park
- Parking for Bronte, Kerr, Downtown
- Streetscape studies (Bronte, Kerr)
- Execute growth-related infrastructure in 10-year capital plan
- Downtown Cultural Hub implementation
- Towne Square

Maximize use of the town's growth infrastructure funding tools (development charges, community benefits charges, parkland dedication) to ensure growth pays for growth so land and infrastructure are in place to maintain service levels

**STRATEGIC PRIORITY**

# GROWTH MANAGEMENT

Managing growth for a vibrant local economy, meeting infrastructure needs and ensuring we have complete communities and efficient mobility across the town



## ACTIONS

### Economic Development

Balance residential growth with employment growth to ensure job opportunities for residents and healthy non-residential tax revenue through the following:

- Economic Development Plan

### Transportation

Address goods and people movement in ways that provide modal choice that is sensitive to climate impacts, impacts on congestion and promote community health through the following:

- Transportation Master Plan
- Urban Mobility Plan
- Electric Vehicle Plan

**STRATEGIC PRIORITY**

# COMMUNITY BELONGING

Enhancing community belonging to ensure all residents are invited to engage in a fulfilling community life that is built to support wellbeing



## ACTIONS

### Inclusion and Belonging

Ensure that all services and activities are designed and evaluated to reflect the changing demographics of a growing community through the following:

- Implementation of the Inclusion, Diversity, Equity and Accessibility Multi-year Plan
- Completion of citizen satisfaction surveys in 2024 and 2026
- Continued community development and outreach work to formal and informal community groups

### Engaging Residents

Ensure there is a broad menu of recreational and cultural opportunities for residents to enjoy through the following:

- Parks, Recreation and Library Master Plan
- Special Events Plan
- Cultural Plan refresh

Review engagement policy and procedures

Explore new tools to drive engagement

# 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

Manage our natural environment to adapt to a changing climate, in the context of our urban development, through developing and implementing the following:

- Urban Forest Management Plan
- Land Acquisition Plan, including Parkway lands
- Oakville Harbours Plan

## Climate Change Adaptation

Minimize the effect of climate impacts related to our corporate operations, to address the climate emergency through the following:

- Aligning with recommendations from the Task Force on Climate-Related Financial Disclosures
- Developing and implementing Corporate Climate Resiliency Plans
- Technological optimizations to reduce power and waste
- Rainwater Management Plan

Community resilience in partnership with faith and community organizations

## Climate Change Mitigation

Mitigate greenhouse gas emissions and energy usage in the community and the corporation, to enhance climate action through the following:

- Continuing to implement the Corporate Energy Conservation and Demand Management Plan towards achieving Net Zero Carbon by 2050 for all corporate activities
- Reviewing and updating the Community Energy Plan in partnership with community stakeholders
- Climate Action and Sustainability Policy Review
- Evaluating and exploring opportunities for district energy
- Promoting home energy retrofits through education and outreach, and support energy efficiency opportunities for renovations and new builds
- Developing and implementing a Low Carbon Mobility Plan
- Developing Green Development Standards

# ACCOUNTABLE GOVERNMENT

Providing accountable government for excellence in service delivery and responsible management of resources



Ensure that continuous improvement in service delivery occurs through the following:

- Service and process reviews
- Customer experience standards and tool improvements
- Additional online services and tools
- Administrative best practices

Embed financial sustainability in annual budgets and long-term forecasts through the following:

- Leveraging all available funding sources (e.g., growth, grants, user fees)
- Considering debt financing options/limits, town reserve funds and resident affordability
- Advocating with provincial and federal governments for sustainable and stable financial support
- Standardizing tools and processes to reduce costs

Ensure staff are developed and supported through the following:

- Workforce planning and succession management for critical positions
- Future-focused training opportunities
- A health and wellness plan
- A competitive total rewards program

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