



## REPORT

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**TO:** Mayor Lawlor and Members of Council

**FROM:** Susan Silver, Senior Advisor – Strategic Initiatives

**DATE:** March 27, 2023

**REPORT NO.:** ADMIN-2023-010

**SUBJECT:** Council's Strategic Plan Development Process

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### **RECOMMENDATION:**

THAT Report No. ADMIN-2023-010 dated March 27, 2023 regarding Council's Strategic Plan Development Process be received;

AND FURTHER THAT Council endorse the planned approach for the development of the 2023-2026 Strategic Plan.

### **KEY POINTS:**

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

- A strategic planning exercise to identify Council's strategic priorities is conducted each term of council.
- Council will be provided preparatory material and a statistically valid public survey will be conducted prior to a closed session facilitated council workshop.
- Extensive public engagement will also include outreach to various groups and additional survey opportunities.
- In addition to results from public engagement, previous priorities and accomplishments will be considered and senior staff will participate in the workshop to calibrate resources, funding and direction for future business plans.
- Based on the outcome of the facilitated workshop, staff will prepare a draft 2023-2026 Strategic Plan for council's consideration, after which a final draft will be presented for approval.

## BACKGROUND AND DISCUSSION:

### Strategic Priorities 2019-2022

Setting priorities through the development of a strategic plan is an integral part of the town's business planning cycle. A strategic plan is established each term of council to identify the key priorities and set direction for the term and allows Council and staff to focus resources and implementation activities. Report [ADMIN-2022-0038](#), *Council's Strategic Plan Status Update* dated September 26, 2022 provided a final update on highlights and achievements of the strategic plan for the 2019-2022 term of council.

### Strategic Planning Framework

The Strategic Planning Framework for the Town of Halton Hills considers short, medium and long terms components necessary for strategic planning. The various components included in the framework are noted in Figure 1 below.



Figure 1: Strategic Planning Framework

Each term of Council has an opportunity to evaluate previous term priorities and determine what priorities should be established for the four-year term of office. Council's Strategic Priorities are critical components that inform the annual budget and business planning cycle and provide a roadmap to ensure resources and funding are aligned in support of those priorities.

With the new term of Council underway, the purpose of this report is to outline what council members can expect from the process to develop this term's strategic priorities.

The proposed process is intended to:

- Confirm Vision, Mission and Values
- Provide inputs and information to assist formation of priorities
- Identify and clearly articulate priorities for the new term of Council
- Guide staff in developing departmental business plans and budgets
- Communicate to stakeholders and the community at large

## Process

The process of developing the 2023-2026 Council Strategic Plan will include gathering and analyzing inputs, scheduling a facilitated workshop(s), and documenting and confirming the strategic priorities. Work will also be done to communicate and monitor progress as part of the ongoing execution. Figure 2 represents the process from build to implementation.

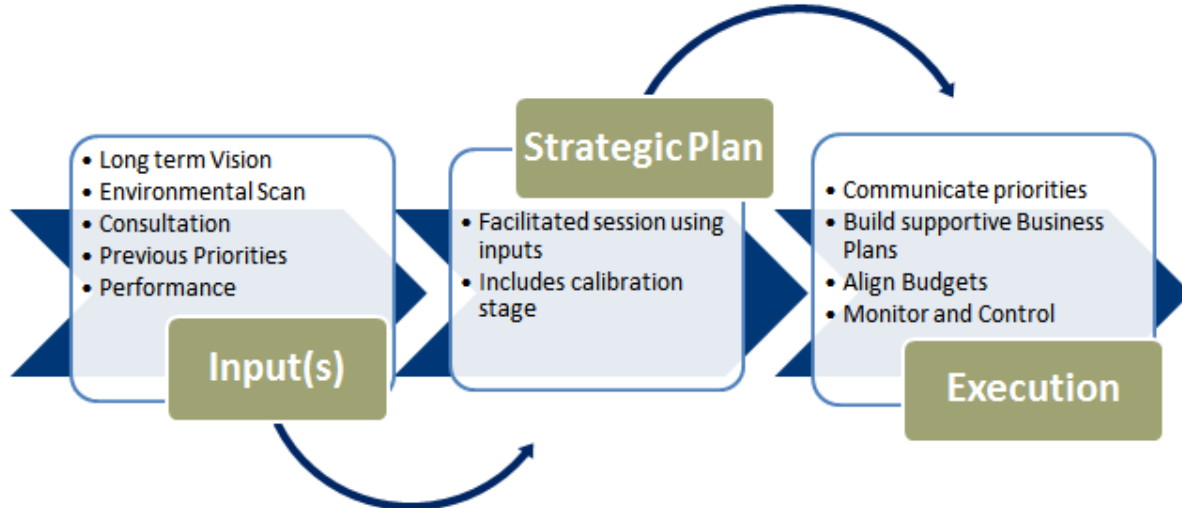


Figure 2: Process Overview

## Consultation Approach

Engagement with the public during the development of the strategic plan will take place on multiple levels and be a multi-pronged approach.

1. A polling firm will be hired to conduct a statistically correct survey taking into account geographic and demographic data. Focus groups may also be utilized as part of the data gathering.
2. Additional information will be gathered via outreach to various community, business or special interest groups either via council members or via targeted stakeholder engagements.
3. Using the letstalk platform, a supplementary survey will be developed to further survey and gather insights from the general public that will inform the strategic planning exercise.

In preparation for the facilitated workshop:

- Town staff will hire a third party to conduct **public engagement** in the form of a **statistically valid survey**. Questions will be based on previous surveys for benchmarking purposes and will include new questions related to residents' views of priorities.
  - The third party may also be asked to lead **focus groups** to elicit additional context/feedback on survey results.
  - **Demographic information** will be used in the analysis and presented along with survey results.
- **Council preparation** will be required prior to the facilitated sessions
  - Council members will be participating in a series of **educational workshops** in the lead up to the facilitated strategic planning workshop. These include workshops on Enforcement, Climate Change, and Equity Diversity and Inclusion.
  - A third party consultant/facilitator to **interview or survey council members** ahead of the workshop.
  - Additional public engagement through **outreach** by councillors to various community groups may also be considered.
  - Council will be asked to review the [Imagine Halton Hills](#) document, commonly referred to as the Integrated Community Sustainability Strategy, or ICSS.

At the facilitated workshop:

- Town staff will arrange for a **keynote speaker** to kick off the session. The exact speaker is yet to be identified but the topic will address environmental scanning to set the stage for priority setting with focus on planning and community building.
- **Survey results** from the various sources will be reviewed
- In addition to overseeing the activities of the day, a third-party facilitator(s) will:
  - Guide council through a review of the town's **vision, mission and values**
  - Conduct various exercises and discussions to **develop strategic priorities**

After the facilitated workshop:

- Confirmation of workshop decisions and **draft 2023-2026 Strategic Plan** will be provided to Council
- CAO and Commissioners will make preliminary assessment of priorities in the context of resources and funding in preparation for upcoming budget/business plan exercises.
- Council will be asked to **review and approve a final draft**, which will then be **communicated** to staff and the public.

## Timing

Based on workshop scheduling and availability, the facilitated workshop is tentatively being planned for the month of June or July. This will depend on fulfillment of the resident survey, community outreach, and confirmation that keynote speaker and facilitator have been secured. It is anticipated that the workshop would cover two days, with a ½ day follow up to review a draft.

Figure 3 captures the timeline in alignment with process steps.



Figure 3: Process Steps and Timeline expectations

### STRATEGIC PLAN ALIGNMENT:

This report aligns to the Town's Strategic plan recognizing the expected outcome is to create the 2023-2026 Council Strategic Plan. Staff report alignment will reflect updated approved council priorities after final draft is approved by Council.

### RELATIONSHIP TO CLIMATE CHANGE:

This report is administrative in nature and does not directly impact or address climate change and the Town's Net Zero target.

### PUBLIC ENGAGEMENT:

Public Engagement will be conducted as follows: third party statistically valid survey as well as a survey using the Town's engagement platform [letstalkhaltonhills.ca](http://letstalkhaltonhills.ca) Focus groups will also be considered.

## **INTERNAL CONSULTATION:**

The CAO, Mayor, and Senior Management Team(SMT), including the Communications Director, were consulted during the development of this report.

## **FINANCIAL IMPLICATIONS:**

This report will be funded through an existing approved budget source.

Project 1400-10-1801 (Strategic Plan Update) was approved for \$60,000 and is in addition to a remaining balance of \$5,690. Project 1200-10-1901 (Resident Satisfaction Survey) has a balance of \$32,276 and will be utilized to fund the planned third party survey. Total available project funds add up to \$97,966.

- It is anticipated that costs to hire a third party polling firm will range from \$25-50K, depending on extent of focus group work requested.
- Keynote speaker fees could be upwards of \$10K
- Consultant and facilitator work to support the entire process as well as lead the workshop days are likely in the range of \$20-40K, depending on extent of assistance required for consultation work and synthesis of multi-pronged engagements.
- Once final costs are known, additional funding may be required.

Financial implications related to implementing the priorities set as part of the Strategic Plan that is ultimately approved are not included in any funding related to this project.

Reviewed and approved by,

Richard Cockfield, Director of Strategic Planning

Chris Mills, Chief Administrative Officer