



REPORT

TO: Mayor Lawlor and Members of Council

FROM: Susan Silver, Senior Advisor – Strategic Initiatives

DATE: December 11, 2023

REPORT NO.: ADMIN-2023-034

SUBJECT: Council's 2023-2026 Strategic Plan

RECOMMENDATION:

THAT Report No. ADMIN-2023-034 dated December 11, 2023 regarding Council's 2023-2026 Strategic Plan be received;

AND FURTHER THAT the Town of Halton Hills 2023-2026 Strategic Plan attached as Appendix A to this Report No. ADMIN-2023-034 be approved.

KEY POINTS:

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

- Council's Strategic Plan will guide decisions, planning and budgeting over this term of council.
- The strategic planning process included a review of existing plans and strategies, with input from the community, staff and Council.
- Deloitte LLP is the consultant hired via the Town's RFP process to lead the strategic plan development process.
- Both a statistically valid phone survey and an online open survey were conducted to gather input across the community.
- The draft Strategic Plan was presented publicly at the November 20th, 2023 council meeting and endorsed by Council, after which the public was invited to provide comments until December 7th.
- Extensive promotion supported the release of the draft plan and this report includes an appendix summary of feedback received.
- There are no suggested amendments to the draft plan based on community feedback.

- Guided by an approved strategic plan, staff will continually assess, monitor and report on the actions in existing plans and those brought forward in future for Council consideration in support of the strategic priorities and objectives.

BACKGROUND AND DISCUSSION:

The purpose of this report is to seek approval of the Town of Halton Hills Strategic Plan 2023-2026 included as Appendix A to this Report No. ADMIN-2023-034. Setting strategic priorities is an integral part of the business planning cycle and Council's Strategic Plan provides a roadmap focused on Council's priorities and objectives for this term of Council. The Strategic Plan also provides a framework for decisions relating to the Town's Budget and Business Plans and how programs and services are delivered.

As outlined in [ADMIN-2023-033](#), Council's Strategic Plan Draft, a comprehensive approach was deployed to support the development of Council's Strategic Plan and Council has worked collaboratively to define vision, mission and values along with strategic priorities and objectives.

A strategic planning exercise to identify Council's strategic priorities is conducted each term of council. Through report [ADMIN-2023-010](#) dated March 27, 2023, Council approved the process to support the development of this term's strategic plan.

Upon approval of the process, staff issued two requests for proposals (RFP); one for the town survey, and one for facilitation of the overall process. RFP's were issued in early April and submissions were reviewed as per the Town's competitive bidding process. Both contracts were awarded to Deloitte LLP in May.

As identified in ADMIN-2023-010, the process consisted primarily of:

- Conducting a statistically valid public survey and focus groups
- Providing opportunity for additional engagement through an open online survey
- Interviewing council members
- Holding facilitated workshops to review and discuss inputs and develop council's priorities
- Calibration with senior staff for resourcing and fiscal considerations

This work has also been underpinned by Council's active participation in orientation and workshops specific to various topic areas throughout this term of Council.

Community Survey(s)

As noted previously, both a statistically valid phone survey and an online open survey were conducted to gather input across the community. This resulted in 450 phone interviews and 534 completed online surveys. Survey results from both methods were posted to the [Community Survey](#) Let's Talk page.

Once the community survey was completed, three focus groups were conducted to further explore key issues that emerged from the survey and to gain additional insights

from community members. All market research in the form of surveys and focus groups were administered by the Deloitte consultant team.

Community Engagement and Invitation to Comment

The following summarizes the efforts to inform, engage and consult with the community throughout the development of council's strategic plan:

- Statistically valid phone survey, online survey and focus groups supported by media release, BIA and Chamber of Commerce newsletter(s), targeted email campaign to community organizations (143) and Hillview membership (889).
- Promotion of the draft plan release included a media release, Council agenda, social media posts, E-blasts and targeted emails, E-newsletter articles (The Current, InvestHH, ICreate, Halton Hills Public Library, eFun), facility screens, website banner with link, advertising via Facebook, Coffee News and Spotify.

With the release of the draft strategic plan, members of the public/stakeholders were invited to give feedback by providing comments via the Town's LetsTalk platform, which was available November 21 – December 7, 2023. Council members were also encouraged to promote through their individual channels.

The opportunity to comment and provide input on the strategic plan was widely promoted via:

- A media release, homepage web banner, facility screens
- Social media
 - Instagram, Facebook, X posts (2,581 impressions total)
- E-newsletters
 - HHPL (10,565 subscribers)
 - Efun (3,393 subscribers)
 - InvestHH (873 subscribers)
- Targeted e-blasts
 - Letstalk subscribers (2500+ subscribers)
 - Community organizations (143)
 - Chamber members
 - BIAs (requested)
- Advertising
 - Spotify (13,639 impressions)
 - Halton Hills Today (1,314 impressions)
 - CoffeeTime News

Review of Feedback

Throughout the public comment period, November 21-December 7, consultants from Deloitte monitored and reviewed feedback. During the feedback period ending on December 7, 2023, a total of 868 unique visitors visited the page and 23 people left comments. The comments were reviewed to identify common themes as follows:

- Survey Methodology
- Communication
- Report Structure
- Climate awareness and action
- Neighbourhood planning
- Housing availability and affordability
- Economic Development
- Arts and Culture
- Other

Appendix B provides a summary of comments received organized by themes along with information which addresses comments.

Upon final review of all feedback received, Deloitte is not recommending any amendments to Council's Strategic Plan.

Potential Initiatives and Implementation

As noted in Report ADMIN-2023-033, Council's Strategic Plan Draft, dated November 20, 2023, Council participated in numerous facilitated workshops and strategy sessions to provide opportunities for learning, discussion, and information review. During the facilitated workshops, the consultant led Council through a series of exercises that ultimately shaped the strategic priority areas and objectives identified in the plan. Throughout these sessions, suggested initiatives, programs/projects, or specific actions were also identified and captured. This input was used by staff, in addition to reviewing current approved plans and strategies, and future proposed capital projects already identified. The outcome was the development of potential initiatives to support the defined priority areas and objectives.

The list attached as Appendix C to this report is not a comprehensive list of all programs, projects or actions that may support the implementation of the Strategic Plan. Rather, it reflects discussions held during the workshops with Council along with input from Senior Management Team. Given the multi-year aspect of a strategic plan and the protocols related to staff directions, budgeting/business planning, resourcing and on-going implementation, actions will be monitored, reported on, and updated throughout this council term.

Initiatives and associated actions are subject to Council approval via budget and business plans, subject matter staff reports/recommendations, long range financial planning, legislation, and previously approved plans already in progress, unless otherwise stipulated via Council direction.

Conclusion

The 2023-2026 Council Strategic Plan serves as a guiding document to inform budgets, business plans and a multitude of town plans and strategies while also communicating the Vision, Mission and Values that define the Town of Halton Hills. Strategic Priorities and Objectives provide a roadmap for council, staff and the public to communicate what

should be done and set expectations allowing for the development and implementation of supporting activities.

Given the multi-year nature of the strategic plan and as this term of Council continues, actions will be monitored, reported on, and status reported annually.

STRATEGIC PLAN ALIGNMENT:

This report is administrative in nature and supports the creation of Council's Strategic Plan. Upon approval of a new strategic plan, staff will update the describe report template to reflect Council's priorities.

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. Actions taken related to climate change, including adaptation, mitigation, or the corporate energy plan through council approved plans and strategies are separate from the process of developing Council's Strategic Plan.

PUBLIC ENGAGEMENT:

Public Engagement has been conducted throughout the development of the strategic plan as referenced in previous staff reports and most recently included extensive promotion to invite the public to review and comment on the draft plan as outlined in this report.

INTERNAL CONSULTATION:

Members of the Senior Management Team have been consulted throughout the process.

FINANCIAL IMPLICATIONS:

This report will be funded through an existing approved budget source. Total available project funding is \$97,966. Final project costs will be reported in the capital status report. 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.

Attachments:

- Appendix A – Town of Halton Hills Strategic Plan 2023-2026
- Appendix B – Summary of feedback received on draft Strategic Plan
- Appendix C – Potential initiatives to support Strategic Plan implementation

Reviewed and approved by,

Richard Cockfield, Director of Strategic Planning

Chris Mills, Chief Administrative Officer