



## MEMORANDUM

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

**FROM:** Jonna Ison, Director of Human Resources

**DATE:** March 13, 2025

**MEMO NO.:** CS-2025-003

**SUBJECT:** Corporate Human Resources Strategic Plan 2025–2029 -  
Implementation Plan (2025-2026)

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### **PURPOSE OF THE MEMORANDUM:**

The purpose of Memorandum No. CS-2025-003 is to identify the recommended actions from the HR Strategic Plan 2025-2029 that have been selected for implementation through HR's 2025 – 2026 work plan.

### **BACKGROUND:**

The Town's Strategic Plan envisions a growing, nature-rich community that cherishes its small-town charm and urban-rural mix, where residents feel welcomed, safe, and connected. The Town's Strategic Plan outlines four strategic priorities and their supporting objectives: Thriving economy; natural areas and heritage; infrastructure and asset management; safe and welcoming communities.

A key to achieving this vision is an engaged and skilled workforce, backed by effective HR practices and a modern HR Division. Human Resources plays a vital role in creating a diverse, safe, healthy, and productive workforce by supporting employee development, providing effective compensation, ensuring legislative compliance, and mitigating organizational risks. Preparing the Town's Human Resources division for a future that includes growth in the Halton Region and the Town itself is critical.

Halton Hills' population is steadily increasing, with significant growth expected through the Vision Georgetown initiative. This brings higher demand for municipal services, programs, and infrastructure. Consequently, staff workloads, including in the HR division, have grown due to increased service demands, new legislation, responsibilities from other government levels, complex workplace issues, and a competitive labor market.

In 2024, HR partnered with J Macpherson & Associates to develop a Corporate HR Strategic Plan (“the Plan”), to assess current operations, identify gaps, and recommend prioritized solutions. This Plan, outlined in Report CS-2024-033, was presented to Council in November 2024. It aims to prepare HR to better support the organization’s growth in a dynamic work environment. Implementation details were to follow in 2025.

## **COMMENTS:**

The Plan focuses on the following areas:

- Modernizing HR processes, technology and building HR resources capacity (Modernizing)
- Employee attraction and retention (Competing)
- Health and safe work environments (Caring)
- Building employee and organizational capacity and resilience (Growing and performing)

Attached as Appendix A, is the Corporate HR Strategic Plan 2025 – 2029 report by J Macpherson & Associates. It details the recommended actions needed to build and maintain a workforce that can deliver on Council’s priorities and vision for a growing municipality. The report provides the Plan highlights, details about the recommended Plan strategic focus areas and actions, and information about managing the Plan over time.

From the Strategic Plan, Human Resources developed the division’s 2025 – 2026 work plan (Appendix B), by selecting from a number of action items on a priority basis and based on projected available resources. Rather than create a one year plan as in the past, due to resource constraints the work plan was stretched out over two years. A number of action items from the HR Corporate Strategic Plan scheduled to be carried out in 2025 and 2026 will be delayed as Human Resources was unable to secure an additional FTE in the 2025 budget to support the Plan’s implementation. The additional FTE was recommended under the Plan’s Strategic Focus area, *Modernize HR Process, Technology and Build HR Capacity (Modernizing)* as item #3.2.1. HR’s work plan is made up of items that are project-based. Certain work plan objectives may be delayed to a later year should HR’s operational responsibilities require staffing resources to be more focused on day-to-day issues.

HR’s work plan, which outlines fourteen (14) Objectives over the 2-year period, is comprehensive and ambitious. The overall success of the Plan depends on several factors including an understanding of current HR resource constraints and growing client demands, new investments to fund additional positions during the life of the plan, and investment in technology to modernize processes. As a result, the work plan, including timelines, may be modified as needed. Future HR work plans will reflect the success of the current proposed work plan and the ability to secure more resources.

**CONCLUSION:**

The Human Resources Strategic Plan is owned by the entire organization. It is the roadmap to building a resilient workforce and establishing the Town of Halton Hills as a preferred employer. Successful completion advances the Town's goal to be able to respond effectively to the demands of a growing population in the years to come.

Reviewed and approved by,

Laura Lancaster, Commissioner of Corporate Services

Chris Mills, Chief Administrative Officer