

## REPORT

**REPORT TO:** Mayor Bonnette and Members of Council

**REPORT FROM:** Susan Silver, Senior Advisor, Strategic Planning & Continuous Improvement

**DATE:** November 6, 2018

**REPORT NO.:** Rpt-ADMIN-2018-0032

**RE:** Town of Halton Hills Council Strategic Plan Process

### RECOMMENDATION:

THAT report No. ADMIN-2018-0032 dated November 6, 2018 regarding Town of Halton Hills Council Strategic Plan Process be received;

AND FURTHER THAT Council endorse the planned approach for the development of the 2019-2022 Strategic Plan;

AND FURTHER THAT the Manager of Purchasing be authorized to issue a single source purchase order to StrategyCorp Inc, 145 King Street East, 2nd Floor, Toronto ON M5C 2Y7 at an upset limit of \$26,500 plus applicable taxes.

### BACKGROUND:

In June of 2015, Council approved the 2014-2018 Strategic Action Plan via report PDS-2015-0035 after completing the Council approved approach to develop the Town Strategic Plan brought forward in report PDS-2015-0016. This approach consisted of a 'focused review' in which a check-in was conducted to ensure that the Town Strategic Plan Community Vision, Corporate Mission, Strategic Directions and Goals remained relevant. The outcome from this approach was to develop a new set of priorities for the Council term.

In general, Council concluded that the Community Vision, Corporate Mission, Strategic Directions and Goals of the Town Strategic Plan remained relevant and appropriate for the 2014-2018 Council term and the following Strategic Directions were confirmed.

- Foster a Healthy Community;
- Preserve, Protect and Enhance our Environment;
- Protect and Enhance our Agriculture;
- Foster a Prosperous Economy;
- Preserve, Protect and Promote our Distinctive History;
- Preserve, Protect and Enhance our Countryside;
- Achieving Sustainable Growth; and,
- Provide Responsive, Effective Municipal Government.

With these Strategic Directions confirmed, Council then reviewed the previous Top 10 priorities and after deliberation adopted an updated set of Top 8 priorities for the Council term 2014-2018. The Top 8 Priorities were identified as:

- 1) Municipal Service Delivery
- 2) Financial Sustainability
- 3) Planning for Growth
- 4) Transportation/Mobility
- 5) Sustainability
- 6) Employment Areas Development
- 7) Rural Economic Development
- 8) Communications

A significant input to the assessment was the role of Imagine Halton Hills, the Town's Integrated Community Sustainability Strategy (ICSS) adopted by Council in 2013 after a lengthy and successful period of community engagement to develop a vision for the community to 2060. Council was asked to compare the direction provided by the Vision to 2060 contained in the ICSS (March 2013) against the Community Vision contained in the Town Strategic Plan (June 2011). The overall conclusion at that time was that the Community Vision of the Strategic Plan generally addressed all of the key themes of the ICSS Vision.

With the new term of Council beginning, the purpose of this report is to:

- Outline a process to conduct a review of the existing Strategic Plan
- Provide preliminary timeline and expectations

#### **COMMENTS:**

The proposed process builds on past experience and the expected outcome is intended to:

- Confirm the Vision/Mission for the Town of Halton Hills
- 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

## Inputs to the process

The process of evaluating and recalibrating/renewing a long term visionary plan and translating the vision into strategic priorities includes a variety of elements. These elements are critical inputs in the formation of the overall strategy. The following provides a review of the main components necessary to conduct this activity.

### ➤ **Review of the current Strategic Action Plan**

The Town's Strategic Plan outlines priorities for Council's term. The Plan includes a Community Vision, Corporate Mission and a set of Strategic Directions and Goals, accompanied by Priority Areas. A review of the 2014-2018 Strategic Plan will be completed as input to the 2019-2022 Strategic Plan.

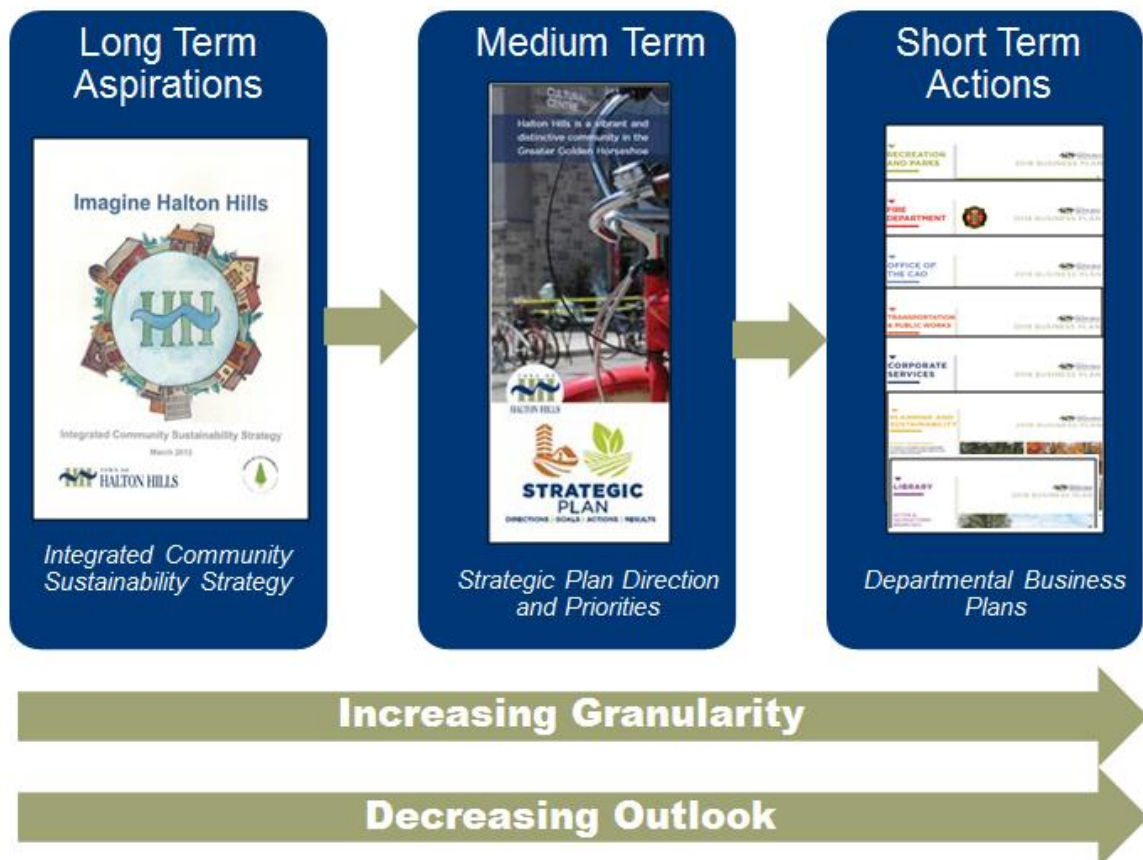


Figure 1: Relationship between ICSS, Strategic Plan and Business Plans

### ➤ **Environmental Scan**

An environmental scan will include reflection on impacts from other orders of government, trends in society and our own community, wider economic and social issues, and what has changed since the last review. It will help establish a context in which the Town of Halton Hills finds itself from both a local community and a broader perspective. This activity will be facilitated by an outside

consultant to lead Council and Senior Management Team through the exercise and will incorporate insights gathered through the course of the recent election as well as interviews with members of Council. Staff are recommending John Matheson from StrategyCorp as he has worked with Council on previous plans and has in-depth knowledge of the organization.

## Process Overview

The process of developing the 2019-2022 Council Strategic Plan will include gathering and analyzing inputs as described above, participating in facilitated workshop(s) to review the inputs, and documenting and confirming the strategic plan. Post development and acceptance, 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.

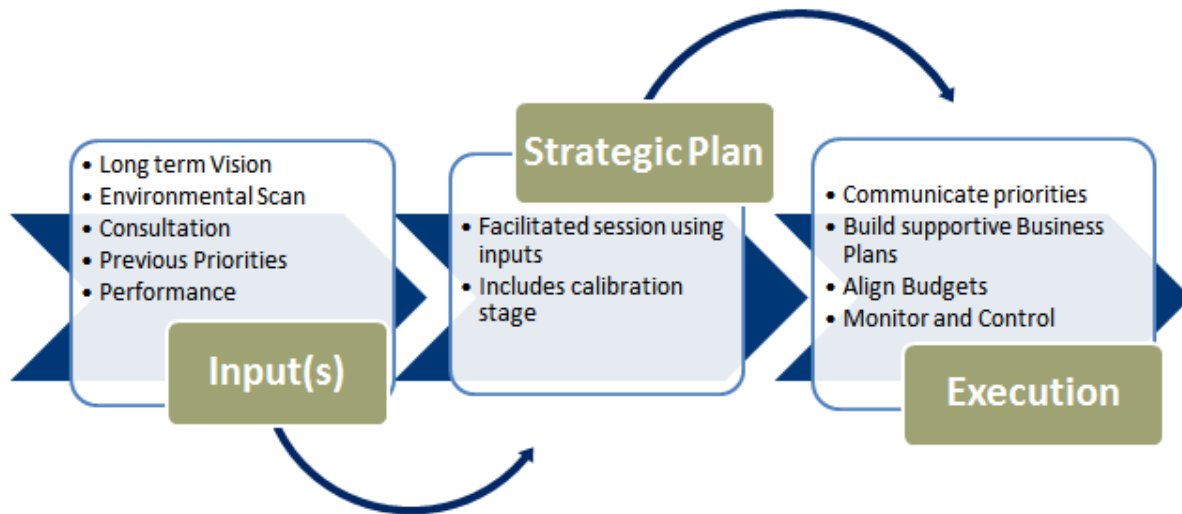


Figure 2: Process Overview

## Timeline

It is expected that work will begin in early January. Post 2019 budget adoption, inputs will also be reviewed with Council and Senior Management Team. A workshop will be scheduled for February and/or March, in a timeframe consistent with Council's needs. Upon finalization of the strategy, staff will prepare a report for approval with the expectation of completion in early Q2.

Figure 3 captures the timeline in alignment with process steps.



Figure 3: Process Steps and Timeline expectations

**RELATIONSHIP TO STRATEGIC PLAN:**

This report outlines a process to review and establish a Strategic Plan for the 2019-2022 term of Council.

**FINANCIAL IMPACT:**

Council has approved capital project 1400-10-1801, Strategic Plan Update as part of the 2018 budget.

**CONSULTATION:**

The Manager of Purchasing has been consulted and is in agreement with the recommendation.

**PUBLIC ENGAGEMENT:**

This process supports and builds on previous public engagements, specifically those completed under the Imagine Halton Hills program, which was developed through an extensive community-based interaction. Over the course of developing the ICSS, over 2,000 individuals were involved, whether in person or electronically and more than 130 residents, business and community organization actively participated in the Community Sustainability Forum.

**SUSTAINABILITY IMPLICATIONS:**

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life. The recommendation outlined in this report advances the Strategy’s implementation. This report supports the four pillars of Sustainability and in summary the alignment of this report with the Community Sustainability Strategy is excellent.

**COMMUNICATIONS:**

Detailed communication plans will be issued via future reports and upon conclusion of the Strategic Plan Update project, the plan will be shared publically.

**CONCLUSION:**

The 2019-2022 term of Council has begun. The establishment of Council's Strategic Priorities reinforces and supports the Vision for the Community, a vision rooted in the hopes and dreams of the community as demonstrated by the widespread support and engagement fostered during the development of the Integrated Community Sustainability Strategy. The Strategic Plan will act as a vehicle for communicating the major challenges that face the town now and into the future and how Council intends to respond to those challenges. It will guide staff in developing business plans and budgets.

Reviewed and Approved by,



**Simone Gourlay, Manager of Purchasing**



**Richard Cockfield, Manager Strategic Planning & Continuous Improvement**



**Brent Marshall, CAO**