



REPORT

REPORT TO: Mayor Bonnette and Members of Council

REPORT FROM: Susan Silver, Senior Advisor, Strategic Initiatives

DATE: January 13, 2020

REPORT NO.: ADMIN-2020-0003

RE: Draft Council Strategic Plan 2019-2022

RECOMMENDATION:

THAT Report No. ADMIN-2020-0003 dated January 13, 2020 regarding Draft Council Strategic Plan 2019-2022 be received;

AND FURTHER THAT Council confirm the Vision, Mission and Values of the Town Strategic Plan for the 2019-2022 term of Council contained in this report;

AND FURTHER THAT staff be directed to develop a draft Strategic Plan brochure for Council's review and approval.

BACKGROUND:

A Strategic Plan is established each term of Council to identify the key priorities and outcomes for the term and allows Council and staff to focus resources and measure progress. In December of 2018, Council endorsed an approach for the development of the 2019-2022 Strategic Plan via report ADMIN-2018-0032. The process included Council's participation in a workshop facilitated by StrategyCorp which took place on June 6, 2019 at the Acton Town Hall Centre and was attended by Mayor Bonnette and Councillors Somerville, Fogal, Hurst, Johnson, Inglis, Lawlor, Lewis, Farrow-Reed and Brown, as well as the Senior Management Team.

Given the uncertainty created by the Provincial Government's Regional Review, finalization of the strategy was postponed and an update provided to Council in November via memorandum MEM-ADMIN-2019-0016. With the announcement that the Province supports local decision making and would not pursue a top-down approach as part of the review, staff have moved to finalize the outcomes of the facilitated workshop held in June and confirm Council's Strategic Priorities.

COMMENTS:

As per the proposal outlined in ADMIN-2018-0032, the expected outcome of the Strategic Planning exercise with Council was 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

Although the original timeline was amended, the expected outcomes remain as stated above. Input gathered by workshop facilitator StrategyCorp, was summarized in *draft* form and reviewed by Senior Management Team as an aide in preparing department business plans and budgets for 2020 (CORPSERV-2019-0036; 2020 Budget Directions report). A copy of the draft document provided by StrategyCorp was also provided to Council via the November update and is again attached as appendix A to this report.

Outcome of Strategic Planning Workshop

The Vision, Mission and Values previously adopted in Council's 2014-2018 Strategic Plan were considered at the workshop and determined to be consistent with Council's strategic direction. They were confirmed as follows:

Vision:

'Small town living at its best'

- *characterized by spectacular countryside, natural heritage, cultural heritage and small town feel;*
- *enriched by a unique blend of urban and rural interconnected communities and neighbourhoods; and*
- *supported by prosperous employment areas*

Mission:

To plan for a vibrant urban and rural community, the Town of Halton Hills will deliver a broad range of public service while providing leadership on issues of concern in line with our stated values.

Values: (previously expressed as strategic directions)

Foster a Healthy Community

- To maintain and enhance a healthy community that provides a clean environment and a range of economic and social opportunities to ensure a superior quality of life in our community.

Preserve, Protect and Enhance our Environment

- To preserve, protect and enhance our natural environment for the health benefits and enjoyment it provides to present and future generations.

Protect and Enhance our Agriculture

- To protect and enhance the viability of our agricultural land base and agricultural industry.

Foster a Prosperous Economy

- To maintain and enhance the economic vitality of the Town through the provision of a wide range of opportunities for economic development.

Preserve, Protect & Promote our Distinctive History

- To preserve the historical urban and rural character of Halton Hills through the conservation and promotion of our built heritage, cultural heritage landscapes and archaeological resources.

Preserve, Protect and Enhance our Countryside

- To protect and enhance the open space character of our countryside.

Achieve Sustainable Growth

- To ensure that growth is managed so as to ensure a balanced, sustainable, well planned community infrastructure and services to meets the needs of its residents and businesses.

Provide Responsive, Effective Municipal Government

- To provide strong leadership in the effective and efficient delivery of municipal services.

Council Themes and Focus Areas

Themes were identified in relation to Council's Priorities during the exercise with StrategyCorp on June 6. These themes will be reviewed with Council during the February 10 scheduled workshop at which time discussions to confirm and finalize feedback will occur. For the purpose of this report, the following is a proposed *draft* of Council's Strategic Priorities and focus areas in the context of the feedback from the initial session, along with information gathered during the 2020 budget deliberations.

1. Shaping Growth

Halton Hills harnesses its future population and employment growth so that it provides new opportunities for residents, workers, businesses, and visitors. Halton Hills works to ensure housing is accessible to all its residents at any age or stage in life. Halton Hills grows in a way that embodies the social, economic, fiscal, and environmental pillars of sustainability.

- Advance approved growth management land use strategy to 2031 through the development and implementation of secondary plans that will ensure a balanced and sustainable community.
- Continue to provide input into the Halton Region Official Plan review including the Integrated Growth Management Strategy, establishing the Town's position on population and employment growth on the basis of a moderate scale and pace of growth to 2041.
- Focus on local job growth and business investment opportunities in the community to ensure a prosperous, creative and sustainable economy.
- Committed to increasing the supply of affordable housing in the community leveraging the formation of the Affordable Housing Working Group.

2. Transportation

People and goods move freely through Halton Hills on well-maintained transportation infrastructure. Getting around is safe for residents of all ages through a combination of traffic calming and active transport priority routes and trails. The municipality has a transit plan that is suitable for moving its residents and workers to where they want to go. Halton Hills advocates for greater regional connectivity for its residents and businesses.

- Address growing concerns from the public about traffic and pedestrian safety, particularly with regard to speeding and aggressive driving.
- Continue to invest in infrastructure to support active transportation in the community.
- Maintain roads and implement identified changes to winter control practices.
- Pursue federal and provincial grant funding for transit-related assets in support of the Town's Transit Strategy.

3. Climate Change and Environment

The residents and businesses of Halton Hills are responsible members of the global community, and are leaders in the fight against climate change. Halton Hills communities prepare for the changes we know are coming while reducing our carbon footprint. The municipality makes its landscape more climate resilient through a lush tree canopy and public open spaces.

- In support of the Climate Change Emergency Declaration and the town's ongoing commitment;
- Continue support for the ongoing implementation of corporate and community climate change initiatives
- Continue to support the recommendations set out in the Corporate Energy Plan and update the Community Energy Plan
- Invest in assets in the context of climate change and continue to advance risk and lifecycle management strategies for all asset classes including natural assets.

4. Fiscal and Corporate Management

Halton Hills is a well-run municipality that maintains spending within its means and keeps tax increases low and predictable. The municipality maintains services and service levels that support the quality of life of its residents and a hospitable environment for businesses.

- Adhere to Fiscal Plan
- Maintain Services
- Capital Assets and Liabilities Management
- Communications

5. Local Autonomy and Provincial Advocacy

Halton Hills is a leader within the Region of Halton and the Greater Golden Horseshoe. The municipality advocates for what it needs from senior levels of government, and ensures its regional municipal partners act in its interests.

Halton Hills works collaboratively with other agencies, governments, and public bodies to deliver what residents and businesses need to thrive.

6. Ensure a Vibrant Agricultural Community

As one of the most beautiful rural communities in Ontario, Halton Hills understands the value of its agricultural land base. The municipality protects the land base and system of infrastructure that supports its agricultural community. The community is supported in looking for ways of celebrating its rural character and drawing visitors from across the continent to enjoy its landscape and produce.

- Protect Agricultural Land
- Promote Agritourism

7. Youth and Seniors Initiatives

Young people and seniors are active members of the Halton Hills community, and contribute to its daily life in multiple ways. The municipality engages with youth and seniors in ways that are sensitive to their habits and interests to ensure their voices are heard when decisions are being made. The youth and senior population of Halton Hills is supported by a variety of services and facilities tailored to their needs.

- Engagement
- Services and Facilities

Integration of United Nations Sustainable Development Goals

On September 25, 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development and 17 Goals. Many municipalities, including the Region of Halton, are incorporating these goals to inform local direction and reflect the wider global community. Alignment to these goals was expressed as a request during the June 2019 workshop with Council and staff will work to incorporate applicable targets throughout implementation of the Strategic Plan Priorities.



Source: sustainabledevelopment.un.org

Implementation

Strategic Priorities as identified by Council guide staff in both short and long term corporate priorities. Implementation is expressed through the annual business plans and town budget which outline departmental workplans and resource requirements in concert with operating and capital budgets. Staff reports will continue to reference relationship to Council's Strategic Plan Priorities and periodic check-ins and reporting on progress will be completed.

Next Steps

Upon completion of the February 10, 2020 Council workshop with StrategyCorp to report back on the outcome of June 2019 workshop, staff will follow Council's direction with respect to confirmation of Council's Priorities for 2019-2022.

Next steps include:

- Formalize documentation of Council's Priorities
- Seek Council final approval on draft documentation
- Update the Town's website

RELATIONSHIP TO STRATEGIC PLAN:

This report relates directly to the implementation of the Town's Strategic Plan as it identifies Council's Priorities and recommends steps to finalize and report on progress.

FINANCIAL IMPACT:

As per the Strategic Planning Framework, the implementation of Council's Strategic Plan is integrated with the annual Capital and Operating Budget processes, which includes yearly Departmental Business Plans and associated Capital Budget requests and impacts to Operating Budgets.

CONSULTATION:

Council was consulted via the Strategic Planning Workshop facilitated by StrategyCorp and Senior Management team has been consulted throughout the process.

PUBLIC ENGAGEMENT:

Engagement included Ward Meetings held during 2019. Ward Meetings provided opportunities for residents and local business owners to meet their elected officials and discuss issues important to them.

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.

COMMUNICATIONS:

A subsequent report to Council to will contain draft material to be used to broadly communicate the plan to staff and the community at large and will include updating the Town's website.

CONCLUSION:

Council's fulsome participation in the Strategic Planning workshop has resulted in a draft Strategic Plan which provides guidance and direction, while re-affirming commitment to the long term vision for the Town previously set by Council. In keeping with best practices, staff will continue to refer to Council's priorities when considering recommendations and throughout the business planning and budget cycles.

Reviewed and Approved by,

A handwritten signature in black ink, appearing to read "R Cockfield". The signature is fluid and cursive, with the first name "Richard" being more legible than the last name "Cockfield".

Richard Cockfield, Director of Strategic Planning

A handwritten signature in black ink, appearing to read "Brent Marshall". The signature is fluid and cursive, with the first name "Brent" being more legible than the last name "Marshall".

Brent Marshall, Chief Administrative Officer