

REPORT

REPORT TO: Mayor Bonnette and Members of Council

REPORT FROM: Susan Silver, Senior Advisor, Strategic Initiatives

DATE: June 29, 2020

REPORT NO.: ADMIN-2020-0021

RE: Council Strategic Plan Finalization

RECOMMENDATION:

THAT Report No. ADMIN-2020-0021 dated June 29, 2020 regarding Council Strategic Plan Finalization be received;

AND FURTHER THAT Council approve content in Appendix A, which includes previous 'draft' information approved by Council via Report ADMIN-2020-0003;

AND FURTHER THAT the Town's website be updated and communication be issued to staff.

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 direct implementation activities. In February 2020, Council received Report ADMIN-2020-0003 which provided a draft strategic plan to Council, recommended that Council confirm the vision, mission and values contained in the report, and directed staff to develop a strategic plan brochure for Council's review and approval.

The development/approval of a brochure and associated communication of priorities are final steps to support the execution phase of the strategic plan development process (as described in report ADMIN-2018-0032 and shown in Figure 1.)

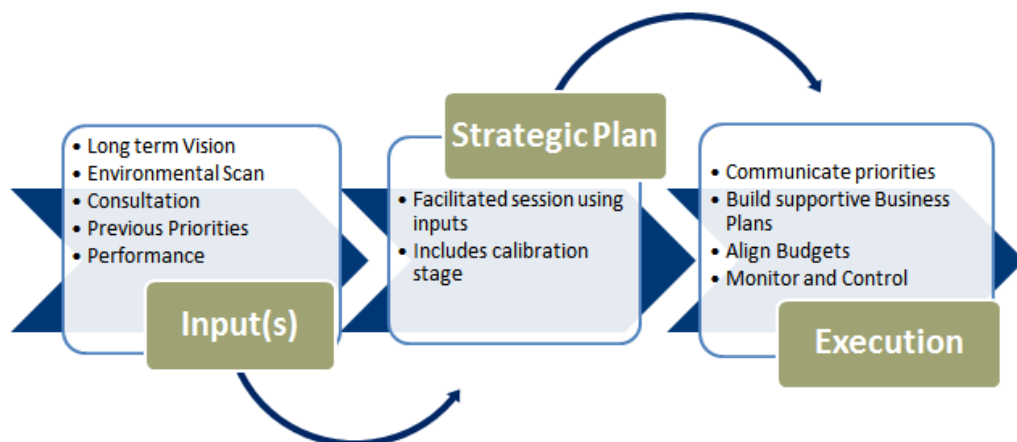


Figure 1: Process Overview

COMMENTS:

In light of the COVID-19 pandemic, resources identified to develop the brochure were redeployed to support the town's response plan and day to day communication needs. At the same time the town was also redeveloping its website which went live to the public on June 17, 2020.

Given the ongoing nature of the pandemic response, staff is recommending that content describing Council's Strategic Plan be approved and added to the town's new website as per the information attached in Appendix A to this report. This approach would forgo the development of a separate graphically designed print document at this time and place content directly on webpages for viewing.

The Strategic Plan in context

The Strategic Plan outlines priorities for Council's term. The plan includes a vision, mission, values and focus areas, accompanied by guiding statements. Within the larger context, long term aspirations are expressed through the Integrated Community Sustainability Strategy (Imagine Halton Hills) while shorter term, and typically more detailed actions, are described in the annual budget and business plan documents. Along with business plans, departmental strategic plans, master plans, secondary plans and studies all serve to round out the medium term planning horizons and address the variety of service areas reflected by the municipality's operations.

Figure 2 below expresses this hierarchy.



Figure 2: Hierarchy of Strategic Planning documents

The Integrated Community Sustainability Strategy (ICSS) continues to be foundational as it provides a blueprint to 2060 and was developed in consultation with the community in one of the largest consultations ever undertaken by the town. It contains four important pillars that were re-confirmed with Council during the 2019 workshop. No

pillar is more important than another. In most cases, advancing one pillar will benefit others.



Figure 3: Four Pillars of the ICSS

Linkage to Plans, Budgets, Studies and Strategies

The Strategic Plan sets out priority areas of focus for Council’s term. At the same time, the annual budget and business plan process supports the development of detailed work plans. These work plans describe the actions necessary to deliver on Council’s Strategic Plan in addition to the plans, studies and departmental strategies that support all business areas.

Some examples underway include the recent Economic Development and Tourism Strategy, Recreation and Parks Strategic Action Plan, Transit Service Strategy, Climate Change Adaptation Plan, Parking Study, Employment Land Needs Study, and Active Transportation Master Plan to name a few. Each and every one of these examples provides opportunities for members of the community to engage at various levels.

On an annual basis, capital and operating budgets are brought forward that consider not only the day to day operations and service delivery required to support the community, but what is required to build the future and support the vision. The creation of departmental business plans tells the ‘story behind the numbers’ and is a clear indication of what actions are being undertaken to support the fulfillment of these plans.

Alignment with Sustainable Development Goals (SDGs)

Halton Hills embraces the United Nations Sustainable Development Goals (SDG), a collection of 17 goals that address global challenges and support a more sustainable future for all. The 17 SDGs are integrated; that is, they recognize that action in one

area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.¹

Each of the Sustainable Development Goals has been reviewed and where possible, aligned with priorities in Council's Strategic Plan. These goals have been listed in Appendix A alongside the focus areas that support them.

RELATIONSHIP TO STRATEGIC PLAN:

This report relates directly to the Strategic Plan as it seeks to finalize Council's priorities for the current term.

FINANCIAL IMPACT:

The implementation of the Strategic Plan is integrated with the Town's annual Capital and Operating Budget processes.

CONSULTATION:

Council, the Senior Management Team and Communications Director were consulted in the preparation of this report.

PUBLIC ENGAGEMENT:

Imagine Halton Hills was prepared using a collaborative, community-based approach involving a range of outreach tools to engage stakeholders throughout the planning process. Accordingly, engagement activities provided community members meaningful opportunities to contribute to the Strategy's development.

SUSTAINABILITY IMPLICATIONS:

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. The recommendations outlined in this report advances the Strategy's implementation.

COMMUNICATIONS:

It is recommended that links to the website be included in a message to all staff to communicate the finalization and approval of the plan and going forward can be utilized as references in future staff reports coming before Council and Committees.

¹ <https://www.undp.org/content/undp/en/home/sustainable-development-goals/>

CONCLUSION:

Council has actively participated in workshops to confirm the Strategic Priorities for this term of Council. Formally approving the priorities will allow staff to continue to implement actions and integrate the priorities in budgets and business plans.

Reviewed and Approved by,

A handwritten signature in black ink, appearing to read 'R Cockfield', written in a cursive style.

Richard Cockfield, Director of Strategic Planning

A handwritten signature in black ink, appearing to read 'Brent Marshall', written in a cursive style.

Brent Marshall, Chief Administrative Officer