



OAKVILLE

**Council's  
Strategic Plan  
and  
2011-2014 Work Plan**

# Strategic Plan

## What is the Town of Oakville's Strategic Plan?

The Town of Oakville's Strategic Plan is guided by three fundamental elements: our vision, our mission and our values. Our vision is the desired future toward which our entire strategic plan is directed. It describes a future view of our community that we are committed to achieving. Our mission describes both our purpose and our practices. It acknowledges that the town serves multiple stakeholders, and all of their interests are important to us. Our mission also speaks directly to our employees, without whose tremendous effort and contributions we can never achieve our goals. Both our vision and mission are founded on the values that guide all our actions and decisions. These values reflect what we expect from both our employees and our elected officials.

Finally, the town's strategic plan is a continual work in progress. Over time, new priorities, new opportunities, new demands and new challenges will emerge, and incorporating annual business plans into the town's strategic planning process ensures us the flexibility to respond quickly and effectively to these changing directions.

## Council's 2011-2014 Work Plan

For our mission, vision and values to have significant impact on the organization, they also have to be accompanied by deliberate plans of actions to move us toward our desired future. Council's 2011-2014 Work Plan outlines the goals, actions and measures that will help us to achieve Council's strategic directions. It also provides a framework to help guide decision-making and resource allocation (see Appendix One). The focus of this work plan is on the strategies and actions to achieve Council's eight areas of focus for 2011-2014. Measures have also been established for the other strategic goals embodied in the town's vision, mission and values. The actions and strategies to achieve all of Council's goals will be addressed and monitored through annual departmental business plans.

## Annual Business Planning Process

The 2011-2014 Strategic Plan is the essential driver of the town's annual business planning process. Council's strategic goals are incorporated into annual departmental business plans and budgets. This process is outlined in Appendix Two.

## Community Building Framework

The strategic plan and work plan are critical elements of the town's comprehensive community building framework, outlined in Appendix Three, that will enable the town to achieve its vision to be the most livable town in Canada.

## Vision

To be the most livable town in Canada

## Mission

- We create and preserve Canada's most livable community that enhances the natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both accessible and environmentally and fiscally sustainable.
- We are highly valued and widely celebrated due to the innovative and outstanding way we satisfy the needs of our residents, businesses and employees. As a result, the process is as fulfilling as the outcome.
- We ensure our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community.

## Values

**Accountability** – We deliver what we promised. We are accountable for our own actions and results. We are accountable for the efficient and effective use of public funds.

**Dedication** – We willingly take on responsibility. We are committed to serving our community. We take initiative and we take on our share of the work.

**Honesty** – Each of us demonstrates personal integrity, truthfulness and honesty in how we do our job. We inspire public confidence and trust in our government.

**Innovation** - We pursue innovation by being creative, showing initiative and taking risks. We encourage employees to exercise judgment in meeting customer needs.

**Respect** – We value an open, respectful and inclusive workplace. We value the cultural and social diversity of our community. We make it possible for every resident to participate in our community, and in our government.

**Teamwork** – We act as a team. We demonstrate high levels of trust and cooperation. We collaborate across departments to achieve our goals. We work in partnership with our community.

# Strategic Plan

## Strategic Goals

1. To be accountable in everything we do
2. To be innovative in everything we do
3. To be honest in everything we do
4. To be dedicated in everything we do
5. To treat everyone with respect
6. To act as a team
7. To enhance our natural environment
8. To enhance our cultural environment
9. To enhance our social environment
10. To enhance our economic environment
11. To continuously improve our programs and services
12. To provide accessible programs and services
13. To be environmentally sustainable
14. To be fiscally sustainable
15. To have a process that is as fulfilling as the outcome
16. To be highly valued and widely celebrated for the innovative and outstanding way we satisfy the needs of our residents
17. To be highly valued and widely celebrated for the innovative and outstanding way we satisfy the needs of our businesses
18. To be highly valued and widely celebrated for the innovative and outstanding way we satisfy the needs of our employees
19. To ensure that our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community
20. To be the most livable town in Canada

## Areas of Focus

1. To be the most livable town in Canada
2. To enhance our economic environment
3. To enhance our social environment
4. To be accountable in everything we do
5. To be fiscally sustainable
6. To be environmentally sustainable
7. To provide outstanding service to our residents and businesses
8. To continuously improve our programs and services

## Town of Oakville Strategic Plan

### To be the most livable town in Canada

- We create and preserve Canada's most livable community that enhances our natural, cultural, social and economic environments. We achieve this by continuously improving programs and services that are both accessible and environmentally and fiscally sustainable.
- We are highly valued and widely celebrated due to the innovative and outstanding way we satisfy the needs of our residents, business and employees. As a result, the process is as fulfilling as the outcome.
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Accountability

Dedication

Honesty

Innovation

Respect

Teamwork

### Council's 2011-2014 work plan

To be the most livable town in Canada	To enhance our economic environment	To enhance our social environment	To be accountable in everything we do
To be fiscally sustainable	To be environmentally sustainable	To provide outstanding service to our residents and businesses	To continuously improve our programs and services

Establish measures

Determine annual corporate strategies and actions

Departmental business plans to achieve all other strategic goals

Track accomplishments / communicate results

# Council's 2011-2014 Work Plan

## Goal

**To be the most livable town in Canada**

## Objective

To develop and implement the community planning framework to achieve our vision to be the most livable town in Canada.

## Key Actions 2011

- Defend the town's Livable Oakville Official Plan at the Ontario Municipal Board
- Begin development of the zoning by-law and urban design guidelines to support implementation of the Livable Oakville Official Plan
- Finalize implementation requirement for development of North Oakville
- Develop comprehensive community building framework
- Complete community visioning for the OTMH site
- Begin development of Transportation Master Plan

## Key Actions 2012-14

- Complete Zoning by-law update
- Complete urban design guidelines
- Complete business plan and implementation framework for Midtown Oakville
- Complete planning for reuse of public spaces in south Oakville including OTMH site, Trafalgar Park including Oakville Arena, Centennial Square, former school sites
- Complete review and potential consolidation of Heritage Districts
- Complete Transportation Master Plan
- Defend site specific application appeals of Livable Oakville at OMB

## Measures

- Survey residents on satisfaction with livability. Set baseline measures and targets for improvement
- Annual progress report to Council

# Council's 2011-2014 Work Plan

## Goal

### To enhance our economic environment

## Objective

To create and support conditions that will ensure a thriving and sustainable local economy.

## Key Actions 2011

- Continue implementation of economic development strategy
- Launch annual economic development forum to bring together local business leaders to assist in development of ongoing strategies to attract investment and retain businesses in Oakville
- Work with landowners and Halton Region to move forward with servicing of Winston Park West employment lands
- Complete review of Oakville tourism strategy and partnership
- Continue to develop strong working relationships with Chamber of Commerce and Business Improvement Areas

## Key Actions 2012-14

- Continue implementation of economic development strategy
- Seek opportunities to attract new businesses to Oakville
- Explore opportunity for business-based sister city relationships in India and China
- Evaluate the Bronte Village mall redevelopment application to achieve vibrant Bronte Village
- Seek partnerships to support community development including new facilities and redevelopments such as potential Centennial Square redevelopment
- Develop strategies to expedite business development through the approval process
- Define strategies and partnerships to achieve a Life Science Technology park in north Oakville around the new hospital site
- Develop options for a digital hub in partnership with the industry and Sheridan Institute
- Continue to work with business community to identify opportunities for existing employment areas such as Speers Rd.

## Measures

- Report to Council on target for new employment lands
- Set appropriate target to increase ratio of jobs per population

# Council's 2011-2014 Work Plan

## Goal

### To enhance our social environment

## Objective

Take a leadership role in identifying opportunities to enhance the well-being of our community and work collaboratively with the community and the Region of Halton to promote community wellness.

## Key Actions 2011

- Prepare draft Parks, Recreation and Library Master Plan and begin broad-based community consultation
- Complete renovations to QEP Community Centre
- Develop rowdiness and vandalism policy
- Complete site plan and building approvals to ensure timely development of new Oakville hospital
- Develop strategy for potential acquisition from HDSB which includes surplus school sites
- Begin development of town-wide event strategy

## Key Actions 2012-14

- Finalize Parks, Recreation, Library Master Plan including identifying potential new facilities to address community needs
- Continue implementation of *Culture Lives Here* Cultural Plan
- Open new community and arts facility at QEP
- Pursue opportunities to open new youth drop-in centre in north Oakville
- Research opportunities to bring youth perspectives into town policy and development and governance
- Identify further potential plans and strategies to enhance health of the community
- Identify needs and strategies to support seniors in the community
- Finalize development of event strategy and pursue opportunity for new summer waterfront festival
- Work with BIAs to investigate opportunities for new events, including new pedestrian mall event in downtown Oakville
- Investigate opportunities to solicit business support for arts and culture
- Continue to work with community agencies, such as Habitat for Humanity, to identify opportunities for community housing

## Measures

- Survey residents to determine how they would rate Oakville's sense of community. Establish a baseline measure and determine targets for improvement
- Annual progress report to Council

# Council's 2011-2014 Work Plan

## Goal

**To be accountable in everything we do**

## Objective

To ensure public confidence by promoting open, effective and transparent governance.

## Key 2011 Actions

- Undertake review of ward structure
- Identify opportunities for governance training for staff, appointees and Council
- Redevelop website to make information more accessible to the public and to promote open and transparent decision-making
- Complete development of tool kit for staff to support town's commitment to public engagement
- Complete new four year Council strategic work plan
- Complete agreement with TOWARF
- Work with BIA's to revise constitutions
- Ensure compliance with accessibility legislation
- Complete 2011 internal audit work program
- Council task force on advisory committees

## Key 2012-14 Actions

- Complete review and revise ward boundaries to redistribute and rebalance population distribution
- Identify potential for Oakville Lobbyist Registry and review proposed Region of Halton lobbyist registry
- Develop ongoing annual action plans for Council four year strategic work plan
- Implement ongoing governance training for staff, appointees and Council
- Identify potential partnership opportunities with local agencies and community groups, such as YMCA, Oakville Hydro, Arts Council
- Continue to enhance website including implementation of new web-based public engagement solutions
- Complete emergency planning and risk management reviews

## Measures

- Level of public satisfaction with local government accountability, accessibility, openness and inclusiveness
- External auditor satisfaction with town financial accountability
- Internal auditor satisfaction with departmental procedures and operations
- Level of public satisfaction with customer service
- Annual reports to Council

# Council's 2011-2014 Work Plan

## Goal

### To be fiscally sustainable

## Objective

To ensure long-term financial sustainability of the town by developing financial plan that maximizes development charges to finance growth, establishes equitable rates and fees, identifies opportunities for savings, maintains highly-valued programs and services and considers the rights of taxpayers.

## Key Actions 2011

- Deliver 2011 budget increase that identifies opportunities for savings, new user fees and ensures overall increase reflects the rate of inflation
- Continue to define and develop key performance indicators to support program-based, performance-based budgeting
- Undertake service delivery review to identify potential budget savings
- Finalize amount of local share donation to new Oakville hospital
- Begin new development charges by-law study
- Complete ten year capital forecast
- Ensure town-wide PCI compliance
- Complete Harbours financial plan

## Key Actions 2012-14

- Create a four-year budget with a cumulative tax impact consistent with the rate of inflation
- Complete service delivery review and identify opportunities for future savings
- Continue to develop and refine town's online performance measures
- Identify opportunities for additional funding from non-tax revenues
- Identify potential opportunities for staffing redeployment through efficiencies not program cuts
- Demonstrate value of town programs and services
- Implement consolidated data management to support strategic decision-making
- Develop local share hospital funding plan
- Update development charges background studies and by-law
- Complete review of town rates and fees
- Update ten year capital forecast on an annual basis

## Measures

- Quarterly and annual financial reports to Council
- Level of reserves and capital gap
- Rate of taxation and level of taxes and fees as percentage of total revenue
- Cost per capita of town programs and services
- Adherence to optimal replacement schedule for infrastructure and equipment
- Percentage of taxes from non-residential sources

# Council's 2011-2014 Work Plan

## Goal

### To be environmentally sustainable

## Objective

To develop and promote innovative and sustainable environmental practices that reduce town and community impact on the environment.

## Key Actions 2011

- Complete corporate sustainability plan
- Update Environmental Strategic Plan
- Launch Integrated Community Sustainability Plan (ICSP) consultation
- Implement health protection air quality by-law
- Continue to review energy management at town hall and other town facilities to identify potential savings
- Work with Oakville Hydro to launch solar energy arrays on town facility roofs
- Develop north Oakville forestry plan to support 40% tree canopy target
- Develop strategy to respond to threat of Emerald Ash Borer
- Continue implementation of corporate sustainability policies and practices
- Implement new bike lanes in Oakville to support active transportation

## Key Actions 2012-2014

- Undertake broad-based community consultation into the development the ICSP
- Complete development and approval of town's first ICSP
- Continue implementation of health protection air quality by-law
- Undertake Climate Change study
- Develop green building standards
- Implement energy management options at town facilities
- Work with Oakville Hydro to determine feasibility of a solar farm in Oakville
- Continue to protect green space
- Implement trails plan for north Oakville
- Update private tree by-law and site alteration by laws
- Participate in provincial review of air quality to improve Oakville-Clarkson airshed
- Develop and implement stormwater management plan
- Identify potential funding opportunities to support additional hybrid buses for Oakville Transit
- Develop Harbours Master Plan

## Measures

- 100% of all programs and services to be reviewed for environmental sustainability
- Establish baseline energy and environmental monitoring measures
- Set targets for improvement
- Each department to implement one program or measure per year to increase environmental sustainability

# Council's 2011-2014 Work Plan

## Goal

**To provide outstanding service to our residents and businesses**

## Objective

To ensure excellence and accountability in providing effective and efficient customer service to our residents and businesses.

## Key Actions 2011

- Develop integrated customer service strategy and begin implementation of next phase of ServiceOakville in several key town departments
- Complete review of customer relations management software to determine appropriate system for implementation
- Redesign website to improve access to information and online services on website
- Implement QR codes in town advertising to reduce content and improve mobile access to information
- Establish efficient and effective development review processes to streamline service delivery
- Complete development of public engagement toolkit for staff to ensure effective public consultation
- Develop web and social media policies to support online community engagement

## Key Actions 2012-14

- Implement Phase 2 of ServiceOakville strategy in additional departments
- Complete implementation of customer relationship management tracking system for all customer interactions with the town to improve effectiveness and efficiency of services
- Develop data and analytics that accurately reflect quantity and quality of citizen concerns
- Establish and communicate service delivery standards for all town programs and services to track and improve response times to citizen inquiries
- Review and implement opportunities for further online services including forms, payments and public feedback
- Review and implement opportunities to enhance councillors' online communications
- Review and implement new social media community engagement tools
- Continue to survey residents satisfaction with town programs and services

## Measures

- Survey residents on how they rate the overall quality of service of the town
- Set baseline measures and targets for improvement
- Survey business community to determine how they rate the overall service of the Town of Oakville. Set baseline measure and target for improvement
- Ask businesses to rate quality of individual business transactions with the town
- Set departmental targets for improvement

# Council's 2011-2014 Work Plan

## Goal

**To continuously improve our programs and services**

## Objective

To establish a culture of innovation and renewal to ensure continuous improvement in the development and delivery of cost-effective and responsive town programs, services and infrastructure.

## Key Actions 2011

- Undertake Citizen Survey to identify programs and services valued by the community, the town's effectiveness in meeting the needs of the community and identify areas for future improvement
- Review delivery of key town programs and services to maximize effectiveness and efficiency of service delivery model
- Maintain local infrastructure such as roads, trails, sewers and bridges in a state of good repair
- Complete 18 kilometers of hot mix paving to ensure meet 2021 target for completion set by Council
- Implement budgeted park maintenance and enhancement projects and new park development
- Implement online transit route mapping
- Review and respond to citizen requests for traffic calming measures
- Complete review of ice needs and identify options to rationalize service delivery

## Key Actions 2012-14

- Continue implementation of scheduled hot mix paving program
- Identify funding for ongoing infrastructure renewal projects through annual budgeting process
- Identify funding for ongoing parks renewal and new development projects through annual budgeting process
- Integrate asset management program into departmental business plans
- Develop five year transit operating plan
- Pursue transfer of Bronte Harbour lease from federal government and region.
- Pursue partnership opportunities for development of North Park facilities
- Complete major parks projects including Oakville Harbour and Bronte Heritage Park
- Complete review of Oakville galleries to identify potential replacement for Gairloch Gardens facility

## Measures

- Level of use of programs and services
- Level of public satisfaction with key programs and services
- Municipal performance measures standards
- Annual reports to Council
- Road measures for hot mix paving

# Other Goals and Measures

## **To be innovative in everything we do**

Survey employees find out whether they feel that their managers/supervisors allow them to explore new ideas and bring them forward to senior management. Establish baseline measure and targets for improvement.

Survey targeted stakeholders to find out whether they feel that the town is innovative in the way it delivers programs and services. Establish baseline measure and targets for improvement.

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## **To be honest in everything we do**

Survey residents to determine satisfaction with town government. Establish a baseline and target for improvement.

Survey staff to determine how honest and trustworthy they rate senior management. Establish a baseline and target for improvement.

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## **To be dedicated in everything we do**

Establish a target for voluntary staff turnover and attendance that would reflect that “Town of Oakville is a great place to do great things” and is rated among the top 10% of municipalities in Canada.

Survey employees to ask them to rate their commitment to their duties and responsibilities and their commitment to the goals and priorities of the town. Establish a baseline and targets for improvement.

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## **To treat everyone with respect**

Survey employees to determine if they feel that they are treated with respect by their department and by senior staff. Establish a baseline measure and targets for improvement.

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## **To act as a team**

Survey employees to determine how well they feel their department and the town overall is achieving this goal. Establish a baseline measure and targets for improvement.

# Other Goals and Measures

## **To have programs and services that are accessible**

Survey residents to determine how they rate accessibility of town programs and facilities.  
Establish baseline measure and targets for improvement.

Determine appropriate target to increase representation of members from diverse communities and persons with disabilities in the town's workforce.

Complete 100% of annual approved accessibility plan projects.

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## **To have a process that is as fulfilling as the outcome**

Survey residents to determine how they rate their interaction with the Town of Oakville.  
Set baseline measure and target for improvement.

Increase surveying of participants in town consultation process to measure their level of satisfaction with the process.

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## **To enhance our natural environment**

Establish target reduction in town greenhouse gas emissions.

Establish baseline for urban forest coverage.

Growth in transit ridership.

Level of public satisfaction with the state of the town's natural environment.

Establish environmental indicators.

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## **To enhance our cultural environment**

Survey residents to determine how they would rate Oakville's cultural environment.

Establish a baseline measure and determine targets for improvement.

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## **To ensure that our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community**

Level of employee satisfaction with management respect, commitment and caring.

Level of public satisfaction with employee respect, commitment and caring.

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## **To be highly valued and widely celebrated for the innovative and outstanding way we satisfy the needs of our employees**

Survey employees on their overall level of job satisfaction with the Town of Oakville.

Set baseline measure and target for improvement.

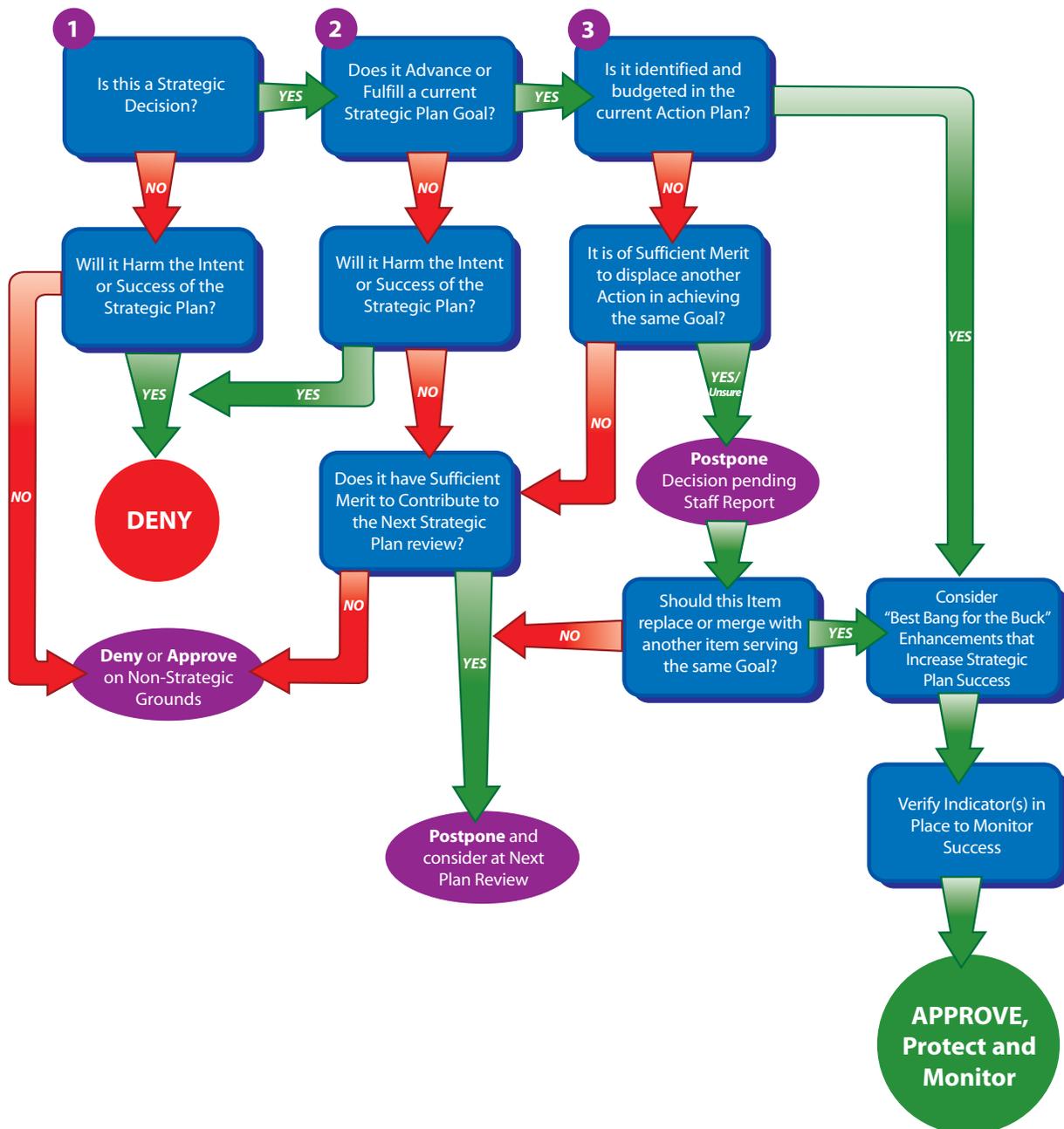
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# Appendix 1

## Appendix 1 – Strategic Decision Making

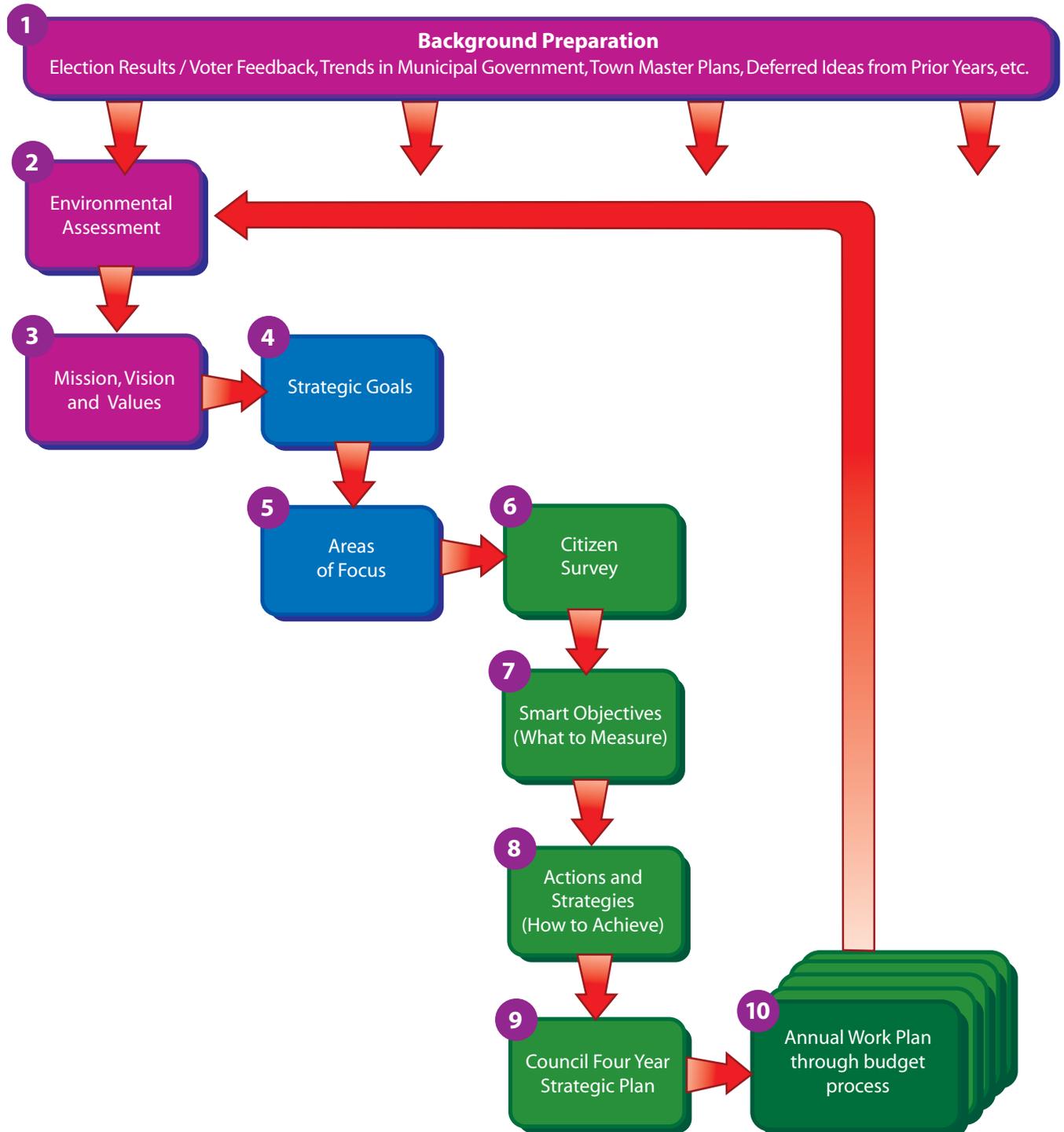
Strategic planning assists Council and staff in making fundamental decisions and choices about what is most important in achieving organizational success. The following chart outlines how Council and staff can integrate strategic planning into their daily activities and decision-making.

Figure 3



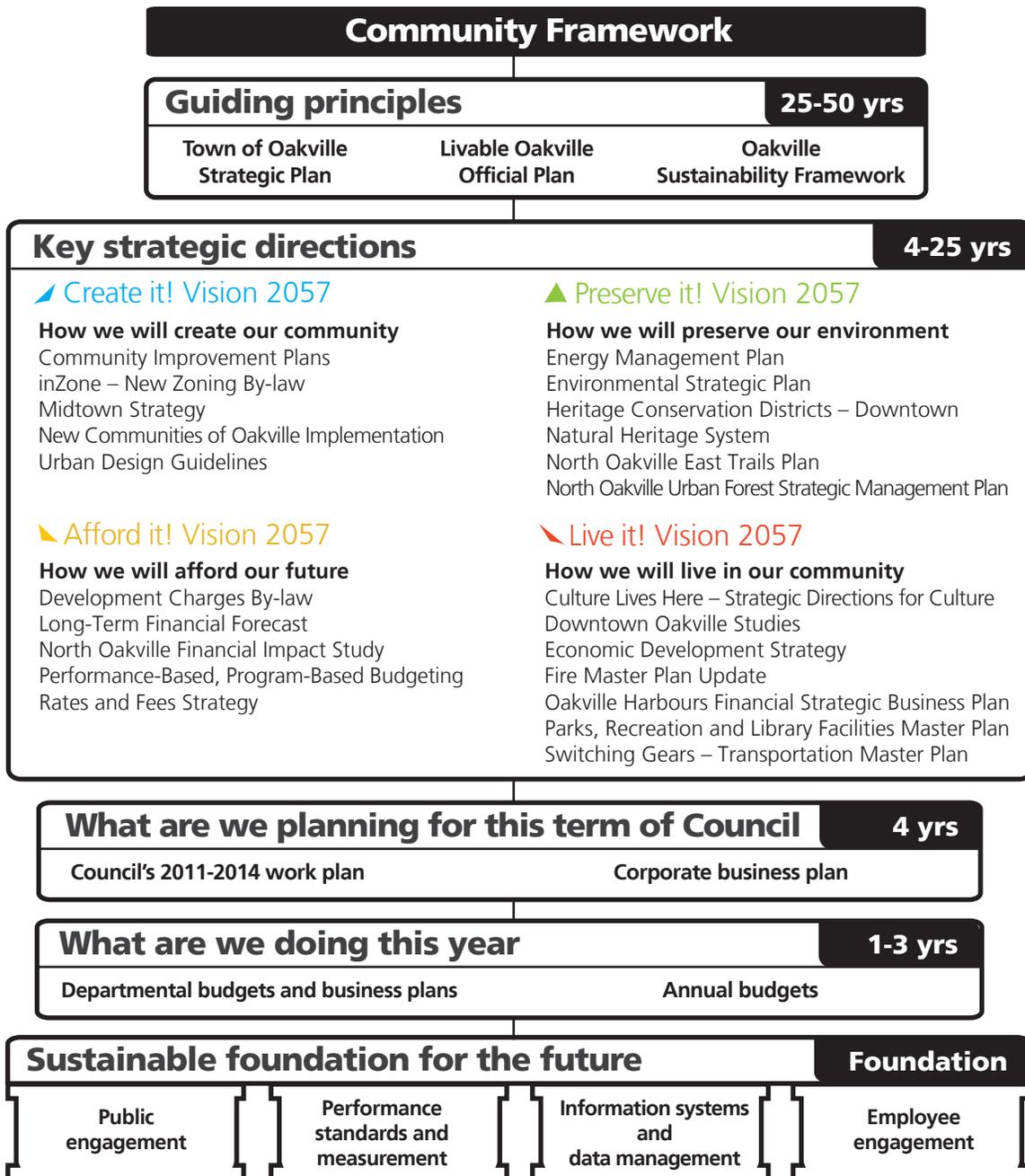
## Appendix 2 – Strategic Planning Process

Council and staff began work on this strategic plan in January 2011. The following chart outlines the process to date, as well as how the strategic plan will be integrated into ongoing departmental business planning.



# Appendix 3

## Appendix 3 – Community Building Framework





**Town of Oakville**

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