



OAKVILLE

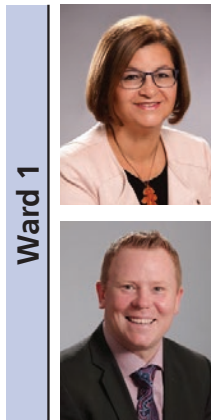
2019-2022

**Council's
Strategic
Plan**

Oakville Town Council



Mayor Rob Burton
905-338-4173
mayor@oakville.ca



Beth Robertson
Town Councillor
905-815-6002
beth.robertson@oakville.ca



Sean O'Meara
Regional and Town Councillor
905-847-3987
sean.o'meara@oakville.ca



Ray Chisholm
Town Councillor
905-815-6004
ray.chisholm@oakville.ca



Cathy Duddeck
Regional and Town Councillor
905-845-8374
cathy.duddeck@oakville.ca



Janet Haslett-Theall
Town Councillor
289-837-3923
janet.haslett-theall@oakville.ca



Dave Gittings
Regional and Town Councillor
905-844-5513
dave.gittings@oakville.ca



Peter Longo
Town Councillor
647-286-4900
peter.longo@oakville.ca



Allan Elgar
Regional and Town Councillor
416-709-0082
allan.elgar@oakville.ca



Marc Grant
Town Councillor
905-815-6001
marc.grant@oakville.ca



Jeff Knoll
Regional and Town Councillor
905-815-6000
jeff.knoll@oakville.ca



Natalia Lishchyna
Town Councillor
905-815-6010
natalia.lishchyna@oakville.ca



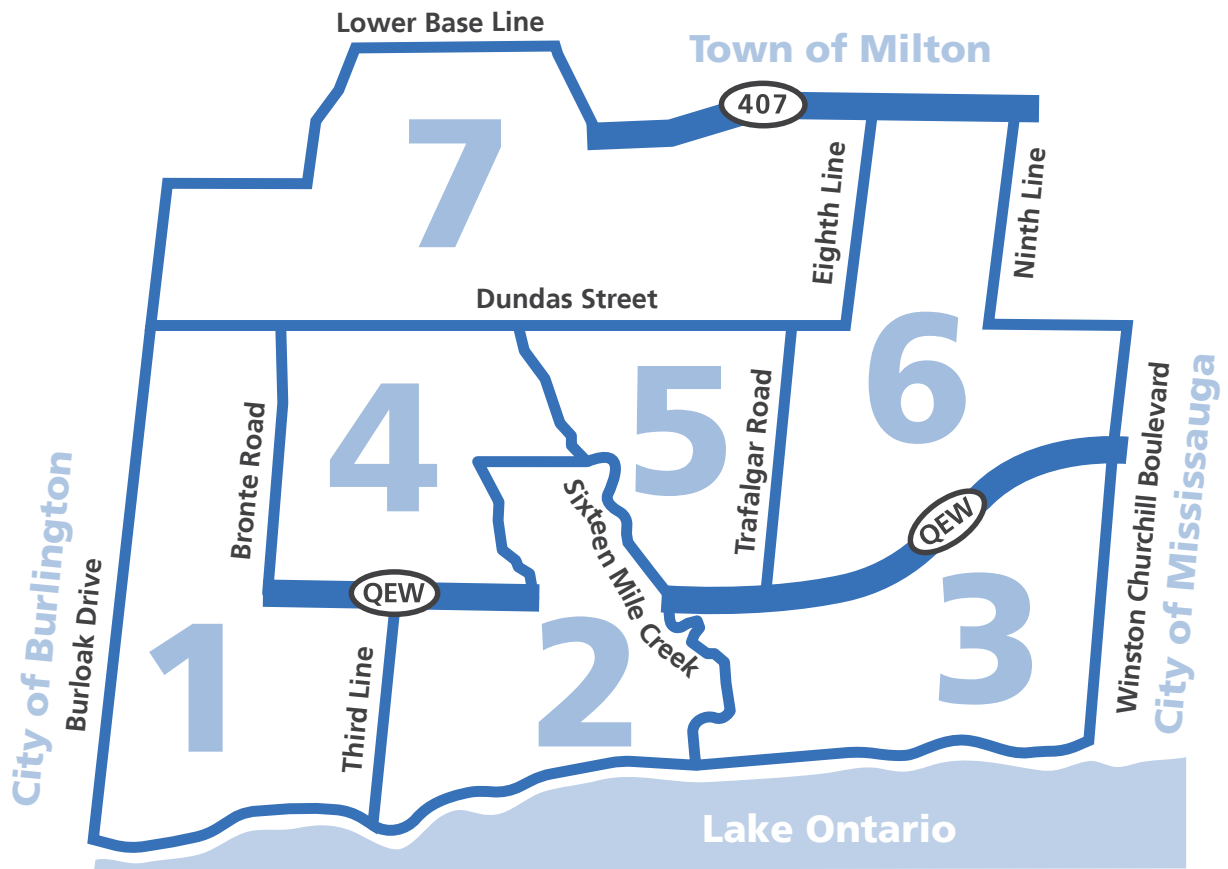
Tom Adams
Regional and Town Councillor
905-849-7915
tom.adams@oakville.ca



Jasvinder Sandhu
Town Councillor
905-815-6012
jasvinder.sandhu@oakville.ca



Pavan Parmar
Regional and Town Councillor
905-815-6013
pavan.parmar@oakville.ca



Town of Oakville

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 2019–2022 Strategic 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 2019–2022 Strategic Plan outlines the goals, actions and measures that will help us to achieve Council's strategic directions. The focus of this strategic plan is on the strategies, actions and measures to achieve Council's five areas of focus for 2019–2022.

Annual Business Planning Process

The 2019-2022 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.

Community Building Framework

The strategic plan is a critical element of the town's comprehensive community building framework, outlined in Appendix One, 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.

Town of Oakville Strategic Plan

Vision – To be the most livable town in Canada

Mission

- 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.
- We ensure our staff receive the same level of respect, commitment and caring that they are expected to deliver to the community.

Values

Accountability

Dedication

Honesty

Innovation

Respect

Teamwork





Livability

Goal: To be the most livable town in Canada.

Objective: Provide a planning framework to maintain the character of the community

Actions 2019

- Continue work on Residential Character Official Plan policy review
- Review North Oakville Secondary Plan
- Complete Palermo Growth Area study
- Complete Bronte GO mixed-use node study
- Advocate for strong local government in response to provincial review of regional government
- Monitor and respond to legislative changes

2020-2022

- Develop Midtown implementation strategy
- Initiate comprehensive zoning by-law review
- Initiate Bronte and Kerr Community Improvement Plans
- Undertake Uptown Growth Area study
- Continued implementation of former hospital site and Brantwood school
- Monitor and respond to legislative changes

Objective: Protect cultural heritage assets of the community

Actions 2019

- Continue implementation of Cultural Heritage Landscape strategy
- Continue work on identification of the implementation of Bronte and Oakville Harbour cultural heritage landscape designations
- Continue implementation and defence of the town's designation of Glen Abbey Golf Course as cultural heritage landscape
- Complete the Old Oakville Conservation District Review

2020-2022

- Continue implementation of Cultural Heritage Landscape strategy
- Undertake Trafalgar Conservation District review
- Develop heritage tree strategy
- Ongoing support for heritage program

Objective: Promote and support actions to maintain a resilient local economy

Actions 2019

- Begin Downtown Streetscape construction project, including construction mitigation and smart city initiatives
- Update town's five year Economic Development Strategy
- Undertake health-oriented mixed use node study
- Implement Brownfield Community Improvement Plan
- Continue to support Auto Mayors efforts to support automotive industry
- Implement municipal accommodation tax to support tourism
- Continue to promote local job creation through attraction and retention of businesses

2020-2022

- Ensure Oakville has an adequate supply of serviced, land for new development
- Work with partners to facilitate site selection inquiries and lead servicing.
- Conduct targeted digital and print marketing campaigns to market Oakville as a destination for business investment.
- Undertake regular research to report on economic activity and monitor competitive positioning for investment.



Engaged Community

Goal: Foster a community environment that engages residents of all ages, abilities and backgrounds.

Objective: Engage the community in local government

Actions 2019

- Continue to make all Council reports and meetings available online
- Continue to utilize diverse strategies to maximize opportunities for public involvement
- Undertake website audit and seek public input into redo of Oakville.ca
- Review social media support and determine if feasible to expand platforms
- Apply accessibility and inclusion lens to all town policies, programs and services
- Incorporate additional accessibility features into renovation of Council Chambers

2020-2022

- Relaunch oakville.ca to support easier access to online tools and services
- Identify potential new tools to support online public engagement
- Continue to apply inclusion lens to all town programs and services
- Continue outreach activities to engage all members of the community

Objective: Provide recreational and cultural events and spaces to promote shared community experiences

Actions 2019

- Redo Towne Square as part of Downtown Streetscape project
- Open new interim library at Sixteen Mile
- Host Canada Day and Children's Festival events
- Work with Tourism Oakville to promote local events
- Continue to provide affordable camps and recreational programming
- Complete downtown theatre and library studies

2020-2022

- Open new LEED certified Southeast Oakville community centre
- Update cultural strategy to support shared community identity
- Explore opportunities for development of outdoor event space
- Finalize strategy for reuse of former OTHS
- Update Parks, Recreation and Culture Master Plan
- Creation Zone for Glen Abbey library
- Finalize North Park Master Plan

Objective: Provide effective licensing and enforcement framework to maintain community safety, protection and enjoyment

Actions 2019

- Review Cannabis implementation
- Review Infill development by-laws and standards
- Implement new Municipal Enforcement Strategy
- Review tow truck licencing
- Develop regulations covering vacant properties

2020-2022

- Review Licencing by-law
- Review Nuisance, Property Standards and Lot Maintenance by-laws
- Continue to implement Municipal Enforcement Strategy



Accountable Government

Goal: Inspire public confidence through open, accountable and efficient delivery of government services.

Objective: Lead in providing open and accountable government

Actions 2019

- Continue to achieve ISO 37120 Sustainable City platinum status to provide public access to comparable and measurable city data
- Undertake Citizen Survey to measure public satisfaction
- Complete review of Council Code of Conduct
- Continue to report annually on closed Council sessions
- Continue to support access to town data through the town's Open Data portal

2020-2022

- Continue to achieve ISO 37120 Sustainable City platinum status
- Continue to prepare comprehensive annual financial reports that exemplify the spirit of transparency and full disclosure.
- Continue to report annually on closed Council sessions
- Continue to add additional data sets to the town's open data portal

Objective: Ensure long-term fiscal sustainability of the town while respecting the impact of decisions on taxpayers

Actions 2019

- Deliver annual budget that ensures property tax increases remain in line with inflation
- Continue to utilize town's asset management program to maximize life cycle of town assets
- Identify potential alternative financing options to fund new programs
- Identify and advocate for fair share of federal and provincial infrastructure funding
- Continue work of Oakville Municipal Development Corporation

2020-2022

- Complete new Development Charges Study ensuring costs of growth are minimized for existing residents to the maximum allowed by the province
- Continue implementation of Asset Management program
- Continue to develop annual budgets and financial forecasts that ensure long-term financial sustainability of the town

Objective: Support a culture of continuous improvement and innovation to enhance cost-effective delivery of town programs and services

Actions 2019

- Report to Council on completion of town's Service Inventory
- Complete service reviews on Recreation and Culture and Facilities Management
- Review opportunities to streamline permits and approval processes for all land development
- Undertake Fleet Management service review
- Implement Lean training to support continuous improvement initiatives
- Increase services available 24/7 through ServiceOakville telephone and web channels

2020-2022

- Implement further service reviews as identified by the town's Service Inventory
- Implement opportunities to streamline permits and approval processes for all land development
- Continue to implement online and digital solutions to increase customer satisfaction and service efficiency
- Continue to replace end-of-life systems and software
- Fire Master Plan



Mobility

Improve town's multi-modal transportation network to support effective movement of people and goods.

Objective: Plan, build and maintain road and parking infrastructure

Actions 2019

- Phase 1 reconstruction of Lakeshore Rd
- Complete Wyecroft Road environmental assessment
- Complete Lakeshore Road West environmental assessment
- Undertake town-wide parking studies
- Implement Bronte paid parking pilot
- Undertake review of north Oakville parking permits
- Explore implications of autonomous vehicles

2020-2022

- Metrolinx to begin construction of Kerr St. and Burloak underpasses
- Complete Transportation Master Plan
- Phase 2 reconstruction of Lakeshore Road

Objective: Promote safe travel on town roads

Actions 2019

- Implement traffic signal optimization pilot
- Complete traffic calming strategy, include review of speed limits and photo radar
- Undertake crossing guard review
- Implement pedestrian safety program

2020-2022

- Ongoing implementation of pedestrian safety program
- Ongoing implementation of traffic calming

Objective: Support opportunities for multi-modal transportation including walking, cycling and Transit services

Actions 2019

- Continue implementation of Active Transportation Master Plan
- Build addition 12km of multi-use trails and on road bike lanes
- Ongoing participation with Metrolinx committees
- Complete study of accessible transit services
- Continue construction of cross-town trail
- Expand home to hub transit services
- Explore greening of the fleet such as electric vehicles

2020-2022

- Ongoing coordination with Metrolinx
- Ongoing implementation of Active Transportation Master Plan
- New on road bike sharrows as part of Lakeshore Road reconstruction
- Secure lands for second transit hub
- Continue construction of Crosstown Trail
- Install protected bike lanes on Speers Road



Environment

Goal: Protect greenspace and promote environmentally sustainable practices.

Objective: Ensure effective stewardship of the town's natural environment

Actions 2019

- Complete Parkland and Open Space Dedication Strategy
- Develop Invasive Species Strategy
- Implement the Urban Forest Strategic Master Plan
- Refresh I-Tree canopy study
- Continue EAB program

2020-2022

- Implement Oakville Strategy for Biodiversity
- Update Urban Design and Sustainable Development Guidelines
- Develop management plan for the Natural Heritage System
- Complete Harbours Master Plan

Objective: Create a climate change resilient community

Actions 2019

- Update Climate Change Adaptation Strategy
- Finalize Stormwater Master Plan
- Educate the community on climate change and emergency preparedness
- Implement Community Resiliency Hubs

2020-2022

- Implement Low Impact Development Partnership projects
- Incorporate Climate Change Adaptation policies into the Official Plan and Urban Design Standards
- Implement Stormwater Master Plan

Objective: Transition to a low carbon future

Actions 2019

- Implement energy (fuel, water, electricity and natural gas) conservation initiatives
- Update Corporate Energy Conservation & Demand Management Plan
- Launch EV stations as part of Downtown Revitalization project
- Facilitate partnerships to develop Community Energy Plan

2020-2022

- Develop Community Wide EV Infrastructure strategy
- Update Fleet Greening Plan to shift vehicles to low carbon alternatives and implement trip optimization
- Facilitate partnerships to implement Oakville's Community Energy Plan
- Update the Sustainable Building Design Policy and Guidelines

Livable Oakville Performance Dashboard

Good Government



- Satisfaction
- External Audit
- Internal Audit

Environmental Leadership



- Recreational Trails
- Greenhouse Gas Emissions
- Energy Consumption
- Waste Diversion

Economic Growth



- Business Licences
- Education Level
- Household Income
- Unemployment Rate

Fiscal Sustainability



- Spending
- Tax Increase
- Debt

Outstanding Service



- Experience
- Programs and Services
- Service Levels

Community Well-being



- Facility Visitors
- Library Card Holders
- Recreation and Culture Participants

Getting Around



- Good Roads
- Active Transportation
- Transit Ridership Per Capita
- Transit Ridership Per Month

Public Safety



- Safe Transit Services
- Belonging and Safety
- Emergency Call Response within 620 seconds
- Emergency Call Response within 240 seconds
- Road Collisions

Vision 2057 – Community Building Framework



Livable Oakville: Achieving our Vision To be the most livable town in Canada

25+ yrs

Guiding principles

Livable Oakville Official Plan

5-25 yrs

Key strategic directions

<p>How we build our community</p> <ul style="list-style-type: none"> North Oakville implementation Heritage districts Zoning by-law/urban design guidelines Midtown business plan Growth-area community improvement plans 	<p>How we will live in our community</p> <ul style="list-style-type: none"> Parks, Recreation, Library master plan Transportation master plan Culture Lives Here master plan Economic development strategy Youth plan Harbours master plan
<p>How we will preserve our environment</p> <ul style="list-style-type: none"> Environmental strategic plan Corporate sustainability plan Natural Heritage System Forestry plan Trails master plan Energy plan 	<p>How we will afford our future</p> <ul style="list-style-type: none"> Capital forecast Development charges by-law Program-based, performance-based budgets Rates and fees strategy

4 yrs

What we are planning for this term of Council

Council's 2019-2022 Strategic Plan

1-3 yrs

What we are doing this year

Departmental budgets and business plans	Annual budgets
--	----------------

Foundation

Sustainable foundation for the future

Public engagement	Performance standards and measurement	Information systems and data management	Employee engagement
----------------------	---	---	------------------------



Town of Oakville

1225 Trafalgar Road,
Oakville, Ontario L6H 0H3
905-845-6601 | oakville.ca