

WHAT IS THE TOWN OF OAKVILLE'S 2007-2010 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. Finally, 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.

STRATEGIC GOALS

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. The Town's 2007-2010 strategic 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 Plan is on the action plans to achieve Council's five areas of focus for 2007. However, measures have been established for every strategic goal embodied in the Town's vision, mission and values. These goals will be addressed and monitored through annual departmental business plans.

ANNUAL BUSINESS PLANNING PROCESS

The 2007-2010 Strategic Plan is the essential driver of the Town's annual business planning process. Council's strategic goals will be incorporated into annual departmental business plans and budgets. This process is outlined in Appendix Two.

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 Goals for 2007-2010

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 have programs and services that are accessible
13. To have programs and services that are environmentally sustainable
14. To have programs and services that are 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.

2007 Areas of Focus

1. To be accountable in everything we do
2. To enhance our natural environment
3. To continuously improve programs and services
4. To have programs and services that are fiscally sustainable
5. To ensure our staff receives the same level of respect, commitment and caring that they are expected to deliver to the community

OAKVILLE STRATEGIC PLAN

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Accountability

Dedication

Honesty

Innovation

Respect

Teamwork

Focus Areas for 2007

Accountability

Natural Environment

Continuous Improvement

Fiscal Sustainability

Commitment to Employees

Establish Measures

Strategies and Actions

Internal Audit Function
Organizational Risk Assessment Review
Public Sector Accounting Board Compliance
Procedural By-Law
Customer Service Standards and Protocols
Citizen Survey
Performance Measurement

Energy and Environmental Management System (EEMS) program
Natural Heritage System
Urban Forest Strategic Plan
Environmental Strategic Plan
Pesticide By-Law
Private Tree Protection
Stormwater Management
Alternative Transportation

Master Plans
Transit Review
Clearview Library
Accessibility Plan
Public Engagement Strategy
Service Oakville Initiatives
Heritage Protection
Official Plan Review
Graffiti Abatement

Development Charges Study
Interim Growth Measure
Ten year Financial Forecast
Rates and Fees Adjustments
Asset Management Program
Program Reviews
Halton Court Services streamlining
Reserves

New Collective Agreements
Employee Survey
Employee Recognition Program
Accessibility and Diversity Training
Leadership Training
Accommodations Study
Pandemic Plan
Employee Wellness Program

Departmental Business Plans to Achieve All Strategic Goals

Track Accomplishments / Communicate Results

Key Focus Area – Accountability

Goal – To Be Accountable In Everything We Do

Strategies and Actions

- Establish internal audit function to assist Council and management in meeting strategic and operational plans.
- Undertake organizational risk assessment review to mitigate business risks, improve operations and promote accountability.
- Establish project team to ensure compliance with new Public Sector Accounting Board requirements by January 1, 2009.
- Review Town procedural by-law to reflect new authority and accountability measures established by Municipal Act.
- Establish Town-wide standards and protocols for customer service to enable employees to meet community needs in a timely manner.
- Undertake a Citizen Survey in 2007, including formal public consultation component to establish baseline measures for accountability.
- Align business plans, budget and corporate performance management systems (TOPS) with Council's strategic goals.
- Report annually to Council and the public on the Town's progress toward achieving Council's strategic goals.
- Report annually to Council and the public on the Town's financial results.
- Conduct an annual Town hall meeting with CAO and Mayor to highlight Town accomplishments.

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

Key Focus Area – Natural Environment

Goal - To enhance our natural environment

Strategies and Actions

- Establish Energy and Environmental Management System (EEMS) monitoring process by January 1, 2008.
- Complete north Oakville landowner negotiations to ensure preservation of Natural Heritage System in north Oakville as defined by the Town's North Oakville Secondary Plan.
- Complete Urban Forestry Strategic Management Plan to ensure long-term sustainability of Oakville's urban forest.
- Continue implementation of Town's Environmental Strategic Plan in order to protect and enhance Oakville's ecological environment.
- Develop implementation strategy for Town-wide Pesticide By-law.
- Undertake public consultation to assist in the development of a new private tree by-law that will help protect and enhance the Town's urban forest.
- Implement new Storm Water Pond Monitoring Program with annual report to Council
- Promote and support alternative transportation methods including transit, cycle ways and trails and SMART commute programs.
- Incorporate policy to protect and enhance natural environment into Official Plan review process.
- Develop a mandatory policy by 2008 that Town departments shall use vehicles and operate facilities in a manner to minimize emissions.

Measures

- Establish target for reduction in Town Greenhouse Gas emissions
- Establish baseline for urban forest coverage
- Number of environmental or conservation activities sponsored by the Town
- Growth in transit ridership
- Kilometres of trails and cycle ways
- Level of public satisfaction with the state of the Town's natural environment
- Establish environmental indicators

Key Focus Area – Continuous Improvement

Goal – To continuously improve our programs and services

Strategies and Actions

- Develop implementation strategies for the Transportation, Environment and Parks, Recreation, Culture, and Library master plans.
- Develop a Cultural Strategy and Plan and strategic plans for Cemeteries and Harbours to set out long-term vision for these programs.
- Complete development of the Fire Services Master Plan.
- Develop master plans for North Park, Palm Place and QE Park Centre to enhance parks, recreation and cultural facilities.
- Undertake a comprehensive review of the Town’s transit services.
- Enhance library service, including the establishment of a library presence in Clearview neighbourhood.
- Develop and implement a 2007 accessibility plan to improve access for persons with disabilities to Town facilities, programs and services.
- Develop a public engagement and inclusiveness strategy to improve outreach and public engagement of all members of the community.
- Develop a town-wide customer service strategy “Service Oakville” to enhance service to the public.
- Enhance Town’s ability to identify and protect Heritage properties.
- Begin Official Plan review to establish a clear vision for town growth and development, including the protection of existing neighbourhoods and the natural environment.
- Implement a strategy to reduce graffiti on Town and private property.
- Each department will report through the business planning process on how they have or will improve their programs and/or services.

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

Key Focus Area – Fiscal Sustainability

Goal – have programs and services that are fiscally sustainable

Strategies and Actions

- Prepare and implement a development charges study to ensure the cost of growth in north Oakville is appropriately allocated.
- Implement interim growth management policies to manage intensification proposals until Official Plan review is completed.
- Prepare and implement a ten-year financial forecast to identify the Town's long-term capital and operational financing needs.
- Undertake a rates and fees review to optimize value, cost and efficiency.
- Implement a capital asset management program to identify and monitor value of town's capital assets and develop a long-term replacement strategy.
- Implement a departmental program review as part of 2008 budget process to help identify opportunities to optimize efficient delivery of programs and services.
- Undertake a review of Halton Court Services function to identify opportunities to optimize service delivery.
- Review the level of Town reserves to ensure long-term financial sustainability.

Measures

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

Key Focus Area – Commitment To Employees

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

Strategies and Actions

- Negotiate new collective agreements with CUPE locals 136 and 1329 and the Oakville Professional Fire Fighters Association.
- Undertake an employee survey to establish baseline measure of employee satisfaction.
- Implement an expanded employee recognition program by 2008 to demonstrate Town's commitment to valuing its employees.
- Provide accessibility and diversity training to employees to ensure full understanding and awareness of diverse community needs.
- Provide leadership training for management and supervisors to develop current and future leaders in the organization.
- Undertake an Accommodations Study to assess short and long-term accommodations needs at Town facilities.
- Undertake a pandemic risk assessment and develop a pandemic plan to enhance Town ability to respond to employee and Town needs during a potential future pandemic.
- Continue to offer employee wellness program to enhance work environment.

Measures

- Level of employee satisfaction on survey with management respect, commitment and caring
- Level of public satisfaction with employee respect, commitment and caring
- Establishment of customer service protocols

Other Goals and Measures

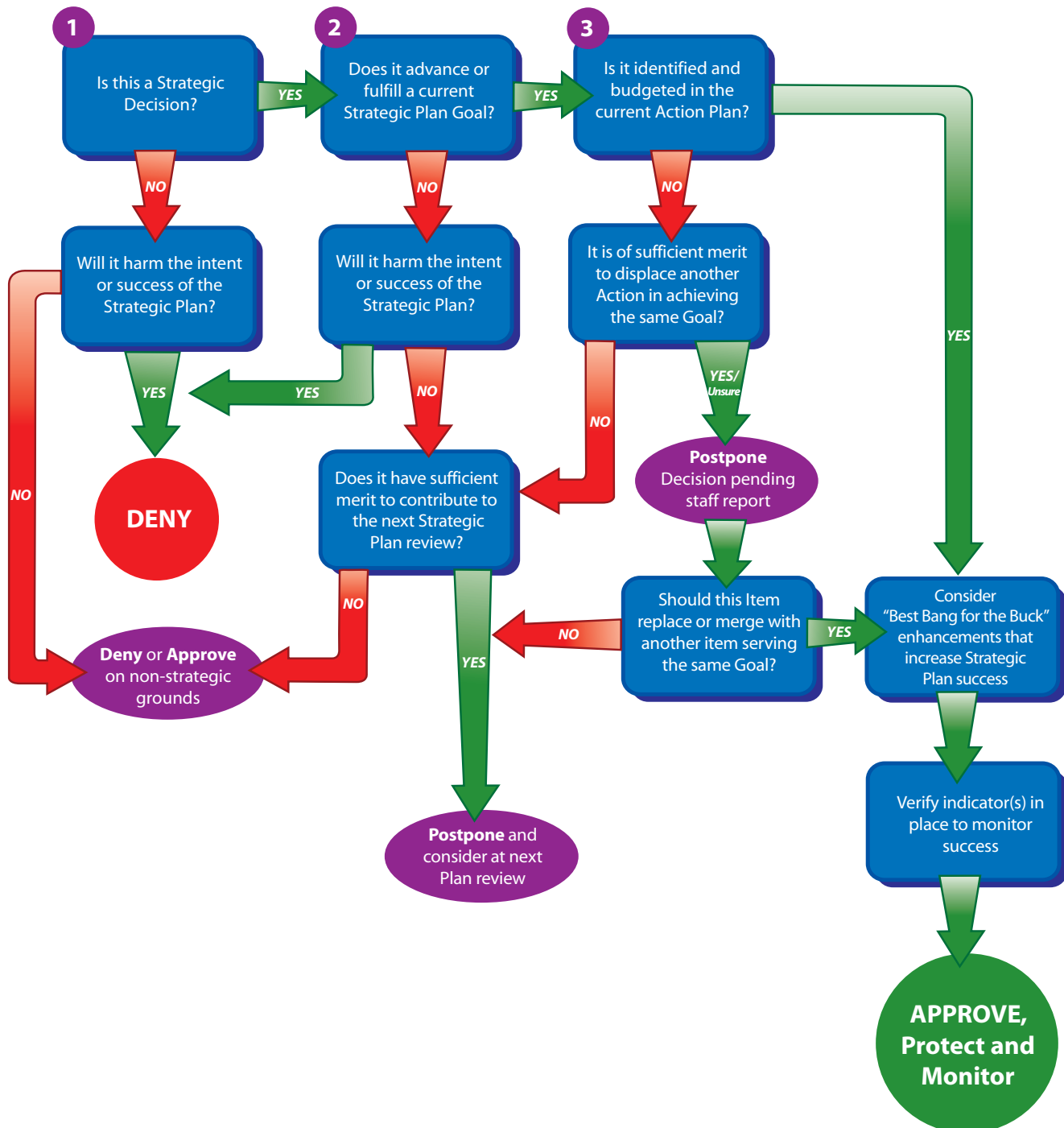
Council Strategic Goal	Measure
To be innovative in everything we do	<p>Survey employees find out whether they feel that their managers/supervisors allow them to explore new ideas and bring them forward to senior management. Establish baseline measure and targets for improvement.</p> <p>Survey targeted 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.</p> <p>Each department to develop and implement at least one program or service innovation per year.</p>
To be honest in everything we do	<p>Survey residents to determine how honest and trustworthy they rate Town elected officials and staff. Establish a baseline and target for improvement.</p> <p>Survey staff to determine how honest and trustworthy they rate senior Town management. Establish a baseline and target for improvement.</p>
To be dedicated in everything we do	<p>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.</p> <p>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.</p>
To treat everyone with respect	<p>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.</p>
To act as a team	<p>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.</p> <p>Survey targeted stakeholders to determine how well they rate the Town on this goal. Establish a baseline measure and determine targets for improvement.</p>
To enhance our cultural environment	<p>Survey residents to determine how they would rate Oakville’s cultural environment. Establish a baseline measure and determine targets for improvement.</p>
To enhance our social environment	<p>Survey residents to determine how they would rate Oakville’s sense of community and level of social services. Establish a baseline measure and determine targets for improvement.</p> <p>Increase representation of members from diverse communities and persons with disabilities on Town committees. Set target for improvement.</p>

Council Strategic Goal	Measure
To enhance our economic environment	Set appropriate target to increase ratio of non-residential to residential tax revenue. Set appropriate target to increase ratio of jobs per population.
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.
To have programs and services that are environmentally sustainable	100% of all programs and services to be reviewed for environmentally sustainability by 2010. 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.
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 processes to measure their level of satisfaction with the process.
To be highly valued and widely celebrated for the innovative and outstanding way we satisfy the needs of our residents	Survey residents on how they rate the overall quality of service of the Town. Set baseline measure and targets for improvement.
To be highly valued and widely celebrated for the innovative and outstanding way we satisfy the needs of our businesses	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.
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.
To be the most livable town in Canada	Determine key qualities of livability. Survey residents on these qualities. Set baseline measures and targets for improvement.

Appendix 1

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.

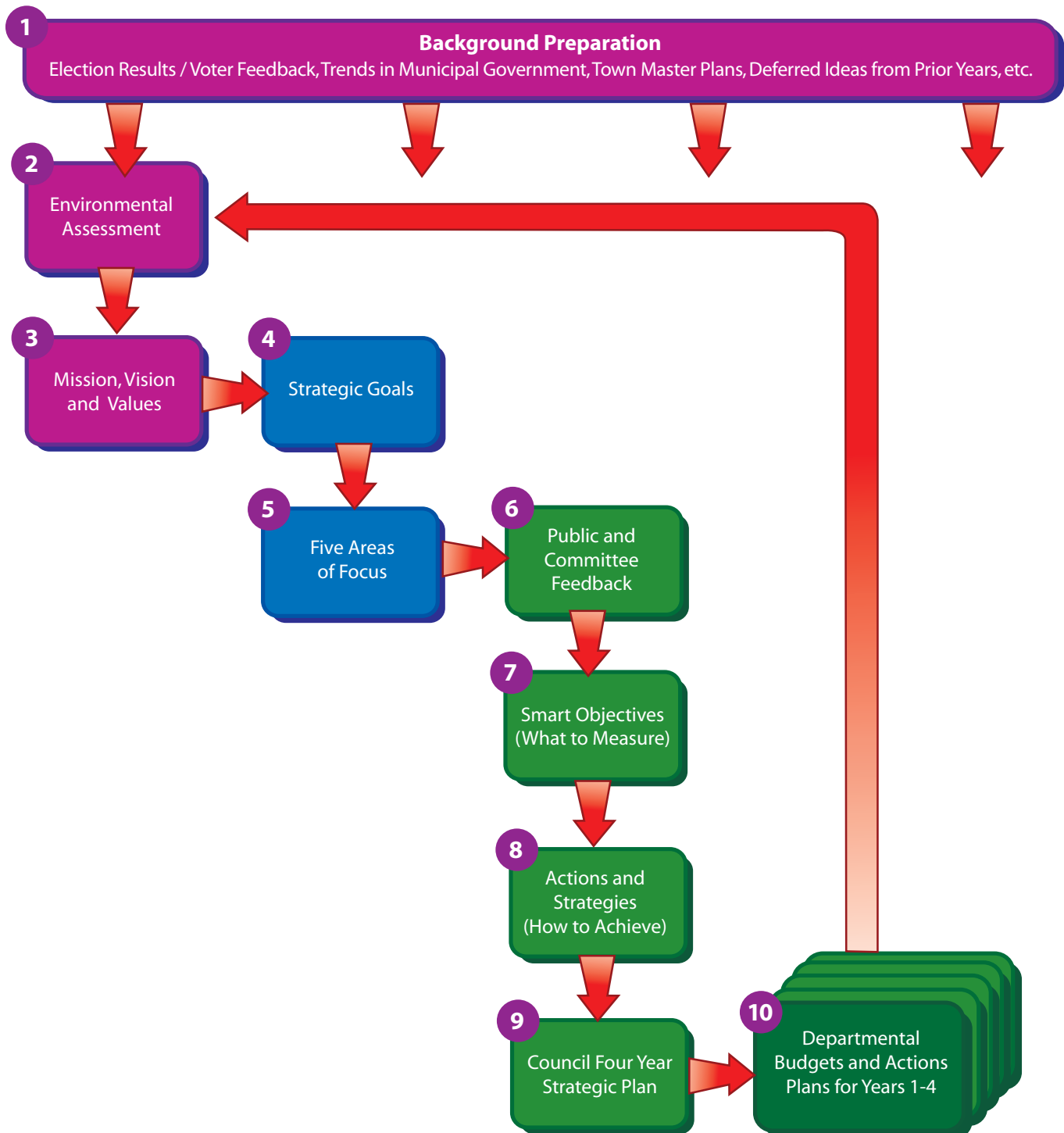
Figure 3 - Strategic Decision Tree



Appendix 2

Council and staff began work on this strategic plan in December 2006. The following chart outlines the process to date, as well as how the strategic plan will be integrated into ongoing departmental business planning.

Strategic Planning Process



Notes



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