



## REPORT

**REPORT TO:** Mayor Bonnette and Members of Council

**REPORT FROM:** Damian Szybalski, Manager of Sustainability

**DATE:** November 20, 2014

**REPORT NO.:** PDS-2014-0065

**RE:** Corporate Sustainability Audit and Action Plan  
Status Update #1  
File No.: D27-CO

### **RECOMMENDATION:**

That Report No. PDS-2014-0065, dated November 20, 2014, regarding Status Update #1 of the Corporate Sustainability Audit and Action Plan be received for information.

### **BACKGROUND:**

Through Report No. PDS-2014-0023, dated April 28, 2014, Council approved the Terms of Reference for the Corporate Sustainability Audit and Action Plan.

Focused on the Town's internal corporate operations, the Corporate Sustainability Audit and Action Plan will:

- Accelerate and sustain the implementation of the Community Sustainability Strategy and its 170 goals for strengthening Halton Hills' economic, social, cultural and environmental fabric. This is important as many of the goals of the Community Sustainability Strategy are likely to fall within the Town's jurisdiction.
- Complete a strategic review of the Town's key operations, policies, programs, procedures and initiatives. This review will identify the strengths, weaknesses, opportunities and threats to continuing to integrate sustainability within the Town's operations. It will also help ensure the seamless integration of sustainability into the Town's corporate operations and workplace culture.

- Develop a strategic Vision, Mission Statement and anticipated outcomes for the Town's sustainability efforts.
- Deliver a 5-year Action Plan for actions that address any gaps in the Town's sustainability efforts. This Action Plan will follow the PAREE Principle, meaning that its actions will be practical, affordable, reasonable, educational and enforceable. Actions recommended by the Audit will be specific and measurable so that progress can be tracked.
- Design a practical decision-making framework that will leverage, align, unify and guide the Town's many plans, policies, programs and initiatives, and facilitate their implementation to maximize the Town's economic, cultural, social and environmental objectives, as well as financial and operational efficiencies. It will also integrate the four pillars of sustainability (i.e. economic prosperity, cultural vibrancy, environmental health and social wellbeing) into the Town's everyday work, budgeting and long-term planning processes by articulating a consistent corporate-wide approach to inform and influence decision-making. The framework will also assist with the evaluation of existing and new initiatives.
- Undertake effective Town staff and Council engagement. This will be supplemented by an education and engagement program for Town staff and Council that is relevant to all departments.
- Identify feasible funding mechanisms to assist with implementation.
- Provide input for consideration as part of any refinement or update of the Town's Strategic Plan, as appropriate.

## **COMMENTS:**

### ➤ **Context**

In the public and private sectors, sustainability is widely used to:

- Achieve efficiencies through efficient electricity, water and vehicle fuel use.
- Avoid risks due to rising energy costs, legislation and climate change.
- Drive innovation, creativity and long-term thinking in the workplace.
- Support employee satisfaction, engagement and retention.
- Demonstrate corporate leadership and reputation within the community.
- Access funding, including the federal Green Municipal Fund for municipalities.
- Ensure effective governance and consistent decision-making.
- Plan and build complete, efficient, healthy and vibrant communities.
- Achieve economic, environmental, social and cultural prosperity through a higher quality of life.
- Align and leverage many different plans, policies and initiatives.
- Deliver on strategic objectives (in the case of the Town its Strategic Plan).

Completion of the Corporate Sustainability Audit and Action Plan is an effective way of maximizing the aforementioned benefits.

➤ **Status Update**

Since Council approved the Terms of Reference for the Corporate Sustainability Audit and Action Plan, the following has been accomplished:

- Response to the Town's Request for Proposal was successful. Following a thorough review of all submissions, LURA Consulting was selected as the successful consultant. LURA assisted with the completion of the Community Sustainability Strategy and has over 35 years of experience, including the successful completion of multiple leading edge corporate and community sustainability plans.
- Meeting with the Senior Management Team to kick-off the project, introduce the consulting team, discuss key objectives, outline deliverables, discuss engagement opportunities and gather initial feedback.
- One-on-one meetings with members of the Senior Management Team to ensure that the deliverable will reflect corporate objectives and successes, while addressing any gaps and leveraging existing opportunities.
- Meeting with the Staff Sustainability Team and representatives from all departments to kick-off the project, introduce the consulting team, discuss key objectives, outline deliverables, discuss engagement opportunities and gather initial feedback.
- Refinement of the workplan to address feedback received from the Senior Management Team, Staff Sustainability Team and departmental representatives.
- Prepared a Staff and Council Engagement Strategy to effectively engage staff and Council, while providing meaningful input into the project.
- Introduced the project to Town staff at the October 2014 Town Hall meeting.
- Initiated a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the Town's plans, policies, procedures and initiatives.
- Identified focus areas around which the Corporate Sustainability Audit and Action Plan will be structured. This includes:
  - Infrastructure and Assets (things the Town owns)
  - Operations (things the Town does)
  - Purchasing (things the Town buys)
  - Planning (things the Town influences)
  - Services (services that the Town provides)

- Corporate Culture (how the Town gets things done)
- Human Resources (how the Town manages its employees)
- Financial (how the Town pays for things)

➤ **Next Steps**

Among others, upcoming next steps include:

- Best practice review to identify actions that are transferable to Halton Hills;
- Continuation of the current state review to identify strengths, weaknesses, opportunities and threats with respect to sustainability in the Town's operations; and
- Implementation of staff and Council engagement.

**RELATIONSHIP TO STRATEGIC PLAN:**

Sustainability is one of ten Council priorities identified in the Town's Strategic Action Plan, and repeatedly referenced throughout the Strategic Plan's Strategic Objectives and Strategic Actions.

Upon completion of the Corporate Sustainability Audit and Action Plan, the Town will be better positioned to make consistent decisions that align with and advance the Town's economic, cultural, social and environmental objectives.

In addition, outcomes of the Corporate Sustainable Audit and Action Plan may be incorporated into an update of the Strategic Plan, as appropriate.

**FINANCIAL IMPACT:**

There is no financial impact associated with this report.

**COMMUNICATIONS IMPACT:**

There is no communications impact associated with this report.

**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 relationship between this report and the Strategy is summarized below:

Do the report's recommendations advance the Strategy's implementation?

Yes       No       N/A

Which pillar(s) of sustainability does this report support?

- Cultural Vibrancy                       Economic Prosperity                       N/A
- Environmental Health                       Social Well-being

The Corporate Sustainability Audit and Action Plan will strengthen all four pillars of sustainability by building on the Town's existing leadership in economic prosperity, environmental health, social wellbeing and cultural vibrancy. It will accomplish this by auditing existing Town plans, policies, processes and initiatives, and preparing an effective decision-making framework.

Overall, the alignment of this report with the Community Sustainability Strategy is:

- Excellent                       Very Good                       Good                       Fair                       N/A

**CONSULTATION:**

Preparation of the Corporate Sustainability Audit and Action Plan will be a collaborative process, benefiting from consultation with Council, Senior Management Team, Staff Sustainability Team, Town Sustainability Implementation Committee, and all Town departments.

**CONCLUSION:**

This report has provided Council with a status update on the Corporate Sustainability Audit and Action Plan.

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