



2020-2022

STRATEGIC PLAN

VIBRANT COMMUNITIES

VISION

Vibrant communities, working well and growing stronger together!

MISSION

To serve the needs and advance the collective interests of our partner communities, residents and businesses through services that improve community wellbeing.

VALUES

- | | |
|-----------------------|--|
| Excellence | Demonstrated organizational and individual leadership, responsive, cooperative, professional service |
| Accountability | Willing acceptance of responsibility, demonstrated commitment to issues resolution, the courage to persevere, and the confidence to embrace change |
| Innovation | Solutions oriented, forward thinking and committed to continuous improvement |
| Integrity | Beyond reproach and operating to the highest ethical standard – open, honest and fair |
| Teamwork | Respectful relationships characterized by valuing diversity and the views and contributions of others – a demonstrated commitment to coordination, open communication and knowledge transfer |

STRATEGIC DIRECTIONS

1. A County that *works together*

i. **Strengthen, diversify and broaden the economic/prosperity base through:**

- Strategies to retain and support existing businesses
- Strategies to further encourage and support entrepreneurship, opportunities for youth, workforce wellbeing and environmental sustainability
- Enhanced inter-municipal cooperation to create a clear economic development strategy and collaboratively promote investment opportunities
- Strengthening tourism-supportive initiatives
- Initiatives that support local businesses

ii. **Enhance community wellbeing by:**

- Maintaining and strengthening core infrastructure, including affordable housing and broadband
- Ensuring a full range of housing type and density options
- Implementing a healthy community strategy that adapts programs, services and facilities to reflect evolving community needs
- Working with community partners and organizations to strengthen community safety and wellbeing
- Promoting community participation and life-long involvement in recreational and cultural activities

STRATEGIC DIRECTIONS

2. A County that *is well connected*

- i. Improve travel options beyond the personal vehicle by:**
 - Facilitating the ongoing implementation of the SouthwestLynx integrated transportation plan
 - Continuing to facilitate the coordinated implementation of an active transportation system
- ii. Advocate for federal and provincial support for freight and passenger rail enhancements for Southwestern Ontario (as outlined in the SouthwestLynx Plan and associated reports)**
- iii. Strengthen community access to Internet/broadband connectivity**

3. A County that *thinks ahead and wisely shapes the future*

- i. Influence federal and provincial policy with implications for the County by:**
 - Advocating for fairness for rural and small urban communities
 - Advocating for human and health care services
 - Enhancing coordination with Southwestern Ontario advocacy groups
- ii. Implement development policies, land uses and community planning guidelines that:**
 - Strategically grow our economy and our community
 - Strengthen existing settlement boundaries by focusing on higher density options that promote the responsible use of land and natural resources
 - Provide a policy framework that supports community sustainability, health and wellbeing
 - Supports and protects a vibrant and diversified agricultural industry
- iii. Demonstrate a commitment to community wellbeing and sustainability by:**
 - Ensuring that all significant decisions are informed by a balanced consideration of community, economic and environmental implications including:
 - Potential impacts to vulnerable populations
 - Life cycle costs and benefits/costs, including debt, tax and reserve levels and implications
 - Responsible environmental leadership and stewardship
 - Promoting and facilitating the community implementation of the Future Oxford Plan

STRATEGIC DIRECTIONS

4. A County that *informs and engages*

- i. Harness the power of the community through conversation and dialogue by:**
 - Providing multiple opportunities for public participation and a meaningful voice in civic affairs
 - Fostering greater involvement across all communities
 - Understanding and addressing public aspirations for a more livable community

- ii. Inform the public about County programs, services and activities through planned communication that includes:**
 - Regular County-Area Municipal information exchange
 - Communication that engages and informs our community

5. A County that *performs and delivers results*

- i. Enhance our service focus and responsiveness to our municipal partners and the public by:**
 - Implementing clearly defined service standards and expectations
 - Regularly monitoring and reporting service performance

- ii. Deliver exceptional services by:**
 - Regularly conducting service reviews and reviewing service levels to identify appropriate adjustments
 - Developing and tracking key performance indicators against goals and reporting results
 - Identifying best practices and appropriate benchmarking

6. A County that *employs people who make a positive difference*

- i. Attract, retain and develop the highest quality staff through:**
 - Management and organizational excellence
 - Open communication, dialogue and understanding
 - Vibrant and challenging career opportunities
 - Progressive policies and practices that enhance our supportive work environment and culture