

To: Warden and Members of County Council

From: Chief Administrative Officer

CAO 2023-03 - Final Draft Version Strategic Plan

RECOMMENDATIONS

1. That Report No. CAO 2023-03 entitled “2023 – 2026 Strategic Plan” be received;
2. And further, that Council approves the final version of the 2023 – 2026 Strategic Plan as attached in Attachment 1.

REPORT HIGHLIGHTS

- This report presents the final version of the Strategic Plan as prepared by StrategyCorp Inc. in collaboration with Council, senior management, staff, and community members.

Implementation Points

Upon approval of the final version as included as Attachment 1, staff will proceed to finalize the documents and web versions for public release. Staff will then utilize the information to continue working through the 2024 Business Plan and Budget process.

Financial Impact

There is no financial impact associated with this report.

Communications







The strategic planning process, and the opportunity to provide input, was communicated to the public and key stakeholders as part of the community engagement phase of the Strategic Plan.

Upon approval of the recommendations contained in this report, the final, public-facing versions of the Strategic Plan will be released: a designed publication, housed in the “[Reports and Publications](#)” section of the website, and a stand-alone online “hub” that will take an overview or dashboard approach and evolve to include reporting back on KPIs.

The release of the Strategic Plan will be publicly promoted through media release and social media, followed by a short-form video. The roll-out plan also considers internal communication

and reinforcement. Council report templates will also be updated to reflect the new strategic priorities.

Strategic Plan (2020-2022)

					
<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS & ENGAGES</i>	<i>PERFORMS & DELIVERS</i>	<i>POSITIVE IMPACT</i>
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DISCUSSION

Background

The process of creating a new Strategic Plan for the County began early in 2023. To support this process and inform its creation, an in-depth analysis of the County’s internal and external environment was conducted, along with engagement with various County stakeholders to understand their perspectives and key priorities.

The County heard from over 450 stakeholders through our engagement process which included the following activities:

- 17 interviews with the Warden, Council Members, Chief Administrative Officer, and Senior Management Team;
- 3 workshops with County Council;
- 3 workshops with the Senior Management Team;
- 1 digital staff survey (96 responses);
- 4 community engagement sessions; and
- 1 digital community survey (293 responses).

Comments

A considerable amount of time and attention has been dedicated to this plan, ensuring it is reflective of Oxford County and our current priorities. Council has provided significant input to the goals and initiatives within the plan, which is a reflection of the dedication and commitment to working together for a healthy, vibrant, and sustainable future for Oxford County.

This Strategic Plan will be instrumental in providing direction and support for Oxford County staff through challenging times and social issues, while continuing to provide a high level of service to residents. The updated vision (*Working together for a healthy, vibrant, and sustainable future*) and mission (*Deliver responsible and responsive services that improve the community’s social, environmental, and economic well-being*) statements were carefully chosen with consideration of community feedback and foresight for an Oxford County that is thriving and a place to be

proud of. Of particular note is the addition of two new values: Sustainability and Diversity, Equity and Inclusion. By adding these as core values, Council is yet again making a statement of its dedication towards these important areas.

Historically Oxford County has not included performance measures within the public facing Strategic Plan. Originally the plan was to do so this time, however throughout the process, there was extensive discussion regarding indicators such as the ability to obtain data, evolving metrics, and what measures are indicative of improvement to the community. Recognizing that it is important to communicate with residents and provide updates on progress, potential indicators have been included in a separate attachment (Attachment 2) which will be available for review, but more easily adapted and updated as indicators change.

Conclusions

Overall, the Strategic Planning process has been very productive and thorough, resulting in a Plan that will effectively guide the County through the rest of this term of Council. The goals and initiatives are reflective of the feedback gathered and timely for the needs of our community.

The Strategic Plan will be a living document that is specific enough to provide direction that informs operations, planning and budget processes, and is flexible enough to adjust to emerging challenges and opportunities with a view for long term sustainability.

SIGNATURES

Report Author:

Original signed by

Sarah Hamulecki
Manager of Strategic Initiatives and Continuous Improvement

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS

Attachment 1 – DRAFT 2023 - 2026 Strategic Plan
Attachment 2 – DRAFT 2023 – 2026 Strategic Plan Performance Indicators