

REPORT TO COUNTY COUNCIL

Advocacy Framework

To: Warden and Members of County Council

From: Chief Administrative Officer

RECOMMENDATIONS

1. That County Council receive and support the Advocacy Framework as attached to Report CAO 2024-05 entitled “Advocacy Framework”;
2. And further, that County Council authorize the Chief Administrative Officer and Manager of Strategic Initiatives and Intergovernmental Relations to implement the Advocacy Framework on behalf of County Council, liaising and obtaining input from Council as necessary.

REPORT HIGHLIGHTS

- With the changes to the role and accountabilities of the Manager of Strategic Initiatives and Intergovernmental Relations, Oxford County has created a framework that will guide future intergovernmental advocacy efforts.

IMPLEMENTATION POINTS

Following Council approval of the above recommendations, the Manager of Strategic Initiatives and Intergovernmental Relations will continue to collaborate with the CAO and Warden and engage in a variety of advocacy initiatives to advance the Oxford County Strategic Plan. Updates will be shared with Council on an annual basis and as necessary.

Financial Impact

The recommendations contained in this report have no financial implications.

Communications

If approved by County Council, the Advocacy Framework will be shared as information with County staff, Area Municipalities, key community partners, and others who advocate or support advocacy on behalf of Oxford County. As Oxford County attains successes through its advocacy efforts, there will be opportunities to highlight progress in reporting back on the Strategic Plan goals.




A final print-friendly copy of the Advocacy Framework, reflecting any additional feedback from County Council, will be prepared for the August Council meeting, ahead of any delegations planned for the Association of Municipalities of Ontario conference.

2023-2026 STRATEGIC PLAN

Oxford County Council approved the **2023-2026 Strategic Plan** on September 13, 2023. The Plan outlines 39 goals across three strategic pillars that advance Council's vision of "Working together for a healthy, vibrant, and sustainable future." These pillars are: (1) *Promoting community vitality*, (2) *Enhancing environmental sustainability*, and (3) *Fostering progressive government*.

The recommendations in this report supports the following strategic goals.

Strategic Plan Pillars and Goals

PILLAR 1	PILLAR 2	PILLAR 3
		
Promoting community vitality	Enhancing environmental sustainability	Fostering progressive government
		<p>Goal 3.1 – Continuous improvement and results-driven solutions</p> <p>Goal 3.2 – Collaborate with our partners and communities</p> <p>Goal 3.5 – Advocate for Oxford County</p>

See: [Oxford County 2023-2026 Strategic Plan](#)

DISCUSSION

Background

At the beginning of 2024, Oxford County added intergovernmental relations to the former Manager of Strategic Initiatives and Continuous Improvement role. Prior to this, intergovernmental advocacy occurred at the discretion of the Senior Management team, in consultation with the CAO. Aligning strategic initiatives with intergovernmental relations has been successful thus far in ensuring continuity, promoting consistent messaging, while ensuring alignment between the two.

Comments

Establishing an Advocacy Framework for Oxford County will further support and strengthen our ability to achieve the goals and objectives within the 2023-2026 Strategic Plan. As identified in the Advocacy Framework (Attachment 1), the specific actions and activities may change, but will be fundamentally rooted in the following guiding principles:

- Focused on our Strategic Plan or having direct impact on current service delivery levels
- Timely and responsive to changing priorities and community needs as well as priorities and interests of the government of the day
- Collaborative and in consideration of broader advocacy efforts by our partners such as AMO and WOWC

Staff will utilize a tracking and monitoring mechanism to review advocacy needs with Senior Management and monitor progress (Attachment 2). This framework and approach will provide staff with the flexibility to pivot and adapt as necessary and maintain alignment with Council direction and priorities.

CONCLUSIONS

Intergovernmental advocacy has become increasingly important for municipalities. Oxford County has been an active advocate, often representing only a small portion of Senior Management's attention. With a position now partially dedicated to this initiative, having a framework to guide the activities will be key to the County's overall success in advocating for our communities' needs.

SIGNATURES

Report author:

Original signed by

Sarah Hamulecki
Manager of Strategic Initiatives and Intergovernmental Relations

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS

Attachment 1: Oxford County's Advocacy Framework
Attachment 2: Advocacy Monitoring and Tracking