

STRATEGIC PLAN DETAILED SUMMARY

PILLAR	GOAL	INITIATIVE ID	INITIATIVE	RELEVANT PROGRESS
PROMOTING COMMUNITY VITALITY	100% Housed	1.1.1	Support the creation of diverse housing types and options through policy updates and completion of an Official Plan review	Official Plan (OP) and zoning updates to permit Additional Residential Units - completed. Ongoing monitoring, with further review planned in 2025. Initial review/update of OP policies and zoning to facilitate increased housing options and unit type mix is underway. Updated policies have been included in recent secondary plans to support increased density and unit type mix.
	100% Housed	1.1.2	Invest capital funds and leverage provincial, federal, and partner funding in support of the Master Housing Strategy and Housing for All Plan	Supported the initiation of affordable housing projects located at 785 Southwood Way and 175 Springbank Avenue North, Woodstock. Allocated up to \$3 million in County funding in support of affordable housing projects in partnership with the Town of Tillsonburg and Township of Zorra. Initiated the affordable housing project located at 385-387 Dundas Street, Woodstock, and the projects located at 102 Dereham Drive, Tillsonburg. Advocated for additional funding and opportunities to provide more affordable housing units. Initiated three County funded supportive/transitional housing projects located in Ingersoll and Woodstock.
	100% Housed	1.1.3	Lead and support partners in implementing effective integrated solutions for vulnerable and unhoused populations	Initiated three County funded supportive/transitional housing projects located in Ingersoll and Woodstock. Initiated a Homelessness Response Strategy to focus on recommendations/ directions as they relate to addressing the homelessness support system in the County to reduce chronic homelessness. Continue to collaborate with existing community partners to develop solutions to the existing housing crisis. Community Planning helps Councils navigate community concerns regarding development applications for affordable/attainable housing
	100% Housed	1.1.4	Continue to advocate for and support increased long-term care capacity and supports for community members	Current mandate is to ensure occupancy is greater than 97% to maximize funding. This goal is being met in all three Woodingford Lodge sites. Advocating for base funding to maintain current operations of a respite adult day program for seniors, efforts involve OH-West, Ontario Health at Home, Hospital and community. Conducted an operation review of current LTC locations offered by the municipality to ensure financial efficiencies.
	Sustainable Infrastructure and Development	1.2.1	Optimize asset management and preventative maintenance for aging and expanding infrastructure	Age and condition of linear assets coordinated by County Public Works, County finance asset management, and area municipality to coordinate road program and replacement/repair of linear infrastructure. 2024 AMP published. 2025 budget includes proposed increases to asset management reserves to help close the funding gap and help with completing lifecycle strategies at the optimal time. 2025 proposed levels of service to be discussed and determined with council prior to publishing of the 2025 AMP (See finance goal related to 2025 AMP). Community planning has incorporated policies into the OP to try to ensure development that optimizes and makes efficient use of existing infrastructure and public services and avoids their unnecessary or premature expansion. Further, working with PW to monitor servicing capacity allocation and update related protocols and phasing policies.
	Sustainable Infrastructure and Development	1.2.2	Continue integrated growth management to support long-term sustainable growth	Water and Wastewater (W & WW) Masterplan included growth estimates and infrastructure needed over period to 2046. Initial review/amendment of Official Plan policies related to coordination of growth and servicing (i.e. servicing and phasing policies) planned for 2025 and will be further considered as part of updated OP. Working with PW to update servicing allocation and phasing policies and develop a servicing allocation by-law under the Municipal Act for Council's consideration.
	Sustainable Infrastructure and Development	1.2.3	Support the long-term sustainability of agricultural land and industry through a balanced approach to growth and development	Updated Agricultural OP policies approved by Province in Feb. 2024, which balance protection of agricultural land with growth (e.g. increased rural business opportunities). Related updates to agricultural zoning provisions underway, including development of supporting implementation tools/resources and

				education and outreach. Successfully advocated for various changes to the Provincial Planning Statement to protect and support agriculture (e.g. inclusion of max. land need period for settlement expansion, elimination of proposed extensive non-farm residential lot creation policies and allowing for rural ARU policies).
	Sustainable Infrastructure and Development	1.2.4	Pursue opportunities to improve and streamline the development review process	Collaboration with area municipalities is underway and they have expressed satisfaction with the level of communication regarding development applications. Quarterly meeting with Community Planning and Public Works to discuss issues related to W & WW capacity and development issues/opportunities. Community Planning is reviewing opportunities to further streamline development approvals through updates to OP implementation policies and related processes (e.g. pre-consultation, complete applications, delegation of approvals). Also reviewing local zoning provisions to identify opportunities to allow for more 'as of right' housing types.
	Sustainable Infrastructure and Development	1.2.5	Facilitate the supply of service-ready land to enable residential and business growth and attraction	Working to ensure that W & WW capacity is sufficient to support future growth within our service area. Public Works and Community planning engaged with Master Plan for W & WW and with secondary plans including the industrial park developments in the City of Woodstock and Town of Ingersoll. Continue to work with AMs to initiate and/or complete Secondary Planning where required to accommodate forecasted growth and increase supply of serviced land (e.g. Ingersoll, SE Woodstock and East Zorra-Tavistock). Also recently assisted the AMs with planning approvals for various industrial subdivisions.
	Sustainable Infrastructure and Development	1.2.6	Continue to support economic development initiatives in the County's local municipalities to foster a diverse and prosperous economy	Community Planning is updating agricultural zoning to implement new OP policies, which will provide increased opportunities for appropriate rural businesses. Also, provide AMs with planning direction and information to support local economic development opportunities (e.g. secondary planning for industrial land, economic development inquiries and proposals etc.).
	Community Health, Safety and Well-Being	1.3.1	Support and facilitate the goals and objectives within the Safe & Well Oxford: Community Safety & Well-Being Plan and the activities of its three Action Coalitions	Added a fifth priority area and fourth Action Coalition. Established the DEI Action Coalition. Lead monthly steering committee meetings and attend quarterly Clerk's meetings to provide updates. Joined the OMSSA Community Safety and Well-Being Community of Practice. Hosted two summit events.
	Community Health, Safety and Well-Being	1.3.2	Develop and improve capacity to measure community health, safety and well-being	Established a set of preliminary metrics. Partnered with key stakeholders for existing metrics and data. Conducting the Canadian Index of Well-Being survey.
	Community Health, Safety and Well-Being	1.3.3	Advocate and collaborate with the provincial and federal governments for enhanced human and healthcare services	Participated in AMO delegations and had follow up meetings with multiple ministry representatives. Attended ROMA in January. Provided letter of support for HART Hub application.
	Community Health, Safety and Well-Being	1.3.4	Strengthen partnerships with area municipalities, community organizations and local service providers to implement policies and optimize outcomes	Established Active Transportation Advisory Committee (ATAC) as a recommendation of Cycling Master Plan (CMP), that includes community members and Area Municipal representatives. Participate in Oxford County Trails Council (PW/Tourism). Enhancing partnerships with Ontario Health West, Advantage Ontario, Ontario Health at Home. Woodstock Hospital, Alexandra Hospital, Tillsonburg District Memorial Hospital, and SWPH through ongoing meetings, board membership and affiliations and joint advocacy efforts. Working with Conservation Authorities to update the Clean Water Program, grow relationships to include new partners to support environmental stewardship and enhancement.
	Community Health, Safety and Well-Being	1.3.5	Explore Oxford's role in the "Calls to Action" contained within the Truth and Reconciliation report	Staff participation in various indigenous training opportunities. Approved initiative through the 2025 budget and business plan to further this work.
	Connected People and Places	1.4.1	Continue to develop and implement the multi-modal Transportation Master Plan that connects people, goods and services	Buffered paved shoulders implemented on OR 24 as part of primary cycling network identified in CMP. Bike Lanes implemented on Huron St, Wilson St and Ingersoll Rd in Woodstock as part of primary CMP cycling network. Official Plan environmental updates will incorporate policies supporting multimodal/active transportation.
	Connected People and Places	1.4.2	Advocate for enhanced passenger and freight rail infrastructure and service	Correspondence sent to VIA rail regarding improved service within Oxford County. Participation in larger group advocacy for Southwestern Ontario rail improvements including the City of London.

	Connected People and Places	1.4.3	Continue to support the expansion of internet/ broadband connectivity	Participate in and support related advocacy.
	Connected People and Places	1.4.4	Continue to implement initiatives to improve road safety (e.g., speed management, traffic calming and road safety program, etc.)	Controlled pedestrian crossings installed in Norwich and Tillsonburg. Speed management and road safety reviews completed annually. Automated speed enforcement program development for potential implementation in 2026.
Enhancing Environmental Sustainability	Climate Change Mitigation & Adaptation	2.1.1	Develop a Climate Action Plan with targets, resource requirements and an implementation plan, leveraging existing plans	Initial stages have begun. Expected completion in 2025. Upcoming OP environmental updates will address incorporating climate change related policies into the OP to address Planning Act requirements. Climate Action Plan will leverage OP work to date.
	Climate Change Mitigation & Adaptation	2.1.2	Implement initiatives to support community members and stakeholders in embracing sustainable options, including education and awareness initiatives	Lead Smart Energy Oxford and Zero Waste Oxford, collaborating with community partners for education and funding opportunities. Offered a HERO session in partnership with Enbridge. Offering sustainability related engagement opportunities in library branches. Updates to the Clean Water Program, include refreshing promotional approach and materials to broaden awareness of the program in the community to support environmental stewardship and enhancement opportunities.
	Climate Change Mitigation & Adaptation	2.1.3	Advocate to the provincial and federal governments for policy amendments that enable sustainable development	ROMA delegation with Ministry of Environment and Electrification. Provided comments and successful advocacy on various ERO postings regarding changes to the Planning Act and Municipal Act and Provincial Policy/Planning Statement (PPS). Ongoing discussions with Provincial government regarding the development of guidance and supporting materials related to PPS implementation.
	Climate Change Mitigation & Adaptation	2.1.4	Update Emergency Management Plans to address climate impacts	Community Planning has been supporting EMP updates related to petroleum wells, karst topography, etc. to ensure alignment in terms of use of available data, and preventative measures by directing uses (where development is proposed) out of sensitive or at-risk areas through updates to the Official Plan policies for natural hazards.
	Preserve and Enhance Our Natural Environment	2.2.1	Protect the County's water resources through Source Water Protection and Water Efficiency Programs in collaboration with Conservation Authorities	Active Source Water Protection program review development applications under section 59 of the Clean Water Act, 2006 for properties near drinking water supplies that have a potential to introduce a new threat. Staff also develop Risk Management Plans and administer them for agricultural properties to prevent potential contamination of drinking water supply. Additionally, staff implement conservation efforts with rebate programs, water buy-back program and the summer water conservation by-law. Updates to zoning bylaws to reflect source protection policies. Updates to the Clean Water Program, include alignment with source water protection program incentives to provide appropriate supports within Source Protection Plan areas and beyond to protection long term water quality and quantity. Official Plan environmental updates introducing concepts of a water resource system to provide greater protection of long-term water quality and quantity.
	Preserve and Enhance Our Natural Environment	2.2.2	Reduce waste generation/disposal, maximize resource recovery and promote Circular Economy (Zero Waste Plan)	Agricultural plastic waste drop-off program established. Source separated organics program being considered for 2027 implementation. Development of collection program for non-eligible sourced recycling material for potential implementation in 2026, when municipal blue box program ends.
	Preserve and Enhance Our Natural Environment	2.2.3	Support the review and update of environmental policies and programs, including <ul style="list-style-type: none"> • Sewer infiltration and Inflow Control and Reduction Program • Natural heritage and water resource system framework 	Sewer Infiltration and inflow control program underway with final report from consultant received. Official Plan environmental updates will incorporate a new natural heritage system and water resource system framework.
FOSTERING PROGRESSIVE GOVERNMENT	Continuous improvement and results-driven solutions	3.1.1	Assess and continually explore opportunities to establish effective and efficient service delivery levels and models, considering expected growth and community needs	Woodingford Lodge reviewed annual satisfaction surveys with action plans to support improvement, creating a three-year Strategic Plan targeting quality initiatives, accreditation with goal to achieve a three year status. Monitor POA Courtroom statistics to develop a Master Court Plan that align with transfer of Part III Prosecution from the Provincial Crown's office to the POA Municipal Prosecutor. Implement Digital Evidence Management System to improve the secure transfer

				of disclosure files from enforcement agencies to POA prosecution team. Documentation and analysis of current Water and Wastewater processes are underway, as well as online payment solution options. Continued implementation of Office 365. Staff have drafted a generative Artificial Intelligence policy that once approved, will provide guidance to staff on how to use Artificial Intelligence tools safely, ethically, and responsibly in the course of their work. Conducting a thorough review and update of Safe and Well Oxford to maximize effectiveness and reflect community needs.
	Continuous improvement and results-driven solutions	3.1.2	Monitor and publicly report on service level performance and community satisfaction	A variety of annual public works reports updated and shared in 2024 including Waste Management, Drinking Water Quality Management Systems, and Storm Water System Performance. Published the 2023-2024 Annual Report.
	Continuous improvement and results-driven solutions	3.1.3	Implement data analytics to inform evidence-based policy and service delivery decision-making	Woodingford gathers data regarding occupancy, trends in quality indicators, complaints, inspections, and outbreaks to inform decisions. Continuing to implement Citywide's Decision Support Model (resolving software bugs and requesting system enhancements) to utilize the County's asset data more effectively in recommending budget increases and sustainable service levels. Community Planning compiles and maintains data to inform and monitor demographic changes, growth and development, including vacant lands inventory, areas of proposed growth (e.g. secondary planning) to support policy updates and coordination on servicing and planning for water and wastewater infrastructure.
	Collaborate with our Partners and Communities	3.2.1	Improve two-way communication with Area Municipalities to promote partnerships and collaboration	Partnered with the Town of Tillsonburg and Township of Zorra on affordable housing projects. Regular quarterly meeting for Water and Wastewater service providers (Woodstock and Tillsonburg) and semi-annual meetings regarding linear capital program with area municipalities. Open dialogue with area municipalities' by-law divisions regarding parking by-law administration and enforcement. Quarterly updates provided to AM Clerks regarding Safe and Well Oxford. Collaboration, support and resource sharing with AM's in the areas of asset management, DEI and sustainability.
	Collaborate with our Partners and Communities	3.2.2	Update the County's Communication & Engagement Strategy to support continuous civic engagement and ongoing communication	Initial review of 2014 "Inform and Engage" Plan undertaken to assess scope of changes, additions and dated content.
	Collaborate with our Partners and Communities	3.2.3	Develop a Customer Relationship Management Plan to enhance communication, satisfaction with services, and the resident experience	A CRM tool has been chosen to enhance communication and access to services for the public. implementation will begin in 2025.
	Attract, Retain and Engage Staff	3.3.1	Strategically build internal capacity to support current and forecasted service delivery demands	Woodingford Lodge Master Plan completed. Human Services Service Delivery Review complete. Reorganization of the Corporate Services department. Critical analysis of necessary positions during 2024 and 2025 budget process. Review of organizational structures is ongoing as opportunities arise. Additions to Community Planning staff complement in 2024 provides the capacity to support a broader range of County/AM Council planning initiatives and priorities.
	Attract, Retain and Engage Staff	3.3.2	Innovative policies and practices that support employee attraction, retention, and succession planning	Non-union compensation review completed in 2024. Unionized compensation addressed during each round of bargaining to ensure competitiveness. New Leadership Development Program launched in 2025. Wellness Fair held in 2024.
	Attract, Retain and Engage Staff	3.3.3	Develop and implement an internal Diversity, Equity and Inclusion Framework and Action Plan for the County	Ongoing. Update provided to Council in October 2024.
	Attract, Retain and Engage Staff	3.3.4	Empower staff and build a culture of innovation	Award of Excellence Innovation category awarded annually. Employee feedback strategy as part of 2025 business plan will include gathering feedback regarding new and innovative staff ideas. Creation of Manager of Quality Improvement at Woodingford to drive quality and innovative needs for the homes.
	Financial Sustainability	3.4.1	Prioritize long-term financial planning and risk management, including evaluation of the full lifecycle costs of projects and assets	Proposed levels of service defined as part of the 2025 Asset Management Plan (AMP). Dynamic reserve target balance, fully funded and minimum levels to help define the long-term sustainable funding continues to be explored. Ongoing work required in asset management to enhance the risk profiles and start using risk to help rank projects where funding challenges exist.

	Financial Sustainability	3.4.2	Continue to explore revenue diversification (e.g., cost recovery provisions, government funding opportunities, etc.)	Continuous industry related monitoring for funding opportunities. Additional funding received for encampment response and to support the Climate Action Plan. Applications pursued for various housing enabling infrastructure funding. Ontario Community Infrastructure Fund increased.
	Advocate for Oxford County	3.5.1	Develop an intergovernmental advocacy strategy to champion evolving service priorities for the County	Complete. Presented to Council in July 2024 and implementation will be ongoing.