

STRATEGIC PLAN 2023-2026

# TOWNSHIP OF SOUTH-WEST OXFORD

A WELCOMING, SAFE, AND INCLUSIVE  
RURAL COMMUNITY FOR LIFE.



# MESSAGE FROM MAYOR DAVID MAYBERRY

On behalf of SouthWest Oxford Council, I would like to thank everyone who participated in creating our community's strategic plan, especially the citizens who shared their vision and hope for our collective future. The community told Council that they wanted a connected, compassionate, and engaged community that was healthy and active. People want to feel safe and secure in a thriving and sustainable environment. Community members want governance that is transparent and trustworthy. Council appreciates and willingly accepts these challenges and is committed to leading South West Oxford forward to achieve our shared vision of being 'a welcoming, safe and inclusive rural community for life.'

Sincerely yours,

Mayor David Mayberry



# THE TOWNSHIP'S STRATEGIC PLANNING PROCESS

The development of the Township's new strategic plan has been a collaborative and thorough process, reflecting the dedication of our community to shape a brighter future for South-West Oxford. This process began in January, 2023, shortly after the 2022 municipal election. We were fortunate to partner with Climb Consulting Inc., a trusted and valued guide throughout our strategic planning process, to help Council and staff navigate the community consultation process ahead.

Throughout our consultation process, Council and staff were presented with critical questions to define our path forward:

- What are the Township's greatest strengths and limitations?
- What are the most important and pressing challenges, risks and opportunities that this plan must address?
- Looking ahead five years, what is Council's vision for South-West Oxford?
- What are the outcomes Council wants to deliver for the residents served?
- In light of Council's vision, and thinking about the complex environment that the Township operates in, what are the most important strategic priorities for South-West Oxford to focus on over the next five years?

To ensure that our community's voice was heard, in February, 2023, we launched a comprehensive online community consultation survey to guide the development of our new Strategic Plan. The Township promoted the survey through various communication channels, including the Village Voice, our website, and our presence on social media platforms such as Facebook, Instagram, and Twitter. The Township is pleased to share that we received over 250 responses to the survey, reflecting active engagement of our community.

Recognizing the value of in-person interactions, we hosted community consultation sessions at multiple locations. These sessions, held at the Mount Elgin Community Centre, Beachville Legion, Brownsville Community Centre, and a special gathering with members of the Township Hall and Park Board members in Brownsville in April, 2023, allowed for deeper, face to face discussions and further enriched our understanding of the community's aspirations. With a draft strategic map complete, the Township held one final in-person community consultation session as part of our regular Council meeting on September 19th, 2023.

This process has been a testament to our commitment to transparency and collaboration. As we move forward with the implementation of our new strategic plan, rest assured your input will be the cornerstone of our decision-making. Together, we will shape a future for South-West Oxford that we can all be proud of.

# WHAT WE HEARD:

As a result of the Township's community consultation process, we have summarized below what we have heard and understand the residents of South-West Oxford want. The Township's Strategic Plan aims to address these priorities and work towards creating a community that exemplifies these values and aspirations.

## **A Connected, Compassionate, And Engaged Community.**

We recognize that a thriving community is one that is united, compassionate, and deeply engaged. We aim to foster stronger connections among our residents and between them and their local government. Through active community engagement, we will ensure that everyone's voice is heard, valued, and acted upon. We commit to making informed decisions that reflect the diverse needs and aspirations of our residents, so that together, we can build a more inclusive South-West Oxford



## **A Healthy And Active Community.**

Our residents' health and well-being are of paramount importance. To achieve this, we will promote a culture of physical and mental wellness, providing opportunities for all to lead active and balanced lives. We will invest in recreational programs, facilities, green spaces, and initiatives that promote healthy lifestyles. By prioritizing health, we aim to create a community where everyone can thrive.



## **A Safe And Secure Community.**

Safety is non-negotiable. We are committed to ensuring that South-West Oxford remains a place where residents feel secure and protected. We will work closely with our law enforcement agencies and first responders to maintain a strong sense of security. Our dedication to emergency preparedness and protection will provide peace of mind to all who call our Township home.



## **A Thriving And Sustainable Community.**

Sustainability is the cornerstone of our future. We aspire to be leaders in environmental stewardship, promoting responsible practices that safeguard our natural resources for generations to come. We will encourage sustainable growth and development, fostering economic opportunities while preserving our rural charm.



## **A Trusted Township And Elected Official That Deliver Value.**

We understand the importance of fiscal responsibility. Residents deserve a transparent and accountable local government that manages resources efficiently. We will strive to provide high-quality municipal services that offer value for your hard-earned tax dollars. Our goal is to ensure that every resident feels they are receiving a positive return on their investment in South-West Oxford.

# STRATEGIC PLAN AT A GLANCE:

## VISION

Township Of South-West Oxford... A Welcoming, Safe, And Inclusive Rural Community For Life.

## MISSION

Working together to proactively improve the well-being, safety and sustainability of South-West Oxford communities, through the delivery of high-quality, caring, accountable, and responsive services.

## VALUES

### **Collaboration**

We are more effective when we communicate and collaborate with residents, communities, and partners in ways that are purposeful, reciprocal, and forthright.

### **Compassion**

With respect, sensitivity and kindness, we actively listen to and seek to understand the needs, perspectives, and experiences of those we serve and work with.

### **Excellence**

We strive to deliver the highest value and quality of services for the people we serve and approach every challenge and opportunity with a commitment to making a difference.

### **Respect**

We value everyone and treat people, their experiences, and their ideas with dignity and professionalism.

### **Trust and Integrity**

In all that we do, we are ethical, striving to demonstrate reliability, transparency, and commitment, and earn the trust and respect of the people we serve and work with.

## STRATEGIC THEMES

- 1 A CONNECTED, COMPASSIONATE AND ENGAGED COMMUNITY.
- 2 A HEALTHY AND ACTIVE COMMUNITY.
- 3 A SAFE AND SECURE COMMUNITY.
- 4 A THRIVING AND SUSTAINABLE COMMUNITY.
- 5 A TRUSTED TOWNSHIP, THAT DELIVERS VALUE FOR THE COMMUNITIES IT SERVES.

# 1

## A CONNECTED, COMPASSIONATE AND ENGAGED COMMUNITY

### **A connected, compassionate and engaged community.**

- Residents are actively engaged in decision making and regularly participate in public forums, meetings, and community events.
- Every resident feels listened to and valued.
- More residents choose to volunteer in SWOX.
- Residents and communities have the information they need to live well in SWOX.

### **Initiatives:**

- Explore innovative engagement models to accelerate diverse and inclusive engagement with the public (youth, seniors, families, communities), partners, staff and elected officials; and dismantle any barriers to inclusive participation.
- Develop and implement an innovative recruitment strategy to expand volunteerism, with a focus on increasing the delivery of high-quality recreational and community programming.
- Refresh the Township's public communications and advocacy strategy.
- Continue to advance accessible transportation and mobility options within the Township and surrounding communities.
- Ensure that the Township is a technology-enabled community





## 2

# A HEALTHY AND ACTIVE COMMUNITY



### **A healthy and active community.**

- Residents have access to diverse, high-quality recreational activities, programs, and public spaces within the Township.
- Residents and families have increased access to health and social services, and local childcare options.
- Residents are supported to age well in the Township.

### **Initiatives:**

- Develop and implement a five-year plan to revitalize and expand usage of Township facilities and parks.
- Explore opportunities to evolve and increase the Township's recreational programs and activities.
- Actively collaborate with Oxford County Community Health Centre and Ingersoll Nurse Practitioner-led Clinic to explore opportunities for satellite health care services within the Township.
- Work with other levels of government, health, and community organizations to address complex societal problems, including poverty, affordable housing, mental health, and addictions.
- Advocate for adequate and equitable access to childcare for Township families.
- Partner with Oxford County municipalities to implement the Safe and Well Oxford Community Safety and Well-being Plan.
- Explore opportunities to promote local arts, culture, and businesses.

# 3

## A SAFE AND SECURE COMMUNITY



### **A safe and secure community.**

- Residents feel safe and supported living and working in SWOX.
- Residents have access to affordable, quality housing.
- Road conditions, performance, and safety continue to improve.
- Residents have access to high-speed internet.

### **Initiatives:**

- Prioritize and evaluate public safety practices, options, and measures within all SWOX communities.
- Investigate innovative partnerships to advance and promote affordable, safe housing options across the Township.
- Implement proactive strategies, including bike lane additions, speeding policies, traffic calming, and public education, to maximize the safety of SWOX roads.
- Consistently maintain and renew Township infrastructure to optimize functionality, reliability, and safety.
- Enhance fire and emergency services with public education and awareness campaigns.



# 4

## A THRIVING AND SUSTAINABLE COMMUNITY

### A thriving and sustainable community.

- SWOX is a leader in environmental stewardship.
- Businesses feel supported to prosper.
- Employers are able to attract and retain a skilled workforce to meet demand.
- Township operations and finances are managed responsibly, efficiently, and proactively.

### Initiatives:

- Implement policies and practices to reduce the Township's overall carbon footprint.
- Continue to promote the value, protection, and preservation of farmland and the tree canopy.
- Collaborate with municipality partners to educate residents about environmental sustainability programs, such as waste reduction and diversion, and energy management.
- Prepare SWOX communities and services for climate change impacts and extreme weather conditions.
- Expand access to full load roads across the Township.
- Evaluate opportunities to adapt and reuse aging buildings or structures in disrepair.
- Advocate for developers to incorporate affordable housing into all new developments.
- Prioritize the availability of ready-to-go sites to accommodate commercial and industrial needs and growth.



## A TRUSTED TOWNSHIP, THAT DELIVERS VALUE FOR THE COMMUNITIES IT SERVES



### **A trusted Township, that delivers value for the communities it serves.**

- Residents trust SWOX Council and staff.
- The majority of residents and businesses are satisfied with Township services and governance.
- Residents experience value of place – where I am is where I want to be.
- Residents feel they are receiving a positive return on their investment of taxes.

### **Initiatives**

- Provide accessible, responsive, and accountable services that meet the evolving needs of the people SWOX serves.
- Continually improve operations, planning and governance processes, practices, and systems to elevate efficiency and impact.
- Accelerate efforts to adapt and build Township infrastructure to meet evolving needs, through responsible asset management, conditional assessment, and capital planning.
- Regularly track, assess, and provide regular performance updates and improvement action plans to Council and the community.
- Develop and manage a balanced and transparent budget and financial plan, allocating resources to operational and strategic priorities.

# LOOKING AHEAD:



The Township's vision, **"Creating a welcoming, safe, and inclusive rural community for life,"** captures our deep-rooted desire to make South-West Oxford a place where every resident feels valued, secure and connected. It is not just about where we live, work and visit; it is about building a true home for all of us. As we embark on this journey, let us remember that it is our shared commitment and collective efforts that will shape the future of our community. Together, we will turn these strategic themes into concrete actions that will make South-West Oxford an even better place to live, work and raise our families.

The Township of South-West Oxford recognizes that organizational readiness is essential for operating with excellence and delivering on our strategic initiatives. We will actively work on attracting and retaining a skilled and competent workforce. This includes implementing effective recruitment strategies, professional development opportunities, competitive compensation packages, and ensuring a safe workplace that is free from harassment and discrimination allowing staff to openly engage, learn, and develop.

The Township is committed to fostering a culture of reciprocal, respectful, and transparent communication within the organization, among residents and stakeholders. With a focus on these strategic goals in relation to organizational readiness, the Township of South-West Oxford will be better prepared to operate with excellence, meet the needs of its staff and the community and achieve its broader strategic objective for the years ahead. These goals reflect a commitment to innovation, employee well-being, and the delivery of high-quality services to the public.

We thank our community for their engagement and dedication throughout this process and we look forward to working with you as we bring our collective vision to life. Together, we will create a South-West Oxford that is truly a welcoming, safe, and inclusive rural community for life.



Township of  
**SOUTH-WEST**  
OXFORD