



# Committee of the Whole

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**Meeting Date:** September 10, 2024

**Submitted by:** Bill Rayburn, CAO

**Subject:** Middlesex County Strategic Plan

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## OVERVIEW

A strategic plan is a tool for setting the direction and making informed decisions for the County's future. It is a critical resource that helps municipalities navigate changes, tackle challenges, and seize opportunities.

Middlesex County has a rich history of strategic planning to guide its development and operations. Below is a chronology of strategic plans:

- **1994-1999:** Middlesex County Strategic Plan
- **1998-2000:** Middlesex County Strategic Directions for the Future
- **2001-2003:** Middlesex County Strategic Plan
- **2014-2019:** Economic Development Strategic Plan
- **2017-2020:** Library Strategic Plan
- **2021-2024:** The Middlesex Initiative: Breaking New Ground
- **2021-2023:** Library Strategic Plan
- **2021-2025:** Middlesex County Economic Development Strategy
- **2022-2026:** Middlesex-London Paramedic Service (MLPS) Strategic Plan
- **2023-2027:** Information Technology Services (ITS) Strategic Plan

These strategic plans are also supported by individual service area strategies, plans policies and procedures. The most recent corporate wide strategic plan, "[The Middlesex Initiative: Breaking New Ground](#)," was developed through an internal process beginning in early 2020. It was officially approved by Middlesex County Council on January 19, 2021.

The Middlesex Initiative generally establishes a clear direction and focus on core legislated services and infrastructure for the County for the four-year period of 2021 to 2024. As the community is constantly growing and changing, the strategic plan ensures that Middlesex County is well positioned to respond to challenges and capitalize on future opportunities that arise.

## **ANALYSIS**

The implementation of The Middlesex Initiative has been monitored through staff report strategic alignment, resulting in the completion of over 1,999 strategic action items to date. A more detailed breakdown is attached hereto as Appendix 'A'. This ongoing monitoring ensures that the County remains responsive, resilient, and prepared to face future challenges and opportunities.

As the 2021-2024 strategic plan approaches its conclusion, it is essential to begin planning for the next phase. This planning process will ensure relevant strategic focus areas and the introduction of new priorities as determined by County Council. The initial consideration is strategic plan development:

Involvement of Consultants vs. Internal Resources - Should the next strategic plan be developed solely by internal staff, a combination of internal staff and external consultants, or solely by external consultants? Each approach has its advantages:

- Internal Development - Ensures deep understanding of local issues, leverages existing relationships, and maintains continuity amongst existing plans.
- Consultant Involvement - Brings fresh perspectives, specialized expertise, and potential efficiencies in the planning process.

To proceed effectively, it is recommended that the decision on the development approach for the new Middlesex County Strategic Plan be deliberated by County Council considering:

- **Option A** - Development by internal staff only.
- **Option B** - Development by a combination of internal staff and external consultants.
- **Option C** - Development by external consultants only.





Following a Council decision, staff may proceed with resourcing, a potential RFP and budget allocation.

## FINANCIAL IMPLICATIONS

Middlesex County strategic plan development financial considerations will depend on the development method selected by County Council. External resourcing, if selected, will be subject to a competitive RFP.

## ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus, Goals, or Objectives:

Strategic Focus	Goals	Objectives
<p>Cultivating Community Vitality</p> 	<p>Advance a diverse, healthy, and engaged community across Middlesex County</p>	<ul style="list-style-type: none"><li>• Promote and support community wellness</li></ul>
<p>Connecting Through Infrastructure</p> 	<p>Ensure communities are built on a sustainable foundation that is connected and thriving</p>	<ul style="list-style-type: none"><li>• Use County infrastructure in an innovative way to provide a seamless service experience for residents</li></ul>
<p>Strengthening Our Economy</p> 	<p>Encourage a diverse and robust economic base throughout the county</p>	<ul style="list-style-type: none"><li>• Support opportunities to create a stronger and sustainable agricultural sector</li><li>• Create an environment that enables the attraction and retention of businesses, talent, and investments</li><li>• Attract visitors to Middlesex County</li><li>• Support the development and prosperity of downtown core areas in Middlesex County</li></ul>
<p>Promoting Service Excellence</p> 	<p>Innovate and transform municipal service delivery</p>	<ul style="list-style-type: none"><li>• Anticipate and align municipal service delivery to emerging needs and expectations</li><li>• Engage, educate and inform residents, businesses, and visitors of county services and community activities</li><li>• Build organizational capacity and capabilities</li></ul>

**RECOMMENDATION:**

**THAT** the Middlesex County Strategic Plan Report be received for information:

**AND THAT** County Council direct staff to proceed with Strategic Plan development planning utilizing Option \_\_\_\_.

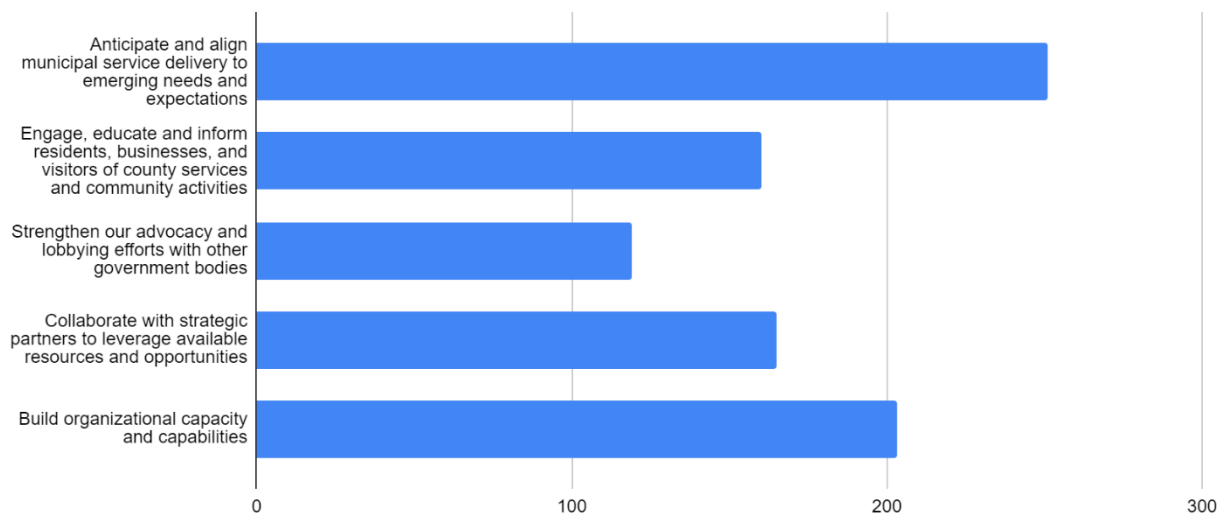
## Appendix 'A' - The Middlesex Initiative – Report Strategic Alignment Monitoring

An analysis of the Middlesex Initiative through staff report strategic alignment assessment is as follows:

Strategic Focus	
Promoting Service Excellence	915
Cultivating Community Vitality	391
Strengthening Our Economy	372
Connecting Through Infrastructure	321
<b>Total</b>	<b>1999</b>

A direct assessment of each strategic focus area identifies the following actions:

### Promoting Service Excellence - Innovate and transform municipal service delivery

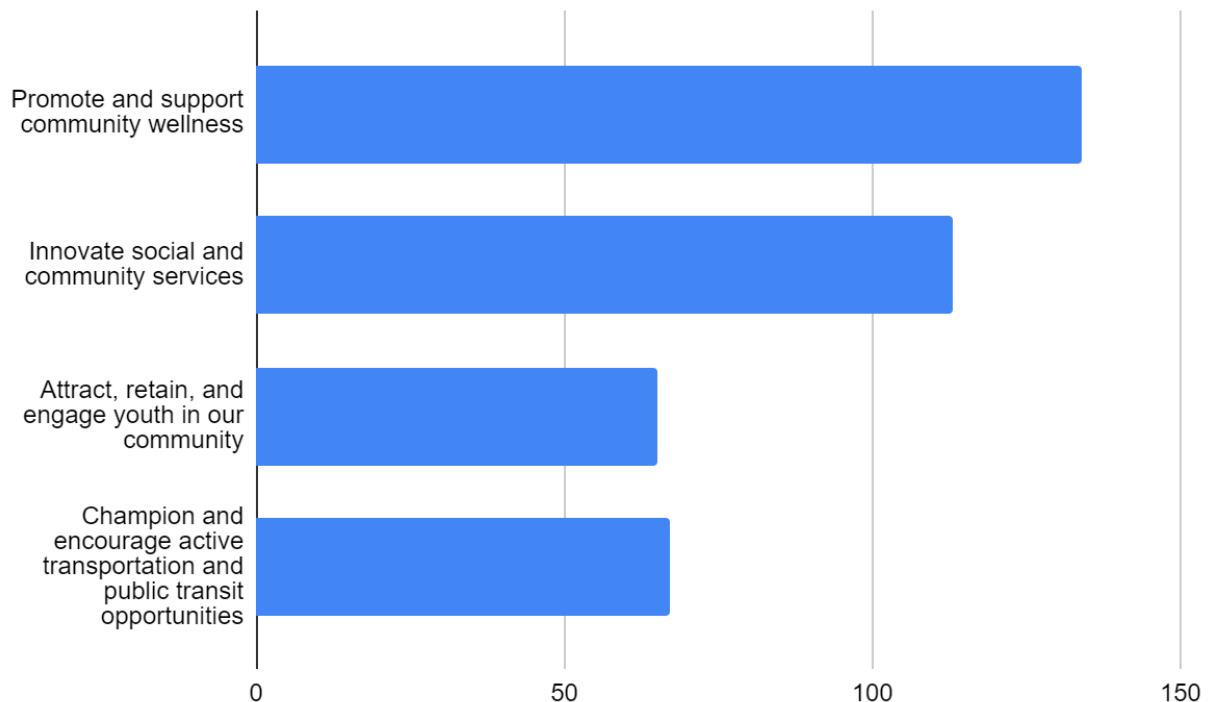


### Strategic Focus Area Highlighted Initiatives:

- Agenda Management Software
- Responding to province's commitment to increase direct care time for long term care residents
- Planning Process Digitization
- Updated Planning Policy Documents
- Community Paramedicine
- Modernization Funding Allocations

- MLPS Master Plan
- Communications Strategy
- Electronic Patient Care Record Solution Contract MLPS
- ITS Service Delivery Review Strategic Plan
- New Websites
- Federal Electoral Boundaries - Proposed Redistribution
- Council Report Template
- Implementation of investment from the Ministry of Long-Term Care for COVID-19 Prevention and Containment Funding
- Strathmere Lodge Long-Term Care Home HVAC Upgrades
- Delegation of Duties By-Law
- Middlesex County Industrial Assessment
- AMO Social & Economic Prosperity Review
- Procurement By-Law
- Central Emergency Reporting Bureau (CERB) Agreement with Strathroy-Caradoc Police Services

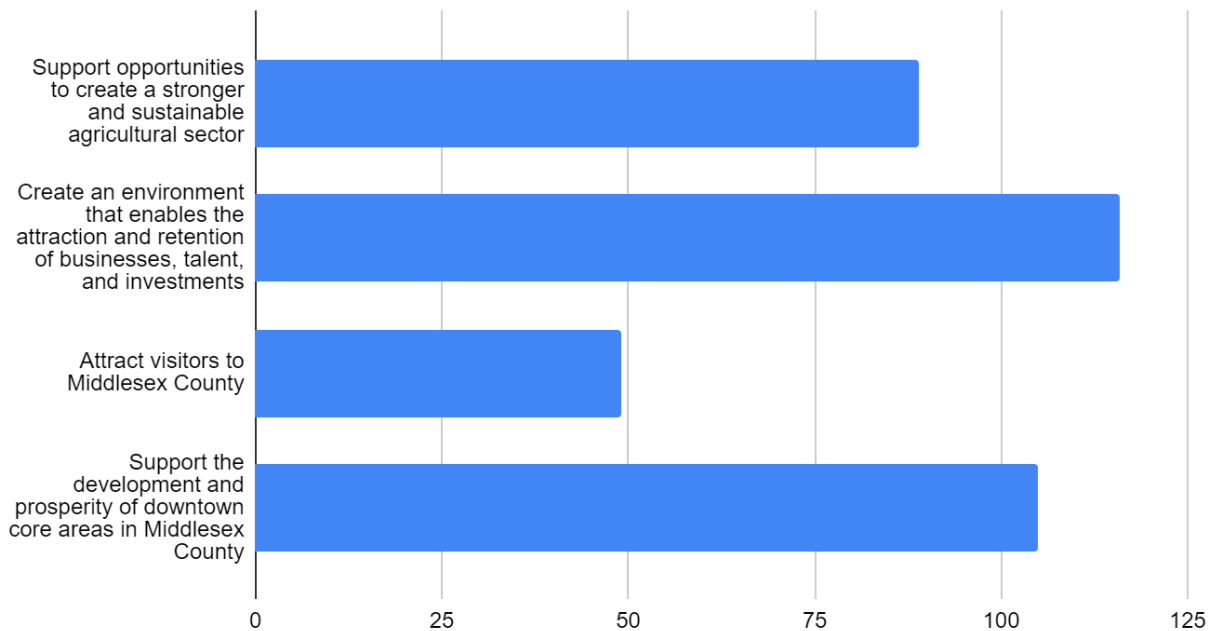
**Cultivating Community Vitality - Advance a diverse, healthy, and engaged community across Middlesex County**



### Strategic Focus Area Highlighted Initiatives:

- Strathroy and Ilderton Library, EarlyON Child and Family Centre Additions
- Accessibility Status Report - Middlesex Joint Multi-Year Accessibility Plan
- Women's Caucus Update
- "Road to Mental Health" youth transportation program with MINDS of London-Middlesex
- Community Paramedicine - LTC Funding
- Consulting Services Agreement with Oneida of the Thames
- Middlesex Supports Programs
- Community Safety and Well-Being Plan 2021-2026
- Homeless Prevention and Housing Plan 2020 Update and Priorities
- Communications Strategy
- Partnership for Municipal Innovation - Women in Local Leadership
- Attainable Housing Review
- Canada-Wide Early Learning and Child Care Implementation and Funding Agreements
- Social Services Relief Funds (SSRF) Phase 1-5
- Committee Appointment - Middlesex London Food Policy Council
- Access and Inclusion Childcare Framework – CWELCC
- Social Service responses during COVID including Emergency Child Care, Safe Restart Funding (Ontario and Federal Government), Provincial Re-Investment Funding, Emergency Discretionary Benefits, community resource publications and creation of Middlesex Social Services Community Partners Network
- Middlesex County Connect – Inter-Community Transit Service (Provincial Program and Funding)
- Strathmere Lodge Roof Rehabilitation
- CHLCC Rainbow Registered Program
- Early Childhood Education Bursary
- Homeless Prevention Program Funding 2024 Update

## Strengthening Our Economy - Encourage a diverse and robust economic base throughout the County

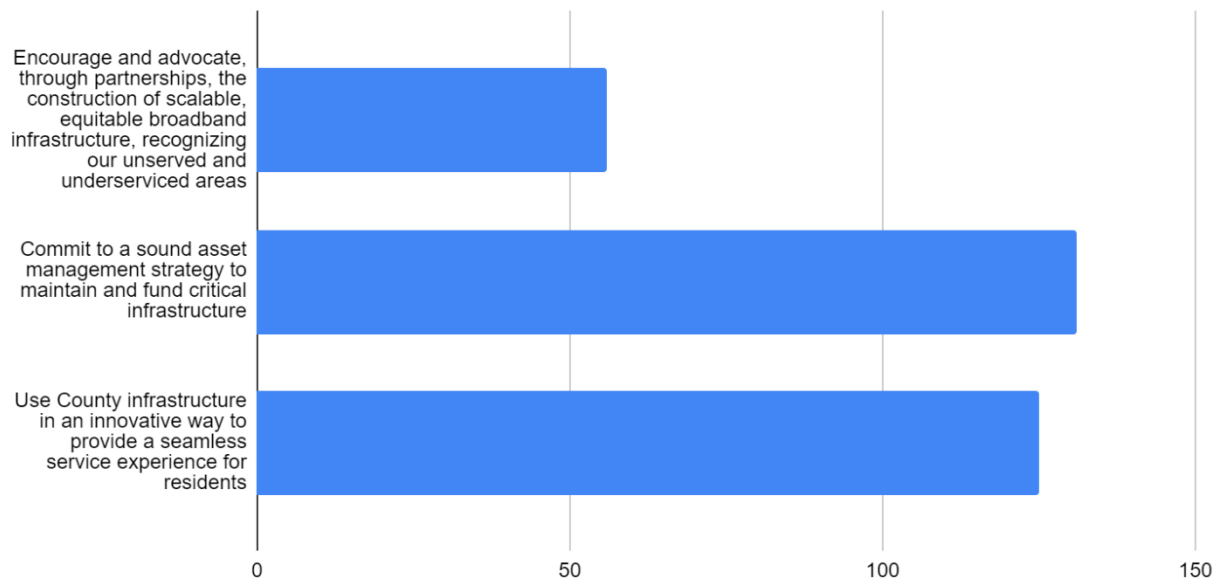


### Strategic Focus Area Highlighted Initiatives:

- Middlesex County Housing Growth Forecast and Allocations
- Community Safety and Well-Being Plan 2021-2026
- Communications Strategy
- Attainable Housing Review
- Economic Development 2021-2025 Strategic Plan
- Making it in Middlesex – Stories of Business Success
- Middlesex Workforce Development Partnership – OMAFRA Red Grants, Young Entrepreneur Business Plan Contest, Work Integrated Learning and Business Success Planning
- Tourism Relief Funding, Tourism Initiative Sponsorship and Spark Program
- Middlesex Economic Development Corporation Strategy



## Connecting Through Infrastructure - Ensure communities are built on a sustainable foundation that is connected and thriving



### Strategic Focus Area Highlighted Initiatives:

- New Traffic Signals on Middlesex County Roads
- Asset Management Software
- Annual Infrastructure Renewal, hot mix, cold in place, curb cuts, glass beads, line painting, truck purchases, sub drains, weeds spray, guide rail
- Telus Communications MMA
- Quadro Telecom MMA
- NFTC Southwest - Telecom MMA
- FU Fibre Telecom MMA
- Explornet Telecom MMA
- Start.ca Telecom Access / Road Use Agreement
- Eh!Tel Telecom Access / Road Use Agreement
- Middlesex County Cycling Strategy
- Development Charges Background Study and By-Law
- County Road and Bridge Assumption Committee
- Transfer of Ownership of EV Charging Stations to Local Municipalities
- Renewal of Canada Community Building Fund (CCBF) Agreement
- Glendon Drive Roundabout Tender