

2024 – 2026

STRATEGIC PLAN



ElginCounty



Strategic Plan 2024 - 2026

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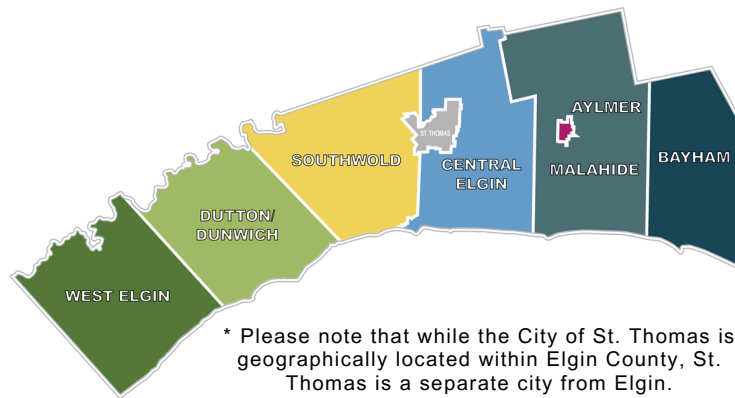


Strategic Plan 2024 - 2026

About Elgin County

Elgin County is an Upper-Tier Municipality serving approximately 52,000 residents across seven (7) unique Municipalities:

- Municipality of West Elgin
- Municipality of Dutton Dunwich
- Township of Southwold
- Municipality of Central Elgin
- Town of Aylmer
- Township of Malahide
- Municipality of Bayham



Together, these Municipalities collaborate with Elgin County to offer the following services that support our vibrant communities, businesses, and visitors.

COUNTY OF ELGIN SERVICES



Elgin County Council



Community & Cultural Services (Archives, Library, Museum)



Economic Development & Tourism Services



Emergency Management/Fire Training Services



Land Ambulance Services - Provided by Medavie



Planning & Land Division



Long-Term Care Homes & Seniors Services



Maintenance of Elgin County Roads and Facilities



Provincial Offices Administration



Public Health Unit - Administered by SWPH & funded by the County



Social Services - Administered by the City of St. Thomas & funded by the County

LOCAL MUNICIPAL SERVICES



Local Municipal Council



Animal Control



Garbage and Recycling



Building Services



Maintenance of Municipal Roads



By-Law Enforcement



Parks and Recreation



Drainage



Planning Services



Fire/Police/Rescue Services



Water and Wastewater



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Strategic Plan at a Glance

In 2024, Elgin County Council endorsed the 2024-2026 Strategic Plan, which outlines Elgin’s Mission, Vision, Values, and five (5) Strategic Priorities. This plan serves as a framework for decision-making and resource distribution, enabling Elgin County to effectively serve you, our taxpayers, while also tackling future opportunities and challenges.



Mission:

Elgin County delivers efficient, accessible, necessary services and fosters collaborative relationships to benefit residents, businesses and visitors.



Vision:

Elgin is a welcoming, innovative, and sustainable community. We will advance the prosperity of our County ensuring responsible development, while respecting our rural heritage.



Values:

1. Respect
2. Integrity
3. Collaboration
4. Service Focus



Strategy 1:

Collaborative Engagement and Communication



Strategy 2:

Organizational Culture and Workforce Development



Strategy 3:

Service Excellence and Efficiency



Strategy 4:

Sustainable Community Growth



Strategy 5:

Community Well-being and Inclusivity

Values & Associated Behaviours



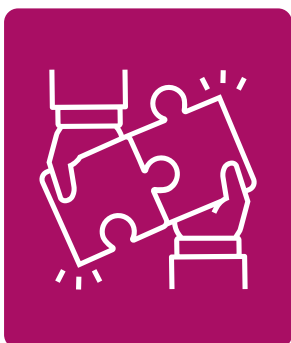
1. Respect:

- Listen actively and attentively to others without interrupting.
- Treat all individuals with dignity and courtesy.
- Acknowledge and appreciate diverse perspectives.
- Maintain confidentiality and privacy where appropriate.
- Foster an inclusive environment where people feel valued.
- Address inequalities where they exist to ensure fairness and mutual respect.



2. Integrity:

- Act honestly and ethically in all situations.
- Take responsibility for actions, owning mistakes and learning from them.
- Be transparent in decision-making and communication.
- Follow through on commitments and promises.
- Avoid conflicts of interest, disclosing them where necessary.
- Ensure fiscal responsibility.



3. Collaboration:

- Work cooperatively across departments and with partners to achieve common goals.
- Foster positive relationships within and outside the organization.
- Share knowledge, resources, and information openly.
- Be receptive to new ideas and ways of working.
- Encourage participation from diverse perspectives.
- Value the contributions of team members.



4. Service Focus:

- Be courteous and responsive to the public's/ community members' needs, delivering timely and efficient services.
- Continuously seek feedback to improve service quality.
- Convey information clearly and in an accessible way.
- Provide accessible services that meet the needs of diverse community members.

Strategy 1: Collaborative Engagement and Communication



Goal 1: Strengthen Relationships with Local Municipal Partners (LMPs) and with Regional Partners, MPs, MPPs

TACTICS:

- 1.1 Establish regular communication meetings with LMPs and regional partners, MPs, and MPPs.
- 1.2 Create a formal framework for collaborative projects across departments.
- 1.3 Use joint task forces to address shared challenges (e.g., transportation, infrastructure).

Goal 2: Expand Public Engagement

TACTICS:

- 2.1 Launch a public engagement survey to understand preferred communication methods.
- 2.2 Fully utilize the existing online platform for public feedback and real-time engagement with the County.
- 2.3 Host town hall information sessions in both digital and traditional formats.
- 2.4 Organize community workshops to discuss service delivery and how it benefits residents.



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Strategy 1: Collaborative Engagement and Communication

(Continued)

Goal 3: Continue Conversations with Businesses to Drive Understanding

TACTICS:

- 3.1** Expand the business retention and expansion survey, meet with businesses individually to understand their needs and offer support for their immediate challenges or opportunities.
- 3.2** Set a goal for the number of businesses to engage and decide on annual themes (e.g., largest employers, downtown businesses, manufacturers, agri-businesses, etc.). real-time engagement with the County.
- 3.3** Analyze trends and integrate solutions into economic development initiatives.
- 3.4** Regularly use different communication methods to share business support, resources, opportunities, programs, and local successes.



Strategy 2: Organizational Culture and Workforce Development

Goal 1: Foster a Values-Driven Organizational Culture

TACTICS:

- 2.1 Define key behaviors that align with the County's values and incorporate them into performance reviews and other HR policies and processes.
- 2.2 Offer training workshops on inclusivity, customer service, and positive collaboration for all employees.
- 2.3 Conduct leadership and staff development programs that reflect the County's mission and values.

Goal 2: Drive Staff Retention through Progressive and Competitive Employment Practices

TACTICS:

- 2.1 Develop competitive employment packages that reflect the current labour market.
- 2.2 Implement flexible working arrangements where possible.
- 2.3 Develop a comprehensive employee wellness and benefits program.
- 2.4 Regularly update job descriptions to reflect current and future needs.



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Strategy 2: Organizational Culture and Workforce Development

(Continued)

Goal 3: Provide Opportunities for Career Growth and Development

TACTICS:

2.1

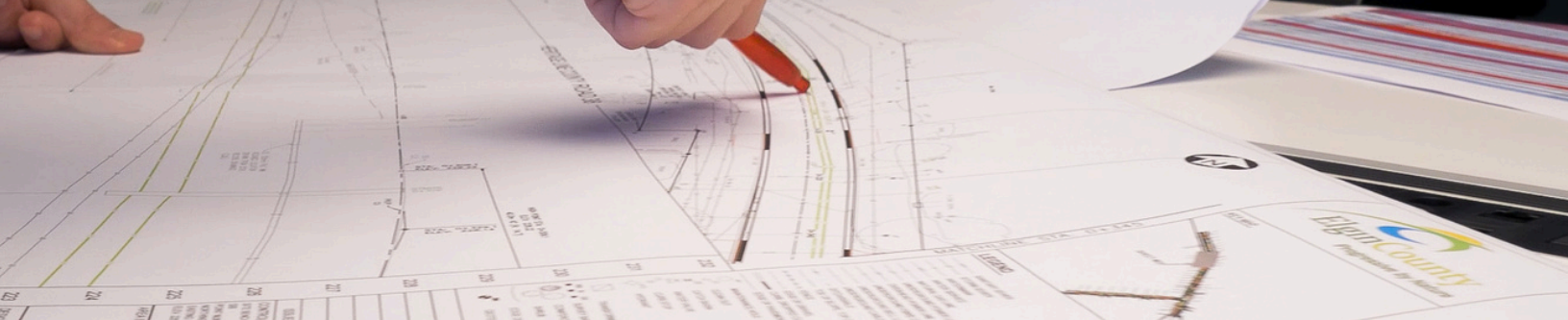
Develop a comprehensive management training and leadership development program aligned with a succession management plan.

2.2

Create mentorship programs that pair senior employees with junior staff.

2.3

Develop a repository of key roles and responsibilities for easy knowledge transfer.



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Strategy 3: Service Excellence and Efficiency

Goal 1: Leverage Technology to Enhance Service Delivery

TACTICS:

- 3.1 Upgrade outdated infrastructure and improve cybersecurity measures.
- 3.2 Use automation tools to streamline public service delivery processes (e.g., permit applications).
- 3.3 Implement virtual service desks for residents to access services online.

Goal 2: Optimize the Business Planning Process

TACTICS:

- 3.1 Introduce performance metrics and benchmarks.
- 3.2 Implement a continuous management cycle to allow for real-time adjustments as required.
- 3.3 Foster collaboration across departments to improve transparency, reduce silos, and drive outcomes.



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Strategy 3: Service Excellence and Efficiency

(Continued)

Goal 3: Instilling a Customer-Service Ethos

TACTICS:

- 3.1 Empower and train employees to take ownership of customer issues and act decisively.
- 3.2 Encourage a sense of responsibility to see issues through to resolution.
- 3.3 Adapt and evolve processes based on both positive and negative customer interactions.



Strategy 4: Sustainable Community Growth

Goal 1: Promote Economic Development while Respecting Rural Heritage

TACTICS:

- 4.1 Foster public-private partnerships to develop infrastructure that supports sustainable growth.
- 4.2 Enhance regional marketing efforts to attract investment in agribusiness, and industry.
- 4.3 Develop and implement employment lands and investment attraction strategy to guide proactive and targeted lead generation activities.
- 4.4 Promote tourism-related activities and festivals.

Goal 2: Promote Environmental Sustainability in County Operations

TACTICS:

- 4.1 Develop and implement a corporate sustainability plan to reduce the County's carbon footprint.
- 4.2 Align County projects with low impact development.
- 4.3 Implement / expand County waste reduction recycling programs (e.g., recycling road building material).
- 4.4 Champion commercial and industrial / corporate community waste reduction programs.



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Strategy 4: Sustainable Community Growth

(Continued)

Goal 3: Develop Strategic Land Use and Growth Management Plans

TACTICS:

- 4.1 Collaborate with provincial and local governments to update municipal Zoning By-Law provisions and Official Plan policies.
- 4.2 Identify and protect prime agricultural land and natural resources.
- 4.3 Encourage smart growth, mixed-use developments, and attainable housing options through additional residential dwelling units in urban and rural areas.
- 4.4 Aid municipalities with the development of local servicing allocation policies / strategies.



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Strategy 5: Community Well-being and Inclusivity

Goal 1: Supporting Housing Needs for Diverse Populations

TACTICS:

- 5.1 Play an active role on the social housing committee, in step with Local Municipal Partners (LMPs).
- 5.2 Collaborate with LMPs to promote mixed-use and affordable housing developments.
- 5.3 Leverage provincial and federal funding programs to support housing initiatives.
- 5.4 Implement policies that encourage the development of secondary units, granny suites, etc.

Goal 2: Provide Specialized Services for Youth, Seniors, and Diverse Populations

TACTICS:

- 5.1 Enhance access to health and social service information for seniors and diverse populations, using existing physical and online infrastructure.
- 5.2 Promote Diversity, Equity, and Inclusion (DEI) initiatives in all County programs.
- 5.3 Facilitate the delivery of youth mental health and addiction programs.



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Strategy 5: Community Well-being and Inclusivity

(Continued)

Goal 3: Improve Public Health and Social Services across the County

TACTICS:

- 5.1 Strengthen County oversight of its public health investments.
- 5.2 Use outsourcing to provide mental health and wellness services.
- 5.3 Increase access to all health and wellness services, through increased utilization of our library system.
- 5.4 Establish initiatives to promote fitness and health engagement.
- 5.5 Create a centralized resource center for public health and social services information.



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communications@elgin.ca



(519) 631-1460



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