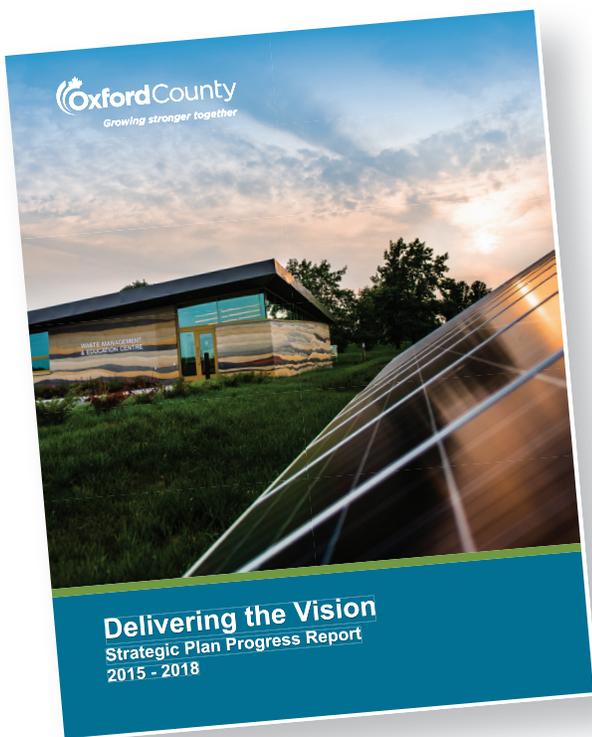




Delivering the Vision

Strategic Plan Progress Report

2015 - 2018



On the cover

The new Oxford County Waste Management and Education Centre, opened in June 2018, was designed as a net-zero facility that uses solar energy to completely offset its annual electricity use. Also serving as an education site for schools and other community partners, the centre is an example of how environmental, economic and community interests can work together to create livable, sustainable buildings.

Through the Zero Waste strategy, the municipal landfill that is part of the County's Waste Management Facility has extended its expected service life from 2043 to 2063, and is working through plans to meet its target of 2100 using leading waste recovery and biological treatment technologies.

Message from the County Warden

In 2015, County Council adopted the 2015-2018 Strategic Plan and the Future Oxford Community Sustainability Plan, setting off an exceptional term of effort, engagement and achievement in order to turn these future visions into action. With Council's declarations that year for achieving 100% renewable energy and zero waste; through its partnership with the Canadian Index of Wellbeing to understand quality of life now in our community; and in its 2017 declaration to achieve zero poverty, we trust we have demonstrated to the community that, as a Council, we were committed to "walking the walk."

This report shares the journey of the past four years to help our citizens understand the tremendous gains Oxford has made to shape its current vision, "Vibrant communities, working well and growing stronger ... together." More than that, through our commitment to community sustainability, we now reach beyond



Warden David Mayberry

this aim to build a future that promises a "vibrant, prosperous, and responsible Oxford for all." It is our aspiration that in widening our vision outside of our own day-to-day reality, we have played a part in shaping a better world for others now and future generations ahead of us.

Warden David Mayberry
Oxford County

Strategic Directions

2015-2018 STRATEGIC PLAN

VISION

Vibrant communities, working well and growing stronger ... together!

MISSION

To serve the needs and advance the collective interests of our communities, residents and businesses through customer-focused services that improve quality of life.

VALUES

- Excellence
- Accountability
- Innovation
- Integrity
- Teamwork

1. A COUNTY THAT WORKS TOGETHER

- i. Strengthen, diversify and broaden the economic/prosperity base
- ii. Enhance the quality of life for all our citizens

2. A COUNTY THAT IS WELL CONNECTED

- i. Improve travel options beyond the personal vehicle
- ii. Advocate for appropriate federal and provincial support, programming and financial initiatives to strengthen the movement of people and goods to, from and through the County
- iii. Strengthen community access and internet connectivity

3. A COUNTY THAT THINKS AHEAD AND WISELY SHAPES THE FUTURE

- i. Influence federal and provincial policy with implications for the County
- ii. Implement development policies, land uses and community planning guidelines
- iii. Demonstrated commitment to sustainability

4. A COUNTY THAT INFORMS AND ENGAGES

- i. Harness the power of the community through conversation and dialogue
- ii. Inform the public about County programs, services and activities through planned communication

5. A COUNTY THAT PERFORMS AND DELIVERS RESULTS

- i. Enhance our customer service focus and responsiveness to our municipal partners and the public
- ii. Deliver exceptional services

6. A COUNTY THAT EMPLOYS PEOPLE WHO MAKE A POSITIVE DIFFERENCE

- i. Attract, retain and develop the highest quality staff

READ THE STRATEGIC PLAN AT
WWW.OXFORDCOUNTY.CA/STRATEGICPLAN

1. A COUNTY THAT WORKS TOGETHER



Building Transformation

Creating healthy, energy efficient, affordable spaces

County Council's adoption of the Housing First Policy and the updated 10-Year Shelter Plan in 2015, alongside its commitment to Passive House and net-zero building standards, has guided how the County is providing access to affordable, appropriate and stable housing. Together with its local partners, the County invested \$7.7 million in federal/provincial funding and \$4.3 million in County funding over the past four years to create 386 affordable housing units valued at more than \$75 million.

In 2017, the County mandated that all Requests for Proposals (RFPs) for affordable housing developments include Passive House requirements as a building standard, an approach that offers residents comfort and affordability while reducing energy consumption and greenhouse gas emissions. **Blossom Park**, Oxford County's first multi-residential affordable housing development built to achieve the Passive House standard, will consume 90% less energy than conventional buildings. Construction of this 34-unit building began in 2018. When completed, the site is expected to serve as a demonstration project to influence future housing development in Canada. The development is owned and operated by Indwell Community Homes and is profiled on the County website at www.oxfordcounty.ca/buildbetter.

Blossom Park was the focus of Oxford County's application to the federal **Smart Cities Challenge** in spring of 2018. Working together with Oxford's eight area municipalities, the County's application focused on healthy, energy efficient, affordable buildings as a tool to improve community wellbeing. While Oxford did not advance to the finalist round, its participation in the Challenge revealed new opportunities for innovation and partnership.

The County of course manages facilities beyond housing and is now adopting Passive House and net-zero standards on these sites, as well. Foremost among these is the new, net-zero **Oxford County Waste Management and Education Centre** that opened in June 2018. This leading-edge facility features a solar photovoltaic system, rammed earth walls, triple-pane windows and energy recovery ventilators to dramatically reduce the landfill's carbon footprint. The electricity generated from the solar photovoltaic system is expected to meet or exceed the annual electricity demand of both the building and the landfill weigh station. As a real-world example of how buildings can be sustainably constructed and operated, the new centre now serves as both an office space and a demonstration site for schools and community groups interested in learning more about waste management and renewable energy technology.



In the last four years, Oxford County created 386 new affordable housing units

Southwestern Public Health



Forging a new path in public health

Southwestern Public Health began serving its communities on May 1, 2018, with the voluntary merger of Oxford County Public Health and Elgin St. Thomas Public Health. Building on an existing history of collaboration between the neighbouring health units, the merger was announced in November 2017 as an opportunity to maintain programs and services by pooling resources, while also helping to build a stronger, more unified voice for rural public health in Ontario. The new health unit serves 204,000 people across Oxford County, Elgin County and the City of St. Thomas out of previously existing locations in St. Thomas and Woodstock. The health unit is governed by a Board of Health that includes representation from Oxford County Council.

Waste Management and Education Centre



OTHER TERM HIGHLIGHTS

Promoting Oxford's strengths

Through active partnerships with local businesses, Southwest Ontario Tourism Corporation and area municipalities, Tourism Oxford's promotion of local agriculture and food production continues to draw attention through initiatives like [Oxford Fresh](#) and the [Oxford County Cheese Trail](#), which [won the Ontario Culinary Tourism Leadership Award of Excellence](#) in 2016. In 2017, Tourism Oxford [received a gold designation from Green Tourism](#) for demonstrating a commitment to environmental preservation and sustainability.

Advancing 100% RE on the global stage

In 2017 and 2018, through its partnership with York University, Oxford County hosted York's [International Renewable Energy Academy \(IREA\)](#). The Oxford program featured events and points of interest in County locations, and hosted more than 100 international students and specialists from more than 20 countries around the world.

Community literacy and education

Oxford County Library offers a wide variety of programs and services for adults and youth alike. The Library is known for its more innovative programming, for instance, its launch of a [kitchen lending library](#) in 2016 and [Movies for Change](#) in 2017.

Kitchen Lending Library creation



Tourism Oxford



2. A COUNTY THAT IS WELL CONNECTED



A regional transportation strategy for southwestern Ontario

Oxford County, with the understanding that highly mobile regions are successful in attracting residents, investments and a skilled workforce, has taken a leadership role in advocating for an integrated transportation master plan for southwestern Ontario.

Between 2015 and 2018, the County commissioned Greg Gormick of On Track Strategies to produce a four-part regional transportation compendium outlining key issues facing public and freight transportation, freight mobility and efficiency across southwestern Ontario.

April 2016

New Directions: Advancing Southwestern Ontario's Public Transportation Opportunities outlines the "tool kit" of policies and actions necessary to build a public transportation system that contributes to the competitiveness and long-term sustainability of southwestern Ontario. New Directions was updated in August 2017 to inform public policy and funding decisions on national and provincial transportation systems.

February 2017

Empowering Ontario's Short Line Railways highlighted the importance of Ontario's regional railways as "first and last mile" feeders to the continent-wide rail system, and advocates for the inclusion of short line rail in the federal Transportation 2030 policy.

April 2018

Steel Corridors of Opportunity: Maximizing the Benefits of Southwestern Ontario's Freight Railways focused on southwestern Ontario's freight railway system as a vital component of our economic, community and environmental prosperity.

June 2018

SouthwestLynx: Integrated High-Performance Public Transportation for Southwestern Ontario put forward Oxford's proposal for a practical, affordable and deliverable alternative to high-speed rail: high-performance rail complemented by a fully integrated intercommunity busing system.

August 2018

Connecting Southwestern Ontario: Taking the Southwestern regional transportation discussion further was released as an overview to the four-part compendium with an emphasis on the SouthwestLynx proposal.

Electric vehicle charging station, Ingersoll



OTHER TERM HIGHLIGHTS

Building an electric vehicle infrastructure

Recognizing the challenges of loosening a dependency on fossil fuel-based modes of transportation, as well as the need to meet the charging requirements of the EV user community (over 160 EVs registered in Oxford and growing), Council adopted the Oxford Electric Vehicle Accessibility Plan in 2016. Through this partnership with the Province of Ontario and area municipalities, Council's leadership has directly resulted in 26 public charging ports at 11 locations across Oxford County. With further private investments it is estimated that 40 charge ports in more than 20 locations now exist in Oxford County. The [Oxford County Feasibility Study](#) published in 2018 was designed to inform the broader community's interest in advancing the goal to become a fully accessible electric vehicle community.

Oxford's network of trails

To complete a "missing link" in the Trans Canada Trail system, Oxford County began construction on the trail extension between Zenda Line and Base Line in Norwich Township in 2016, with the [grand opening of this 27-kilometer long extension](#) taking place in June 2017. The trail connects Tillsonburg to Norfolk County, which then connects to the Delhi Rail Trail.

Transportation Master Plan

Updates to the [Transportation Master Plan](#) began in 2017 and will ultimately guide programs and investments for the next 20 years, including routes for bicycles, buses, trains and cars. Last updated in 2009, the revised Transportation Master Plan will review local travel data and public input to accurately identify local transportation issues and assess options to best meet the needs of all Oxford County residents.

Internet connectivity for all

In July 2016, the federal and provincial governments announced \$180 million in funding for the SouthWestern Integrated Fibre Network (SWIFT) project to advance ultra-high speed internet connectivity in southwestern Ontario's rural communities. Oxford County has been a key supporter of SWIFT, contributing approximately \$700,000 over five years. Warden David Mayberry serves as a Board of Directors member and CAO Peter Crockett serves as Secretary to the Board.

Tillsonburg Trans Canada Trail opening



Transportation Master Plan at the Outdoor Farm Show





3. A COUNTY THAT THINKS AHEAD AND WISELY SHAPES THE FUTURE

Our path towards sustainability

From turning its fleet green to making key commitments on zero poverty, Oxford County has forged ahead with actions that will positively impact quality of life in our community for generations to come.

Following a year-long community engagement campaign, County Council approved the Future Oxford Community Sustainability Plan on September 9, 2015. In January 2016, the appointment of the Future Oxford Partnership marked the transformation from community-based plan to community-based implementation.

County Council adopted key commitments over the 2015-2018 term to advance the Future Oxford Community Sustainability Plan:

- **100% Renewable Energy** (2015), the first municipal Council in Ontario and the second in Canada to make this commitment. Oxford County continues to be recognized internationally, nationally, provincially and locally for its leadership in the necessary transformation from fossil fuel dependency to renewable energy. The updated **100% Renewable Energy Plan** was released in 2018.
- **Zero Waste** (2015), a goal that aims to increase the life of the municipal landfill at the Oxford County Waste Management Facility to 2100 from 2043. The updated **Zero Waste Plan**, released in 2018, seeks to achieve this by reinforcing waste reduction, diverting waste from landfill, and employing new technologies.
- **Zero Poverty** (2017). Council's declaration to eliminate poverty for "improved health and well-being for all residents and enhanced community prosperity" was followed by the release of the **Draft Zero Poverty Plan** seven months later in 2018.

The County, through Council's support and human and financial resources, also played a key role in driving projects undertaken by the various Future Oxford committees: Smart Energy Oxford, Zero Waste Oxford, Community Oxford, Reforest Oxford, as well as the Economy Pillar committee and the Environmental Pillar committee.

Foremost among these was the **Oxford Community Wellbeing Survey**, which surveyed just over 11,000 randomly selected households in the County to establish baseline, milestone and target achievements within the Future Oxford Community Sustainability Plan. Through staff support and funding approvals, Council facilitated the County's partnership with the University of Waterloo **Canadian Index of Wellbeing**, which undertook the survey in the spring of 2016 and prepared **preliminary** and **final** reports in the summer and fall of that year, as well as a **comparative report** in 2018 that relates Oxford's community wellbeing regionally, provincially and nationally. The County also supported a community partner workshop in early 2017 to help service providers, businesses and groups understand the wealth of information in the survey reports and discuss how to use the results to better serve the community.

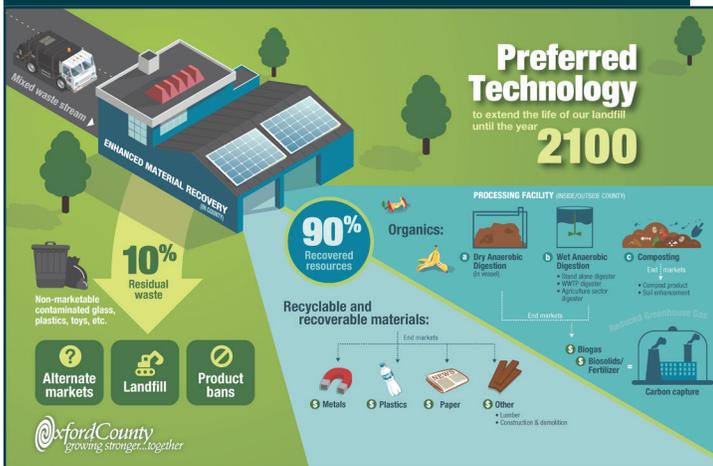
In 2016, Council established the Future Oxford Legacy Fund with \$340,000 in funding to stimulate sustainability projects in the community. The first grants were awarded to entrepreneurs, businesses and partners in need of seed funding to develop new and sustainable community and regional opportunities. Council's cumulative funding grew to \$500,000 by 2018.

In 2018, the Economy pillar of the Future Oxford Partnership released its economic prosperity report showing that Oxford's economic partners

are making “tremendous impact” with programs that attract skilled talent to the area and reduce barriers to employment. “*Working together to build a stronger workforce & grow economic prosperity in Oxford*” provides a framework to help achieve the economy goals of the Future Oxford Community Sustainability Plan and emphasises collaboration and continued progress on growing Oxford’s labour strategy.

Overall, the Future Oxford Community Sustainability Plan supports the County’s strategic direction to “think ahead and wisely shape the future” by applying social, financial and environmental sustainability lenses to significant decisions. The opportunities inherent in the intersection of these three “pillars” can be seen in the County’s proposal for a **sustainability cluster**, which would serve as a hub for research, innovation and social enterprise. First presented in 2016 as an opportunity to support the Future Oxford Community Sustainability plan while making use of existing vacant County facilities, Council approved a feasibility study for the cluster in 2017 and then a request for expressions of interest in the spring of 2018 to gauge community interest and readiness.

Our proposed path to zero waste



Restoring Hodges Pond



OTHER TERM HIGHLIGHTS

Source water protection

In 2015, Council approved the business case for implementation of the **Source Water Protection Plans** (SPP) to meet the legislated requirements under the *Clean Water Act*. Under the Act, the County is responsible for implementing the Source Protection policies, including risk management on existing and future properties to address land based activities which have the potential to impact raw source water quality at nearby municipal well supplies. Other policy work includes sewage maintenance inspections and mitigating potential threats to drinking water by offering incentives to landowners.

Restoration

The restoration of 600 acres at Hodges Pond in Norwich Township and along the Upper Thames in Beachville began in 2016 in partnership with the Upper Thames River Conservation Authority, Ducks Unlimited and the Cowan Foundation. The Hodges Pond **wetland restoration** aims to improve the water quality by bypassing the old dam and returning the creek to its old channel, which promotes new and diverse vegetation and habitat while providing flood reduction and improved water quality for the Thames River watershed.

Managing our own “zero waste” future

Oxford County’s updated Official Plan addresses the community’s desire for a long-term waste management policy that reflects the vision of an economic, community and environmentally sustainable future as outlined in the Future Oxford Community Sustainability Plan. While Walker Environmental Group appealed the original Plan modifications, the **modified version of Official Plan Amendment 197 was received and approved** by the Local Planning Appeal Tribunal in April 2018. The ruling preserved the groundbreaking elements of OPA 197, which included maintaining policies that discourage new landfills in the County that are not intended or necessary for local use, and putting forward rigorous new planning criteria for evaluating landfill proposals seeking to locate in Oxford County.

At the same time, the County, supported by Zero Waste Oxford, has been working to better manage its own waste and move towards a “zero waste” future. In 2017, work began on the Waste Reduction and Recovery Technology Review (WRRT) project, a plan to develop and design an Enhanced Material Recovery facility and organics processing facility in Oxford County capable of recovering up to 90% of material resources from the mixed soil waste stream. In 2018, Council approved the start of a comprehensive Request for Proposals process to seek public-private opportunities to implement these waste technologies.

4. A COUNTY THAT INFORMS AND ENGAGES

Building a better budget by informing and engaging

Annually since 2016, Oxford County has taken steps to both educate and engage its residents on the County's budget and business planning process. The County's online budget survey has evolved over the past three years to offer more context and information about County services to educate the public about what we do—a gap noted in the earlier Services that Work initiative—while at the same time equipping respondents with the information they need to make thoughtful choices and comments about their municipal service priorities.

In 2017, the County began partnering with area municipalities on the budget survey, again, to better inform the public about municipal services and which level of local government delivers which services. The information collected through the surveys has helped provide a better understanding of how well municipal services are understood, how they are valued, and which ones are priorities for residents.

The most recent survey for the 2019 Business Plan and Budget received 655 responses, an increase of 10% over the previous year, and more than 1,000 comments and suggestions. The survey results indicated that 40.5% of people who responded believe they receive *good* or *excellent* value for their County tax dollars. The majority felt that each of the services should be at least maintained at the current service levels.



College Avenue Secondary School student visit



Refreshed Oxford County logo



Oxford County's sustainability commitment graphic



OTHER TERM HIGHLIGHTS

Responding to concerns about air quality

The [Beachville Area Air Quality Assessment](#) was presented to Council in 2016 by Oxford County Public Health as a response to community concerns about air quality monitoring for aggregate (quarry) operations in the Beachville area. While the project focused on the study undertaken in partnership with Public Health Ontario and the University of Guelph to collect new, independent air quality data and examine scientific research, community engagement was a part of each step along the three-year process. Outreach included a comprehensive survey, three public meetings, solicited comments through *Speak Up, Oxford!*, and an ongoing report to the community.

Woodlands Conservation By-Law

Following extensive review and consultation with the public, stakeholders and local municipalities, the [updated Woodlands Conservation Bylaw](#) was approved in 2018. This bylaw is an important tool in retaining and enhancing the County's woodlands.

Oxford72Hours.ca

This new [online emergency preparedness resource](#) was launched in 2015 to support people and businesses in planning for emergencies and disaster. The website includes a list of local disaster risks, key information and contacts for all eight municipalities, tools to help families and businesses prepare a 72-hour emergency plan, and a chronology of past disasters that have impacted Oxford County.

Showcasing sustainability

Future Oxford and Oxford County hosted Future Oxford Expos in 2016 and 2017 to showcase Oxford's sustainability and innovation successes. The public events featured expert speakers, exhibitors, food vendors, a green marketplace and, in 2017, a green vehicle lot. The events were hosted as "zero waste" events, each year producing not more than one garbage bag of waste for the entire span of the day.

Zero waste event planning

Following direction from County Council in 2017 to share the lessons learned from Ingersoll's highly successful zero-waste Canterbury Folk Festival, the County worked with Future Oxford, Transition to Less Waste, and Tourism Oxford to develop the [Zero Waste Event Planning Guide](#), a resource that shares practical tips and local resources for zero waste events of all sizes. In 2018, Canada's Outdoor Farm Show, the Embro Highland Games and others made the commitment to zero waste.

Gauging readiness for renewable energy

The [2017 Community Energy Survey](#) asked Oxford's residents about the ways in which they're monitoring their energy use now and what options they may consider in the future. The final report informed the design of the [Solar Oxford Energy Challenge](#) approved later that year and implemented in 2018 to encourage the adoption of solar energy.

Informing capital investment

Public participation was a priority for both the zero waste technologies proposal and the Transportation Master Plan, which are outlined elsewhere in this report. The "[Future of Waste Management](#)" engagement campaign leveraged an online town hall and video recording in addition to more traditional tools used by the County, while the [Transportation Master Plan](#) leveraged existing high-traffic events, such as the Future Oxford Expo and Canada's Outdoor Farm show, to draw interest alongside its two online forums.

Evolving the County's visual identity

In 2017, Council received an inspirational delegation of College Avenue Secondary School students who presented their imagining of welcome signs across the County encouraging people to "live green." Council directed staff to work with the CASS students to consider how the County entry signs could be enhanced to communicate the County's evolving reputation provincially, nationally, and globally. As part of this work, the County logo was revisited and adapted, but not wholly re-created, to a style more reflective of the County's emerging identity as a municipal leader. At the same time, Oxford's previous 100% RE sustainability graphic was updated to also include Council's commitments to zero waste and zero poverty. The partnership with CASS has expanded to include a learning forum at the County for the students, with further collaboration planned for the fall of 2018.

Speak Up, Oxford!

The 2014 introduction of the County's online town hall has been used increasingly for information and engagement campaigns, growing from four campaigns in its first year to approximately 50 in total by 2018. The forum provides a low-cost, low-maintenance means of building a recognizable hub for citizens to give feedback for targeted campaigns, as well as for issues reflecting their everyday concerns. In 2018, after fielding social media comments about potholes in the spring, the County invited residents to report potholes using *Speak Up, Oxford!*, both as a means of educating people about navigating potholes and also to inform its own inventory of needed repairs.

5. A COUNTY THAT PERFORMS AND DELIVERS RESULTS

Progress towards a zero waste future



Following two years of study and preparation, in 2015, the Oxford County Waste Management Strategy introduced weekly co-collection of single-stream recycling and garbage for Oxford's participating municipalities. Single-stream recycling, which dispenses with the need to sort recyclables, and the switch to weekly versus bi-weekly collection were changes adopted to increase recycling rates and, ultimately, divert more material from the landfill. Together, these changes were projected to save program costs while reducing greenhouse gas emissions by 13%.

With the adoption of the Future Oxford Community Sustainability Plan, Oxford began to take a more determined approach to sustainable waste management: "zero waste" became the official aim of the County's waste management program with Council's 2015 zero waste declaration and the release of the Draft Zero Waste Plan.

Working with the Zero Waste Oxford committee, the County undertook a waste audit and technologies assessment in 2017 to explore options for expanding the life of the current municipal landfill. The process marked one of the first times the County used the Future Oxford Multi-Criteria Assessment (MCA) tool in such a comprehensive way to evaluate and compare different courses of action based on their community, economic and environmental impacts. A preferred option, Enhanced Material Recovery and Biological Treatment, was selected by the County and Zero Waste Oxford then put forward for input through **broad community consultation** in 2018. A report seeking approval to advance to the

procurement stage was **presented to, and approved by, County Council** in June 2018. If selected and approved as an option, the Enhanced Material Recovery and Biological Treatment approach would recover up to 90% of mixed solid waste material destined for landfill, thereby extending the County's most recent landfill service life projection from 2063 to 2100.

OTHER TERM HIGHLIGHTS

Excellence in long-term care

In 2016, Woodingford Lodge was selected by the Registered Nurses' Association of Ontario (RNAO) to join the **Best Practice Spotlight Organization (BPSO) program**. BPSOs are globally recognized health care organizations selected by the RNAO to implement and deliver high-quality, evidence-based care. With RNAO's support, Woodingford Lodge produced an **educational video** on reporting suspected abuse and neglect and whistle-blowing protection with the intent to positively change the conversation on this issue.

Also in 2016, Woodingford Lodge hosted an official launch for its new video, **Music and Memory at Woodingford Lodge**, to draw attention to the MUSIC & MEMORY™ program. The program supports Woodingford Lodge's goal of focusing on non-pharmacological interventions where possible, improving responsive behaviours, enhancing quality of life, reducing boredom and reducing medication use among residents.

Universal water metering

Council's approval of a two-year project to [install and/or update water meters](#) across Oxford supports accurate, fair and consistent water billing practices across all water systems serving residents and businesses. Started in early 2016, the program has installed 13,000 water meters with high levels of customer care and service.

Asset Management

With Council's support, Oxford County is building a robust Asset Management platform that is steadily increasing its understanding, categorization and life cycle planning capabilities and funding strategies for its physical assets.

Community satisfaction

Through annual community surveys in 2016, 2017 and 2018, community satisfaction with Oxford County services consistently trended in the 37-40% range. The generally high levels of satisfaction can be attributed to a community that is aware of what services Oxford County provides and their general agreement with service levels and delivery costs.

Improving downtown and core areas

The County continued its County Community Improvement Plan (CCIP) over the past Council term, offering a tax grant back program that can be combined with similar local municipal programs designed to redevelop and revitalize downtown, central area and village cores in Woodstock, Tillsonburg, Norwich, Otterville and, most recently in 2018, Ingersoll.

Delivering on capital projects

Through the approval of annual business plans and budgets, \$158 million in capital works projects to improve road, waste management, building, water, wastewater, social housing, communications and technology infrastructure, have been delivered safely, effectively and with increasing attention to quality customer service and communications.

Strong financial performance

Independent annual financial assessments have consistently affirmed Oxford County's strong budgetary performance, very positive liquidity and low debt burden, resulting in consistently strong credit ratings (AA+ in 2017).

BY THE NUMBERS

Affordable housing

386 new affordable housing units coming online between 2015 and 2018

273 of those affordable housing units are being constructed to Passive House standards in partnership with non-profit sector

\$7.75 million in federal/provincial funding and **\$4.7** million in municipal funding to realize construction value of \$75 million

Energy efficient buildings

50% to net-zero energy reduction in Oxford's housing units

Net-zero energy construction at the new Waste Management Administration and Education Centre:

- More than 1 megawatt of ground and roof-top solar infrastructure constructed by Oxford County; and,
- 600 kw ground-mounted solar implemented without Feed-In-Tariff incentive

Green vehicles

22 vehicle transformations to build Oxford's green fleet, including:

- **2** fully electric vehicles
- **13** light duty Compressed Natural Gas (CNG) conversions
- **2** dedicated tandem trucks/snow plows, a Canadian first
- **1** electric hybrid paramedic support vehicle
- **4** electric hybrid ambulances, a Canadian first

Towards zero waste

59% waste diversion rate from landfill, a 4% increase from 2013

20-year extension on the life of Oxford's municipal landfill, from 2043 in 2013 to 2063 by end of 2017, with an aim of 2100



In the last four years, Oxford County added 22 vehicle transformations to the green fleet

6. A COUNTY THAT EMPLOYS PEOPLE WHO MAKE A POSITIVE DIFFERENCE



Oxford County has been working steadily to build a culture of appreciation and recognition, introducing over the past four years several new initiatives valuing employees, their contributions and their time.

Employee engagement

The County's Employee Engagement surveys, undertaken in 2014 and 2017, provide insight into the opinions, perspectives and levels of engagement of staff across the organization. The 2017 survey results indicate that the County's workforce has above average engagement levels with respect to the specific role/position they occupy and with the organization overall.

Human Resources strategy

Broader insights from the 2017 survey were used to formulate the *Our People, Our Strength* plan update in 2018. First issued in 2015, the updated 2018 Plan is the organization's roadmap for working towards employing people who make a positive difference. The refreshed plan contains three focus areas-- Talent Management, Effective Leaders, and Safe and Healthy Workplaces--with engaged employees being an outcome of each area.

Employee recognition

Council approved the expansion of Oxford County's employee recognition program in 2015 to include a refreshed long service recognition and an Awards of Excellence program, which was structured around the Corporate Values outlined in the Strategic Plan. Long Service Award and Applauding Commitment

and Excellence (ACE) finalists and recipients are celebrated at an annual event.

Developing future leaders

The Future Ready Leadership Program, offered in 2015 and 2016, provided extensive, specialized leadership training to 40 leaders and emerging leaders across the organization.

Learning and development for all

Launched in 2017, Oxford Grows offers learning and development to County employees to develop one or more of the County's identified core competencies for staff, while also inspiring personal development.

Flexible work arrangements

The new flexible work arrangement program that began in 2017 offered employees the opportunity to apply for various work arrangements that included compressed schedule, banking hours and flex time.



Future Oxford Community Sustainability Plan

Vision

A vibrant, prosperous, and responsible Oxford for all.

Mission

To achieve community sustainability throughout Oxford.

Goals

1. COMMUNITY

- 1i. An Oxford that is accessible for all citizens
 - 1i. A. Provide high-quality and accessible health care, social services, support programs, and housing that meet the needs of all citizens.
 - 1i. B. Develop accessible intercommunity transportation options to reduce reliance on personal automobile ownership.
 - 1i. C. Promote and support volunteering.
 - 1i. D. Ensure that affordable, healthy food options are accessible to all residents.
 - 1i. E. Promote engagement in decisions that affect the public good.
- 1ii. A knowledgeable and equitable Oxford
 - 1ii. A. Ensure access to affordable education for all ages.
 - 1ii. B. Advance the community dialogue on sustainability issues.
- 1iii. A creative Oxford
 - 1iii. A. Promote arts, recreation and culture.

2. ECONOMY

- 2i. A thriving local economy
 - 2i. A. Build a vibrant economy.
 - 2i. B. Cultivate entrepreneurship throughout Oxford.
 - 2i. C. Encourage production and consumption of locally produced food and products.
- 2ii. A local economy that supports and fosters community sustainability
 - 2ii. A. Grow the sustainable economy.

3. ENVIRONMENT

- 3i. Oxford is recognized, within and by the world, as a leader in environmental action
 - 3i. A. Protect and restore the ecosystem.
 - 3i. B. Move away from fossil fuels and enhance low carbon transportation.
 - 3i. C. Achieve Zero waste in Oxford.
 - 3i. D. Ensure long-term protection of all source water.



Growing stronger together

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