



Strategic Plan 2025 Refresh

Introduction and Rationale for the Refresh



As we move forward into 2025, this strategic plan refresh reflects the evolving sociopolitical and economic environment, changes in our official plan, and a shift in our staff alignment. These factors require us to reassess and fine-tune our goals and strategies to ensure North Middlesex thrives and remains resilient in the face of change.

This refresh comes at a pivotal time:

- **Changing socio-political-economic landscape:** Our community is experiencing rapid changes in demographics, local economic conditions, and broader regional challenges.
- **New official plan:** A revised official plan introduces new opportunities and challenges, requiring us to realign our strategies.
- **Staff realignment:** With new leadership and staff adjustments, it's necessary to ensure our strategic goals align with current resources and capabilities.



Mission, Vision, and Values

Our Vision

Grounded in agriculture, growing in innovation.

Our Mission

To lead, live, and invest in a dynamic, inclusive community.

Our Values

Community – We are connected. We acknowledge our differences and build on our strengths.

Together, we are North Middlesex.

Innovation – We are committed to creating an environment where ideas are welcomed, explored, and developed. We are building a forward-thinking future for North Middlesex.

Collaboration – We reach out and create opportunities to share resources, ideas, programs, and services for the betterment of our community.

Stewardship – We are entrusted with natural, financial, and human resources. We use these resources effectively and ethically for the present and the future.



Strategic Pillars

The five strategic pillars align with the current Senior Management Team (SMT) composition and addresses the key issues North Middlesex will face in the next two years. These pillars reflect our core areas of focus and ensure we are on track to meet both present and future community needs.



1.

**Staff, Culture,
Work Environment**

2.

Infrastructure

3.

Fiscal Responsibility

4.

**Quality of Life,
Recreation, Parks,
and Culture**

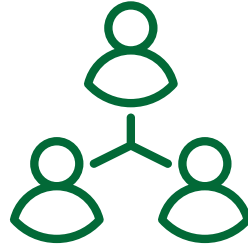
5.

**Economic
Development**

Strategic Pillars

1.

**Staff, Culture,
Work Environment**



Areas of Focus

- Recruitment, retention, and development of a skilled, engaged workforce.
- Creation of an open, respectful, and responsible leadership culture.
- Implementing emergency management exercises and proactive risk assessments.

Strategies:

- Provide high-quality public services.
- Undertake a corporate-wide risk assessment to proactively identify potential issues.
- Continue to provide training and development opportunities for staff.



Strategic Pillars

2.

Infrastructure



Areas of Focus

- Effective road maintenance and management.
- Implementation of traffic-calming measures.
- Addressing the impacts of climate change on infrastructure.

Strategies:

- Undertake a comprehensive Road Needs Assessment.
- Collaborate with the County to implement traffic-calming techniques in key areas.
- Develop and adopt plans to reduce the impacts of climate change.



Strategic Pillars

3.

Fiscal Responsibility



Areas of Focus

- Sustainable financial planning.
- Collaborative funding and resource-sharing efforts.

Strategies:

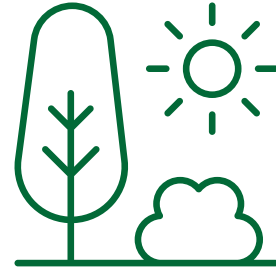
- Seek fiscal sustainability by balancing service needs, demands, and growth.
- Develop a long-term Strategic Financial Plan that aligns with the Capital Budget process.
- Continue to pursue funding from various levels of government and external organizations.



Strategic Pillars

4.

**Quality of Life,
Recreation, Parks,
and Culture**



Areas of Focus

- Enhancing community engagement and volunteerism.
- Promoting cultural diversity and active living.
- Creating safe and inclusive public spaces.

Strategies:

- Foster timely communication with residents, businesses, and community groups.
- Support local volunteerism through recognition and capacity building.
- Create and maintain high-quality public spaces, and promote aging in place in the community.



Strategic Pillars

5.

Economic Development



Areas of Focus

- Economic growth through strategic development.
- Preservation of agriculture and cultural heritage.
- Enhancing local healthcare and tourism.

Strategies:

- Promote economic growth through the implementation of the Economic Development Plan.
- Manage land use effectively and promote the preservation of architectural and cultural heritage.
- Promote North Middlesex as a destination for tourism and investment.

