

# **Appendix 3**

Middlesex County Strategic Plan 2025-2030  
July 2025



**Rooted in Community, Growing Toward Tomorrow**  
Middlesex County Strategic Plan 2025 – 2030

## Land Acknowledgement

At Middlesex County, we acknowledge that the land we stand upon today is the traditional territory of the Attawandaron, Anishinabeg, Haudenosaunee, and Lunaapeewak peoples who have long standing relationships to the land, water, and region of Southwestern Ontario. The local First Nation communities of this area include Chippewas of the Thames First Nation, Oneida Nation of the Thames First Nation, and Munsee-Delaware Nation.

We acknowledge the treaties that are specific to this area: Treaty 2 (McKee Purchase), Treaty 3 (Between the Lakes Purchase), Treaty 6 (London Township Purchase), Treaty 21 (Long Woods Purchase) and Treaty 29 (Huron Tract Purchase).

We value the significant contributions, both in the past and the present of local and regional first nations of Turtle Island.

We acknowledge historic and ongoing injustices that indigenous peoples endure in Canada, and we affirm our commitment to honouring indigenous voices, nations and cultures, and to moving forward in the spirit of reconciliation and respect.

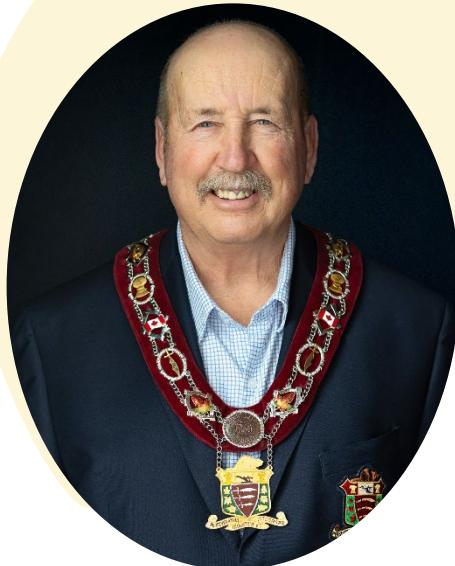


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## Message from the Warden



On behalf of Middlesex County Council, I present the Middlesex County 2025–2030 Strategic Plan—our shared roadmap for the years ahead. This plan reflects the voices, values, and vision of our community and outlines clear priorities that will guide our work to strengthen our economy, enhance services, and support the well-being of everyone who lives, works, and plays in Middlesex County.

The development of this plan was a collaborative effort. Through meaningful engagement with residents, local municipalities, businesses, community partners, and staff, we heard a strong desire for sustainable growth, regional collaboration, modern infrastructure, and responsive services. This input shaped the strategic priorities you will see in the pages ahead.

Over the next five years, this plan will help us focus our efforts, align our resources, and track progress on the outcomes that matter most. Whether it's supporting local entrepreneurs, strengthening relationships with our partners, investing in resilient infrastructure, or modernizing our organization—we are committed to ensuring that Middlesex County remains a great place to live, work, and grow.

Thank you to everyone who contributed to this plan. We look forward to working together as we bring this vision to life—thoughtfully, inclusively, and with purpose.

Sincerely,

A handwritten signature in black ink that reads "Brian Ropp".

Brian Ropp

Warden, Middlesex County



## About Middlesex County

Middlesex County, located in the heart of Southwestern Ontario, is a vibrant and growing community of approximately 81,700 residents. The County encompasses a diverse mix of rural landscapes and charming small towns, offering a high quality of life that seamlessly blends urban and rural amenities.

The County's economy has evolved from its strong agricultural roots to include industrial manufacturing, value-added agriculture, and a thriving retail and service sector. This economic diversification is bolstered by Middlesex County's strategic location near major urban markets, providing businesses with access to a broad customer base while maintaining the benefits of a rural setting.

Residents and visitors alike enjoy the County's modern infrastructure, excellent health and social services, retail shopping, and recreational facilities. The picturesque landscapes, including lush Carolinian forests and parks, offer ample opportunities for outdoor activities and contribute to the County's natural beauty.

Middlesex County is committed to fostering a welcoming and inclusive community, honouring its rich history while embracing growth and innovation. The County's dedication to sustainability and strategic development positions it as an attractive place to live, work, and invest.



## About this Plan

The Middlesex County 2025 – 2030 Strategic Plan is structured around four strategic priorities that include goals, objectives, and outcome-based performance measures.



### **Strategic Priorities:**

Strategic Priorities are the key areas of focus that reflect the most important opportunities and challenges facing Middlesex County over the next several years. They provide the foundation for decision-making, guide resource allocation, and help ensure that all efforts are aligned with the County's long-term vision and values.

### **Goals:**

Goals describe the broad outcomes Middlesex County aims to achieve within each Strategic Priority. They capture the County's aspirations and define what success looks like in advancing economic growth, collaboration, infrastructure, and organizational strength.

### **Objectives:**

Strategic Objectives are specific, actionable steps that support each Goal. They outline the initiatives and efforts required to make progress in each priority area and serve as the roadmap for implementation, measurement, and accountability.

### **Performance Measures:**

Performance Measures are outcome-focused indicators used to assess the County's progress toward achieving its Strategic Priorities and Goals. Rather than measuring activity alone, these measures focus on the results and impacts of the County's efforts—such as improved economic conditions, stronger partnerships, enhanced infrastructure, and more responsive services. They help ensure transparency, accountability, and continuous improvement by clearly linking strategic actions to meaningful community outcomes.

Middlesex County Council approved the 2025–2030 Strategic Plan in May 2025. This plan will serve as a guiding framework for ongoing implementation and progress tracking by both Council and County staff.

## Creating the Plan: Our Collaborative Process

The development of the Middlesex County 2025–2030 Strategic Plan was grounded in meaningful and inclusive engagement.



### 1. IDENTIFIED

To ensure the plan reflected the diverse voices and needs of the community, we began by identifying key groups including local municipalities, business leaders, community organizations, and residents.



### 2. ENGAGED

A variety of engagement methods were used to capture broad input and perspectives, including included one-on-one interviews, targeted focus groups with staff, municipal and business partners, and feedback from the public. This multi-channel approach ensured that a wide range of experiences, priorities, and aspirations were heard and considered.



### 3. SYNTHESIZED

The input gathered was carefully analyzed and synthesized into key themes and insights, which were shared with County Council to help inform the development of the strategic priorities.

# Growing Toward Tomorrow: Our Strategy

## Our Vision

Middlesex County strives to be a welcoming, adaptable community committed to sustainable growth, preserving its agricultural heritage, and building a thriving economic and social environment.

Through collaboration, innovation, and responsible leadership, we foster a vibrant, inclusive, and resilient community that values diversity, prosperity, environmental stewardship, and overall well-being.

## Our Strategic Priorities



### Strategic Priority 1: Economic Development

**Goal:** Enhance overall economic well-being and community prosperity by fostering a sustainable and thriving local economy.



### Strategic Priority 2: Collaboration and Partnerships

**Goal:** Strengthen collaboration with local municipalities and regional partners to improve economic efficiency, enhance service delivery, and support regional development in alignment with community priorities.



### Strategic Priority 3: Sustainable Infrastructure Development

**Goal:** Expand and upgrade critical infrastructure to enhance resilience, efficiency, and accessibility while prioritizing sustainability and long-term cost-effectiveness.



### Strategic Priority 4: Adaptability and Agility

**Goal:** Modernize the County's administrative capabilities to strengthen decision-making, improve service delivery, and achieve better community outcomes.

## Strategic Priority 1: Economic Development



### Strategic Priority 1: Economic Development

**Goal:** Enhance overall economic well-being and community prosperity by fostering a sustainable and thriving local economy.

#### Objectives:

1. Develop and implement an Economic Development approach for the County, focusing on key priorities, actions, and areas of growth while providing strong support for small businesses and entrepreneurs, including agriculture-related businesses.
2. Work towards providing access to ready-to-build land with the infrastructure and services needed to create jobs and grow the local economy.
3. Advance the County's planning framework that balances diverse land uses while protecting farmland and natural environment.

#### Why this priority is important for Middlesex County

A strong and diverse economy is the foundation of a vibrant and resilient community. By supporting small businesses, agriculture, and entrepreneurship, and by ensuring access to developable land with necessary infrastructure, Middlesex County can attract investment, create jobs, and sustain long-term prosperity. This priority ensures that economic growth aligns with community values and benefits all residents.

#### How we will measure success

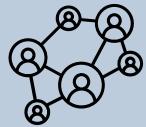
- **Increase in new business registrations and expansions** within the County, with a focus on small businesses and agriculture-related enterprises.
- **Percentage of serviced employment** lands available for development, indicating readiness to attract new investment.
- **Growth in local employment rates** in key sectors (e.g., agriculture, manufacturing, service), reflecting a thriving economy.
- **Annual increase in assessed** commercial and industrial property values, reflecting business growth and investment.
- **Number of entrepreneurship** and innovation support programs utilized by residents or businesses.



## Strategic Priority 2: Collaboration and Partnerships

### Strategic Priority 2: Collaboration and Partnerships

**Goal:** Strengthen collaboration with local municipalities and regional partners to improve economic efficiency, enhance service delivery, and support regional development in alignment with community priorities.



#### Objectives:

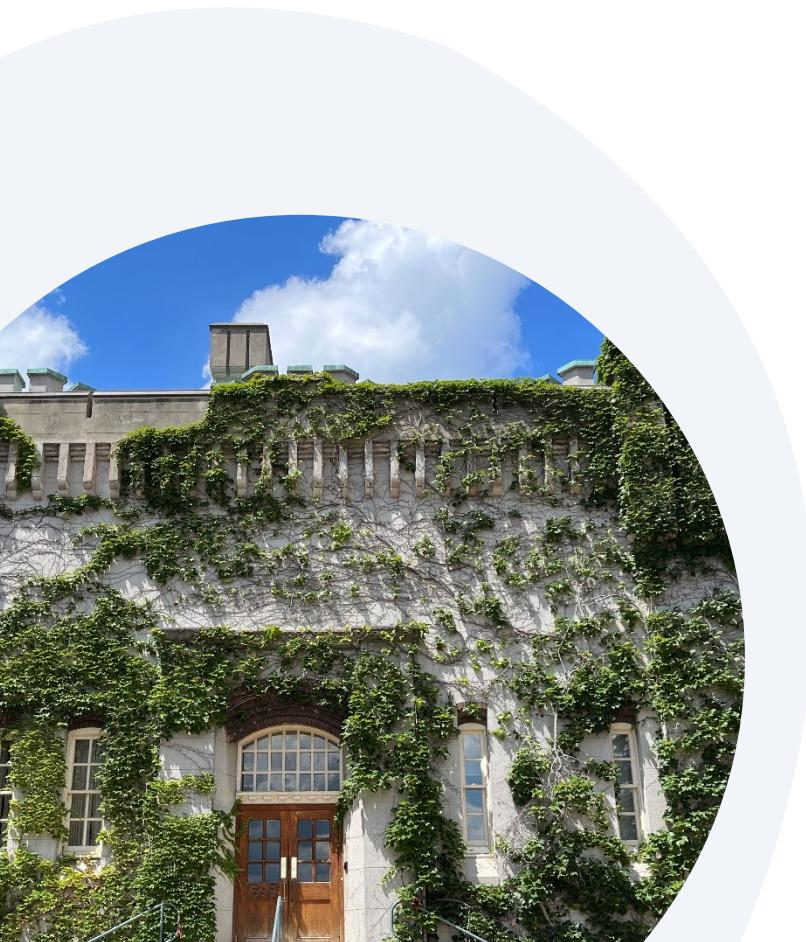
1. Optimize service delivery through inter-municipal collaboration and shared services to improve efficiency and seamless operations.
2. Build and enhance relationships with municipal, regional, First Nations, community, and private sector partners to align priorities, share resources, and implement joint initiatives that improve community well-being and economic growth.
3. Improve communication and transparency through open engagement, accessible information, and informed decision-making.

#### Why this priority is important for Middlesex County

Regional collaboration allows Middlesex County to deliver services more efficiently and respond to shared challenges with unified solutions. Strengthening relationships with local municipalities, Indigenous communities, and sector partners ensures that decision-making reflects local priorities and shared goals. Working together maximizes impact, leverages resources, and enhances community well-being.

#### How we will measure success

- **Increase the number of shared initiatives** implemented annually.
- **Implement a standardized process** to assess and quantify efficiencies achieved through shared service initiatives with partners.
- **Establish a formal engagement framework** with all shared service partners to collect structured feedback and integrate findings into the County's continuous service improvement plans.



## Strategic Priority 3: Sustainable Infrastructure Development



### Strategic Priority 3: Sustainable Infrastructure Development

**Goal:** Expand and upgrade critical infrastructure to enhance resilience, efficiency, and accessibility while prioritizing sustainability and long-term cost-effectiveness.

#### Objectives:

1. Enhance and maintain road infrastructure to improve connectivity, traffic efficiency, and encourage active transportation, while preserving the unique character of municipal main streets.
2. Pursue funding and grants for infrastructure projects to deliver lasting benefits while providing predictable costs for taxpayers.
3. Invest in sustainable infrastructure opportunities that incorporate climate resilience measures to mitigate extreme weather impacts and reduce overall environmental impact.

#### Why this priority is important for Middlesex County

Reliable, modern infrastructure is essential to daily life and long-term resilience. By investing in transportation networks, sustainable systems, and climate-ready infrastructure, the County supports growth while protecting its environment and ensuring safe, accessible services for all. This priority prepares Middlesex for the future while preserving what makes it unique today.

#### How we will measure success

- **Percentage of roads rated as “good” or “very good”** in condition assessments, reflecting improvements in transportation infrastructure.
- **Total investment secured through external infrastructure grants**, showing funding success and project sustainability.
- **Reduction in greenhouse gas emissions or energy use intensity** from County-owned infrastructure, indicating progress on climate resilience.



## Strategic Priority 4: Adaptability and Agility

### Strategic Priority 4: Adaptability and Agility

**Goal:** Modernize the County's administrative capabilities to strengthen decision-making, improve service delivery, and achieve better community outcomes.



#### Objectives:

1. Transform, modernize and continuously improve administrative systems and processes to increase efficiency and enhance the experience of residents and partners.
2. Strengthen internal administrative capabilities to ensure key support services have the necessary resources to meet community needs and support organizational growth.
3. Enhance the County employee value proposition to attract, retain, and support a talented workforce through competitive benefits, professional growth opportunities, and a positive workplace culture.

#### Why this priority is important for Middlesex County

In a fast-changing world, Middlesex County must be responsive, forward-thinking, and efficient. By modernizing internal systems, enhancing service delivery, and supporting a skilled, motivated workforce, the County can meet community needs with confidence and care. This priority ensures the County remains a high-performing organization that delivers real results.

#### How we will measure success

- **Average time to respond to service inquiries or requests**, indicating improved efficiency and service responsiveness.
- **Percentage of County services accessible online or through streamlined digital systems**, measuring modernization and service accessibility.
- **Percentage of staff completing annual modernization and professional development training**, reflecting the County's commitment to building an agile, skilled workforce.

