



# Committee Report

<b>To:</b>	Warden Hicks and Members of Grey County Council
<b>Committee Date:</b>	September 8, 2022
<b>Subject / Report No:</b>	CAOR-CW-09-22
<b>Title:</b>	Updating County Strategic Plan
<b>Prepared by:</b>	Kim Wingrove and Randy Scherzer
<b>Reviewed by:</b>	
<b>Lower Tier(s) Affected:</b>	All
<b>Status:</b>	Recommendation adopted by Committee as presented per Resolution CW128-22; Endorsed by County Council September 22, 2022, per Resolution CC78-22.

## Recommendation

1. **That report CAOR-CW-09-22 Updating County Strategic Plan be received; and**
2. **That Council recommendations be incorporated into a draft plan for discussion with the 2022-2026 Grey County Council.**

## Executive Summary

Staff are recommending the development of an updated County Strategic Plan that would organize work around four themes: Community Services and People, Environment, Sustainability and Climate Change, Infrastructure and Economy, and Service and Operational Excellence. With support from this Council, the recommendations in this report would form the basis for discussion and direction with the 2022-2026 Council.

## Background and Discussion

Since 2012, Grey County Council has been committed to building and maintaining strategic goals to guide its operational planning and the allocation of resources. The County's second strategic plan was adopted in 2017 and updated in 2019 for the period 2020 to 2025. Council held a facilitated priority planning session in October 2020 to confirm direction to staff given the impacts of the pandemic and inform budget preparation for 2021.

Significant progress has been made on almost all of the recommendations in the current plan (see Appendix One). As well, Council has adopted a significant number of new report and task force recommendations and strategies. In preparation for incoming council orientation and creating the 2023 budget, senior staff met to review the work underway. Four strategic themes

and areas of work that fall under them are outlined below.

### Proposed Strategic Themes and Key Initiatives

<b>Community Services and People - Supporting our residents and the development of healthy, vibrant communities</b>	
Housing Policies and Programs incl. emergency shelter, 10 yr. Housing and Homelessness Plan, and 211	Mental Health and Addictions Recommendations
Paramedic Services – ongoing support and improvements to 911, community paramedicine, CPLTC, supportive outreach service	Age Friendly Community Action Plan (Social Participation, Respect and Social Inclusion, Community Supports and Health Services)
Long-Term Care – Behavioural Support Transitional Unit at Grey Gables	Community Safety and Wellbeing Plan oversight and implementation support
Recolour Grey (Live Grey)	GTR – Transit Sustainability Plan
Hanover and Owen Sound Task Force Report (Poverty and Community Safety and Wellbeing, Mental Health and Addictions, Social Services, Youth and Senior Supports, Policing/MMHART) *focusing on actions that will benefit the entire County	GBLIP Settlement Strategy – fully operational and long-term sustainability plan
Canada Wide Early Learning and Child Care Strategy	Licensed Childcare/Early Years
Rockwood Terrace Campus of Care	Grey Bruce OHT - engagement in strategic planning and implementation
Sydenham Campus/Fab Lab – workforce development and skills training	Provincial Offences Court
Income Support – OW/Rent Supplements	

## Environment, Sustainability and Climate Change- Protecting our environment and natural assets for future generations

Climate Change Action Plan (Afforestation, Habitat/Biodiversity Protection, Conservation and Protection of Wetlands, Green Standard for new buildings, Energy Efficiency Retrofits, Preventing Shoreline Erosion)	Recolour Grey (Natural Grey)
Sustainable Tourism	Forest Management Plan
Conservation Authority Collaboration	Drainage/Stormwater Management
Water Quality/Protecting our Lakes	Recreational Trails Master Plan

## Infrastructure and Economy - provision of economic development and planning services, transportation infrastructure, and technology to support residents and business success

Increase Housing Supply (Housing Action Plan)	Age Friendly Community Action Plan (Employment, Outdoor Spaces and Buildings, Housing, Transportation)
Recolour Grey (Cultivate Grey, Develop Grey, Move Grey and Live Grey)	Growth Management Strategy (monitor growth and integrate into planning)
Transportation Master Plan (task force to implement even-length trades, urban road rationalization, active transportation policy update)	Cycling and Trails Master Plan
Patrol D replacement	Durham Paramedic Base replacement
Climate Change Action Plan (Sustainable ag best practices, promote locally grown food, active transportation, climate adaptation plan, zero emissions vehicle/fleet adoption, etc.)	Hanover and Owen Sound Task Force Report (Housing, Labour, and Employment, Planning and Development, Community Transportation) * focusing on actions that will benefit the entire County

Healthcare infrastructure incl. supportive housing build	Investment Attraction Strategy
Regional Agricultural Learning and Demonstration Site	Future Housing Builds (Dundalk and Durham)
Asset Management	

## Excellence in Service and Governance

Transportation Service Org Review Implementation	Age Friendly Community Action Plan (Communication and Information, Civic Participation)
HR Org Review Implementation	Finance Org Review Implementation
Corporate Communications Strategy Implementation	Climate Change Action Plan (collaborate with municipalities to support waste diversion, developing a municipal climate lens, promote culture of conservation, corporate waste reduction program, etc.)
Grey County Fleet Review and Green Fleet Strategy Implementation	Paramedic Services Deployment Study
IT Strategic Plan implementation	LTC Colour IT/LTC Operations
Delegation of Planning Approvals/Process Efficiencies	HRIS Implementation (Enterprise Solution?)
Great Plains Replacement/PO Software (Enterprise Solution?)	New Corporate Website roll out

Legal/Property	New models of care (LTC and Paramedic services)
Enhanced Data and Analysis Capacity incl. Geographic Information System	Creation of a Strategic Project Management Office
Electronic Document and Record Management System Replacement (Alfresco to SharePoint)	IT – innovation, security, business solutions, analysis
Nonunion compensation study	Economic Development Tourism and Culture Master Plan
Employee Engagement (incl. corporate wide email access)	

In addition to the allocation of initiatives under each of the strategic themes, staff also completed a SWOT analysis and long-term visioning exercise. This work will assist with scoping the work in the 2023 budget and form part of the environmental scan to be discussed with the incoming Council.

### Next Steps

With support from Council on the strategic themes and key initiatives, staff will continue to develop the 2023 operating budget. In support of budget deliberations, a future report will discuss key performance indicators for each theme and how the proposed initiatives in the 2023 budget would be measured and reported.

## Legal and Legislated Requirements

None with this report.

## Financial and Resource Implications

Once complete, the strategic plan is an important tool that Council and staff can use to assess alignment between resource allocation and outcomes and determine whether to start or stop an initiative or whether to prioritize or reduce funding for activities.

## Relevant Consultation

- Internal - senior management team and staff as part of the preparation of each report
- External – extensive consultation with the public, stakeholders and agencies was completed in support of the development of the various plan and taskforce recommendations.

## Appendix 1 – Status of Projects/Initiatives Identified in 2019 Strategic Plan

Project	Strategic Goal	Lead Department	Project Status
Intercommunity Transportation	Gov. Excellence Economy Healthy Communities	CAO	Completed
Labour Force Development	Economy	Economic Development	Underway
Updated Asset Management Plan	Gov. and Excellence	Finance	Completed
CityWorks Implementation	Gov. and Excellence	Transportation	Completed / Implementation
Homelessness Support System	Healthy Communities	Community Services	Underway
IT Hardware Upgrades for LTC	Gov. and Excellence	IT	Completed
Rockwood Terrace Redevelopment	Gov. and Excellence Healthy Communities	Long-Term Care	Underway
LTC Human Resources Strategy	Gov. and Excellence	Long-Term Care	Completed
Climate Change Action Plan	Economy Healthy Communities	Planning	Completed / Implementation

Project	Strategic Goal	Lead Department	Project Status
Growth Management Study	Economy Healthy Communities	Planning	Completed
19/21 Corridor Improvements	Gov. Excellence	Transportation	Underway
HR and Finance Modernization	Gov. Excellence	HR Finance	Completed
Legal Advice and Guidance	Gov. Excellence	Legal Services	Completed
Creation of Supportive Housing Beds	Gov. Excellence Healthy Communities	Community Services	Underway
Affordable Housing Action Plan	Gov. Excellence Healthy Communities	Community Services	Completed / Implementing
IT Security Strategy Enhancements	Gov. Excellence	IT	Completed
Housing Options for Durham Lands	Economy Healthy Communities	Community Services	On Hold
Replace Patrol D Facility	Gov. Excellence Healthy Communities	Transportation	On Hold / Underway
Transportation Maintenance Reorg.	Gov. Excellence	Transportation	Completed / Implementing
Update Development Charges Study and By-Law	Gov. Excellence Healthy Communities	Planning	Completed
Road Exchanges	Gov. Excellence	Transportation	On Hold
Ec. Dev. Investment Studies	Economy	Ec. Dev.	Completed
Grey Roots Refresh Store Build	Gov. Excellence	Ec. Dev.	Underway
Updated Building Condition Assessments	Gov. Excellence	Housing	Completed
Ontario Works Modernization	Gov. Excellence Healthy Communities	Social Services	Underway
Fire Radio Communications	Gov. Excellence Healthy Communities	CAO	Underway