

Report CAOR-CC-01-16

To: Warden Barfoot and Members of Grey County Council
From: Kim Wingrove, Chief Administrative Officer
Meeting Date: March 1, 2016
Subject: **Corporate Operating Plan for 2015-2017 Year End Update**
Status: Recommendation adopted by County Council March 1, 2016 per Resolution CC31-16;

Recommendation(s)

THAT Grey County Council receive for information the Chief Administrative Officer's 2015-2017 Corporate Operating Plan Year End Update Report, CAOR-CC-01-16.

Purpose

The purpose of this report is to:

1. Provide a brief overview of the County's Corporate Strategic Plan.
2. Provide an update on the status of initiatives within the Corporate Operating Plan.
3. Outline next steps for refreshing both plans.

Background

In 2012 Council adopted its first Corporate Strategic Plan aimed at guiding the organization for the period 2012-2015. The Strategic Plan contains six pillars which underpin Council's policy decisions. They are:

1. Expanding the prosperity base
2. Enabling healthy and resilient communities
3. Securing our place as Ontario's recreation jewel
4. Making connections
5. Listening and working together
6. Achieving excellence in governance and service

Between five and 10 actions for each of the goals were identified when the Strategic Plan was created in 2012. In 2016, the Strategic Plan is due for updating and the pillars and actions will be reviewed.

The Corporate Operating Plan provides a three year rolling plan of how the projects and initiatives identified as strategic actions will be addressed. The ultimate goal is to ensure that resources are appropriately aligned and that Grey County is making progress toward achieving its goals. Council receives quarterly updates on the Corporate Operating Plan. This report updates the plan as of December 31, 2015.

Each department within the County of Grey creates an annual work plan which supports the Corporate Operating Plan. Departmental work plans are the most detailed documents which are used by the CAO and department heads to assess progress against annual deliverables and form the basis of annual performance review discussions.

Completed and Outstanding Initiatives

During 2015, there was good progress on many items within the Corporate Operating Plan. The Economic Development Strategy and Transportation Master Plan were completed and the focus now is on the implementation of these plans.

The following is the status of the outstanding items in the Corporate Operating Plan:

Objective	Department	Action
GOAL 1: Expanding the Prosperity Base		
1. Connected Community Initiative	IT	Developing consortium between Grey and Bruce Counties, school boards and local municipalities to pursue collective procurement of wide area network access, eliminate redundancies and secure new connections.
2. Corporate Capital Asset Management Plan	Finance	Plan being updated to include other non-mandatory assets such as LTC and Administration assets.
3. Expansion of Programming at Georgian College	Economic Development	Participating in Advisory Committee
4. Community Education Strategy	Economic Development	Collaborating with 4 County Labour Board and Georgian College and business to

Objective	Department	Action
5. SWIFT Network	IT	identify and address labour market skills shortages. Governance model adopted by WOWC Q1 2016. Funding decision pending.
GOAL 2: Enabling Healthy and Resilient Communities		
1. Newcomer Attraction and Retention Strategy	Social Services	Participate in Welcoming Communities Initiative. Good Neighbours Network developed in Owen Sound.
2. Improving Access to Healthcare	CAO/LTC/ Paramedic Services/Planning	Advocacy work to secure funding for rural hospitals and ongoing support for community paramedicine. Annual contribution to reserve for Markdale Hospital. Annual \$200K for Owen Sound Hospital continues to 2018.
3. Long Term Care Review	LTC	Options report to Council March 2016.
4. Affordable Housing Strategy	Housing	2016 is Year 3 of the 10 year Housing and Homelessness strategy. The annual housing report will come before Council Q1 2016.
5. Aging in Place Strategy	LTC/ Paramedic Services	Community Paramedicine pilot to March 2016. Long term care review underway.
6. Impact of Living Wage Policy for the County and its Services	Social Services	Social Services has been working internally, reviewing work happening across the province through United Way campaigns and through participation with the Income Security Working Group of Bruce Grey Poverty Task Force. Included in the 2016 departmental workplan.
7. Shared Service Review with Bruce County Paramedic Services	CAO/Paramedic Services	Initial steering committee meeting scheduled Q1 2016.
GOAL 3: Securing the County's Place as Ontario's Recreational Jewel		
1. Natural Heritage Study	Planning	Consultation period extended to March 2016. Report back to Council including draft policies Q3 2016.
2. Revitalization of Owen Sound Harbour	CAO/ Economic Development	On hold awaiting further action between City of Owen Sound and federal government.
3. County Signage	Economic	Policies and implementation under

Objective	Department	Action
Program 4. Tourism Destination Strategy Update	Development/ Transportation Economic Development	development. Report back to Council Q2 2016. Consultant retained. Data gathering underway. Report back to Council Q3 2016.
GOAL 4: Making Connections		
1. Transportation Master Plan	Transportation/ CAO	Analysis of transfer data by TOBM pending. Grey County assessment and report back to Council Q2 2016.
2. Technology Investment Strategy	IT	In progress. Requires completion of IT Strategic Plan which will occur post Corporate Strategic Plan refresh.
3. First Nations Protocol	CAO/Planning	No action taken to date.
4. Administration/POA Accommodation	CAO/Housing/ Clerks	Renovation design developed. Report to Council Q1 seeking support to tender.
5. SWIFT	CAO/IT	Governance model adopted by WOWC Q1 2016. Funding decision pending.
GOAL 5: Listening and Working Together		
1. Corporate Communications Plan	Clerks	Consultant to be retained to develop plan Q2 2016.
2. Rural Stewardship Program	Planning/ Economic Development	Working collaboratively with Stewardship Grey Bruce and Grey Agricultural Services on programming and learning events. Rural transportation pilot under development, working with lead agency to fill void in County where current services are not available. Soft launch of pilot March 2016.
3. Review Assisted Transportation Options	Social Services	
GOAL 6: Excellence in Governance and Service		
1. Staff Wellness Plan	CAO/HR	Concept being explored as part of benefits cost containment project.
2. Benefit Cost Review	HR	Report delivered Q1 2016. Further work be done.
3. Operational Reviews	Finance/ Social Services	Finance - Financial policies, new reporting templates, long term financial plan development, etc. to be completed Q4 2016.
4. Refresh Corporate Strategic Plan	CAO	SS- Children's Services review underway . Project initiated. SMT and Council workshops schedule for Q1 2016.
5. Service Excellence Program	CAO	A focused program will developed following the 2016 update of the Corporate Strategic Plan.

Next Steps

In March 2016, Council will participate in a strategic planning workshop to reassess the Corporate Goals and to discuss development of priorities for the remainder of this term of Council and beyond. In preparation for that workshop, the senior management team has completed an environmental scan and priority setting exercise which will be provided as input to Council's deliberations. Following the workshop, recommendations for updating the Strategic Plan as well as any refinement of the planning and reporting processes will be brought back by the CAO for Council consideration.

Once the Strategic Plan has been confirmed, the Corporate Operating Plan for 2016 - 2018 will be revised based on the direction of the strategic planning work.

Financial / Staffing / Legal / Information Technology Considerations

Each initiative within the Corporate Operating Plan may include financial, staffing, legal and/or information technology considerations. These are dealt with on an individual basis as each proceeds through the committee and Council approval process.

Link to Strategic Goals / Priorities

The reporting and updating of the Corporate Operating Plan ties in to Goal 6.1, which is the alignment of all departmental work/operating plans with the Corporate Strategic Plan over a multi-year period.

Attachments

[Corporate Operating Plan 2015-2017 Q4 December Update](#)

Respectfully submitted,

Kim Wingrove
Chief Administrative Officer