

<b>To:</b>	Warden Hicks and Members of Grey County Council
<b>Committee Date:</b>	September 26, 2019
<b>Subject / Report No:</b>	CAOR-CW-14-19
<b>Title:</b>	Council Strategic Planning Day Overview
<b>Prepared by:</b>	Kim Wingrove, CAO
<b>Reviewed by:</b>	
<b>Lower Tier(s) Affected:</b>	County-wide
<b>Status:</b>	Recommendation adopted by Committee as presented per Resolution CW190-19; Endorsed by Council October 10, 2019 per Resolution CC80-19;

## Recommendation

1. **That Report CAOR-CW-14-19 Council Strategic Planning Day Overview, be received for information.**

## Executive Summary

Grey County Council and senior staff will meet on October 15, 2019 to begin development of the 2020 to 2025 County Strategic Plan. This report provides the draft agenda and background information for Council information and comment.

## Background and Discussion

Grey County's current Strategic Plan covers the period 2016 to 2019. It identified three goals: Growing the Grey Economy, Maintaining Healthy, Connected Communities and Excellence in Governance and Service. A summary of the activities completed under each goal's objectives, is attached to this report.

The proposed agenda for the upcoming workshop is:

1. **Confirm Vision, Purpose, Values**

## 2. Environmental Scan

Community vitality and well-being, socio-economic factors, financial indicators, provincial direction

## 3. Council Discussion on Goals and Outcomes

Groups of 6 councilors, with support from the senior management team, will discuss the focus for each goal as well as program and service delivery challenges and opportunities. Each table group will identify objectives to be achieved over the next five years

Table 1 Economy	Economic development: planning, transportation and infrastructure, environmental sustainability
Table 2 Community	Community Well-Being: Housing, Social Services, Paramedic Services
Table 3 Governance	Effective Government: Innovation, Financial Sustainability

## 4. Group Priority Setting and Initiative Identification for each Goal

## 5. Adjournment

## References

The following documents may provide useful reference information in preparation for the workshop.

1. [UN Sustainable Development Goals](#) - The 17 Sustainable Development Goals (SDGs) are the world's best plan to build a better world for people and our planet by 2030. Adopted by all United Nations Member States in 2015, the SDGs are a call for action by all countries - poor, rich and middle-income - to promote prosperity while protecting the environment. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, equality and job opportunities, while tackling climate change and working to preserve our ocean and forests. While some are outside of the municipal jurisdiction, the goals provide a comprehensive perspective on areas that contribute to sustainable communities.

2. [Grey Bruce Community Index of Well-Being Report](#) – Examines the many factors that influence well-being and summarizes the nearly 1800 survey responses provided by Grey Bruce residents in 2018.
3. [2019 Vital Focus on Youth](#) – Perspectives from youth in Grey Bruce (20+% of the population) about the issues most important to them, including Getting Around, Youth Voice, Youth Spaces, Health & Wellness, Substance Use, Economic Barriers, Identity & Belonging.
4. The extensive Recolour Grey consultations provided a broad perspective of the issues most important to Grey County residents.

<p><b>Live Grey</b></p> <ul style="list-style-type: none"> <li>• Housing-allow for smaller experimental housing types, more affordable housing</li> <li>• Community inclusion-keeping youth, support seniors, social interaction and mental health important</li> <li>• Culture-more recreational, historical and cultural facilities, small town feel should be preserved</li> <li>• Healthy communities-no access to transportation, more parks, walkable and bike friendly communities</li> <li>• Miscellaneous-attract people to live/work here, build industry</li> </ul>
<p><b>Cultivate Grey</b></p> <ul style="list-style-type: none"> <li>• Protection of Farmland-Smaller farm sizes, control rural severances, protect farmland from pits/quarries</li> <li>• Food production and local food-food security, more niche and local food farms, support of apiaries and farmers markets/local food production/distribution</li> <li>• Growing Rural Economy-support on-farm businesses, more agritourism</li> <li>• Other Resource Development-ability to refuse pits, impacts of pits/quarries</li> <li>• Miscellaneous-no more wind/solar farms, systems for unpicked crops</li> </ul>
<p><b>Develop Grey</b></p> <ul style="list-style-type: none"> <li>• Economic Development-attract more workers and retain youth, more food options-foodie destination, CIPs and incentives for development</li> <li>• Employment-more jobs-industry, retail, innovation, brownfield development</li> <li>• Downtowns-revitalize, affordable places to live/shop</li> <li>• Growth-keep beauty of area, stop sprawl into farmland, support growth of settlement areas, mixed use development</li> <li>• Miscellaneous-too much red tape, rural schools become community hubs, less expensive resort accommodations</li> </ul>
<p><b>Move Grey</b></p> <ul style="list-style-type: none"> <li>• Transportation by Vehicles-need for transit-in and out of communities, innovative transit solutions, better use of harbours/airports, regulations regarding ATVs, paved and/or widened roads</li> <li>• Active Transportation-more bike lanes, walkable communities</li> </ul>

- Servicing-natural gas access, support for increased water and sewer
- Information Technology-high speed internet, charging stations
- Miscellaneous-better signage, impacts of pits/quarries, road safety, maps showing all transportation areas (trails, bike lanes etc.)

### **Natural Grey**

- Tourism and Recreation-low cost recreational opportunities, public access to shorelines, increase tourism marketing, coordinate multi-user groups on trails etc.
- Protection of Environmental Features/Systems-woodlot policies, species at risk, water quality/shorelines/wetlands, balance development with natural areas
- Climate Change-flooding concerns, focus on green development
- Parks-importance of parks, more dog parks/trails, wonderful natural beauty
- Miscellaneous-coordinate NEC and CA to minimize restrictions/red tape, innovative waste solutions

## Legal and Legislated Requirements

None with this report.

## Financial and Resource Implications

Staff are supporting the preparation and delivery of the workshop. Regular meeting costs will be incurred.

## Relevant Consultation

Internal – all departments

## Appendices and Attachments

Attachment to CAOR-CW-14-19 2017-2019 Strategic Plan Activity Summary

Strategic Initiative		Progress
<p><b>Goal 1 – Grow the Grey County Economy</b></p> <p>Enhance Grey County's economy by becoming investment ready and promoting Grey County's exceptional economic assets and opportunities.</p>		
1. Update the County Official Plan and implement policies to meet needs over the next 20 years (Recolour Grey).	The updated official plan was adopted by Council October 25, 2018 and approved by the Province on June 6, 2019 and came into effect June 7, 2019. Next steps are to implement the policies and to establish a monitoring program to monitor the effectiveness of the policies.	
2. Market and promote Grey's lifestyle, affordability and business opportunities	Made In Grey website and quarterly magazine with County-wide distribution since 2018. Contract with Think Canada to support investment attraction. Intelligent Community (Top 21, Top 7) 2017	
3. Facilitate business innovation and opportunities for entrepreneurship	Municipal Access Agreement with EhTel SWIFT Capital Agreement. Business Enterprise Centre moved to Grey April 2018 for county wide access and support. Sydenham Innovation Campus and Grey Bruce Business Generator launching October 2019. 7 new apprenticeship programs approved for Georgian College, Owen Sound campus, beginning Sept. 2019. Young Professionals Network launched in 2018 – now three events per year.	
4. Develop and implement youth retention, education and labour force development projects in collaboration with community partners.	Sydenham Campus training and innovation centre under development adjacent to Georgian College, Owen Sound. Support for LaunchPad youth activity and training centre in Hanover. Advocacy for 4-year BScN program at Georgian Owen Sound campus.	
5. Identify and participate in regional economic development initiatives among neighbouring Counties, local	CAOR-ED-02-17 Municipal Partnership Fund. Community Improvement Plan implemented 2019. County-wide economic development working group meets bi-monthly. Successful Welcoming Communities project 2018/19. Active role in Tri-County Nuclear Partnership for Supplier Attraction & Retention. Local Immigration Partnership initiative in 2020.	

municipalities, Chambers of Commerce and business.	
6. Support development of the agriculture and local food sectors	Local Agri-food Strategy adopted April '17. Annual Saints and Sinners event. Award winning Agrifood BR+E project. Award winning annual Ag 4.0 conference. Support for Good Food box. Support for Grey Agricultural Services.
7. Policy and programs to support business retention and expansion.	TR-CW-06-17 Master Service Agreement for ON1Call Locates. Award winning Agrifood BR+E project.
8. Implement the Grey County Tourism Destination Development Action Plan.	DDAP and ColourItYourWay win EDCO Awards Feb '17. Agreement with the Waterfront Regeneration Trust to extend the Waterfront Trail through Grey County in the municipalities of the Township of Georgian Bluffs, City of Owen Sound, Municipality of Meaford and The Town of The Blue Mountains.
9. Regional Tourism initiatives among neighbouring Counties, local municipalities, Chambers of Commerce and business	County wise tourism working group established. Lets Talk Tourism education sessions. Initiated sustainable tourism project examining natural asset protection, active transportation and potential of certification.
10. Strengthen and support available childcare	Financial support provided to licensed centres and home childcare providers. In-service learning opportunities for providers. Advocating for increasing numbers of ECEs.
11. Employment Strategies for Social Assistance Recipients - Ontario Works Managers	Working with Y employments services across the County. Bridges out of Poverty Program. Circles pilot awaiting funding confirmation.

**Goal 2 - Support Healthy, Connected Communities**

Improve the physical, operational and virtual connections between Grey County's municipalities and areas beyond to strengthen communities and improve the quality of life for residents.

Strategic Initiative	Progress
<p>1. Policies and programs that support healthy, active living e.g. Recreational Trails Master Plan, paved shoulder policy, support for provincial cycling routes</p>	<p>PDR-CW-08-17 Agricultural Lot Sizes            PDR-CW-10-17 Natural Heritage Study            PDR-CW-22-17 Age Friendly Communities            PDR-CW-34-17 Move Grey and Cultivate Grey discussion papers  <a href="#">CAOR-AAC-14-18 Multi-Year Accessibility Plan</a></p>
<p>2. Enhancement of rural transportation services</p>	<p>Community Transportation pilot program during 2017 and 2018. Received \$1M+ Community Transportation grant run long distance and local routes beginning Fall 2019 to Winter 2023.</p>
<p>3. Long term care plan that meets the present and future needs of the people who live in our communities.</p>	<p>Established LTC Committee of Management. Completed one year operational review and policy and procedure enhancement project with Sienna August 2019. Redevelopment project for Rockwood Terrace underway. Will be part of the Grey Bruce Ontario Health Team planning.</p>
<p>4. Better integrate EMS into the broader health care service delivery system</p>	<p>Secured community paramedicine base funding May '17, have 7 day per week funding from the LHIN to April 2020. Implemented CHAPS program in Grey County Housing sites. Will be part of the Grey Bruce Ontario Health Team planning.</p>
<p>5. Improved access to affordable housing and funding to increase affordable housing stock and maintain existing stock.</p>	<p>34 affordable and market rental units in Owen Sound. 15 units of affordable and market units in Durham. Regional Housing Forum April 2018. Assumed Golden Town Residential Community in Meaford. Invested \$941,423 from the Social Housing Apartment Improvement Program (SHAIP) in capital projects.</p>

6. Enhance access to County Services	Bylaw 4969-17 Updated emergency management plan. New audio visual system in Council Chambers. Policy, template and training portal for all municipal Clerks to be developed 2020.
7. Continue advocacy for rural-friendly policies and funding for education, health, housing and transportation.	Ongoing as part of AMO and ROMA delegations and providing comments on proposed legislation and regulation posted on the Regulatory Registry.
8. Enhance Mental health and addiction services	Paramedic Services working in collaboration with the Grey Bruce Health Unit, Grey Bruce Health Services on opioid awareness and alert system.
9. Review opportunities for County support of library services.	Further to CAOR-04-17, met with library CEOs June '17. Determined that greatest shared need was enhanced internet connectivity. Province announced program to fund connectivity in rural libraries in July 2017.
10. Improve food security and access to local food.	Launched the Agri-Food Asset Map in 2017. Proudly Made in Grey Local Agri-Food brand launched 2019.
11. Preservation and celebration of Grey County's rich history through implementation of Grey Roots' strategic plan and other initiatives	Received \$50k Museum Assistance Program grant to enhance storage and preservation of artifacts. Voices of Grey Exhibit. Launched a map for locations of historical significance <a href="https://maps.grey.ca/app/322a8e5a00a143e3bbb29637478709ce">https://maps.grey.ca/app/322a8e5a00a143e3bbb29637478709ce</a>
12. Monitor and adjust Paramedic Services system performance to ensure County and MOHLTC requirements met.	PSR-CW-03-17 Response Time Management Report. MOHLTC 4 year Ambulance Service Review received with very positive results in April. Completed redesign of proposed Chatsworth Ambulance base and improved transportation depot for tender in 2018.
13. Collaboration with Bruce Grey Health Unit to apply a 'Health in all policies' lens to programs and services.	Ongoing work. Grey also actively participates in the Healthy Communities Partnership table. Health Unit provided assistance with Recolour Grey, the Cycling and Trails Master Plan, the Recreational Trails Master Plan as well as other initiatives.



**Goal 3 - Deliver Excellence in Governance and Service**

Serve the needs of a large County spanning nine unique municipalities by fostering a culture of inclusive decision making and excellence in public service.

Strategic Initiative	Progress
1. Adopt and operationalize information technology strategic plan	ITR-CW-02-17 Information Technology Strategic Plan adopted 2017. Implemented new mobile device management software, refreshed all critical infrastructure 2018 and 2019, including significant security enhancements. Disaster recovery and business continuity planning underway.
2. Investigate cooperative models of service delivery, e.g. back office services and procurement.	County utilizes GovDeals to sell surplus equipment, Bonfire to post buying opportunities, LAS for the Electricity and Natural Gas purchasing programs, as well we used LAS for the LED Street Lighting program. In 2019 Grey joined new LAS municipal buying program. Ensure broader public sector procurement compliance via OECM and Kinetic procurement agreements
3. Implement plain language communication standards across departments	Complete.
4. Develop succession plans for all departments.	Implemented Harvard Manage Mentor development program 2018. Staff development initiatives underway across corporation.
5. Continue updating the Grey County websites to be more user-friendly, transparent and engaging.	Ongoing work. Tourism, economic development and corporate intranets updated since 2018. Online housing applications; Online submission form for social service (inserts into call management application); Made in Grey is now the source for lower tier ec dev properties for sale. The lower tiers can use a feed of that data for use in their own websites ( <a href="#">example</a> ). Online registration for Grey Roots Kids Camps (online payments soon to follow). Current work will expand to include online donations and memberships for Grey Roots.
6. Improve operational efficiency and information flow within and across all County departments.	LTCR-CW-04-17 Staff Stat Call in Software, Updated corporate intranet site. Alfresco document management site.

7. Actively seek and undertake collaborative projects with member municipalities and community organizations for mutual benefit	HDR-CW-02-17 Community Homelessness Prevention Program SSR-CW-03-17 Operators Manual Housing and Related Supports Healthy Communities Partnership, Grey Bruce Community Safety and Well-Being Project. Community Improvement Plan Program.
8. Cultivate a healthy, productive work environment.	Created Paramedic Services Employee Wellness/Post Traumatic Stress Disease Prevention Plan. Implemented Peer Support Team for paramedics. Established corporate Wellness Committee. Various charitable projects throughout the year.
9. Gather data and initiate projects to support innovation, efficiency and effectiveness in fiscal management and service delivery.	Implemented Grey County/Blue Mountains Taskforce to examine areas of opportunity CAOR-CW-08-17. CAOR-CW-17-18 County-Wide Joint Accessibility Advisory Committee.
10. Comprehensive asset management plan and long term financial plan that guides investment and maintenance decisions.	FR-CW-16-17 Asset Management Plan for the County of Grey endorsed. Implemented 10 year capital plan and budget in 2018.
11. Implement approved Transportation Master Plan recommendations	Staff level working groups established to develop policies and procedures in support of implementing approved recommendations. Connecting Links strategy report coming forward to Council Fall 2019.
12. Implement new electronic records management system.	Completed Alfresco implementation 2017, regular updates ongoing.
13. Complete Administration Building expansion and renovation.	Obtained occupancy in new building November 2017. Project completed on time and under budget.
14. Enhance corporate HR services	Operational review planned and budgeted.

15. Governance Model for the future	Piloted the Committee of the Whole structure and formally adopted in May. Provided a report analyzing options for the size and composition of Council and options related to the Warden's term of office. Developed Terms of Reference for the Deputy Warden position.
16. Implementation of Corporate Communications' Strategy	Adopted CCR-CC-27-16 with work planning completed annually.
17. Enhance POA Dashboard	Complete March 2019.
18. Open data expanded GIS info	<a href="https://bgdisc.ca/">https://bgdisc.ca/</a> <a href="https://maps.grey.ca">https://maps.grey.ca</a>
19. Transportation Operational Efficiency improvements	Signed updated boundary road agreements with Dufferin, Bruce and Simcoe Counties. Updated roads.grey.ca with enhanced winter road information.
20. Implement a Long-Term Care Committee of Management	LTC Committee of Management terms of reference adopted August 2018.
21. Finalize Quarry Action Plan	Altus Group Quarry study completed 2019. Leasing RFP underdevelopment.