



2019 STRATEGIC PLANNING DAY GREY COUNTY COUNCIL

Beaver Valley Ski Resort

October 15, 2019

Agenda



Welcome and Introductions



Overview



Background



Environmental Scan

Supply and Demand
County Financial Indicators



Table Discussions



Review and Next Steps

Overview

What's the process for plan development?

- Today – discuss opportunities, priorities, goals and objectives, identify where more work is needed
- Summary report and direction for upcoming Council meeting
- Research, consultation as needed
- Draft report for consideration

Table Discussions

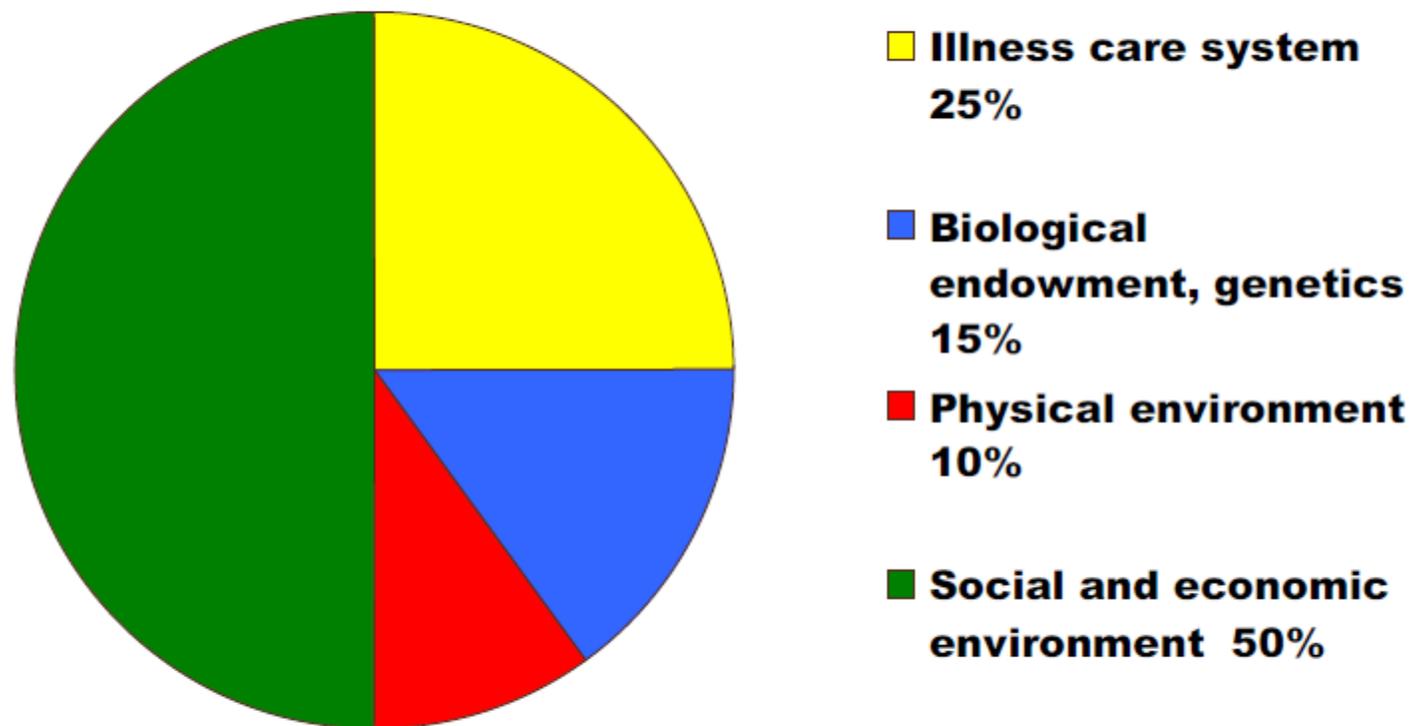
1. Economic Development and Sustainability
2. Community Wellbeing
3. Effective Government

- What are the biggest challenges, unmet needs, foregone opportunities in your community?
- What changes/improvements in next 5 years?
- Have we missed anything in our current plan?
 - *Environment and climate*
 - *Councillor survey data*
 - *Current plans and consultations*

UN Sustainable Development Goals



Factors Impacting Health Outcomes



Being Part of a Healthy Community is Key to Wellbeing



- Social support networks
- Education
- Income
- Employment
- Personal Health Practices and Coping Skills
- Healthy child development

Demand

Factors driving the types, cost and quantity of the services residents want

Fast Facts:

80% of households don't have the income to afford the average home

Waitlist for affordable housing increased 10% in 2019

Paramedic Service calls increase 7.5%/year

Traffic volume up 2.2%/year

- Geography
- Low Household Income
- Shelter Costs
- Childcare Costs
- Population Growth
- Demographics
- Increasing Addiction and Mental Health Issues
- Other?

Supply

Factors impacting the cost, quantity and quality of the services we provide

Fast Facts:

Assessment base is 86% residential, 4% farm, 1.8% industrial

>24% population over age 65, fastest growing segment

Construction price index rising at more than double CPI

Construction employment demand to 2028
non-residential up 27%
Institutional up 25%
commercial 32%

- Affordability/Low ability to raise revenue
 - *Narrow assessment base*
 - *Demographics*
- Increasing Costs
 - *Changes to Provincial support*
 - *Shifting healthcare burden to property tax base*
 - *SW Ontario to lead province in non-residential construction*
 - *Asset management*
- Legislation/regulation/MOUs
- Service delivery model uncertainty
- Successfully keeping operating cost increases below CPI but trend toward significant increases in Capital costs

County Financial Picture

How stable/sustainable are the County's finances?

How vulnerable are we to changes in revenue beyond our control? Is our ability to meet our obligations at risk?

How much flexibility do we have to make financial decisions like borrow or increase taxes?

- Healthy reserves
- Low Debt
- Significant room to borrow
- Aging infrastructure and ongoing maintenance and capital replacement costs
- Significant LTC investments on horizon

Investment to Provide Housing

- Construction of one unit of affordable housing - \$150,000
- Rent Supplement to private landlord - \$4,500 to \$6,000 per year

Investment to Provide Community Paramedic

- Province through SWLHIN has provided support to maintain and grow this service
- Critical role in enabling aging in place, supporting home care, ER visit avoidance



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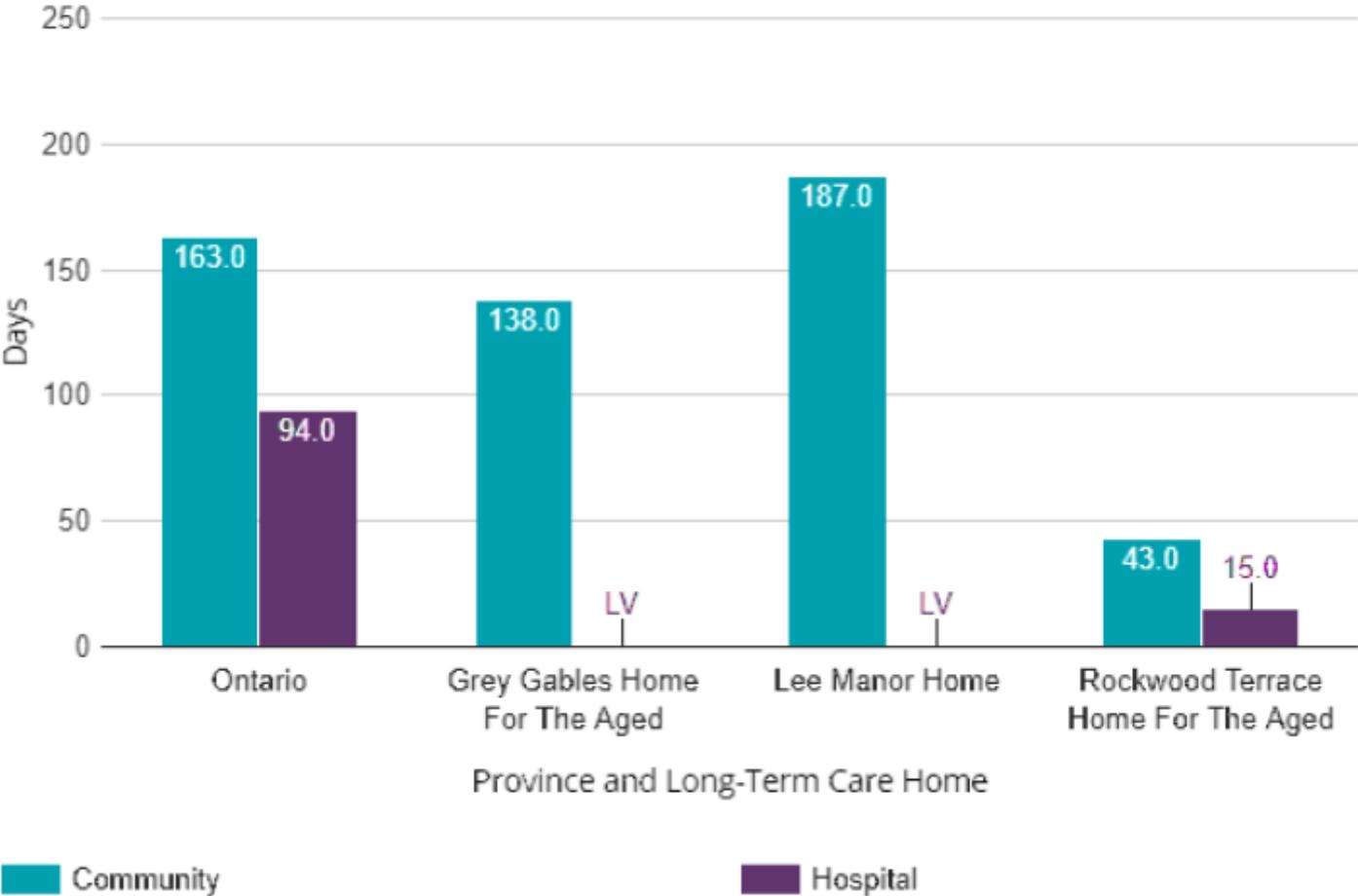
Long-Term Care

2018 Assistance to the Aged

Municipality		Municipality	
Elgin	126.63	Simcoe	35.92
Norfolk	71.26	Niagara	30.92
Wellington	66.52	Brant	27.97
Durham	62.08	Toronto	26.62
Prince Edward	57.90	Halton	24.09
Bruce	55.44	Peel	22.96
Dufferin	47.41	Waterloo	16.01
Grey	48.18	York	13.54
Chatham-Kent	42.05	Muskoka	10.91
	Min	10.91	
	Max	126.63	
	Average	41.39	
	Median	38.98	

Wait Times For Grey County Homes

Median number of days people waited to move into a long-term care home, in Ontario, by LTC Home, by prior location, 2017/18



**Financial
Impact of
Rockwood
Redevelopment**

Grey share of capital cost	\$14,336,000	128 beds @\$280k/bed, Grey share 40% of redevelopment project
Annual capital repayment	\$816,000	Principle and interest @3% p.a.
Change in net operating levy impact	(1,150,400)	Per LTCR-CW-15-18
Total annual levy impact	(334,400)	
Levy impact as %	(.58%)	

**Combined
Financial Impact
of
Rockwood
Redevelopment
and Grey Gables
Addition**

Current levy per bed	\$15,534	
Capital Investment	\$25,088,000	124 new beds, 100 beds redev @ \$280k/bed, Grey share 40%
Annual repayment	\$1,427,640	Principle + interest @3% for 25 years
Levy impact redeveloped 128 beds compared to current costs	(\$1,150,400)	Estimated Rockwood Terrace levy impact '2018
Levy impact for 96 new beds	\$1,152,000	Grey Gables addition assuming \$12k/bed recognizing efficiency
Annual Levy Impact	\$1,429,240	
Proj. Levy Impact %	2.5%	

Balanced Scorecard Approach

- **Financial goals**—“What financial goals do we have that will impact our organization?”
- **Public goals**— Public benefit and value: “What things are important to our residents, which will in turn impact our financial standing?”
- **Process goals**— Internal process management: “What do we need to do well internally, to meet our public and financial goals?”
- **People (or learning and growth) goals**— “What skills, culture, and capabilities do we need to have in our organization to execute on the other 3 goals?”

Review of Table Priorities

- How was the conversation? Do you have a more informed sense of what we are working on? Has your sense of priorities changed?
- Economic Development and Transportation
- Community Wellbeing
- Governance and Service
- Climate change?

Vision and Purpose – Changes?

- Vision: To be the place where people feel genuinely at home and naturally inspired - enjoying an exceptional blend of active healthy living and economic opportunity.
(today and in the future)
- Purpose: Grey County is committed to the coordinated delivery of responsive and cost-effective services that strengthen the economic, social, environmental, and cultural wellbeing of the diverse communities we serve.

Corporate Values

- **Leadership** - We lead by example and are accountable for our actions.
- **Teamwork** – We support collaboration that fosters resource sharing, service excellence and innovation.
- **Communication** – We actively listen to others and share information in an honest, timely and fair manner.
- **Respect** – We recognize and embrace the diversity and unique strengths within our rural, urban and small-town communities.
- **Fiscal Responsibility** – We use resources wisely and invest responsibly in the future

Next Steps