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| To: | Warden Halliday and Members of Grey County Council |
| Committee Date: | October 11, 2018 |
| Subject / Report No: | CAOR-CW-22-18 |
| Title: | Corporate Strategic Plan 2017-2019 Progress Report |
| Prepared by: | Kim Wingrove, Chief Administrative Officer |
| Reviewed by: | |
| Lower Tier(s) Affected: | |
| Status: | Recommendation adopted by the Committee as presented as per Resolution CW242-18; |

Recommendation

THAT Report CAOR-CW-22-18 Corporate Strategic Plan 2017-2019 Progress Report be received for information.

Executive Summary

Progress has been made towards each of the three goals (Growing the Economy, Supporting Healthy Connected Communities, Excellence in Governance and Service) in the Grey County strategic plan over the 2017-2019 period. The plan will require updating in 2019. Establishing service levels and performance measures to enable enhanced communication with stakeholders is recommended.

Background and Discussion

Grey County initiated a Corporate Strategic Planning process in 2012. During 2016, Council, the senior management team, councils of our nine member municipalities and our staff had the opportunity to provide input into the content of a renewed plan.

Based on the information and feedback received, the updated Corporate Strategic Plan aligned the County's efforts around three goals; Growing the Economy, Supporting Healthy Connected Communities and Excellence in Governance and Service. The initiatives selected to demonstrate progress toward those three goals were informed by departmental strategic planning work and public outreach as summarized below:

- Recolour Grey – consultations at 18 events and workshops around the County

- Green in Grey Natural Heritage Systems Study
- Tourism Destination Development Action Plan
- Communications Strategic Plan
- Grey Roots Museum Strategic Plan
- Employee Engagement Survey
- Future of Childcare Services
- Information Technology Strategic Plan
- Housing and Homelessness Annual Report
- Grey Bruce Paramedic Services Review

In addition, Grey County staff work collaboratively with other municipal colleagues and agency stakeholders on an ongoing basis. Active participation at these tables supports alignment between service providers, reveals opportunities for sharing resources and joint problem solving leading to innovation and improved outcomes for clients. The various working groups are listed by focus area below:

Housing

- Ontario Non Profit Housing Association (ONPHA)
- Homelessness Forum (provincial)
- Housing Strategic Steering Committee (OMSSA)
- Housing and Homelessness Data Forum
- Service Manager Housing Network
- Bruce Grey Y Housing (meet every other month)

Social Services

- Strategic Management Group (Southwestern Area) (housing, OW and Childcare)
- Bruce Grey Poverty Task Force (meet monthly, plus 7 Action groups with staff from front line Bruce, Grey and other SS agencies—Affordable Housing, Food Equity, Income Equity, Transportation, Health Equity, Bridges out of Poverty, Community Voices)
- Coordinated Care Planning (front line staff from Bruce and Grey OW meeting with health reps, 2x/month)
- SS Sector Meeting (Bruce, Grey, Min of MCCSS Program Supervisor, Nawash and Saugeen Reserve OW staff; meet 2x/yr)

Children's Services

- Bruce Grey Children's Alliance (meet monthly)
- Early Learning Planning Network (Children's Services leads, 3 Boards of Ed Early Learning Leads, PHU; meet quarterly)
- Quality Assurance Network (Children's Service Operations Staff, meet quarterly)

Employment/Labour Force/Economy

- Four County Labour Market Planning Board
- GBEC-Grey Bruce Employment Committee (Bruce and Grey OW, Employment Ontario, VPI, etc meet quarterly)

- SWERT-Southwest Employment Regional Table (southwest region OW employment staff, meet 2x/yr)
- WOWC economic development subcommittee

Community Health

- Alcohol Strategy Leadership Network (multi-sector; meet every other month while steering committee meets more regularly)
- Healthy Communities Partnership (multi-sector agencies in Bruce and Grey, meet monthly at PHU)
- Community Drug and Giiwe Sharing Circle
- South Georgian Bay Transportation Task Force (teleconference lead by Town of Blue, Simcoe, Collingwood; monthly call)

Data Sharing and Emergency Planning

- BGDisc
- Regional Interoperability Optimization Group
- Source water protection property tracking system with Bruce and GSCA
- One HSN project
- Senior Mgmt Group (southwest region SS Directors; meet 3x/yr)
- Healthy Communities PLAN (post-disaster long-term assistance network, local emergency response agencies in Bruce and Grey; meet quarterly)

Progress Made to Date

The goals and their priority outcomes are summarized in the table below:

| Growing the Economy | Supporting Healthy Connected Communities | Excellence in Governance and Service |
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| <i>Enhance and diversify economic opportunities by becoming investment ready and promoting Grey County's exceptional assets.</i> | <i>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.</i> | <i>Serve the needs of a large County spanning nine unique municipalities by fostering a culture of inclusive decision making and excellence in public service.</i> |
| <p><u>Priority Outcomes</u></p> <ul style="list-style-type: none"> • Updated County Official Plan and supporting policies • Growth in business innovation and access to broadband • Partnerships with key stakeholders to provide coordinated support for | <p><u>Priority Outcomes</u></p> <ul style="list-style-type: none"> • Improved health and well-being of our residents • Improved sustainability of services and service delivery for Grey County communities. | <p><u>Priority Outcomes</u></p> <ul style="list-style-type: none"> • Enhanced asset management and long term financial planning • Implementation of a County communications strategy • Governance model for |

| Growing the Economy | Supporting Healthy Connected Communities | Excellence in Governance and Service |
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| <p>economic development and tourism</p> <ul style="list-style-type: none"> • Improved Prosperity and Quality of Life • Population and Assessment Growth | | <p>the future</p> <ul style="list-style-type: none"> • Open data, access to expanded GIS based information • Greater operational efficiency |

Progress to Date

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| <ul style="list-style-type: none"> • Final draft of new OP presented to Council Sept 2018. Comments received from Province August 2018. • Community Hub project partnership with school boards, Georgian College, City of Owen Sound. Property secured Oct 2018. • Economic Development Working Group working collaboratively to produce Made in Grey magazine, launch MadeinGrey.ca site. • ThinkCanada project supporting investment attraction. • Municipal Partnership fund launched, CIP Program under development • Service Enhancements to Business Enterprise Centre • Agriculture BR+E project • New to Grey and Newcomer Integration Projects • Unemployment lowest in Ontario at 3% • Bruce Power supplier investment in Owen Sound | <ul style="list-style-type: none"> • Ongoing Rural Transportation Pilot, successful application to Community Transportation Grant project • Long term care managed services agreement to enhance service delivery to residents and achieve accreditation • GIS mapping of ambulance response to support strategic planning • Enhancements to Community Paramedicine and funding to March 2019 • CHAPS clinics at social housing sites • Support for the development of additional licensed childcare sites and spaces, wage enhancement for registered staff. • Agri-food asset map • Grey Roots collections plan and gallery refresh strategy • Paramedic Services SAVE and e-notification projects | <ul style="list-style-type: none"> • Administration Building Renovation completed on time and on budget • Recruited Manager, Asset Management and evaluation of asset management software solution ongoing • Council meetings now online via Grey YouTube • Launched new intranet site, refreshed VisitGrey.ca • Employee recognition program to be launched Fall 2018. • Succession planning and leadership development program launched • Bruce Grey Information Data Sharing Collaborative • Enhanced public GIS site with improved functionality and new maps • Updated POA dashboard application with new features • Committee of the Whole governance model formally adopted • In house legal counsel, preparation for in-house |
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| Growing the Economy | Supporting Healthy Connected Communities | Excellence in Governance and Service |
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| <ul style="list-style-type: none"> • #1 Intelligent Community in 50-100,000 population category by ICF • Starter Company accelerates 16 new businesses • Established Young Professionals Network • Growth in planning applications across the County. • Bruce Power Supplier investments in Owen Sound. | <ul style="list-style-type: none"> • New Chatsworth ambulance base under construction • Collaboration with the GB Health Unit i.e. Age-Friendly Communities, Healthy Community Checklist, World Town Planning Day • 42 units of much needed purpose built rental housing is complete or under development. 36 units are affordable. • 33 families received down payment support through home ownership program. • Sixteen bridges repaired, repair on two rail trail bridges, repair on Owen Sound retaining wall on 10th St. completed. • 60km of road construction in 2018 • Implemented municipal511.ca • Updated building condition assessments for all facilities. | <p>POA prosecution</p> <ul style="list-style-type: none"> • Initiated regular meetings with HR, Communications staff across the County. • Initiating County-wide Accessibility Advisory Committee • Improvements to IT infrastructure to enhance security and performance. • Established CAO Performance Evaluation Committee • Consolidated real estate services in-house, providing significant decrease in legal costs and time to close transactions. • Increased capital planning and budgeting timeframe to 10 years from 5. • Introduced tablets into Transportation field operations to upload winter weather and road conditions to grey.ca, track service requests, GPS coordinates of assets and control inventory. • Updated asset management plan. |

What's Next

The new provincial government has signaled their intent to make changes to programs and funding sources. The next version of the strategic plan will be expected to respond to those changes. As well, early in their term, the incoming County Council should have the opportunity to review and provide direction on priorities for 2019-2023.

Strategic plans are most valuable when staff, Council and the community receive frequent, relevant communication regarding progress towards meeting the plans goals and objectives. Work on updating the plan should include establishing service levels and key performance indicators for each department's work as well as identifying 3-6 key metrics for the overall plan.

Financial / Staffing / Legal / Information Technology Considerations

The strategic plan itself does not entail financial, staffing, legal or information technology commitments. Individual initiatives within the departmental work plans may include financial, staffing, legal and/or information technology considerations. These are approved on a case by case basis as each proceeds through the budget and Council approval process.

Respectfully submitted,

Kim Wingrove
Chief Administrative Officer