

To:	Warden Milne and Members of Grey County Council
Committee Date:	June 8, 2022
Subject / Report No:	CAOR-CW-06-23
Title:	Preparation of Updated County Strategic Plan
Prepared by:	Kim Wingrove, CAO
Reviewed by:	
Lower Tier(s) Affected:	
Status:	Recommendation adopted by Committee as presented per Resolution CW89-23; Endorsed by County Council July 22, 2023, per Resolution CC42-23.

Recommendation

1. That report CAOR-CW-06-23 Preparation of Updated County Strategic Plan be received; and
2. That the project be completed as an addendum to the EDTC Master Plan project contract with McSweeney and Associates; and
3. The project funding of \$42,500 (exclusive of HST) be provided from the Strategic Planning Reserve.

Executive Summary

Grey County's most recent strategic plan was updated in 2020. Report [CAOR-CW-09-22 Updating County Strategic Plan](#) presented in September 2022 summarized the progress made on completing most of that plan's initiatives and recommended that a new strategic plan be developed. There are many projects in progress, and they were organized around four themes: Community Services and People, Environment, Sustainability and Climate Change, Infrastructure and Economy, and Service and Operational Excellence. Given the significant amount of work already underway and to move this work forward efficiently and cost-effectively, staff recommend building on the extensive consultation being completed as part of the Economic Development Tourism and Culture Master Plan project.

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. As directed by the previous Council and discussed with the 2023 CAO Evaluation Committee, this report outlines an approach to creating a new plan for the current term of Council and beyond.

Staff are recommending that McSweeney and Associates, who were the successful proponents of RFP-EDTC-17-22, to complete the Economic Development, Tourism and Culture Master Plan and undertake the further development of the overall County Strategic Plan as an addendum to their current contract. The County's purchasing policy allows contract addenda provided the value of the additional work is less than the value of the original contract and with Council approval.

In their proposal, the consultants outline the following steps to be completed to craft a unique Grey County Corporate Strategic Plan 2023 – 2026.

Step 1 – Project Initiation

In consultation with the CAO and Deputy CAO and building on the economic development work already underway, the consultants will prepare an assessment of the key issues and opportunities impacting the County and estimate the demands on resources to address these. Staff will create a Strategic Plan Project page on grey.ca as a source of information about the project as well as providing an opportunity for the public to provide comments or ask questions. This will be updated throughout the life of the project.

Step 2 – Detailed Strategic Document Review

This step includes a review of most recent strategic planning work across departments, results of the senior management planning workshop, as well as operating and capital budget priorities. This will also include a review of the County's commitments relating to on-going, planned, and future activities as well as alignment or gaps between County activities. Ideally, this review will establish a solid understanding of what the County is "currently doing" and what they "need to be doing".

Step 3 – Initial Staff and Council Engagement

In preparation for future working sessions, the Senior Management Team will walk the consultants through their Departmental priorities based on their most current workplans.

Councillors will be asked to provide information about their top two priority issues.

Step 4 – Strategic Planning Working Sessions

Two separate in-person ½ day Strategic Working Sessions are proposed. The 1st Strategic Working Session aims to review the County's current state and to allow each participant to individually present and articulate their priorities, key County issues and opportunities. By the end of the 1st Strategic Working Session, attendees will have a solid understanding of the issues/topics/themes that will need to be addressed in the 2nd Working Session which will focus solely on assigning actions to appropriate themes/topics/issues.

The 2nd Working Session will engage Councillors and staff in a collaborative environment and produce a set of draft actions that will form the solid foundation for the Strategic Action Plan.

Step 5 – Validation

A draft set of directions and actions will be prepared and provided to County staff for review in a virtual planning session.

Step 6 – Crafting the Grey County Strategic Plan

With feedback and direction received, the 2023-2026 Strategic Plan document will be prepared for the County's approval. The target date to deliver a final Grey County Strategic Plan is no later than the end of September 2023.

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, to determine whether to start or stop an initiative, or whether to prioritize or reduce funding for activities. The \$42,500 required to complete the updated strategic plan will be drawn from the Strategic Planning Reserve, which has a current balance of \$412,433.93.

Relevant Consultation

- Internal – CAO Performance Evaluation Committee, Senior Management Team
- External (list)

Appendices and Attachments

None.