

# Grey County Corporate Strategic Plan 2017-2019



# 2017-2019 Corporate Strategic Plan

## Overview



### What is the Corporate Strategic Plan?

This Corporate Strategic Plan acts as Grey County's road map for the future, guiding council and staff when setting priorities and delivering services. This plan outlines County Council's long-term goals for delivering high-quality services that meet the changing needs of our community.

### 2015-2018 Grey County Council



#### Chatsworth

**Bob Pringle**, Mayor  
**Scott Mackey**, Dep. Mayor



#### Owen Sound

**Ian Boddy**, Mayor  
**Arlene Wright**, Dep. Mayor



#### Georgian Bluffs

**Alan Barfoot**, Mayor  
**Dwight Burley**, Dep. Mayor



#### Southgate

**Anna-Marie Fosbrooke**, Mayor  
**Norman Jack**, Dep. Mayor



#### Grey Highlands

**Paul McQueen**, Mayor  
**Stewart Halliday**, Dep. Mayor



#### Town of the Blue Mountains

**John McKean**, Mayor  
**Gail Ardiel**, Dep. Mayor



#### Town of Hanover

**Sue Paterson**, Mayor  
**Selwyn Hicks**, Dep. Mayor



#### West Grey

**Kevin Eccles**, Mayor  
**John Bell**, Dep. Mayor



#### Municipality of Meaford

**Barb Clumpus**, Mayor  
**Harley Greenfield**, Dep. Mayor

# 2017-2019 Corporate Strategic Plan



## County Services

Grey County Council has 18 members who represent the county's nine local municipalities (two from each). County Council is led by a Warden who is elected each year by council. County Council makes decisions and oversees a number of projects and services delivered by county staff.

### County Services

- 911 Civic Addressing
- Affordable Housing
- Agricultural Support
- Child Care and Development
- Construction and Maintenance of Roads, Bridges and Structures
- County Forest Management
- County Trails Management
- Economic Development
- Emergency Management
- Grey Roots Museum and Archives
- Homelessness Prevention
- Information Technology
- Land Use Planning and Policies
- Long-Term Care Homes
- Ontario Early Years
- Ontario Works
- Paramedic Services
- Provincial Offences Administration (Court)
- Tourism Development and Promotion



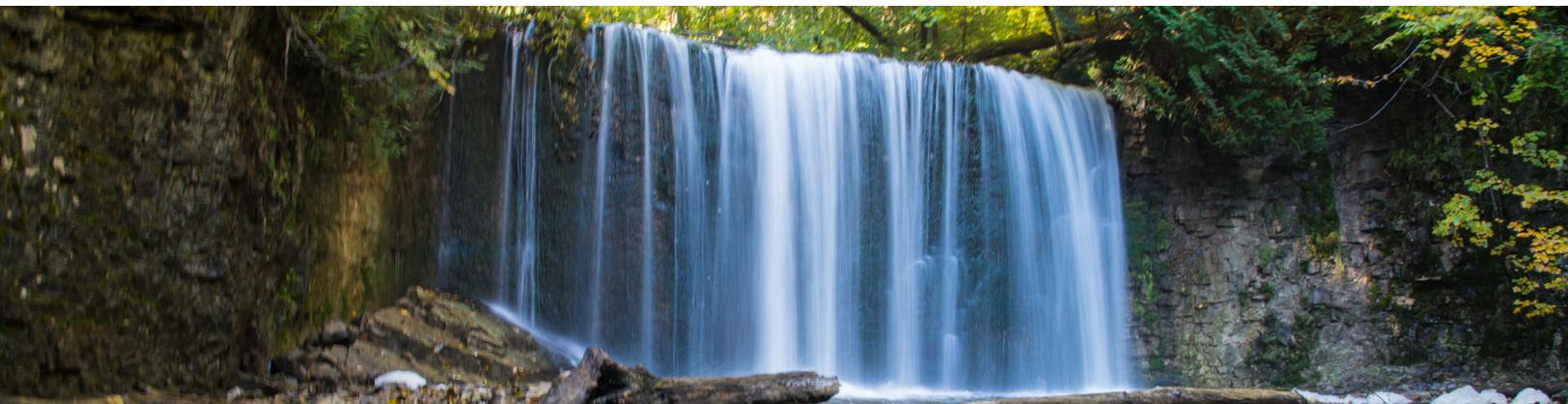
# 2017-2019 Corporate Strategic Plan

## *Consultation*



During 2016, Grey staff consulted with County Councillors, Councils of our 9 member municipalities, members of the public and our staff on a wide variety of topics and initiatives. Their experiences and thoughtful input into the County's strategic planning process was critically important to the development of the 2016-2019 Grey County Strategic Plan

- Grey County Councillors' Workshop
- Directors' Planning Day
- Recolour Grey – consultations at 18 events 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



# 2017-2019 Corporate Strategic Plan



## *Vision, Purpose, Values*

### 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.

### 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.

### Values:

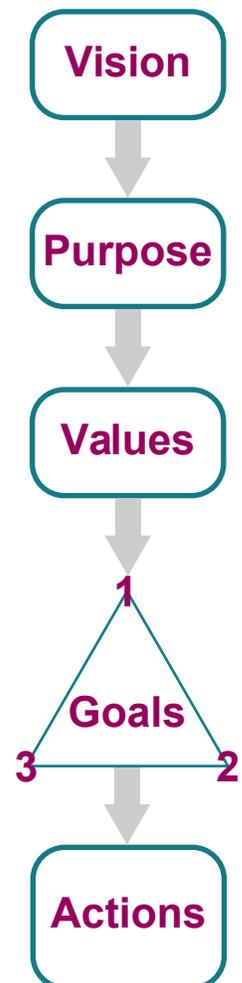
**Leadership** - We lead by example and are accountable for our actions.

**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.



# 2017-2019 Corporate Strategic Plan

## Goal 1

### *Grow the Grey County Economy*



Enhance Grey County's economy by becoming investment ready and promoting Grey County's exceptional economic assets and opportunities.

#### Priority Outcomes

- (a) Updated County Official Plan and supporting policies
- (b) Growth in business innovation and access to broadband
- (c) Partnerships with key stakeholders to provide coordinated support for economic development and tourism initiatives
- (d) Improved prosperity and quality of life
- (e) Population and assessment growth

#### Strategic Initiatives

- Update the County Official Plan and implement policies to meet needs over the next 20 years.
- Market and promote Grey's lifestyle, affordability and business opportunities.
- Facilitate business innovation and opportunities for entrepreneurship
- Support to the SWIFT project and GREAT Network development
- Develop a strategy for working with community partner organizations, local municipalities, post-secondary institutions and businesses for youth retention, education and labour force development
- Closer alignment and collaboration with local and regional economic development initiatives among neighbouring Counties, local municipalities, Chambers of Commerce and business.
- Implement the Made in Grey Economic Development Strategy, Tourism Destination Development Action Plan and the Grey County Local Food Strategy
- Policy and programs to support business retention and expansion
- Development of key sectors including agriculture, small business and tourism

\*Goals and Strategic Initiatives are not listed in priority order

# 2017-2019 Corporate Strategic Plan



## 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.

### Priority Outcomes

- (a) Improved Health and well-being of our residents
- (b) Improved sustainability of services and service delivery for Grey County communities

### Strategic Initiatives

- Policies and programs that support healthy, active living e.g. Recreational Trails Master Plan, paved shoulder policy, support for provincial cycling routes
- Enhancement of rural transportation services
- Long term care plan that meets the present and future needs of the people who live in our communities
- Continued delivery of Community Paramedicine initiatives
- Improved access to affordable housing through policies and funding to increase affordable housing stock and maintain existing stock.
- Enhance access to County services
- Continue advocacy for rural-friendly policies and funding for education, health, housing and transportation.
- Enhance mental health and addiction services in collaboration with community partners.
- Investigate the possibility of a social planning council with Bruce County based on Toronto Metro social planning council model.
- Review opportunities for County support of library services
- Improve food security and access to local food
- Preservation and celebration of Grey County's rich history through implementation of Grey Roots' strategic plan.
- Enhance Paramedic Services response time by establishing an ambulance base at Chatsworth depot.
- Collaboration with the Bruce Grey Health Unit to apply a 'Health in all policies' lens to programs and services.

\*Goals and Strategic Initiatives are not listed in priority order

# 2017-2019 Corporate Strategic Plan

## 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.

### Priority Outcomes

- (a) Enhanced asset management and long term financial planning
- (b) Implementation of County communications strategy
- (c) Governance model for the future
- (d) Open data, access to expanded GIS-based information
- (e) Greater operational efficiency

### Strategic Initiatives

- Adopt and operationalize information technology strategic plan
- Investigate cooperative models of service delivery, e.g. back-office services and procurement.
- Implement plain language communication standards across departments.
- Develop succession plans for all departments.
- Complete building condition assessment for all County facilities.
- Continue updating the Grey County websites to be more user-friendly, transparent and engaging.
- Continue to raise awareness of service overlap and ensure efficient flow of information internally.
- Continue to plan for impacts of provincial downloading on all services.
- Collaboration with member municipalities.
- Cultivate a healthy, productive work environment.
- Promote workplace culture that encourages innovation, efficiency and effectiveness in fiscal management and service delivery.
- Comprehensive asset management plan and long term financial plan that guides investment and maintenance decisions.
- Implement approved Transportation Master Plan recommendations e.g. connecting links, road transfers, quarry
- Implement new electronic records management system
- Complete Administration Building expansion and renovation

\*Goals and Strategic Initiatives are not listed in priority order

# 2017-2019 Corporate Strategic Plan



## *Implementation*

The Corporate Strategic Plan is intended to be a living document to be used by County Council, staff and volunteers as a key reference source on a continual basis.

- Staff will review the Corporate Strategic Plan and corporate performance against the plan every year.
- A complete review of the Corporate Strategic Plan, including internal and external consultation will be undertaken every four years.
- All departmental work plans will be aligned with the Corporate Strategic Plan and staff reports/initiatives will demonstrate the relationship to and consistence with the plan's goals and actions.
- The Corporate Strategic Plan will be made easily available to the public in both print and electronic formats.

## *Contact Us*

We're committed to open dialogue about the Corporate Strategic Plan. Visit our website of contact us for more information, or a copy of the plan.

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