

County of Grey Corporate Strategic Plan 2012-2015



Strong and Steady, Future Ready



overview and context



What is a Corporate Strategic Plan

This Corporate Strategic Plan provides focus to the County of Grey's long-term goals. The Plan serves as a dynamic, long-term roadmap for the Corporation of the County of Grey, guiding Council and staff in setting priorities and making service delivery decisions. This plan will serve as the foundation for all subsequent plans, strategies and courses of action undertaken by the county. In creating the Plan, the county's capabilities to achieve its goals were assessed, environmental factors that may affect the organization were examined, and sustainable strategies to move the organization forward were identified, including resource allocation and ever-changing economic factors. **It is a plan guided by Council, staff, and the community, to be implemented by all.**

Grey County Council



Township of Chatsworth
Bob Pringle, Mayor (left)
Terry McKay, Deputy Mayor (right)



City of Owen Sound
Deborah Haswell, Mayor (left)
Warden Arlene Wright, City/County Councillor (right)



Township of Georgian Bluffs
Alan Barfoot, Mayor (left)
Dwight Burley, Deputy Mayor (right)



Township of Southgate
Brian Milne, Mayor (left)
Norman Jack, Deputy Mayor (right)



Municipality of Grey Highlands
Wayne Fitzgerald, Mayor (left)
Paul McQueen, Deputy Mayor (right)



Town of The Blue Mountains
Ellen Anderson, Mayor (left)
Duncan McKinlay, Deputy Mayor (right)



Town of Hanover
Kathi Maskell, Mayor (left)
Bob White, Deputy Mayor (right)



Municipality of West Grey
Kevin Eccles, Mayor (left)
John Bell, Deputy Mayor (right)



Municipality of Meaford
Francis Richardson, Mayor (left)
Harley Greenfield, Deputy Mayor (right)

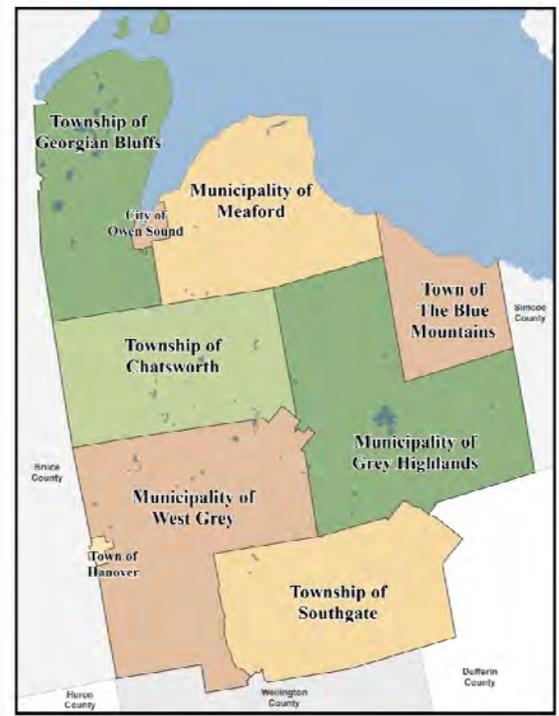


county services

County of Grey Council consists of 18 members who are elected officials representing the county's nine lower-tier municipalities (two from each). County Council is led by a Warden, whose term of office is one year.

As seen in the list of major county services below, Council oversees a number of operations undertaken by the county's ten departments:

- Human Resources
- Information Technology Systems
- County Clerk
- Finance
- Housing
- Long Term Care
- Planning & Community Development
- Social Services
- Emergency Medical Services
- Transportation Services



Key County Services

- 911 Civic Addressing
- Agricultural Support and Liaison
- Child Care Subsidy Administration
- Construction and Maintenance of Roads, Bridges and Related Infrastructure
- Corporate Records Management
- Corporate Services – CAO, County Clerk, Human Resources, Finance, Risk Management
- County Forest Management
- County Trails Management
- Economic Development & Tourism

- Emergency Management
- Grey Roots Museum & Archives
- Health & Safety
- Homelessness Programs
- Information Technology Systems
- Land Ambulance
- Land Use Policy and Planning Approvals
- Long-term Care Homes
- Ontario Early Years Centres
- Ontario Works Administration
- Provincial Offences Act Administration
- Public Housing and Social Housing Administration

consultation



Consultation has provided insight into the many strengths, weaknesses, challenges, and opportunities voiced by the public, stakeholders, staff and members of local and county governments. This locally collected data provides the solid foundation upon which this Corporate Strategic Plan was built.

This Corporate Strategic Plan employed the following consultation tools prior to its completion:

Statistically Representative Household Survey

400 households from the county were interviewed over the telephone during June and July 2011. The survey included questions about likes and dislikes of the county, quality of life, county services, county government, and communication.

Community Workshops with Stakeholders and the Public

Workshops were conducted on July 25 and 26, 2011 in different locations throughout the county. Participants were asked about the county's strengths and weaknesses, changes they would like to see, and key issues in the county.

County Staff Strategic Planning Orientation Workshops

58 employees from across all county departments attended one of four workshops on July 14, 2011. Staff discussed the county's strengths and weaknesses, key trends, top issues, and desired changes in the county.

Council Workshop

Members of County Council had the opportunity to provide input at a workshop on August 2, 2011. Council discussed what they liked about the county, what the county needs, governance issues, long-term aspirations, and how they should meet those goals.

Director Interviews and Steering Committee Involvement

Interviews were conducted with the CAO and directors of all county departments.

Regular contact was maintained with county staff and the Steering Committee.

Topic-Specific Stakeholder Meetings

Stakeholders attended three workshops on October 24, 2011 to discuss opportunities related to the economic development and tourism, health and social services, or agriculture and resource industries in the county.



vision, purpose, and values

Vision Statement

A Vision Statement describes a compelling, conceptual image of the desired future for Grey County as a whole.

To be the place where people feel genuinely at home and naturally inspired – enjoying an exceptional blend of active and healthy living, and economic opportunity.

Purpose Statement

A Purpose Statement captures why the Corporation of the County of Grey exists and the needs that it fulfills.

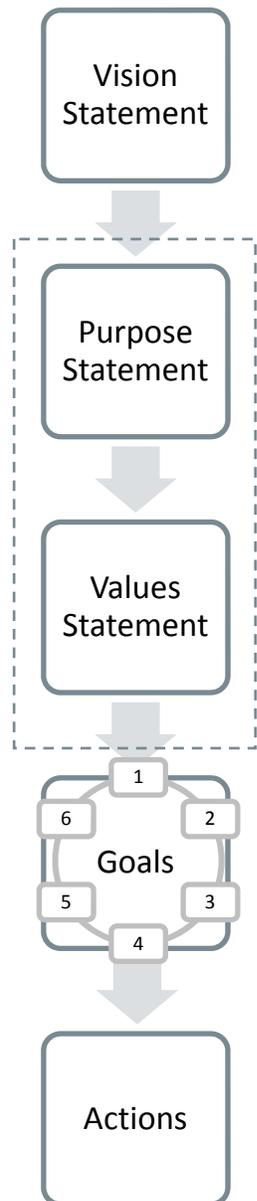
The Corporation of the County of Grey is committed to the coordinated delivery of responsive and cost-effective services that strengthen the economic, social, environmental, and cultural wellbeing of the diverse communities it serves.

Values Statement

This Statement outlines the Corporation of the County of Grey's values, which guide corporate behaviour and policies.

We at the Corporation of the County of Grey value:

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



expanding the prosperity base



Enhance and diversify economic opportunities within the county, by becoming “investment-ready” and ensuring the foundation is in place for sustained success.

Actions

- 1.1 Support initiatives that promote local business retention and expansion, including consideration of a Business Incubator Centre.
- 1.2 Develop and implement an economic action plan that encourages greater diversification within the employment base, including an increase in the number of well-paying, highly skilled jobs.
- 1.3 Support and promote initiatives that enhance the viability and diversification of agricultural operations and primary industries, both of which are important to the future of Grey County.
- 1.4 Initiate Environmental Assessments and other necessary planning for strategic infrastructure projects to enable the county to be “shovel-ready” when upper level government funding opportunities become available.
- 1.5 Actively pursue provincial and federal funding to sustain municipal services and infrastructure.
- 1.6 Accelerate the commitment to lifecycle planning for long-term investment in county-owned capital assets.
- 1.7 Engage the education sector in identifying opportunities for the expansion of post-secondary services within the county, with the intent of providing more accessible learning opportunities for all and retaining and attracting young adults to the area.
- 1.8 Encourage and provide opportunities for youth to become strong, creative leaders with an active role in the county.

*Goals and Actions are not listed in priority order



enabling healthy and resilient communities

Pursue strategies and offer services that strengthen communities, put people first, and improve quality of life opportunities.

Actions

- 2.1 Develop and implement a targeted multi-media strategy to promote and strengthen Grey County as a welcoming destination for new Canadians.
- 2.2 Work cooperatively with local partners to improve access to health care services.
- 2.3 Invest in long-term strategies that seek to reduce substance and alcohol abuse, and that promote healthy living and physical activity amongst county residents.
- 2.4 Support the creation of more affordable housing in all areas of the county through implementation of the Housing Strategy.
- 2.5 Encourage policies and the provision of programs and services that enable seniors to age in place within the community of their choice.
- 2.6 Confirm the county's desired level of investment and involvement in the provision of long term care services.
- 2.7 Ensure the equitable provision of land ambulance services across the county to satisfy acceptable community response time standards.
- 2.8 Develop and implement a corporate wellness program that promotes active living, disease prevention/management, and healthy workplace initiatives for county employees.
- 2.9 Encourage greater coordination within the volunteer sector in order to leverage the talent and skills within Grey County.
- 2.10 Continue to manage and direct growth through the creation and application of sound land use planning principles.

*Goals and Actions are not listed in priority order

securing our place as Ontario's recreation jewel



Support and promote the exceptional natural assets that make Grey County a four-season recreation destination for residents and visitors alike.

Actions

- 3.1 Partner with sector representatives to support and enhance tourist experiences that strengthen Grey County as a preferred four-season destination.
- 3.2 Utilize market research and senior government funding to build insight, track performance and economic impact, and guide development in the county's tourism sector.
- 3.3 Champion arts, culture, and heritage initiatives that promote and enhance Grey County's rich creativity and history.
- 3.4 Encourage economic and tourism initiatives that support the sustainability, protection, and enhancement of the natural environment.
- 3.5 Protect and conserve natural and cultural heritage resources and landscapes, including those that offer scenic value and habitat preservation.
- 3.6 Continue to use good forestry practices in managing county-owned forests, while supporting an appropriate range of recreational opportunities.
- 3.7 Continue to implement the Grey County Recreational Trails Strategy and seek opportunities to work with others to expand the county-wide trails network.
- 3.8 Support ongoing efforts to revitalize the Owen Sound harbour to position it as a major regional tourism and business generator.

*Goals and Actions are not listed in priority order



making connections

Improve the physical, operational, and virtual connections between Grey County's communities and areas beyond.

Actions

- 4.1 Continue to work collaboratively with local municipalities to define service and program responsibilities between the upper and lower-tier municipalities.
- 4.2 Promote effective coordination and communication between and amongst the County of Grey and its nine lower-tier municipalities.
- 4.3 Develop a county-wide Transportation Master Plan that identifies capital priorities, embraces active transportation principles, and is innovative in its support of economic development and healthy community strategies.
- 4.4 Embrace and continually invest in technology in order to enhance the operations of all county services as well as the county's overall state of future preparedness.
- 4.5 Champion a broadband initiative for Western Ontario that will improve telecommunications in underserved areas, thereby improving connections to services and economic opportunities within Grey County and the region.
- 4.6 In cooperation with others, continue to lobby senior levels of government for financial supports that enhance the sustainability of rural and small urban communities.
- 4.7 Work cooperatively with our neighbours on issues of mutual interest, in support of advancing collective aspirations.

*Goals and Actions are not listed in priority order

listening and working together



Engage residents and stakeholders in decisions that affect them, and work together to achieve mutually desired outcomes.

Actions

- 5.1 Implement a communication strategy to increase awareness of county services, programs, and their value.
- 5.2 Collaborate with the public, stakeholders, and other governments to improve delivery of county services.
- 5.3 Explore innovative ways to more effectively and efficiently deliver services and programs, including consideration of partnerships.
- 5.4 Adopt leading practices to strengthen the effectiveness of the county's website in providing information and supporting the county's operational and strategic initiatives.
- 5.5 Implement outreach and communication programs to educate new property owners in rural areas about rural stewardship, 'right to farm' legislation, and land use conflict management.

*Goals and Actions are not listed in priority order



achieving excellence in governance and service

Foster a culture and structure that facilitate exceptional public service delivery.

Actions

- 6.1 Update all departmental work/operating plans to align with this Strategic Plan and identify specific initiatives and budget implications over a multi-year period (three years for operating and ten years for capital).
- 6.2 Continue to explore ways to improve communications and collaboration within and between county departments and service areas.
- 6.3 Develop and implement succession planning and corporate knowledge transfer strategies.
- 6.4 Develop and implement a strategy for the ongoing attraction and retention of quality employees to the Corporation of the County of Grey.
- 6.5 Explore new or enhanced sources of revenue to offset service and program costs.
- 6.6 Review and update the county's corporate branding (e.g., tagline, logo, etc.).
- 6.7 Ensure that county services and programs are inclusive, accessible, and reflective of the diversity of the population.
- 6.8 Demonstrate leadership in responsible environmental management practices and energy use through all county departments.
- 6.9 Develop benchmarks and performance indicators to measure and track efficiency and effectiveness in priority service areas.

*Goals and Actions are not listed in priority order

implementation



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.

- County Council and 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 consistency with the Plan's goals and actions.
- The Corporate Strategic Plan will be made easily available to the public through both print and electronic forms.

How to contact the County of Grey

The county is committed to open dialogue about its Corporate Strategic Plan. Please visit our website or contact us for more information or a copy of the Plan.

595 9th Avenue East
Owen Sound, Ontario, N4K 3E3
Phone: (529) 376-2205
Fax: (519) 376-7970
Toll Free: 1-800-567-4739
www.grey.ca

