

To:	Warden Matrosovs and Members of Grey County Council
Committee Date:	April 9, 2026
Subject / Report No:	CAOR-CW-12-26
Title:	Annual County Strategic Plan Status Report
Prepared by:	Kayla Rier, Executive Advisor
Reviewed by:	Randy Scherzer, CAO Grey County Senior Management Team
Lower Tier(s) Affected:	All

Recommendation

1. That report CAOR-CW-12-26 regarding the Annual Status Report on the County Strategic Plan be received for information.

Executive Summary

Grey County's Strategic Plan, *Working Together for Success*, continues to serve as a guiding framework for the Senior Management Team and their departments as they develop and align their annual workplans. The priorities and initiatives outlined in the Strategic Plan directly correlate with departmental projects, ensuring cohesive progress toward Council's long-term objectives. Quarterly review meetings between the CAO, Deputy CAO, and each member of the Senior Management Team provide ongoing oversight, helping to monitor commitments and ensure targets remain on track. As the County enters the final year of this Strategic Plan, substantial advancement has been made across the identified areas of focus. Overall, the organization remains well-positioned to complete the remaining commitments and deliver on the expectations set by Council and the community.

Background and Discussion

Grey County's 2024-2027 Strategic Plan, *Working Together for Success*, was adopted by County Council on March 28, 2024, following a comprehensive engagement process that included input from County Council, Senior Staff, and the public. The Plan was developed to align organizational efforts with community priorities over the four-year period and to provide a clear line of sight from County Council direction to day-to-day service delivery. The priorities, goals, and initiatives in the Plan directly inform the annual budget and serve as the foundation for the performance plans of each member of the Senior Management Team. This alignment ensures that resource allocation, operational planning, and leadership accountability are all

anchored in Council's strategic direction. As indicated within the Plan, staff are committed to providing an annual strategic plan review report to Council which includes updates on the status of each project, estimated timelines for project implementation/completion, and to report on any changes to the objectives listed within.

Working Together for Success was structured around four main pillars:

- **Internal Operations and Service Delivery:** strengthening processes, service standards, and continuous improvement;
- **Building Communities for the Future:** planning and investing to support resilient, complete communities;
- **Workforce Development:** attracting, retaining, and developing a high-performing workforce; and
- **Giving Everyone a Place to Call Home:** advancing housing stability and support options across the County

Within each of these four priority pillars, objectives and 77 specific goals were identified. As of this reporting period, **25 of these are completed (32.47%), 50 are in progress (64.94%), and 2 have not yet started (2.60%).** A detailed summary containing the status of each goal can be found in Appendix 1. In cases where a goal has not been started, factors such as limited staffing resources and competing priorities, and workloads have contributed. This does not mean that the goal will be abandoned; rather, a strategic review of available resources and current initiatives will occur to ensure staff remain focused on County Council's top objectives. Any goals that remain incomplete by the end of this Strategic Plan will be considered and reviewed thoroughly in the creation of any future Plans.

Priority One: Internal Operations and Service Delivery

The first priority of the Strategic Plan is organized around four objectives: reducing risk and liability, improving financial forecasting and reporting, cost containment, and enhancing quality and customer service. A total of 29 goals fall under this priority area.

As of this reporting period, meaningful progress has been achieved:

- 10 goals are completed (34.48%)
- 18 are in progress (62.07%)
- 1 has not yet started (3.45%)

These results demonstrate a strong commitment to internal improvement and operational excellence during the first three years of the Strategic Plan's implementation. Several significant accomplishments have been realized under this priority area. Most notably Grey County successfully completed its Accreditation Canada survey of our Long-Term Care Homes and received Exemplary Standing, demonstrating exceptional performance in quality, compliance, and resident-focused care. In addition, the County has implemented multi-year budget forecasting, strengthening long-term financial planning, improving transparency, and supporting the County's ability to anticipate pressures and make proactive decisions. Work also continues across several active initiatives. In 2026, the County will identify efficiency improvements through a LEAN review of the agreements process, aimed at streamlining workflows and reducing administrative burden. Staff will also continue expanding the Asset Management Plan, with further progress expected once key personnel return from leave.

Priority Two: Building Communities for the Future

The second priority of the Strategic Plan is anchored in four key objectives: planning and infrastructure, economic development, tourism and culture, protecting our environment, and First Nations reconciliation and relationship building. Together, the 27 goals identified under this priority help to guide coordinated efforts across departments to support vibrant, resilient, and inclusive communities.

As of this reporting period:

- 7 goals are completed (25.93%)
- 19 goals are in progress (70.37%)
- 1 goal has not yet been started (3.7%)

Several notable milestones have been achieved. In October 2025, the County celebrated the opening of the new Durham Paramedic Base, designed using a standardized base template that will be used for future builds. The new facility will strengthen service delivery across the County while setting a model for future capital projects. In addition, significant consideration has been given to Waste Management, an initiative being further advanced through the newly formed Joint Municipal Services Committee. This work, alongside many other in-progress initiatives such as climate action projects, planning process efficiencies, and continued relationship building with First Nations, is positioning the County to make substantial progress in this priority area.

Priority Three: Workforce Development

The third priority of the Strategic Plan focuses on supporting a strong, engaged, and future-ready workforce through two core objectives: skills development and succession planning, and supporting optimal productivity and performance. A total of 14 goals fall within this priority area to ensure Grey County remains a competitive and attractive employer:

- 5 goals are completed (35.71%)
- 9 are in progress (64.29%)

Several key accomplishments have significantly strengthened internal communication, staff engagement, and organizational culture. The launch of the internal staff newsletter, *The Scoop*, has been particularly well-received, providing employees with regular updates and information that enhance connections across departments. Complementing this internal communication tool, a monthly external newsletter, *Grey County Connection*, has also improved outreach and awareness of County initiatives within the community. Looking ahead in 2026, a major focus will be the development of training resources available to all County staff with an intention to offer to member municipalities, supporting collaboration across the region. These initiatives are contributing positively to staff retention as the organization remains committed to cultivating a supportive, capable, and resilient workforce prepared to meet current and future service demands.

Priority Four: Giving Everyone a Place to Call Home

The final priority of the Strategic Plan centres around the objective of increasing housing options to better align with current and emerging housing needs. A total of 7 goals fall under this priority area, and as of this reporting period:

- 3 goals are completed (42.86%)
- 4 goals are in progress (57.14%)

These statistics reflect steady advancement in both housing development initiatives and homelessness-prevention efforts. Grey County has provided critical support to Safe n' Sound in expanding their Winter Warmth Program. Safe n Sound also purchased a building within Owen Sound to serve as a 24/7 staffed emergency homeless shelter. The County's purchase of the motel to support short-term emergency housing has allowed for more rooms over the winter with less operational funding. These resources significantly strengthen local capacity for responding to homelessness. Looking ahead, the County will continue to advance the Housing Action Plan recommendations, focusing on opportunities to expand affordable and supportive housing, enhance partnerships, reduce barriers to development, and strengthen the overall housing continuum.

Financial and Resource Implications

The priorities, goals, and initiatives in the Strategic Plan help inform the creation of the annual budget. The Strategic Plan is an important tool that Council and staff can reference to assess alignment between resource allocation and outcomes. The Strategic Plan should be consulted when determining whether to start or stop an initiative, and in the determination of prioritized funding for various projects and resources.

Relevant Consultation

- ☒ Internal – Senior Management Team and Staff to determine status of workplan goals
 - ☒ AODA Compliance
 - ☒ Contribution to Climate Change Action Plan Targets – Climate Change Goals are contained within the Strategic Plan
- ☒ External – consultation with the public, stakeholders, and agencies was completed in the development of the Strategic Plan and individual SMT Workplans. Senior Management maintains strong connections with community partners and member municipalities to ensure the advancement of County-wide goals

Appendices and Attachments

- Appendix One: Strategic Plan Update – Goal Status Report
- *Working Together for Success: Grey County 2024-2027 Strategic Plan*