



United Counties of Leeds and Grenville – Strategic Initiatives

Final Draft

November 28, 2023

Strategic Initiatives Framework

<p>Vision: We will strive to maintain our rural character while facilitating purposeful growth that promotes a high quality of life.</p>		
<p>Mission: We support the shared needs of the communities of the United Counties. We provide seamless services that are focused on the public and deliver value to the daily lives of our permanent and seasonal residents.</p>		
<p>Values: We Shall Be: Accountable, Inclusive, Respectful and Improvement Focused</p>		
<p>Pillar 1: Invest in roads, bridges, infrastructure, and sustainable growth</p>	<p>Pillar 2: Support key investments in the well-being of our residents</p>	<p>Pillar 3: Facilitate and promote the increase in supply of accommodation of all types</p>
<p>1.1 – Improve the condition of County roads</p> <p>1.2 – Implement a balanced approach to planning; respectful of the reality of our urban, rural and agricultural roots</p> <p>1.3 – Develop our capacity to successfully manage complex infrastructure projects</p> <p>1.4 – Plan for long term capacity to move people and goods</p> <p>1.5 – Plan to mitigate and adapt to the effects of climate change and steward our natural environment</p> <p>1.6 – Encourage and support Economic Development and tourism in the County</p>	<p>2.1 – Expand access to childcare</p> <p>2.2 – Advocate to fill gaps in the network of health care services in the County</p> <p>2.3 – Support the transformation of social assistance programs</p> <p>2.4 – Invest in and optimize the delivery of the Paramedic Service</p> <p>2.5 – Promote Diversity, Equity and Inclusion (DEI) in the County</p> <p>2.6 – Advance Reconciliation in the County</p>	<p>3.1 – Develop and implement a Housing Strategy to plan for County investments in Homelessness, Affordable, and Supportive Housing</p> <p>3.2 – Accelerate County roles in facilitating new housing of all types</p>
<p>4. Foundation: Operate a responsible government built upon the strength of our employees.</p>		
<p>4.1 Foster productive partnerships within the County, and with neighbouring municipalities</p> <p>4.2 Maintain the financial sustainability of the County</p> <p>4.3 Create a long-term strategy for Workplace Sustainability and Culture</p> <p>4.4 Implement a continuous improvement program in Customer Service Delivery</p> <p>4.5 Improve I.T. infrastructure and processes to improve user satisfaction</p> <p>4.6 Improve the capacity to communicate with the public and internal audiences</p>		

Pillar #1: Invest in roads, bridges, infrastructure, and sustainable growth.

Goals	Initiatives	Tasks
1.1 – Improve the condition of County roads	1.1.1. - Develop 5-year major road reconstruction plan (2024)	<ul style="list-style-type: none"> • Implement plan (2024-2029)
	1.1.2 - Train staff to support the road reconstruction plan	<ul style="list-style-type: none"> • Complete relevant staff training to undertake Pavement Condition Index (PCI) assessment of the County road network by internal staff (2023)
	1.1.3 - Monitor construction and maintenance of the County Road Program	<ul style="list-style-type: none"> • Continually update data and track progress against plan
1.2 – Implement a balanced approach to planning; respectful of the reality of our urban, rural and agricultural roots	1.2.1 - Complete Ministry requirements for finalization of background studies required for County Official Plan	<ul style="list-style-type: none"> • Present draft studies to Council for consideration and implementation through an Official Plan amendment including: • Undertaking Agricultural Area Review study • Aggregate Resources Master Plan (decision deferred) • Natural Heritage Plan
		<ul style="list-style-type: none"> • Create a comprehensive public consultation program for each Phase of the study including notifying each impacted agricultural landowner of changes
	1.2.2. - Update population projections and undertake a growth strategy with a Phase 2 Development Charges Background study	<ul style="list-style-type: none"> • Issue the RFP and retain a consultant to undertake the study

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Goals	Initiatives	Tasks
<p>1.3 – Develop our capacity to successfully manage complex infrastructure projects</p>	<p>1.3.1 - Ensure internal staffing resources and processes sufficient to manage complex projects, such as G. Tackaberry and Family Home and County Rd 43</p>	<ul style="list-style-type: none"> • Complete existing Maple View Lodge (MVL) Repurposing Report (2024) • Develop and implement Staffing and Operational Plans (2024) • Multi-departmental support of the new long-term care home (ongoing) • New long-term care home Technology Procurement and Installation (2024/2025)
		<ul style="list-style-type: none"> • Continue with land acquisition, document finalization and contract approval for the procurement of construction services for the CR43 expansion project
		<ul style="list-style-type: none"> • Develop training plans for staff involved in project management and grant applications. • Ensure organizational chart has specific positions responsible for these activities.
<p>1.4 – Plan for long term capacity to move people and goods</p>	<p>1.4.1 - Develop and implement County Transportation Master Plan</p>	<ul style="list-style-type: none"> • Conduct research and data gathering to inform plan • Review plan with elected officials; consider creation of transportation working group • Implement plan (2025) • Develop a reporting dashboard
	<p>1.4.2 - Plan for Active Transportation Opportunities as part of Transportation Master Plan</p> <p>1.4.3 - Implement plans to improve existing trails (2023)</p> <p>1.4.4 - Conduct a feasibility study for CR2 Corridor (2023/2024)</p>	<ul style="list-style-type: none"> • Ensure the asset management plan includes the trail network • Work with local municipalities on trail regulation and usage mandates • Retain consultant and collaborate with the County and Township staff on available infrastructure options to improve active transportation opportunities

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Goals	Initiatives	Tasks
<p>1.5 - Plan to mitigate and adapt to the effects of climate change and steward our natural environment.</p>	<p>1.5.1 - Implement County Climate Change Action Plan</p>	<ul style="list-style-type: none"> • Work with local CAO's to collect local action and create central reporting structure • Work with Queens University to develop dashboard and data base for reporting (2024)
	<p>1.5.2 - Develop and implement a new Forest Management Plan</p>	<ul style="list-style-type: none"> • Funding for new 20-year Forest Management Plan (FMP) should be requested in the 2026 budget so the plan can be completed by the end of 2027 (current FMP runs from 2007 – 2027)
	<p>1.5.3 - Strengthen natural heritage, climate change and sustainability policies as part of the Official Plan Update in 2026</p>	<ul style="list-style-type: none"> • Request funding in 2026 budget to include natural heritage as a significant component of the County Official Plan update
<p>1.6 – Encourage and Support Economic Development and tourism in the County</p>	<p>1.6.1 - Convene and promote capacity building of and collaboration among economic development activities</p>	<ul style="list-style-type: none"> • Host Annual Economic Development Summit • Continue economic development focused relationships and collaboration with ministries, municipalities, chambers, BIAs, etc. • Foster partnerships between municipalities within the County
	<p>1.6.2 - Promote Investment Readiness / Investment Attraction – Business and Industry including small business</p>	<ul style="list-style-type: none"> • Facilitate significant regional projects • Develop and maintain investment property listing • Support new foreign and domestic investment attraction. • Implement and update Economic Development Strategic Plan

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Goal	Initiatives	Tasks
1.6 – Encourage and Support Economic Development and tourism in the County (continued)	1.6.3 - Improve Talent Attraction and Workforce Development	<ul style="list-style-type: none"> • Coordinate with other agencies including education, service agencies and employers to develop and sustain a strong, diversified workforce
	1.6.4 - Pursue opportunities to diversity economy	<ul style="list-style-type: none"> • Implement the Regional Tourism Destination Development Strategy • Investigate strategies that support top industry sectors
	1.6.5 - Develop marketing tools	<ul style="list-style-type: none"> • Update and maintain ED marketing tools i.e. tourism & ED social media platforms/websites • Work within Corporate Communication Strategy on a County marketing plan

Pillar #2: Support key investments in the well-being of our residents

Goals	Initiatives	Tasks
2.1 – Expand access to childcare	2.1.1 - Implement the licensed childcare expansion plan/ Growth Strategy (2023) 2.1.2 - Develop and issue RFP for possibly both space and / or licensed operators 2.1.3 - Evaluate potential project to create licensed childcare at Maple View Landings in current Maple View Lodge building	<ul style="list-style-type: none"> • Convene collaboration between Economic Development Officers and Child Care Operators to develop innovative solutions to childcare and workforce issues • Develop and evaluate a business case to create a centralized wait list system / process for access to licensed childcare • Work with local municipalities to look at options for childcare expansion • Pursue additional licensed spaces for high growth areas
2.2 – Advocate to fill gaps in the network of health care services in the County	2.2.1 - Develop and implement a strategy to advocate for needed healthcare services, particularly in rural areas	<ul style="list-style-type: none"> • Work with OHT on future funding models and regular reporting mechanism to County Council • Develop a health care spectrum report that clearly defines all agency roles in various activities within UCLG • Evaluate emerging best practices, such as VTAC (Virtual Triage and Assessment Centre) and examine feasibility of replicating the VTAC model in the County
2.3 – Support the transformation of social assistance programs	2.3.1 - Work closely with Ministry to ensure smooth and effective rollout of Ontario Works modernization <ul style="list-style-type: none"> • Identify life stabilization offerings for Ontario Works (OW) clients and ensure staff are trained accordingly 	<ul style="list-style-type: none"> • Convene and consult with staff on defining life stabilization focus • Establish collaborative partnership with Employment Ontario providers • Monitor of OW caseload. • Prepare Ontario Works Service Plan

Pillar #2: Support key investments in the well-being of our residents

Goals	Initiatives	Tasks
<p>2.4 – Invest in and optimize the delivery of the Paramedic Service</p>	<p>2.4.1 - Implement measures to improve efficiency and effectiveness</p>	<ul style="list-style-type: none"> • Reduce offload delays with dedicated offload staff at BGH • Expand of “Treat and Refer,” “Treat and Release” with paramedic system • Explore opportunities to leverage Community Paramedic Program, including VTAC model
	<p>2.4.2 - Address HR issues and workplace culture</p>	<ul style="list-style-type: none"> • Improve professional development of paramedic and supervisory workforce to address succession planning and future needs/requirements • Invest in paramedic wellness
	<p>2.4.3 - Meet growing demand</p>	<ul style="list-style-type: none"> • Enhance Services as per need • Expand fleet and workforce to address needs of the community with aging demographics • Evaluate a reporting station to house paramedic operations, administration and logistics • Develop future service delivery plan

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<p>2.5 – Promote Diversity, Equity and Inclusion (DEI) in the County.</p>	<p>2.5.1 - Develop a DEI Plan for the County workplace</p>	<ul style="list-style-type: none"> • Collect and analyze data to determine need for change and to inform strategies/initiatives; Draft Plan (2024) • Establish a DEI committee to implement the plan, build DEI awareness, engage coworkers, review and develop policies and procedures promoting workplace DEI (2024/2025) • Develop communication strategy to promote and raise awareness of DEI
<p>2.6 – Advance Reconciliation in the County</p>	<p>2.6.1 - Develop a County Reconciliation Plan</p>	<ul style="list-style-type: none"> • Work with local municipal partners on building support for existing local plans • Engage consultants to develop a plan that respects municipal initiatives and large geographic area of the County • Enhance website to provide information on local activities including National Day of Reconciliation (Sept 30)

Pillar #3: Facilitate and promote the increase in supply of accommodation of all types.

Goals	Initiatives	Tasks
<p>3.1 – Develop and implement a Housing Strategy to plan for County investments in Homelessness, Affordable and Supportive Housing</p>	<p>3.1.1 - Complete UCLG Homelessness Strategic Plan (2024)</p> <p>3.1.2 - Compare available data with Social Housing Supply and Socio-Demographic Characteristics in Leeds and Grenville Report (Housing Assessment Resource Tool)</p> <p>3.1.3 - Research capital and operating funding sources</p>	<ul style="list-style-type: none"> • Identify steps to follow up on the affordable housing summit (2024) • Procure contract housing providers to supply units to address housing needs and the “By-Name List” • Based on data, establish unit size, tenant and geographical targets for new affordable and supportive housing • Establish multi-year plan for new units • Consider opportunities, through Joint Services, with Marguerita Residence Corporation as new units are planned and option to purchase Maryanna apartment building • Develop partnership frameworks to fast-track future opportunities to attract outside investment
	<p>3.1.4 - Evaluate the County’s surplus land for affordable housing</p>	<ul style="list-style-type: none"> • Present options on uses of County surplus land for new housing
<p>3.2 – Accelerate County role in facilitating new housing of all types</p>	<p>3.2.1 - Update OP 2023-2026</p> <p>3.2.2 - Work with EOWC on larger regional housing initiatives</p>	<ul style="list-style-type: none"> • Amend OP Policies to reflect provincial PPS and housing priorities • Begin background studies to support OP Update (growth management/population, household and employment projections/development charges) • Investigate additional/alternative emergency shelter opportunities and transitional mid-term accommodations

Foundation: Operate a responsible government built upon the strength of our employees.

Goals	Initiatives	Tasks
<p>4.1 – Foster productive partnerships within the County, and with neighbouring municipalities</p>	<p>4.1.1 - Convene local municipalities to examine voluntary opportunities for collaboration</p>	<ul style="list-style-type: none"> Clearly identify where shared services and collaboration currently exists Optimize ongoing structured collaboration in all areas Convene a Summit on Service Delivery Sharing (2025)
	<p>4.1.2 - Streamline and improve planning application processes</p>	<ul style="list-style-type: none"> Review opportunities to streamline development application processes Convene regular (every 6 months) collaborative discussions to discuss opportunities to improve planning processes and eliminate any barriers Support and review the “Development Review Team” format for pre-consultation with local municipalities and agencies Facilitate and coordinate shared opportunities with local municipalities for services (i.e. one environmental peer reviewer)
	<p>4.1.3 - Streamline and improve roads maintenance</p>	<ul style="list-style-type: none"> Develop roads Capital and Operations Agreements with local municipalities (2023/2024) Implement Joint tendering for significant materials and services
	<p>4.1.4 - Streamline and improve back office functions</p>	<ul style="list-style-type: none"> Develop purchasing agreements with local municipalities (2023/2024) Collaborate with local municipalities on GIS

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Goals	Initiatives	Tasks
4.1 – Foster productive partnerships within the County, and with neighbouring municipalities (Continued)	4.1.5 -Streamline and improve Emergency Services	<ul style="list-style-type: none"> Promote collaboration between Paramedic and local Fire Services on tiered response Evaluate opportunities for shared station locations (2023/2024)
	4.1.6 - Maintain and optimize partnerships with the three partner municipalities	<ul style="list-style-type: none"> Assess success of Joint Services Committee oversight structure
4.2 – Maintain the financial sustainability of the County	4.2.1 - Review and update existing policies regarding Financial Management	<ul style="list-style-type: none"> Develop a Multi-Year Budget Policy (2024) Update Procurement Policy (2024) Review and update Reserve and Reserve Fund policy (2023)
	4.2.2 - Implement Asset Management Plan	<ul style="list-style-type: none"> Update Asset Management Plan and long-term Financial Plan to inform 2024 budget process Begin implementation of the facility utilization report (2025) Develop dashboard reporting within departments on plan implementation and advancement

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Goals	Initiatives	Tasks
<p>4.3 – Create a long-term strategy for Workplace Sustainability and Culture</p>	<p>4.3.1 - Continue to complete and implement Corporate Services Review recommendations that remain relevant to the identified priority</p>	<ul style="list-style-type: none"> • Human Resources Information System Implementation (2023/2024) • Update Human Resources Policies (2023/2024) • Review Chargeback Model (2024)
	<p>4.3.2 - Create and implement a Human Resources “People Plan” to ensure adequate staffing of County</p>	<ul style="list-style-type: none"> • Fully implement Performance Management Program (2025) • Create and implement Wellness Program (2023-2025) • Create Workplace Culture Strategic Plan (2025)
	<p>4.3.3 - Develop a strategy to optimize County facilities</p>	<ul style="list-style-type: none"> • Implement County space needs which includes consideration of repurposed Maple View Lodge (MVL) facility (2025) and research workplace policies that minimize space requirements
<p>4.4 – Implement a continuous improvement program in Customer Service Delivery</p>	<p>4.4.1 - Gather customer feedback</p> <p>4.4.2 - Analyze data to understand successes and areas for improvement</p> <p>4.4.3 - Create continuous action plans</p>	<ul style="list-style-type: none"> • Develop surveys and live feedback tools • Identify staffing resources to review data • Senior Leadership Team (SLT) to review and make policy recommendations

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4.5 - Improve I.T. infrastructure and processes to improve user satisfaction	4.5.1 - Develop and implement the corporate I.T. Strategic Plan (2023) 4.5.2 - Create a Corporate I.T. Governance Plan (2024) 4.5.3 - Prepare for the opening of the G. Tackaberry and Family Home 4.5.4 - Improve Cyber Security	<ul style="list-style-type: none"> • Replace and refresh aging infrastructure and software in collaboration with business units • Explore and support digital solutions implementation • Develop and communicate service standards for the Help Desk • Procure and deploy a Security Operations Centre or Managed Detection Response Service
4.6 – Improve the capacity to communicate with the public and internal audiences	4.6.1 - Implement the Corporate Communications Plan (2023-2024)	<ul style="list-style-type: none"> • Review and update internal and external communication channels • Enhance communication resources and abilities to provide stakeholder information in a timely manner • Explore the County / Counties corporate and branding identity, research historical and geographical contexts