

Draft Corporate Strategic Plan

The County of Dufferin has recently embarked on the development of a Corporate Strategic Plan. The Draft Plan is below. We are looking for your input. Please fill out the short survey:

<https://www.surveymonkey.com/s/5NTCT28>

DRAFT STRATEGIC PLAN

Vision

Dufferin County. Leaders in the delivery of innovative, high quality programs and services that are responsive to our residents' and partner needs.

Mission

Dufferin County. Enhancing the quality of life by delivering relevant, high quality municipal services in collaboration with the communities that we serve through inclusive governance, effective resource management and continuous improvement.

Dufferin County Principles

Our Dufferin County principles guide the decision making process and help us determine the best choice possible. We consider any matter at the staff level and the Council table in the context of these principles.

1. *We Manage Change*
Dufferin County. We believe in proactively addressing changes in community needs; meeting regulatory requirements; and responding to shifts in environmental, economic and demographic conditions.
2. *We Deliver Quality Service*
Dufferin County. We believe in consistently delivering high-quality, cost-effective programs and services that reflect the needs of the communities and partners served.
3. *We Communicate*
Dufferin County. We believe in engaging in regular, timely, accurate and clearly articulated conversations in a multitude of ways.

4. We Make Good Decisions

Dufferin County. We believe in fostering an environment of collaboration that contributes to informed and thoughtful decisions that are reflective of the needs of those affected.

Corporate Priorities and Goals

1. Economic Vitality (drawing on strengths to ensure a vibrant community)

- a. Regional approach to economic development
 - i. Review current County economic development role
 - ii. Work with partners to develop County economic development plan/strategy
 - iii. Build partnerships with local agencies who focus on employment
 - iv. Work with partners on cultural/heritage opportunities
 - v. Explore options to increase local availability of natural gas
- b. Ultra high speed broadband connectivity
 - i. Participate in the Western Ontario Wardens' SWIFT initiative
- c. Conservation and environmental sustainability
 - i. A viable long-term, local solution for processing Dufferin Waste
 - ii. Increase overall County waste diversion rate
 - iii. Develop multi-use trail plan and policies
 - iv. Initiate Natural Heritage Systems Strategy study
- d. Rural transportation
 - i. Collaborate with local agencies to investigate and review opportunities for rural transportation services
- e. Increasing affordable housing availability
 - i. Commit to the 10 year housing and homelessness plan for Dufferin County
- f. Poverty reduction
 - i. Investigate a local Dufferin poverty reduction strategy

2. Enhanced Communication and Connections (improved communications with all partners, stakeholders, staff, the public and an expansion of the methods used to achieve this)

- a. Strong voice for advocating to the province
 - i. Advocate and pursue other levels of government for funding
 - ii. Develop a coordinate approach for providing comments on provincial policy
- b. Communication with lower tiers and neighbouring municipalities
 - i. Provide regular updates on County Council events directly to local councilors
 - ii. Implement an annual Joint Councils workshop to discuss timely issues of joint concern
 - iii. Enhance regular communication with neighbouring municipalities

- c. Create a better public profile
 - i. Promote and market County programs and services
 - ii. Develop a communications strategy reviewing current and new media sources
 - iii. Strengthen citizen and stakeholder engagement by increasing community consultation
- d. Internal communications
 - i. Effectively communicate business requirements with all staff and clearly define corporate objectives
 - ii. Promote an inclusive workplace respecting the diverse differences of all staff
 - iii. Maintain positive relations with all staff

3. Good governance (transparent, open, responsible)

- a. Promote rural/urban cohesiveness
 - i. Work collaboratively with the area municipalities to look for opportunities to partner and share resources
 - ii. Identify areas of County wide interest
- b. Increase transparency
 - i. Introduce open government initiatives, ie. Open data
 - ii. Provide more routine disclosure and information for residents
 - iii. Raise awareness of county business
 - iv. Develop evaluation and reporting process to assess achievement of strategic goals and objectives
 - v. Development of a long term financial plan
- c. Improving policies, practices and procedures
 - i. Ensure compliance with Ministerial standards and requirements
 - ii. Review and update current policies and procedures
 - iii. Clearly define policies, legislation and business practice that promote transparency for citizens
 - iv. Continued development of Corporate Records Management System including archival
- d. Review of procedural by-law, notice requirements and committee structure

4. Service Excellence through innovation (excellent service at an excellent value)

- a. Closing the infrastructure gap
 - i. Develop a long term roads and bridges infrastructure plan
 - ii. Development of facilities, maintenance and capital plan
 - iii. Annually increase capital budget contribution
- b. Improving seniors and social services
 - i. Ensuring adequate transportation for seniors
 - ii. Ensure appropriate support services are available to Dufferin residents

- iii. Continue discussions with community partners to address service provision, access and poverty reduction strategies
- c. Enhancing Value for money
 - i. Develop a continuous improvement process to provide innovative improvements to efficiency
 - ii. Explore alternative sources of funding while maximize existing sources
 - iii. Develop a tool to examine the long term impact of new program funding opportunities
 - iv. Expand partnerships for procurement with local and neighbouring municipalities
 - v. Work collaboratively with the area municipalities and other partners to look for opportunities to partner and share resources
- d. Promoting organizational excellence and innovation
 - i. Utilize cross-functional work teams to collaborate and deliver exceptional service
 - ii. Develop Customer Service Standards for the corporation
 - iii. Leverage existing and new technologies
 - iv. Develop a recruitment and succession plan
 - v. Implement a recognition program to highlight staff accomplishments and commitment to innovation
 - vi. Commit to ongoing performance development and staff training, including increasing the understanding of what other departments do
 - vii. Create a forum for sharing best practices
 - viii. Review and update the performance review process