

2016 STRATEGIC INITIATIVES REPORT CARD

The Corporation of the County of Simcoe

[Outline](#)

The Strategic Initiatives Report Card is an update to the initiatives in support of the strategic vision. Initiatives are grouped under Strategic Directions and communicate the progress and plans to complete the initiative.

May 19, 2016

Strategic Direction A: Growth Related Service Delivery
“Create and strengthen partnerships with key stakeholders to support communities through the delivery of sustainable services”

Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Accomplishments, milestones or phases	Medium Term 1-3 years

Social and Community Services

Ontario Works

Optimize satellite offices locations in local communities	On Track	<ul style="list-style-type: none"> Investigate options for alternate sites for the Midland Ontario Works office 	<ul style="list-style-type: none"> Examine options for co-location opportunities with community partners Examine options for barrier-free, accessible office space 	<ul style="list-style-type: none"> Secure barrier-free, accessible office space
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Social Housing

Long Term Affordable Housing Strategy (LTAHS) This is a legislative requirement for the County to develop a 10-year housing and homelessness plan	On Track	<ul style="list-style-type: none"> Delivered municipal deputations Finalized 2014-2017 implementation plan Completed 1st annual report Municipal funding committed 	<ul style="list-style-type: none"> Enact implementation plan Provide input to Provincial LTAHS refresh Partnership engagement 	<ul style="list-style-type: none"> Fulfil implementation plan to achieve recommendations and target by 2023 Refresh County 10-year strategy
Develop a Long Term Plan for re-development of Simcoe County Housing Corporation	On Track	<ul style="list-style-type: none"> Construction of 54 units located Barrie underway Market analysis and rationalization plan reviewed by Council CCW 15-404 Preliminary design and costing for intensification/infill at 2 SCHC sites initiated 	<ul style="list-style-type: none"> Consideration to sell, re-purpose, develop additional properties for intensification/redevelopment Issue call for proposals to explore partnership opportunities with municipal partners 	<ul style="list-style-type: none"> A comprehensive long term redevelopment plan is established and implemented

Health & Emergency Services

Paramedics

Non-urgent Transportation Enhance system wide transportation collaboration to support improved access for health and wellness needs.	Potential Risk	<ul style="list-style-type: none"> Engaged consultant to provide review of practices Initial data gathering related to non-urgent transport activity Developed more detailed data gathering process to help define need and business case 	<ul style="list-style-type: none"> Data gathering and analysis Recommend pilot project to evaluate effectiveness of new non-urgent model Based on results of pilot, if successful, recommend expansion of transportation model on County-wide basis 	<ul style="list-style-type: none"> Roll out non-urgent transportation process as determined through business case review and performance of pilot project
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Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
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Targeted Response Unit Pilot Project Deploy a Rapid Response (RRU) Unit in Ramara Township to evaluate impact on paramedic response time	On Track	<ul style="list-style-type: none"> Deployment of RRU into Ramara began January 2016 First quarter results showed significant impact in lowering response times 	<ul style="list-style-type: none"> Continue quarterly reporting of response time performance in contrast to previous year Include and evaluate impact of community paramedicine work as part of the pilot to maximize in resource effectiveness. 	<ul style="list-style-type: none"> Apply Targeted Response Unit Model in other municipalities when warranted
Long Term Care				
Investigate LTC Redevelopment and Expansion	On Track	<ul style="list-style-type: none"> Kicked off Simcoe Manor Redevelopment Study 	<ul style="list-style-type: none"> Maximize provincial/federal funding to support an aging infrastructure and increased demands associated with seniors housing and services Complete feasibility study for Simcoe Manor and provide results and recommendations for Council Consideration Continue to advocate to the Ministry of Health for capital funding for redevelopment of the County's older "A" level facilities 	<ul style="list-style-type: none"> As per Council direction, implement capital redevelopment of the Long Term Care homes as per the asset planning recommendations
Advocate for Sustainable LTC Funding Advocate to the Ministry of Health and Long-Term Care for sustainable LTC funding	On Track	<ul style="list-style-type: none"> Participated in Ministry of Health delegations to discuss the needs of LTC and requirements for sustainable funding Previous correspondence has been sent from the Warden to the Minister of Health regarding the lack of funding in LTC, specifically funding for food costs 	<ul style="list-style-type: none"> Develop an advocacy strategy for County Council to achieve increased funding for LTC Collaborate with AMO and OANHSS to engage the Ministry in funding discussions and future planning 	

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Age-Friendly Community Framework	On Track	<ul style="list-style-type: none"> Completed 2 of the 4 public engagement strategies (survey, informant interviews) to help identify the needs and priorities of our seniors in Simcoe County 	<ul style="list-style-type: none"> Based on the outcome of the public engagement strategies and the work of the World Health Organization, develop an age-friendly community planning framework to address the needs and priorities related to senior friendly communities 	<ul style="list-style-type: none"> Continue to source funding through the Seniors Secretariat and other resources to support age friendly community initiatives
Emergency Management				
Community Disaster Resiliency pilot project	On Track	<ul style="list-style-type: none"> Small sub-committee of the Corporate Poverty Action Committee formed to consider implementation options 	<ul style="list-style-type: none"> Select pilot community(ies) Work with community leaders to select initial implementation activities 	
Engineering, Planning & Environment				
Transportation & Engineering				
Context sensitive road design Partner with local municipalities to create roadways which considers active transportation and local needs	On Track	<ul style="list-style-type: none"> Partnering with Midland & Penetanguishene to issue RFP for pilot project (CR 93) - spring 2016 	<ul style="list-style-type: none"> Complete Environmental Assessment for pilot project 	<ul style="list-style-type: none"> Development of standard practices and policies for future projects
Solid Waste Management				
Examine facilities level of service To determine if system improvements are required	On Track	<ul style="list-style-type: none"> Proposed as part of the SWM Strategy Update 	<ul style="list-style-type: none"> Collect data regarding facilities usage, material type, locations, users, wait times... Determine improvements needed to system (for example additions or expansions, infrastructure to accommodate demand) 	<ul style="list-style-type: none"> Potential implementation

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Strategic Initiative	Status	Key Achievements Accomplishments, milestones or phases	Next Major Steps / Milestones	
			Medium Term 1-3 years	Long Term 4 years +
Planning, EDO & Tourism Simcoe				
Inter-municipal transit	On Track	<ul style="list-style-type: none"> Ongoing support of existing local systems through grants Completion of feasibility study 	<ul style="list-style-type: none"> Council workshop June 2016 to receive direction on next steps 	<ul style="list-style-type: none"> Potential implementation
Investigation of potential regional role in water, wastewater and septage service	On Track	<ul style="list-style-type: none"> Completion of visioning exercise in 2012; commencement of a septage study in 2015 	<ul style="list-style-type: none"> Report to Council Fall 2016 outlining current status, opportunities and potential next steps 	

Strategic Direction B: Strengthened Social, Health and Educational Opportunities
“Establish partnerships to identify opportunities for strengthened Human Services and Education
To support improved health and well being of our residents”

Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
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Social & Community Services

Children & Community Services

<p>Enhance capacity across the Licensed Child Care System</p>	<p>On Track</p>	<ul style="list-style-type: none"> Provision of 45 professional development opportunities (88 training sessions with over 4,500 participants) Addressing the Early Childhood Educator (ECE) shortage by leveraging Provincial funding to support child care staff towards obtaining ECE credentials Introduction of Communities of Practice that promote new approaches to early learning and child development (play-based learning, emergent curriculum and program design etc) as promoted by the Ministry of Education 	<ul style="list-style-type: none"> Continued provision of professional development opportunities with emphasis on Communities of Practice and Leadership Development Initiate new Communities of Practice in various geographical areas of Simcoe County 	<ul style="list-style-type: none"> Strengthen new County of Simcoe Licensed Child Care Quality Assurance Program and continue its implementation Continued participation in the College of Early Childhood Educators’ Leadership Pilot Project as one of 26 selected CMSMs
<p>Maximize and enhance Special Needs Resourcing client service and program costs</p>	<p>On Track</p>	<ul style="list-style-type: none"> Report completed which spoke to options for consolidation of Resource Teacher Programs (5) in Simcoe County Participated at local planning tables related to the Provincial Special Needs Strategy 	<ul style="list-style-type: none"> Make recommendation to Council regarding options for proposed consolidation of 5 Resource Teacher Programs Support Agencies towards a new model for service delivery Continue to support local implementation of the Provincial Special Needs Strategy 	<ul style="list-style-type: none"> Continue to strengthen French Language Service Capacity in accordance with provincial French Language Service requirements

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Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Medium Term 1-3 years	Long Term 4 years +
Develop Homelessness Prevention and Poverty Reduction Strategies	On Track	<ul style="list-style-type: none"> • Realigned Community Investment Fund Allocations to support local poverty reduction and homelessness prevention initiatives in accordance with the 10 Year Housing and Homelessness Prevention Strategy • New Funding allocations to three agencies to support new homelessness hub service delivery models in Barrie, Midland and Orillia 	<ul style="list-style-type: none"> • Continue to engage community stakeholders to assist in further planning and alignment of homelessness prevention and poverty reduction funding 	<ul style="list-style-type: none"> • Ongoing alignment of funding priorities with the Provincial Poverty Reduction Strategy and the 10-yr Affordable Housing and Homelessness Prevention Plan • Transform service delivery through Initiatives with a focus on permanent housing with supports and a Housing First philosophy
Support for coordination and strengthening of opportunities for immigrants and newcomers	On Track	<ul style="list-style-type: none"> • Continued implementation of the Community Settlement Strategy • Progress Report on Settlement Strategy implementation for June, 2016 • Annual Newcomer Recognition Awards • Provincial Poverty Reduction Funding accessed to support enhanced employment outcomes for newcomers and immigrants • Introduced an Integration event to support refugees and sponsor families 	<ul style="list-style-type: none"> • Application for Immigrant Employment Council (CIC) • Continued community based Planning to support the development of a Multicultural Centre 	<ul style="list-style-type: none"> • Continue to strengthen partnerships and pursue funding to support Settlement Strategy
Ontario Works				
Mental Health and Addiction Services Initiative for Vulnerable Persons	On Track	<ul style="list-style-type: none"> • Program to support persons with disabilities, mental health, substance abuse • Continued implementation of year two of targeted monitoring of initiative 	<ul style="list-style-type: none"> • Monitor outcomes on a monthly basis to ensure outcome targets are within Ministry expectations • Report on outcome indicators as per Ministry of Community and Social Services reporting requirements 	<ul style="list-style-type: none"> • Utilize analyzed data to make adjustments to program delivery • Review effectiveness of the program in relation to Ministry expectations

Strategic Direction B: Strengthened Social, Health and Educational Opportunities
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Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Medium Term 1-3 years	Long Term 4 years +
Development of a Youth Employment Strategy Goal to reduce reliance on social assistance.	On Track	<ul style="list-style-type: none"> Program to enhance opportunities for youth to gain enhanced employment skillset as well as leverage existing educational programs 	<ul style="list-style-type: none"> Inventory existing pre-employment programs and services as well as educational programs Coordinate with Economic Development, School Board and employers to provide programming and employment options that will meet the individual needs of youth Create and track measurable outcomes 	<ul style="list-style-type: none"> Review target outcomes and adjust programming accordingly
Social Housing				
Maintaining and preserving housing quality	Potential Risk	<ul style="list-style-type: none"> Updated Riva with Building Condition Assessment reports for SCHC and NP Implemented capital repair loan process Engineering support to providers to ensure value, quality and longevity Municipal funding to support capital loan process for non-profit providers 	<ul style="list-style-type: none"> Enhanced Engineering support to improve preventative and long term capital planning Assist federal SH providers to exit SH system with maximum stability Accessed the Provincial Social Housing Electricity Efficiency Program (SHEEP) funding to support eligible non-profit provider Conduct annual inspections 	<ul style="list-style-type: none"> Ensure funding ability to address long-term capital repair pressures of SH providers Explore new revenue options, program, policy and advocacy areas related to risk/impact of End of Operating / Mortgage Agreements (EOA)
Explore Housing First Strategies House and support the needs of those living with chronic homelessness through program design and implementation	On Track	<ul style="list-style-type: none"> Staff training in VI- SPADT (Vulnerable Index-Service Prioritization Decision Assistance Tool) Partnership with LHIN's funded agencies and housing resource centre to coordinate/leverage rent supplement funding 	<ul style="list-style-type: none"> Continuation of rent supplement partnerships initiated with health sector services for Housing First perspective, leveraging Investments in Affordable Housing (IAHE) and mental health sector funding. Review 20,000 Homes Campaign findings Develop definitions related to Housing First 	<ul style="list-style-type: none"> Shift to systems approach to supporting residents to maintain housing

Strategic Direction B: Strengthened Social, Health and Educational Opportunities
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Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Medium Term 1-3 years	Long Term 4 years +
Health & Emergency Services				
Paramedics				
Regional Medical Aid Tiered Response Program Increase the efficacy of the regional Medical Aid Tiered Response program to ensure efficient and appropriate service delivery of emergency services.	On Track	<ul style="list-style-type: none"> Developed electronic data matching process between PS and local fire services Established 2011-2014 Baseline data 	<ul style="list-style-type: none"> Begin semi-annual data draws to generate annual reports Use data matching for Cardiac reporting Develop process to reduce unnecessary MATR to LTC homes Advocate for change in dispatch practices / technology to support greater specificity in application of MATR 	<ul style="list-style-type: none"> Utilize updated dispatch triage tool to provide greater specificity to identify patients who will likely benefit from MATR
Community Paramedicine Develop approaches to engage community health and social resources with patients in need of these supports in order to reduce use of emergency services	Potential Risk	<ul style="list-style-type: none"> Submitted proposals for funding Received approval and extension of funds for programming Established MOU's and partnerships with local social service and health organizations as indicated Established Paramedic patient referral program, Community Health Awareness Program, Paramedic Home Visit Pilot 	<ul style="list-style-type: none"> Complete reviews of all programs to determine outcomes of new model Utilize all available Ministry funds to support program delivery and continued development 	<ul style="list-style-type: none"> Continue program evaluation Continue development of innovative approaches to reduce use of emergency health services
Engineering, Planning & Environment				
Planning, EDO & Tourism Simcoe				
Labour market partnership	On Track	<ul style="list-style-type: none"> Completed study in 2015 	<ul style="list-style-type: none"> Work with key sectors such as manufacturing, training institutions and labour support providers to develop appropriate initiatives to support labour market opportunities 	<ul style="list-style-type: none"> An ongoing labour market action plan in place and updated annually
Food entrepreneurship development	On Track	<ul style="list-style-type: none"> Food safety training and food entrepreneurship programs offered in 2015 and 2016 	<ul style="list-style-type: none"> Support efforts of training institutions to further food entrepreneurship and agri-food training programs 	<ul style="list-style-type: none"> Local institution established

Strategic Direction C: Economic and Destination Development

“Create and strengthen partnerships with key stakeholders to develop economic opportunities in response to the changing demographics Of the County and to provide a rich cultural experience for both local residents and tourist visiting the area”

Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Medium Term 1-3 years	Long Term 4 years +
Engineering, Planning & Environment				
Planning, EDO & Tourism Simcoe				
Regional Economic Development Marketing Plan	On Track	<ul style="list-style-type: none"> Established system with local municipal EDO's for site selectors Land inventory system on line 	<ul style="list-style-type: none"> Familiarization tour with federal and provincial reps fall 2016 Manufacturers round table 	<ul style="list-style-type: none"> Well established marketing plan resulting in increased retention and attraction of industry
Regional Marketing for tourism	On Track	<ul style="list-style-type: none"> District Marketing Organization (DMO) funding for 2016 	<ul style="list-style-type: none"> Continued support of product development through local DMO's and municipal partners Market tourism under Tourism Simcoe County brand 	
Cultural Plan	On Track	<ul style="list-style-type: none"> Revamped grant program for 2016 to better reflect long term goal of creating new cultural assets 	<ul style="list-style-type: none"> Continued support to develop cultural assets 	
Support for making strategic employment lands viable	On Track		<ul style="list-style-type: none"> Investigate options for the County to provide financial or other support for strategic employment lands and other strategic investments 	<ul style="list-style-type: none"> New policies to support strategic economic development opportunities
Statutory & Cultural				
Develop Simcoe County Archives as a cultural resource	On Track	<ul style="list-style-type: none"> Enhancing controls to ensure quality of collection and increase access to Archives collections via finding aids and increased use of online services. 	<ul style="list-style-type: none"> Development of a digital records acquisition and preservation program Increase awareness of the Archives through social media, traditional media, web content, and participation in community events 	<ul style="list-style-type: none"> Develop digital interactions with a global public: ordering images online; online donation portal for born-digital records; digital records preview on the website; commenting and social media sharing of records

Strategic Direction C: Economic and Destination Development

“Create and strengthen partnerships with key stakeholders to develop economic opportunities in response to the changing demographics Of the County and to provide a rich cultural experience for both local residents and tourist visiting the area”

Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Medium Term 1-3 years	Long Term 4 years +
Extend the Library Hub Model for Newcomers to public libraries	On Track	<ul style="list-style-type: none"> 2015 trial project (implemented in five libraries) in partnership with the Local Immigration Partnership demonstrated that the model was viable. In 2016, the Library Co-operative was successful in obtaining a \$197,795 grant to extend the project to all of the libraries in Simcoe County 	<ul style="list-style-type: none"> Project will run over two years, beginning April 2016 and ending March 31, 2018 Project will provide a model that can be replicated in other communities Project will enhance the role of libraries as community hubs 	
Museum Marketing Plan Develop Simcoe County Museum as a cultural destination	On Track	<ul style="list-style-type: none"> Marketing plan complete – initial plan reviewed by Museum Advisory Committee 43 recommendations to be reviewed in phases by Museum Advisory Committee 	<ul style="list-style-type: none"> Museum Advisory Committee to consider 43 plan items quarterly between 2016 and 2018 and provide recommendations to Council for implementation. Staff implement Council approved marketing plan recommendations 	<ul style="list-style-type: none"> All Council approved recommendations from marketing plan implemented Review to be done to determine the success of the marketing plan items

Strategic Direction D: Environmental Sustainability

**“To preserve, conserve, and safeguard our environment and natural resources,
While recognizing opportunity, innovation, and the needs of our community**

Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Medium Term 1-3 years	Long Term 4 years +
Corporate Performance				
Sustainable Operations	On Track	<ul style="list-style-type: none"> Phase Two LED Lighting – ongoing installation of LEDs across facilities Electric Vehicle Charging Stations – applied for and acquired funding Sustainable Operations Teams established with ongoing initiatives 	<ul style="list-style-type: none"> Complete charging station installations Sustainable Operations Sub Teams to develop sustainability initiatives 	
Engineering, Planning & Environment				
Transportation & Engineering				
Enhancements to the salt management plan	On Track	<ul style="list-style-type: none"> Pilot project with treated salt complete; results being reviewed by internal staff committee Participation in working group led by LSRCA 	<ul style="list-style-type: none"> Standard operating procedures for salt use and winter maintenance 	
Planning				
Shoreline study	On Track	<ul style="list-style-type: none"> To be commenced in 2016; will examine policies for enhanced preservation of shoreline 	<ul style="list-style-type: none"> Study to be completed in 2017 	<ul style="list-style-type: none"> Incorporate policies in next OP update
Archeological Master Plan	On Track		<ul style="list-style-type: none"> Study initiation 2017, aimed at identifying potential sites of interest and developing procedures for preservation of archeological resources 	

Strategic Direction D: Environmental Sustainability

**“To preserve, conserve, and safeguard our environment and natural resources,
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Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Accomplishments, milestones or phases	Medium Term 1-3 years
Solid Waste Management				
Solid Waste Management Strategy 5 year update	Potential Risk	<ul style="list-style-type: none"> Update commenced in 2015; diversion targets set at 71% for 2020 and 77% 2030 	<ul style="list-style-type: none"> Implement specific strategies to increase diversion to Council approved targets 	<ul style="list-style-type: none"> Meet Council approved diversion targets
Organics Processing Facility	On Track	<ul style="list-style-type: none"> Project commenced 2014; location selected 2016; engineering and environmental studies commenced to confirm site conditions 	<ul style="list-style-type: none"> Business case for Council decision as to chosen technology, complete procurement process, begin construction of facility 	<ul style="list-style-type: none"> Finalize construction and commissioning
Materials Management Facility	On Track	<ul style="list-style-type: none"> Project commenced 2014; location selected 2016; engineering and environmental studies underway to confirm site conditions 	<ul style="list-style-type: none"> Construction and commissioning of facility 	<ul style="list-style-type: none"> Operation of facility
Forestry				
Develop a long term strategy for invasive species management in County forests	On Track	<ul style="list-style-type: none"> EAB strategy coordinated with local municipalities 	<ul style="list-style-type: none"> Review progress to date in County forest Consult with local municipalities and other partners on promoting best practices 	<ul style="list-style-type: none"> 10 year implementation plan
Review / Update County Forest Recreation Policy	On Track	<ul style="list-style-type: none"> Property use agreement policy revised to reduce conflict between users and ensure coat recovery 	<ul style="list-style-type: none"> Recreation policy review and update with stakeholder input 	

Strategic Direction E: A Culture of Workplace and Operational Excellence

“Create and maintain a healthy work environment that:

- Supports personal and professional growth,
- Promotes effective, open and inclusive communications,
- Provides services to residents in a fiscally sustainable and responsible manner”

Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
		Accomplishments, milestones or phases	Medium Term 1-3 years	Long Term 4 years +

Health & Emergency Services

Paramedics

Complete a review of Emergency Services to optimize efficiencies	On Track	<ul style="list-style-type: none"> Complete a comprehensive review of all emergency services (police, fire & paramedic services) Identify opportunities for increased efficiencies in the delivery of these services 		
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Engineering, Planning & Environment

Transportation & Engineering

Improved coordination / communication with local municipalities	On Track	<ul style="list-style-type: none"> Initiated regular liaison meetings; enhanced annual capital planning information to municipalities 	<ul style="list-style-type: none"> Longer term reporting to municipalities on proposed capital works 	
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Corporate Performance

Mobile Communications Develop mobile device and vehicle applications to enhance business processes and improve resident service delivery.	On Track	<ul style="list-style-type: none"> Tablet-based paramedic supplies inventory and pavement condition assessment Vehicle tracking systems in Paramedics, Solid Waste Management and Engineering to track and optimize service vehicle operations Corporate web site - responsive smart phone design for public access Maps.simcoe GIS mapping support for tablets and smart phones Enhanced mobile device security 	<ul style="list-style-type: none"> Cell phone integration with corporate telephone system Comprehensive mobile communications platform for paramedic vehicles Redevelopment of core ERP applications to support mobile devices 	<ul style="list-style-type: none"> Mobile-first design for all new applications
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Strategic Direction E: A Culture of Workplace and Operational Excellence

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Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Accomplishments, milestones or phases	Medium Term 1-3 years
Shared Services with Municipal Partners	On Track	<ul style="list-style-type: none"> • Geographic Information Systems enterprise software license agreement • Orthophotography (aerial imaging) to support planning and emergency services • Web site hosting for 13 partners • Library public WiFi services at 22 member libraries • SCAN fibre optic network contract renewal • Computer training open to all municipal members 	<ul style="list-style-type: none"> • Explore additional GIS data sharing opportunities • Upgrade SCAN services to keep pace with increasing demands 	<ul style="list-style-type: none"> • Continue regular dialogue with partners to identify new opportunities
Strategic Real Estate Purchases Seek out real estate acquisition opportunities in anticipation of economic development opportunities and future service needs	On Track	<ul style="list-style-type: none"> • Engaged realtor partner to monitor market • Hold ongoing internal meetings to review strategic facility planning for PS, OW and SH locations and for economic development 	<ul style="list-style-type: none"> • Action opportunities 	
Fleet Optimization Review the County’s operational processes and seek to maximize efficiencies throughout the system	On Track	<ul style="list-style-type: none"> • Fleet Review – underway • Fleet Services Staff Advisory Committee • Mechanic Pilot with initial KPIs to establish appropriate in house/outsource ratio • FMIS development & implementation 	<ul style="list-style-type: none"> • Determine best operational structure for Fleet Management and Mechanic Services utilizing new FMIS system reporting tools, KPIs • Review potential for efficiencies/cost savings using fleet wash bays 	<ul style="list-style-type: none"> • Fine Tune Operational Structure for Fleet Management and Mechanics Services

Strategic Direction E: A Culture of Workplace and Operational Excellence

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Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Accomplishments, milestones or phases	Medium Term 1-3 years
Employee & Management Processes Automation	On Track	<ul style="list-style-type: none"> Technical development underway 	<ul style="list-style-type: none"> Employee and Manager Self-Service function to provide employees and management with easier access to employment related information Electronic Employee Performance System 	<ul style="list-style-type: none"> Continue assessing needs and responding with greater access to information
Employee Wellness Take steps to improve overall physical and mental health of employee population	On Track	<ul style="list-style-type: none"> Developed and implemented Disability Management Consultant role to facilitate early and safe return to work Provide cost-effective access for employees to a variety of health tools and resources 	<ul style="list-style-type: none"> Provide regular wellness-focused communications Conduct research and implement tools to monitor employee wellness and impact 	<ul style="list-style-type: none"> Ongoing monitoring Conduct research and make recommendations regarding implementation of a formal corporate wellness program
Corporate Training Enhance training management tools, provide easier access to internal and external professional development and mandatory training to meet corporate needs	On Track	<ul style="list-style-type: none"> Internal survey of training needs conducted Implemented Learning Management System (LMS) to efficiently handle corporate learning process: administration, documentation, tracking, reporting and delivery. Share access to cost-effective training with member municipalities 	<ul style="list-style-type: none"> Development of 5-year training plan Initiate development of corporate Succession Plan Enhance LMS with employee orientation, certification tracking, training in response to specific legislation (e.g. Privacy & Anti-Spam), etc. 	<ul style="list-style-type: none"> Maintain commitment to succession planning and employee and leadership development Continue to look for cost-effective opportunities to augment training and professional development available through the LMS

Strategic Direction F: Responsive and Effective Governance

“Address the structural and procedural challenges of a County spanning a divergent group of 16 municipalities”

Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Medium Term 1-3 years	Long Term 4 years +
Council				
Evaluate County’s governance structure Ensure continued governance effectiveness in addressing and supporting change	On Track	<ul style="list-style-type: none"> Committee of the Whole pilot was deemed successful and was approved as the on-going structure New Council Compensation and benefit levels adopted effective January 1, 2015, with an annual increase 	<ul style="list-style-type: none"> External compensation committee is to be revisited in the second year of the 2014-2018 term of County Council 	<ul style="list-style-type: none"> Evaluate the appointment of the Warden for a 4 year term Evaluate the Committee of the Whole structure to ensure ongoing efficiencies
Options to implement electronic voting of meetings of Committee of the Whole and Council	On Track	<ul style="list-style-type: none"> Options are being considered in tandem with the 2016 eAgenda project, should solutions contain voting features, a report to Council will be presented 	<ul style="list-style-type: none"> Issue RFI 2016 If voting features are available, include in an eAgenda RFP in 2016 Award in 2016 Report to Council 2016, if applicable Voting project initiation in 2017, if applicable 	<ul style="list-style-type: none"> Electronic voting
Live video streaming of meetings of Council and Committee of the Whole	On Track	<ul style="list-style-type: none"> Quotes have been obtained; considerations may be presented for Council’s consideration for 2017 budget Consideration of the feature may be considered in tandem with the eAgenda project, subject to a feature being offered with a solution 	<ul style="list-style-type: none"> Address AODA compliance Consider all available options, in tandem with the eAgenda project Present available options to Council 	<ul style="list-style-type: none"> Live stream meetings

Strategic Direction F: Responsive and Effective Governance
“Address the structural and procedural challenges of a County spanning a divergent group of 16 municipalities”

Strategic Initiative	Status	Key Achievements	Next Major Steps / Milestones	
			Medium Term 1-3 years	Long Term 4 years +
<p>Implementation of Bill 8 The Municipal Act, and the newly enacted Bill 8 provides mechanisms to enhance openness, transparency and accountability through municipal appointments of Integrity Commissioners, Municipal Ombudsman and an Auditor General</p>	<p>On Track</p>	<ul style="list-style-type: none"> The County adopted a Code of Conduct and reappointed a Joint Closed Meeting Investigator with member municipalities 	<ul style="list-style-type: none"> Review the Code of Conduct to ensure it is achieving its purpose; consider whether an Integrity Commissioner as contemplated by Bill 8 should have a function in the approved code Consider whether a Municipal/County Ombudsman has a role in the processing of public complaints, or whether the Provincial Ombudsman’s resources are sufficient in this regard Engage in discussions with member municipalities regarding Bill 8 and align municipal processes where possible Publish and make available to the public existing complaint mechanisms and align outcomes as contemplated by Bill 8 with member municipalities, as appropriate 	<ul style="list-style-type: none"> Define and align “oversight” services within Simcoe County services and member municipalities, as may be required