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[re]IMAGINE

GREY HIGHLANDS.

STRATEGIC PLAN
2019-2023





Paul McQueen.

Father.
Husband.
5th Generation Farmer.
Mayor.
Warden.

MAYOR'S MESSAGE

The Municipality of Grey Highlands' 2019-2023 Strategic Plan is the result of intensive engagement that included input from residents, businesses, community groups, Municipal employees and Grey Highlands Council.

Our Municipality is undergoing an important transition, moving forward to a time of economic renewal and growth. It is vital that we take advantage of this opportunity and make the necessary investments to support the community building that is now underway.

Grey Highlands will continue progressive community building to actively shape a **CONSIDERATE**, **HEALTHY**, **RESPECTED**, **STRONG**, and **VIBRANT** future.

The 2019-2023 Strategic Plan provides a framework for addressing the opportunities of today and tomorrow.

Sincerely,

Mayor Paul McQueen

YOUR COUNCIL

Mayor Paul McQueen	519-375-1912
Deputy Mayor Aakash Desai	519-477-0732
Councillor Paul Allen	226-668-5724
Councillor Tom Allwood	226-668-5632
Councillor Cathy Little	226-668-6160
Councillor Dane Nielsen	226-668-4534
Councillor Danielle Valiquette	226-668-6524





Grey Highlands Council.

Entrepreneur.
Winemaker.
Teacher.
Farmer.
Restaurateur.
Environmentalist.
Sound Engineer.

Champions.
Team.
Visionaries.

CONSIDERATE
communities

HEALTHY
lifestyle

RESPECTED
environment

STRONG
governance

VIBRANT
economy

EXECUTIVE SUMMARY

The Municipality of Grey Highlands' Strategic Plan identifies the most important priorities for the community and outlines the objectives and actions necessary to reach these goals.

It is a road map that will guide the Municipality forward in making Grey Highlands a vibrant and sustainable community, now and into the future.

The 2019-2023 Strategic Plan is the result of intensive engagement that includes input from residents, businesses, community groups, Municipal employees and Grey Highlands Council.

In keeping with the Municipality's commitment to action on climate change, the Plan is truly a living document that will exist primarily in digital format. Not only will this allow for updates to mark significant milestones and achievements, it will also significantly reduce paper consumption.

Additional details about any of the information contained in this Plan can be found through links within this document and on the Municipality's website.

VISION

Grey Highlands will be Canada's most inspired and well-managed rural community.

MISSION

To provide innovative leadership in the areas of lifestyle, environment, economy, and governance.

CONSIDERATE
communities

DIRECTION

The Municipality of Grey Highlands will foster a culture of belonging and connection that supports community well-being and enhances the social fabric of the Municipality.

PRINCIPLE

The Municipality of Grey Highlands will work to serve, engage, and support our community members across our broad 882 square kilometre region by respecting our rural and agricultural heritage and ensuring resilient communities for future generations.

PRIORITIES

CONSIDERATE
communities

- Support the development of attainable housing across the Municipality in collaboration with Grey County, community groups, and the development industry.
- Establish a strong a community vision through the [re]IMAGINE initiative to support the development of a unique brand for Grey Highlands for residents, visitors, and future investors.
- Develop and maintain positive, ongoing relationships with key community partners.
- Provide timely and relevant communications with residents, businesses, and local community groups to create ongoing public conversation.
- Celebrate and respect our rich cultural heritage as part of our forward-thinking approach to [re]IMAGINE Grey Highlands; including the promotion of locally-sourced goods and services.

HEALTHY
lifestyle

DIRECTION

The Municipality of Grey Highlands will focus on community-building projects that support the diverse culture and active lifestyle of our community members.

PRINCIPLE

The Municipality of Grey Highlands is a community that nurtures a unique quality of life where residents value the beauty and variety of the natural environment, engage in active transportation and support a rich, healthy, and prosperous social and cultural mosaic through all stages of the life cycle.

PRIORITIES

HEALTHY
lifestyle

- Improve access to active living opportunities across the Municipality by promoting the removal of barriers and celebrating our inclusivity.
- Improve connectivity through the development of a plan for multi-use trails and pathways throughout the Municipality.
- Encourage alternative modes of transportation and the development of pedestrian-first settlement areas (Flesherton and Markdale).
- Beautify, preserve, and enhance parks and amenities to facilitate greater use of our green spaces in partnership with Conservation Authorities and Provincial agencies.
- Through an ongoing evaluation process, recommend opportunities to provide equitable access to recreation resources, facilities, and programming.

RESPECTED
environment

DIRECTION

The Municipality of Grey Highlands aspires to be a community that co-exists in harmony with its ecosystems, where natural areas are enhanced, forests and valleys are protected and communities are nurtured so that future generations will enjoy a clean, flourishing lifestyle.

PRINCIPLE

The Municipality of Grey Highlands is a region that values its shared responsibility to leave a legacy of a clean and nourishing natural environment while respecting our community's heritage.

PRIORITIES

RESPECTED
environment

- Develop a Climate Crisis Action Plan in conjunction with Grey County and other community partners.
- Implement waste-diversion practices at all Municipal facilities and events.
- Manage Municipal resources in a responsible and sustainable manner considering future needs for adaptation and community resiliency.
- Prioritize the stewardship of our lakes, rivers, and natural environment when making planning decisions pertaining to Municipal growth and development.
- Adopt an environmentally conscious mindset for all Municipal undertakings including procurement, development, and redevelopment of Municipal facilities.

The underlying theme throughout the Municipality's Strategic Plan is to develop priorities and goals that address Council's declaration of a climate crisis.



STRONG
governance

DIRECTION

The Municipality of Grey Highlands will be responsive to citizen needs and provide an exemplary customer experience supported by the effective use of technology and innovation.

PRINCIPLE

The Municipality of Grey Highlands will focus on responsible and transparent management of Municipal resources, today and into the future. It will be accountable for its actions, as stewards of the public purse and guardians of the public trust.

PRIORITIES

STRONG
governance

- Enhance the experience for ratepayers by offering innovative customized tools, easy access to services (including self-serve kiosks) and online financial transactions.
- Create a Grey Highlands Asset Management Plan to inform current and future requirements, and capital costs associated in replacing, maintaining, and anticipating infrastructure needs.
- Complete a comprehensive Municipally-owned property review to determine how properties can be effectively used to advance Municipal strategic objectives.
- Create a strong corporate environment that supports retention and succession planning for the Municipality.
- Develop long-term organizational and financial strategies to help guide Municipal planning and decision-making.

VIBRANT
economy

DIRECTION

The Municipality of Grey Highlands will be a leader in fostering innovation, creativity, and vibrancy in building a strong, resilient, and sustainable economy.

PRINCIPLE

The Municipality of Grey Highlands will encourage and support new and existing enterprises through a streamlined approach that reflects a welcoming sense of place for businesses, their customers, staff, and their families.

PRIORITIES



VIBRANT
economy

- Work with regional partners to address workforce and transportation issues related to business growth and development and create a supportive culture that strengthens business retention, expansion, attraction, entrepreneurial activity, and new commercial and industrial investment.
- Actively pursue tourism product development opportunities in outdoor adventure tourism that reflect unique community assets and elements.
- Foster innovation through the development of a business incubator to support the growth of entrepreneurs, small businesses, and social enterprise.
- Spearhead opportunities for the development of municipally-owned lands in downtown Markdale and properties within the Beaver Valley.
- Through initiatives such as the Community Improvement Program, promote the revitalization of the Municipality.

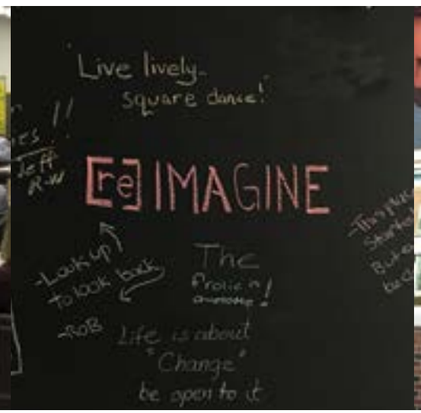
[re]IMAGINE

In 2019 the Municipality of Grey Highlands launched an initiative to [re]IMAGINE Grey Highlands.

With the Municipality poised for significant growth, and with a commitment of Council to revitalize our communities, the [re]IMAGINE Grey Highlands undertaking is an overarching philosophy in community visioning. Building for the future and a forward-thinking approach are critical to ensuring a strong, resilient, and sustainable Municipality for today's residents and for generations into the future. We recognize that our residents and businesses are committed and passionate about this place they call home, and inviting them to [re]IMAGINE Grey Highlands will be critical to the future we all desire.

We invite you to chat to us, engage with us and watch for opportunities to tell us how you [re]IMAGINE Grey Highlands. We're here, we're listening, and we value your input.
Help us plan for the future we all know is possible!







ENSURING ACCOUNTABILITY

Many municipalities believe that once they've created and successfully executed their Strategic Plan, the hardest part is done. However, the execution of a Strategic Plan is where the journey really begins. This final step in the planning process requires the Municipality to monitor and evaluate progress; in fact, after stakeholder engagement, it is the most important step to measure progress and ensure development is on track.

A Living Document

The Municipality of Grey Highlands 2019 – 2023 Strategic Plan truly is a living document. This Plan exists electronically so that progress can be measured and updated in real time.

Actions and Workplans

As part of the dynamic nature of this Strategic Plan, staff will present Council with annual actions and workplans that support the priorities outlined in this document. Actions will be continually monitored and tracked, and reported on through our "success" pages, and as part of the quarterly and annual reporting process.

Quarterly Review

At the end of the document there are pages dedicated to monitoring progress by year. In a quarterly review each objective and tactic outlined in the Plan will be reviewed by the Senior Management Team and each accomplishment recorded as part of the monitoring process.

Annual Review

A larger-scale annual review to see how the strategy has performed over the 12 months will be conducted in order to ensure we are meeting the short-term goals of the Plan, and keeping objectives aligned with its wider vision. The results will be communicated with Council and Senior Management in order to establish the goals and objectives for the coming year.

SUCCESSES: 2019

CONSIDERATE communities

- Financial Assistance Program ✓
- Establish a Comprehensive Events Calendar for the Municipality ✓
- Launch of User-Friendly Website ✓

HEALTHY lifestyle

- Development of a Draft Trails Plan ✓

RESPECTED environment

- Declaration of a Climate Crisis in Grey Highlands ✓
- Joint Diversion Landfill Sites ✓

STRONG governance

- Multi-Award Winning Mobile App (P.J. Marshall and E.A. Danby Awards) ✓
- Implementation of Streamlined Internal Financial Processes ✓
- Established New Employee Handbook Policy ✓
- Completed Full Market Check and Pay Equity Plan for the Municipality ✓

VIBRANT economy

- [re]IMAGINE Grey Highlands Public Engagement ✓
- Community Improvement Program Launch ✓


Association of Municipalities Ontario





SUCCESSES: 2020

CONSIDERATE communities

HEALTHY lifestyle

RESPECTED environment

STRONG governance

VIBRANT economy


Instagram: xoxo_panda14

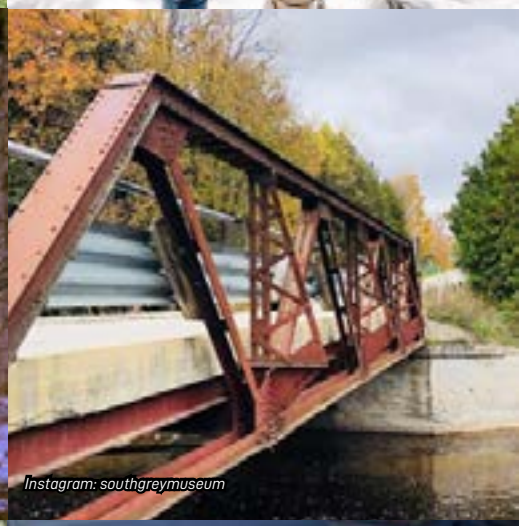


Instagram: afriendlygiant


Instagram: modernbohomom


Instagram: southgreymuseum


Instagram: p.turns


Instagram: southgreymuseum


Instagram: canadianadventurist


Instagram: joelayno


Flesherton Farmers Market

Grey Highlands.

882 sq. km.
10,000 residents.
Gateway to the Beaver Valley.
Heart of Grey County.

206 Toronto Street South, Unit #1,
PO Box 409, Markdale, ON , N0C 1H0


Instagram: cedarhighlands


Instagram: southgreymuseum