

Pillars	Goal	Objective	Action	Department(s)	Year	2025 Q1 Milestones	Status	2024 Status Update
1. Community & Partnerships	1. Build a strong and inclusive community	1.1 Increase housing options and encourage innovative solutions.	1.1.1 Develop the 2024 to 2034 Housing and Homelessness Plan and implement identified actions.	Human Services	2024	Development of 10-Year Housing and Homelessness on pause as per direction from MMAH	Off Track	Staff have completed a draft of the 2024 to 2034 Housing & Homelessness Plan. However, the Ministry of Housing and Municipal Affairs has put a pause on this process. Bruce County staff and Council have advocated for the process to move forward.
1. Community & Partnerships	1. Build a strong and inclusive community	1.1 Increase housing options and encourage innovative solutions.	1.1.2 Undertake consultation with the development community and stakeholders on ways to increase housing options and affordability within Bruce County.	Community Development Office	2024	Exploring County participation in local Community Improvement Plans for affordable housing incentives	On Track	Conducted 1:1 interviews with Developers, that informed the housing action plan which was endorsed by Council
1. Community & Partnerships	1. Build a strong and inclusive community	1.2 Drive community well-being.	1.2.1 Communicate and collaborate on life stabilization and upstream initiatives that support community safety and well-being.	Government Relations	2023-2026	To be updated during Q2 2025 per the Steering Committee planning process.	On Track	The CSWBP's strategic direction as outlined by the Steering Committee has been implemented, and the role has been made permanent through the 2025 budget.
1. Community & Partnerships	1. Build a strong and inclusive community	1.2 Drive community well-being.	1.2.2 Enhance programming and partnerships that support early learning and development.	Human Services, Museum & Cultural Services, Library Services	2023-2026	Mapping/collating information regarding existing early learning and development programs offered by County	On Track	Children's Services, BCM&CC and Library have aligned milestones for 2025 and develop the actions outlined in the work plan.

1. Community & Partnerships	1. Build a strong and inclusive community	1.2 Drive community well-being.	1.2.3 Increase referrals from Ontario Works to Stratford-Bruce Peninsula Service System Manager to increase employment outcomes and address labour market needs.	Human Services, Government Relations	2023-2026	Collaborate on a process to accurately capture and track referral data.	On Track	Data Analysis Coordinator, Adult Learning Centre and Grey County to develop a new Program Evaluation Tool for the Make Your Way Program that will allow us to measure client progress across several checkpoints (pre-program, mid program, program completion and 3 months after program completion) to better identify if a client is effectively moving toward readiness for employment services so that referrals can be made in a timely manner.
1. Community & Partnerships	1. Build a strong and inclusive community	1.3 Be a welcoming and inclusive community.	1.3.1 Build capacity and integrate the Cultural Action Plan across departments.	Office of the CAO; Senior Management Team	2024-2026	Provide a Community Update to highlight the status of the Cultural Action Plan.	On Track	Established the Cultural Action Plan Committee in 2024. Develop the CAP workplan outlined in the milestones Committee anticipates to be on tract in with commitments to Council
1. Community & Partnerships	1. Build a strong and inclusive community	1.3 Be a welcoming and inclusive community.	1.3.2 Finalize and implement the Archaeological Management Plan.	Office of the CAO, Planning and Development	2024	Project Charter Completed, that outlines the work to be completed by staff with SON	On Track	Project Charter Completed
1. Community & Partnerships	1. Build a strong and inclusive community	1.3 Be a welcoming and inclusive community.	1.3.3 Develop a County-wide framework to achieve age-friendly communities.	Long Term Care and Senior Services	2024-2026	Collaborate with the committee to develop a comprehensive approach for conducting the needs assessment by identifying key stakeholders and partners, and establishing timelines, goals, and objectives for the process	On Track	Committee established. Currently working on governance update, and community engagement strategy.

1. Community & Partnerships	1. Build a strong and inclusive community	1.3 Be a welcoming and inclusive community.	1.3.4 Decrease the amount of discrimination toward minority and the Indigenous community in Grey/Bruce, using the Grey Bruce Local Immigration Partnership's (GBLIP) 2022 discrimination study numbers as the benchmark.	GBLIP Committee	2025	Complete the required pre-agreement work with IRCC in order to get the funding agreement signed to continue GBLIP	On Track	Agreement finalized in 2024; staff recruitment is underway.
1. Community & Partnerships	1. Build a strong and inclusive community	1.3 Be a welcoming and inclusive community.	1.3.5 Collaborate with the GBLIP and local community groups to celebrate the diversity of the community.	GBLIP Committee	2025	N/A	On Track	Staff from Economic Development, Human Resources and the Museum actively participated in GBLIP-led events and committees in 2024. Formal committee roles established at the conclusion of the contract
1. Community & Partnerships	1. Build a strong and inclusive community	1.3 Be a welcoming and inclusive community.	1.3.6 Add employment service providers that serve those with disabilities and racialized individuals.	Government Relations	2024	Complete	Complete	The SSM has expanded the role of LEADS Employment Services to address the needs of person with disabilities.
1. Community & Partnerships	2. Enhance and grow partnerships.	2.1 Support Indigenous engagement and reconciliation actions.	2.1.1 Develop and implement an Indigenous Reconciliation Action Plan.	Office of the CAO, Senior Management Team	2024-2026	Completed	Complete	Indigenous Reconciliation Framework and SA Pathway and Action Plan through a Joint Meeting of Bruce County, SFN and Nawash Council in July 2024

1. Community & Partnerships	2. Enhance and grow partnerships.	2.1 Support Indigenous engagement and reconciliation actions.	2.1.2 Add an Indigenous employment service provider with culturally appropriate services.	Government Relations	2023	Completed	Complete	Onboarded HAAMB as a Employment Services Provider in April 2023
1. Community & Partnerships	2. Enhance and grow partnerships.	2.1 Support Indigenous engagement and reconciliation actions.	2.1.3 Prioritize ongoing repatriation and collections management efforts to support Indigenous cultural sovereignty.	Museum & Cultural Services	2023-2026	1. Secure Loan Extension Feb 2026 with OHT (Ontario Heritage Trust) on behalf of SON EO 2. Initiate loan process with TMHC (Timmins Martel) for cultural material (Collingwood Chert) for display in Anishnaabwe Endaat on behalf of SON EO	On Track	Planning for initiatives underway and on track for the workplan outlined for 2025 and 2026
1. Community & Partnerships	2. Enhance and grow partnerships.	2.2 Work collaboratively between departments and with our partners on integration and continuum of excellent services.	2.2.1 Collaborate on innovative service delivery with our municipal partners.	Government Relations, MIC, Local CAOs	2024-2026	Coordinated the transition and reporting on the work of MIC. Embedded learnings and functions within ongoing work. Using local CAO table to identify opportunities for innovation.	On Track	Coordinated the transition and reporting on the work of MIC. Embedded learnings and functions within ongoing work. Using local CAO table to identify opportunities for innovation.
1. Community & Partnerships	2. Enhance and grow partnerships.	2.2 Work collaboratively between departments and with our partners on integration and continuum of excellent services.	2.2.2 Develop a memorandum of understanding with municipal partners for the delivery of planning services.	Planning and Development	2024	All 8 MOUs were completed and are now in effect	Complete	All 8 MOUs with local municipalities have been completed and signed.

1. Community & Partnerships	2. Enhance and grow partnerships.	2.2 Work collaboratively between departments and with our partners on integration and continuum of excellent services.	2.2.3 Develop and implement policies or initiatives that promote the public and partner engagement in the development and delivery of services.	Office of the CAO, Governmental Relations	2024-2026	Explore as 2026 GR strategic initiative	Off Track	To be explored as part of the 2026 GR strategic initiatives.
1. Community & Partnerships	2. Enhance and grow partnerships.	2.3 Live our mission, vision, and values more with partners and the public.	2.3.1 Develop an Intergovernmental Relations Advocacy Program/Office.	Office of the CAO	2023-2024	Complete	Complete	Established the Government Relations Department in April 2025.
1. Community & Partnerships	2. Enhance and grow partnerships.	2.3 Live our mission, vision, and values more with partners and the public.	2.3.2 Annually host and/or participate in at least one community event, symposium, or forum to increase awareness and understanding of the local government's mission, vision, and values.	Office of the CAO, Governmental Relations	2025-2025	Plan municipal forum that will bring together elected official from across Bruce County to understand the role of the County Government	On Track	Completed the first and second annual Investment in Local Services report, and presented the first annual report at local Councils.
1. Community & Partnerships	2. Enhance and grow partnerships.	2.3 Live our mission, vision, and values more with partners and the public.	2.3.3 Advocate for Bruce County perspective on provincial legislative changes.	Office of the CAO, Governmental Relations	2023-2026	Planning for delegations at the annual AMO conference.	On Track	AMO 2024 At the Association of Municipalities of Ontario Conference, County representatives held delegations focused on securing support for energy host communities, infrastructure funding, rural social supports, and health and housing needs. The County also submitted a pre-budget report on these items and did post election re-engagement ROMA 2025: At the Rural Ontario Municipal Association Conference, the County engaged with the Solicitor General and Attorney General on equitable funding for court security (supporting the Municipality of Brockton), and participated in panels on energy procurement, protection of municipal staff from harassment, and land use planning reform.

1. Community & Partnerships	2. Enhance and grow partnerships.	2.3 Live our mission, vision, and values more with partners and the public.	2.3.4 Promote the good work happening in Bruce County by speaking at conferences, through delegations with other levels of government and being recognized through awards.	Office of the CAO, Government Relations, Senior Management Team	2024-2026	Bruce County work profiled at the ROMA conference, including: Negotiating Approvals for Energy Procurement; Growing the Long-Term Care Workforce; Leadership to Protect Employees from Unreasonable Behaviour; Recent Changes in Land-Use Planning: A Rural Perspective.	On Track	Staff were featured on a number of panel, and other sessions at both the WOWC and ROMA conferences.
2. Growth & Innovation	3. Strengthen County’s use of technology and innovative initiatives.	3.1 Provide more integrated services and seamless technology that enhance the customer experience.	3.1.1 Develop and launch a user-friendly digital portal across various service areas that allows for online application submissions and provides the ability to easily track and lookup application status, ultimately improving overall service delivery.	Information Technology Services	2025-2026	Awaiting IT Strategic Plan to Define Milestones.	Not Started	Awaiting the IT Strategic Plan before proceeding with new applications process
2. Growth & Innovation	3. Strengthen County’s use of technology and innovative initiatives.	3.1 Provide more integrated services and seamless technology that enhance the customer experience.	3.1.2 Pilot innovative virtual services to complement and enhance current service delivery options.	Office of the CAO, Senior Management Team Tracking	2025-2026	Awaiting IT Strategic Plan to Define Milestones.	Not Started	The Employment SSM launched a digital service deliver platform to better service clients across the catchment area.
2. Growth & Innovation	3. Strengthen County’s use of technology and innovative initiatives.	3.1 Provide more integrated services and seamless technology that enhance the customer experience.	3.1.3 Increase the number of services available for virtual/online delivery in all the County departments.	Office of the CAO, Senior Management Team Tracking	2025-2026	Awaiting IT Strategic Plan to Define Milestones.	Not Started	Awaiting IT Strategic Plan to Define Milestones.

2. Growth & Innovation	3. Strengthen County’s use of technology and innovative initiatives.	3.2 Maximize organizational data and information sharing.	3.2.1 Work with municipalities to develop a data sharing agreement whereby municipalities share building permit data and County consolidate and aggregate data and report back to municipalities using GIS dashboard.	Community Development Office, Planning and Development	2023-2024	Drafted a data sharing agreement to share and review with the local municipalities	Off Track	Drafted a data sharing agreement to share and review with the local municipalities
2. Growth & Innovation	4. Promote responsible growth.	4.1 Promote economic growth and prosperity across all three economic pillars (agriculture, energy, tourism).	4.1.1 Leverage economic development initiatives to support Bruce County’s entrepreneurs, investors, and business communities.	Community Development Office	2024-2026	Work to achieve this action is outlined in the various actions outlined in 4.1	On Track	Work to achieve this action is outlined in the various actions outlined in 4.1
2. Growth & Innovation	4. Promote responsible growth.	4.1 Promote economic growth and prosperity across all three economic pillars (agriculture, energy, tourism).	4.1.2 Support the implementation of the economic development strategic plan resulting in: Growth of tax base/assessment	Community Development Office	2024-2026	Develop a template to share available lands with potential clients Develop digital investment pitch decks from each potential core sector	On Track	In 2024, Economic development staff attended 9 investment attraction vents, collaborated with a lead generation consultant on 10 projects, and delivered investment attraction training for staff and Council at both County and local levels.
2. Growth & Innovation	4. Promote responsible growth.	4.1 Promote economic growth and prosperity across all three economic pillars (agriculture, energy, tourism).	4.1.3 Support the implementation of the economic development strategic plan resulting in: Growth of population base	Community Development Office	2024-2026	Develop the annual marketing plan and an annual update process for resident attraction marketing work	On Track	Bruce County staff collaborated with local municipalities to support independent resident attraction efforts, hosted a familiarization tour with The Newcomer Centre of Peel, and executed two marketing campaigns in 2024 reach 2 million people, and resulting in over 2600 downloads of the Insider's Guide to Bruce County

2. Growth & Innovation	4. Promote responsible growth.	4.1 Promote economic growth and prosperity across all three economic pillars (agriculture, energy, tourism).	4.1.4 Support the implementation of the economic development strategic plan resulting in: Diversification of economic base (growth of businesses in sectors outside of agriculture, energy, and tourism)	Community Development Office	2024-2026	N/A	On Track	In 2024, staff engaged with federal and provincial economic development agencies to explore opportunities beyond the three core sectors, resulting in several potential projects added to the investment attrition pipeline.
2. Growth & Innovation	4. Promote responsible growth.	4.1 Promote economic growth and prosperity across all three economic pillars (agriculture, energy, tourism).	4.1.5 Support the implementation of the economic development strategic plan resulting in: Businesses retention	Commissioner of Community Development	2024-2026	Actions associated with this item are combined with 4.2.2.	On Track	Actions associated with this item are combined with 4.2.2.
2. Growth & Innovation	4. Promote responsible growth.	4.2 Support the growth of local businesses through business support programs (agriculture, energy, tourism).	4.2.1 Increase the number of businesses participating in the Business to Bruce program.	Community Development Office	2024-2025	Launch Round 2 of the Side Gig Program, Increase marketing of Core program, specifically related to business start up	On Track	A new annual marketing plan was implemented in 2024, featuring increased business walks and a focus on local success stories. The Side Gig program launched in early 2025.
2. Growth & Innovation	4. Promote responsible growth.	4.2 Support the growth of local businesses through business support programs (agriculture, energy, tourism).	4.2.2 Implement a business retention and expansion program through Business to Bruce to support the growth of existing businesses in Bruce County by the end of 2026.	Community Development Office	2024-2025	On Board on new local municipality to the program, complete data analysis for currently onboarded communities	On Track	Following the 2023 pilot, three municipalities joined the program in 2024, with the first evaluation completed for Saugeen Shores.

2. Growth & Innovation	4. Promote responsible growth.	4.3 Enhance the attractiveness and vitality of downtown areas through the Spruce the Bruce program.	4.3.1 Support at least one new downtown revitalization project per year through the Spruce the Bruce program by the end of 2026.	Office of the CAO	2024-2026	Applications launch for the Streetscape Beautification and Community Signage Grant Programs for 2025	On Track	In 2024, staff consulted with three local municipalities undertaking downtown revitalization planning. Spruce the Bruce also provided 9 Streetscape Improvement Grants and 1 Community Signage Project.
2. Growth & Innovation	4. Promote responsible growth.	4.3 Enhance the attractiveness and vitality of downtown areas through the Spruce the Bruce program.	4.3.2 Increase the number of businesses participating in the Spruce the Bruce program.	Office of the CAO, Communications	2024-2026	Partner with local municipalities to do localized news releases announcing the opening of the program	On Track	In 2024, staff collaborated with municipalities to leverage additional municipal funding, increasing the number of grants awarded and enhancing the impact in participating communities
2. Growth & Innovation	4. Promote responsible growth.	4.3 Enhance the attractiveness and vitality of downtown areas through the Spruce the Bruce program.	4.3.3 Implement a façade improvement program through Spruce the Bruce to enhance the visual appeal of downtown areas.	Office of the CAO, Government Relations	2024	Completed	Complete	In 2024, the new program for onboarding communities was implemented to bring Tiverton and Formosa into the Spruce the Bruce Program with new Façade guidelines developed
2. Growth & Innovation	4. Promote responsible growth.	4.4 Stabilize and grow sustainable revenue through long-term planning supported by a stable financing strategy that reduces reliance on debt financing.	4.4.1 Develop and implement a long-term financial plan that includes revenue growth and diversification strategies.	Senior Management Team, Corporate Services	2023-2024	To be completed as part of the DC Background Study	Off Track	Items 4.4.1, 4.4.2, and 4.4.3 would be completed in a long-term financial plan. This plan has been included in the Development Charges Background Study (with the re-introduction of studies as eligible) and is included in the 2027 County budget.

2. Growth & Innovation	4. Promote responsible growth.	4.4 Stabilize and grow sustainable revenue through long-term planning supported by a stable financing strategy that reduces reliance on debt financing.	4.4.2 Undertake fees review and implement user fees to offset cost to deliver some services.	Senior Management Team, Corporate Services	2025-2026	To be completed as part of the DC Background Study	Off Track	Items 4.4.1, 4.4.2, and 4.4.3 would be completed in a long-term financial plan. This plan has been included in the Development Charges Background Study (with the re-introduction of studies as eligible) and is included in the 2027 County budget.
2. Growth & Innovation	4. Promote responsible growth.	4.4 Stabilize and grow sustainable revenue through long-term planning supported by a stable financing strategy that reduces reliance on debt financing.	4.4.3 Identify services that should be cost recovery versus subsidized by the overall tax levy.	Senior Management Team, Corporate Services	2025-2026	To be completed as part of the DC Background Study	Off Track	Items 4.4.1, 4.4.2, and 4.4.3 would be completed in a long-term financial plan. This plan has been included in the Development Charges Background Study (with the re-introduction of studies as eligible) and is included in the 2027 County budget.
2. Growth & Innovation	4. Promote responsible growth.	4.4 Stabilize and grow sustainable revenue through long-term planning supported by a stable financing strategy that reduces reliance on debt financing.	4.4.4 Increase external sources of revenue and reduce reliance on property taxes.	Office of the CAO, Senior Management Team, Corporate Services	2025-2026	Complete	Complete	With the introduction of Development Charges in 2024 the County has a reliable funding source for growth-related expenses such as capital costs, long-term debt and forward looking plans and studies. This will reduce the reliance on the tax base.
2. Growth & Innovation	4. Promote responsible growth.	4.4 Stabilize and grow sustainable revenue through long-term planning supported by a stable financing strategy that reduces reliance on debt financing.	4.4.5 Reduce the county municipal infrastructure deficit/gap.	Office of the CAO, Senior Management Team, Corporate Services	2025-2026	Complete	Complete	Completed through the adoption of the Asset Management Plan. 2.5% annual increase is included in the annual budget to continue to close this gap

2. Growth & Innovation	4. Promote responsible growth.	4.5 Improve transportation options and connectivity in Bruce County.	4.5.1 Develop and implement a transportation demand management program to promote carpooling, active transportation, and telecommuting by 2026.	Community Development Office, Transportation & Environmental Services	2024-2026	Imbed transit planning in the Environmental Sustainability Action Plan. Funding approved to Work with Grey County, Dufferin County, and SMART Transit to explore transit planning for regional transit	On Track	Launched the Smart Commute App at the end of 2024 to support ridesharing. Completed transportation demand study, and focused on 4 of the 8 short term recommendations that were implemented by the end of 2024
2. Growth & Innovation	4. Promote responsible growth.	4.5 Improve transportation options and connectivity in Bruce County.	4.5.2 Consider options to expand the network of multi-use trails in Bruce County by the end of 2026.	Transportation & Environmental Services	2024-2026	Planning, costing and procurement documents for 2025 initiatives	On Track	Work started in 2025
2. Growth & Innovation	4. Promote responsible growth.	4.6 Build forward thinking, evidence informed capital and operating plans.	4.6.1 Through the budget process review current capital and operating plans to identify areas for improvement in forward thinking and evidence-based decision-making.	Office of the CAO, Corporate Services	2025-2026	Complete	Complete	With the adoption of the Asset Management Plan, the introduction of Development Charges and the completion of a number of condition assessments and service reviews the County has taken a more evidence based approach in completing annual budgets. These plans and studies are on update cycles (3 to 5 years) and will continue to be completed to ensure this practice continues
2. Growth & Innovation	4. Promote responsible growth.	4.6 Build forward thinking, evidence informed capital and operating plans.	4.6.2 Develop 10- or 20-year capital replacement plans to ensure reserve balances and transfers to reserves are sufficiently funded.	Office of the CAO, Corporate Services	2025-2026	Complete	Complete	Completed through the adoption of the Asset Management Plan.

2. Growth & Innovation	4. Promote responsible growth.	4.6 Build forward thinking, evidence informed capital and operating plans.	4.6.3 Update reserves policies to include targeted annual funding and balances based on the Asset Management Plan and industry best practices for the operating reserves.	Corporate Services	2025-2026	Complete	Complete	Done in 2024 through a number of reserve and reserve fund updates.
2. Growth & Innovation	4. Promote responsible growth.	4.6 Build forward thinking, evidence informed capital and operating plans.	4.6.4 Implement public consultation for the County budget to increase satisfaction with the local government’s capital and operating plans, including their alignment with community needs and evidence-based decision-making.	Corporate Services	2023-2026	Complete	Complete	A budget survey was done in 2024 and has been built into the annual budgeting process to be done annually
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.1 Model transformative leadership and drive engagement at all levels of the organization.	5.1.1 Conduct surveys of employees to assess their level of engagement and satisfaction with the current leadership and management practices. (e.g., Guarding Minds).	Office of the CAO, Human Resources	2023, 2025	Planning for survey rollout and communications	On Track	Work started in 2025 as part of the bi-annual survey
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.1 Model transformative leadership and drive engagement at all levels of the organization.	5.1.2 Report following corporate-wide surveys on actions and outcomes for further transparency and openness.	Office of the CAO, Senior Management Team, Human Resources	2023, 2025	NA	On Track	Pending Guarding Minds Survey & Associated Action Plan

3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.1 Model transformative leadership and drive engagement at all levels of the organization.	5.1.3 Increase the percentage of employees who report feeling heard and valued by their supervisors.	Office of the CAO, Senior Management Team, Human Resources	2023-2026	NA	On Track	Pending Guarding Minds Survey & Associated Action Plan
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.1 Model transformative leadership and drive engagement at all levels of the organization.	5.1.4 Host at least one leadership workshop or training session for managers and supervisors every year.	Office of the CAO, Leadership Day Committee	2023-2026	NA	Complete	Program is established and running with an established date in May of each year.
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.1 Model transformative leadership and drive engagement at all levels of the organization.	5.1.5 Execute and deploy strategies or programs surrounding engagement and well-being.	Office of the CAO, Senior Management Team, Human Resources	2023-2026	1. EFAP Transition to Homewood Health 2. EFAP Supervisor/Manager Training Sessions 3. EFAP Staff Training Sessions 4. Departmental distribution of promotional EFAP material	On Track	1. Switched Corporate Wellness Committee to Recognition and Events Committee. 2. Deployed Corporate Staff Recognition Meal (September) at each Hub location for all staff
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.2 Create a process in which policies and procedures are continually enhanced.	5.2.1 Develop a standardized format for reviewing policies and procedures, including criteria for evaluation and define roles and responsibilities.	Office of the CAO, Legislative Services	2024-2025	Policy development and internal review	On Track	A draft policy review framework has been developed by the Clerk, and in is the internal review process

3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.2 Create a process in which policies and procedures are continually enhanced.	5.2.2 Solicit feedback from stakeholders, including employees, customers, and partners, to incorporate their input in the policy and procedure review process.	Office of the CAO, Legislative Services	2024-2025	Policy development and internal review	On Track	A draft policy review framework has been developed by the Clerk, and in is the internal review process
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.2 Create a process in which policies and procedures are continually enhanced.	5.2.3 Form cross-functional teams, as applicable, to revise current policies and procedures identified for improvement.	Office of the CAO	2025-2026	Policy development and internal review	On Track	A draft policy review framework has been developed by the Clerk, and in is the internal review process
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.3 Actively foster Equity, Diversity, and Inclusion (EDI) in all aspects of our work.	5.3.1 Develop and implement policies or initiatives that promote EDI in recruitment, hiring, and retention practices.	Office of the CAO, Senior Management Team, Human Resources	2024-2026	Expand reach of job posting boards to include job boards at SFN and Nawash	On Track	Pending development of EDI Strategic Plan
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.3 Actively foster Equity, Diversity, and Inclusion (EDI) in all aspects of our work.	5.3.2 Conduct corporate-wide EDI training sessions for employees at all levels of the organization by the end of 2024.	Human Resources	2024	Pending development of EDI strategic plan	Not Started	Pending development of EDI Strategic Plan

3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.3 Actively foster Equity, Diversity, and Inclusion (EDI) in all aspects of our work.	5.3.3 Conduct a survey of employees to assess their understanding of and commitment to EDI principles.	Human Resources	2024	Complete	Complete	Completed EDI Staff Assessment through Feminuity
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.3 Actively foster Equity, Diversity, and Inclusion (EDI) in all aspects of our work.	5.3.4 Increase the diversity of the workforce every year.	Office of the CAO, Senior Management Team, Human Resources	2024-2026	Workplan and goals are pending the development of the EDI strategic plan	Not Started	Workplan and goals are pending the development of the EDI strategic plan
3. Culture & Capacity	5. Ensure a positive, inclusive, and accountable work culture	5.3 Actively foster Equity, Diversity, and Inclusion (EDI) in all aspects of our work.	5.3.5 Add additional EDI resources by the end of 2026.	Human Resources	2025-2026	1. Participation in Canadian Centre for Diversity & Inclusion (CCDI) Conference 2. Employer Partner of CCDI in 2024 and ongoing	On Track	CCDI Membership - Employer Partner since 2024
3. Culture & Capacity	6. Be an employer of choice.	6.1 Be an employer of choice across the employment life cycle.	6.1.1 Regularly engage employees to assess their satisfaction with the employment life cycle.	Human Resources	2025-2026	Work starting in Q2 2025	Not Started	Work planned for 2025

3. Culture & Capacity	6. Be an employer of choice.	6.1 Be an employer of choice across the employment life cycle.	6.1.2 Develop and implement initiatives or policies that promote work-life balance.	Human Resources, Senior Management Team	2023-2026	Implement new policies, including: Pregnancy, parental and/or Adoption Leave Supplemental Income Benefit Health and Wellness Leave Days New EFAP Update to Bank/Lieu Time	On Track	Implemented policy changes for 2025.
3. Culture & Capacity	6. Be an employer of choice.	6.1 Be an employer of choice across the employment life cycle.	6.1.3 Increase attraction and the retention rate of employees year over year.	Office of the CAO, Senior Management Team, Human Resources	2025-2026	Ongoing monitoring and strategies to address employee turnover challenges.	Not Started	Ongoing monitoring and strategies to address employee turnover challenges.
3. Culture & Capacity	6. Be an employer of choice.	6.1 Be an employer of choice across the employment life cycle.	6.1.4 Review compensation structure to provide fair, compliant, affordable, and competitive pay structure.	Human Resources	2023	Review and update Compensation policy.	Complete	2023 - Market Review with 2024 Implementation
4. Environment & Climate Change	7. Build capacity to adapt to and mitigate the impacts of climate change.	7.1 Build organizational capacity to create an Action Plan for environmental sustainability in the County.	7.1.1 Establish a cross-departmental team to build capacity in the preparatory phase of the Climate Action Plan work, with relevant stakeholders represented.	Office of the CAO, Senior Management Team, Cross-Functional Team TBC	2025	Draft Project Charter; present to Senior Management Team (SMT)	On Track	Work planned for 2025

4. Environment & Climate Change	7. Build capacity to adapt to and mitigate the impacts of climate change.	7.1 Build organizational capacity to create an Action Plan for environmental sustainability in the County.	7.1.2 The cross-departmental team will: Conduct a needs assessment to identify gaps and opportunities for improvement of the organization’s capacity	Office of the CAO, Senior Management Team, Cross-Functional Team TBC	2025	Q2 2025 Action	Not Started	Work planned for 2025
4. Environment & Climate Change	7. Build capacity to adapt to and mitigate the impacts of climate change.	7.1 Build organizational capacity to create an Action Plan for environmental sustainability in the County.	7.1.3 The cross-departmental team will: Undertake an Environmental scan and SWOT analysis	Office of the CAO, Senior Management Team, Cross-Functional Team TBC	2025	Q3 2025 Action	Not Started	Work planned for 2025
4. Environment & Climate Change	7. Build capacity to adapt to and mitigate the impacts of climate change.	7.1 Build organizational capacity to create an Action Plan for environmental sustainability in the County.	7.1.4 The cross-departmental team will: Provide training and programming for staff and partner stakeholders	Office of the CAO, Senior Management Team, Cross-Functional Team TBC	2025	Q4 2025 Action	Not Started	Work planned for 2025
4. Environment & Climate Change	7. Build capacity to adapt to and mitigate the impacts of climate change.	7.1 Build organizational capacity to create an Action Plan for environmental sustainability in the County.	7.1.5 The cross-departmental team will: Define the timeline and milestones for the development of the Climate Action Plan	Office of the CAO, Senior Management Team, Cross-Functional Team TBC	2025	Q2 2025 Action	Not Started	Work planned for 2025

4. Environment & Climate Change	7. Build capacity to adapt to and mitigate the impacts of climate change.	7.2 Protect and enhance the natural environment and green spaces in the County.	7.2.1 Conduct a comprehensive assessment of critical habitats, green spaces and other environmental features that support biodiversity, ecosystem services and recreational opportunities.	Transportation and Environmental Services, Planning and Development	2024-2025	Q2 2025 Action	Not Started	Work planned for 2025
4. Environment & Climate Change	7. Build capacity to adapt to and mitigate the impacts of climate change.	7.2 Protect and enhance the natural environment and green spaces in the County.	7.2.2 Conduct a comprehensive review of current policies and practices related to environmental sustainability and natural heritage conservation.	Transportation and Environmental Services, Planning and Development	2024-2025	Q2 2025 Action	Not Started	Work planned for 2025
4. Environment & Climate Change	7. Build capacity to adapt to and mitigate the impacts of climate change.	7.2 Protect and enhance the natural environment and green spaces in the County.	7.2.3 Foster partnerships with local organizations, stakeholders, and residents to promote conservation efforts and raise awareness about the importance of protecting natural resources.	Senior Management Team, Transportation & Environmental Services, Planning and Development, Cross-Functional Team TBC	2024-2025	Q3 2025 Action	Not Started	Work planned for 2025
4. Environment & Climate Change	7. Build capacity to adapt to and mitigate the impacts of climate change.	7.2 Protect and enhance the natural environment and green spaces in the County.	7.2.4 Encourage the use of renewable energy and energy-efficient practices in both public and private sectors, through partnerships.	Commissioner of Community Development	2024-2026	Onboard the Energy Transition Specialist, launch the Energy Transition Initiative, with dedicated webpage and initial marketing	On Track	In 2024, Staff applied and were successful receiving dollars from the Provincial government to develop the Energy Transition Program.