



Appendix A


County of Essex Strategic Plan Implementation 2025 Status Update

Working as Team Essex County

The County will empower staff and be an essential team player in driving shared priorities with Local Municipal Partners.


	Goal 1: Working as Team Essex County	Percent Complete (2024)	Percent Complete (2025)
	Formalize needs-based discussions around shared systems or purchasing opportunities at service and department level regional collaborative groups	100%	100%
	Develop a Strategic Plan for Essex County Library	100%	100%
	Conduct a review of the County's external discretionary commitments (i.e., TWEPI, Invest WindsorEssex)	100%	100%
	Formalize bi-monthly CAO meetings with terms of reference and establish a rotating chair	100%	100%
	Develop a new standard reporting template for staff reports that includes reporting on Strategic Plan alignment	100%	100%
	Integrate strategic plan into annual corporate and divisional business planning and budgeting processes and reports	100%	100%
	Update the County's EMS Master Plan	100%	100%
	Investigate specific shared purchasing and procurement opportunities for infrastructure services (e.g. shared fleet procurements, salt purchasing, etc.)	100%	100%
	Implement County Wide HRIS	75%	100%


	Goal 1: Working as Team Essex County	Percent Complete (2024)	Percent Complete (2025)
	Maintain the profile of council through increase visibility of the Warden	50%	100%
	Continue to support participation in regional and provincial service planning, delivery, and procurement groups and networks (e.g., Windsor-Essex Ontario Health Team; Connect Windsor-Essex; Golden Triangle; Regional CSWB coordination table, OECM, LAS etc.)	75%	75%
	Increase Strategic Plan awareness and visibility by posting the plan in Council Chambers and print options or story boards in offices	75%	75%
	Develop an annual advocacy strategy for Council approval	75%	75%
	Develop a consolidated data base of all existing shared service, purchasing, and procurement opportunities offered by the County and participation in those opportunities	50%	75%
	Facilitate formalized individual LMP specific check-in's between the CAO and Council and the Warden and Council	50%	75%
	Regular participation by the Warden and CAO at Municipal Conferences (i.e. AMO, ROMA, etc.) with coordinated priorities among messaging from the County and LMPs	50%	75%
	Develop a running list of "top priorities" from LMPs - through ongoing consultation	50%	75%
	Coordinate regular meetings between County Leadership and local political representatives	50%	75%
	Conduct a review the County's existing of funding and cost recovery models for shared services	25%	75%
	Establish annual County "CAO Tour" to LMP Councils	25%	75%
	Establish a shared list and meeting schedule for regional functional groups including those the County leads and/or participates in (e.g. Tax and Treasures group, CAOs, IT group, Clerks Group, Asset management group, records management group, Procurement group, Planners group, Infrastructure	50%	50%


	Goal 1: Working as Team Essex County	Percent Complete (2024)	Percent Complete (2025)
	Group, Communicators group, Fire Chiefs meeting, Emergency Management Meetings, regional HR group, CWATS planning group)		
	Investigate formalization of knowledge transfer from regional functional groups to SMT at the County and LMPs (e.g., standard agenda items, minutes, formal chairs, etc.)	50%	50%
	Identify priority groups and associations that the County would like to maintain representation on and promote staff participation in	50%	50%
	Conduct a comprehensive Service Delivery Review on existing County Services	25%	50%
	Develop annual reporting frameworks to LMPs on existing shared service, purchasing, and procurement opportunities offered by the County including the value of existing opportunities for participating LMPs	25%	25%
	Establish “terms of reference” with LMPs for establishing principles for shared services and develop a final “charter” of shared services principles for approval by Council	20%	25%
	Complete the Road Rationalization Study and Exercise for County Roads	20%	25%

Growing as Leaders in Public Service Excellence

The County will be a recognized leader in regional governance and a trusted provider of quality public services.


	Goal 2: Growing as Leaders in Public Service Excellence	Percent Complete (2024)	Percent Complete (2025)
	Conduct a market study and compensation review for non-union staff	100%	100%


 Goal 2: Growing as Leaders in Public Service Excellence	Percent Complete (2024)	Percent Complete (2025)
Conduct a Council Remuneration Study to assess the relevance and competitiveness of the existing remuneration formula	100%	100%
Review and update procedural By-law	100%	100%
Establish a formal reporting structure and protocol for County Council meeting outcomes	100%	100%
Review and update all existing delegation By-laws. Review and update the delegation of authority over solicitation matters.	100%	100%
Identify and measure key trackable talent management metrics to develop a baseline understanding of the County's workforce landscape (e.g. employee turnover, retirements, vacancy duration, etc.)	50%	100%
Explore platforms for management level staff to coordinate at a corporate level, such as Middle Manager Meetings.	50%	100%
Continue to implement employee recognition programs (including Cheers for Peers, Long term services pins, recognition wall, etc.)	50%	100%
Establish an annual Council education and training plan/program based on Council and Warden guidance (regular annual training)	50%	100%
Conduct regular consultation with Council on education and training priorities and program success	50%	100%
Review and update the County's Procurement Policy	50%	100%
Review and update procedural By-law	50%	100%
Establish a policy for how Council will review and approve the budgeting and hiring of net new FTEs. Hiring Policy	75%	90%
Continue to promote existing and new staff engagement opportunities across the organization	75%	75%
Continue to expand functionality and drive usage of "County Connect" including through use of the app	50%	75%

 Goal 2: Growing as Leaders in Public Service Excellence	Percent Complete (2024)	Percent Complete (2025)
Continue "Ask Our CAO" program that empowers staff to ask questions and provide feedback	50%	75%
Establish an annual regular reporting framework and structure for strategic plan progress (with increasing cadence with sophistication)	25%	75%
Conduct a compensation review for bargaining units in advance of bargaining	20%	75%
Continue to implement the County's record and information management 5-year plan including compliance with record management SOPs	50%	50%
Develop annual Stakeholder Communications and Engagement Plans that consolidates existing communications strategies and policies.	50%	50%
Establish a DEI Policy for the County	25%	25%
Establish a comprehensive employee development program (including onboarding, development, and succession planning)	20%	20%

Building a Regional Powerhouse

The County will help create the conditions to make the region a powerhouse in public and private investment attraction.

 Goal 3: Building a Regional Powerhouse	Percent Complete (2024)	Percent Complete (2025)
Develop an Infrastructure Services Expansion plan for the County	100%	100%
Update Reserve & Reserve Fund Policy	100%	100%
Establish a Complete Asset Inventory for the County	100%	100%
Move to Condition-based reporting for all major assets	100%	100%

	Goal 3: Building a Regional Powerhouse	Percent Complete (2024)	Percent Complete (2025)
	Review and update the County's Official Plan (OP)	100%	100%
	Efficient Delivery of Critical Infrastructure: The County Road 42 & County Road 43 Roundabout	100%	100%
	Develop annual asset management plans in accordance with legislative requirements	75%	100%
	Develop a regional affordable and attainable housing strategy	75%	100%
	Develop industrial lands CIP guidelines for LMPs	75%	90%
	Conduct a background study on Development Charges (DC) for Council consideration	50%	75%
	Conduct a Condition Assessment and Feasibility Study of Sun Parlor Long Term Care Home	50%	75%
	Update the County's land use mapping	50%	75%
	Conduct consultations with LMPs, ERCA, and developers on existing planning and development processes and opportunities for streamlining and harmonization	50%	50%
	Lead consultations with LMPs to better understand development tools for commercial and residential lands and development and possible County supports	50%	50%
	Develop a Truth and Reconciliation Action Plan for the County	25%	50%
	Lead outreach to local First Nations governments to build internal relationship and establish regular lines of communication	25%	25%
	Lead consultation with LMPs on expected major development opportunities	25%	25%
	Explore and develop a report for Council on governance framework and funding model options for land banking	25%	25%
	Conduct an employment lands and needs assessment	20%	25%

 Goal 3: Building a Regional Powerhouse	Percent Complete (2024)	Percent Complete (2025)
Implement the regional affordable and attainable housing strategy	50%	ON HOLD