

Strategic Action Plan

Progress Tracker – November 5, 2025



Goals

-  Working as Team Essex County
-  Growing as Leaders in Public Service Excellence
-  Building a Regional Powerhouse

Overview



- Essex County Council approved the County's first-ever Strategic Plan in December 2023
- The Plan includes **three strategic goals, ten strategic directions, and 25 strategic initiatives** intended to guide Council and staff from 2024 to 2027 and beyond
- An **Implementation Roadmap** has been established by Administration with support from StrategyCorp Inc.
- The Implementation Roadmap provides clear direction, accountability and realistic timelines

Vision, Mission & Values

VISION

The County of Essex strives to be a regional champion and trusted partner in delivering services for the success of our local communities and residents

MISSION

Through meaningful partnerships, strong advocacy, and informed decision-making we deliver fair and valuable regional programs and services for our communities

VALUES

Accountability • Inclusion • Teamwork • Equity • Champion • Service Excellence

Strategic Goals



Goal 1: Working as Team Essex County

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 2: Growing as Leaders in Public Service Excellence

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 3: Building a Regional Powerhouse

Building a Regional Powerhouse: The County will help create the conditions to make the region a powerhouse in public and private investment attraction

Strategic Action Items for 2025



1. Working as Team Essex County

- ✓ Complete HRIS Implementation (HR/Payroll)
- ✓ Propose an Advocacy Strategy for Council (Nov 5)
- LMP Discussions on Shared Services and Funding Models

2. Growing as Leaders in Public Service Excellence

- ✓ Formalize regular (biennial) Employee Engagement and Satisfaction Survey
- Develop a Recruitment Strategy
- Address employee wellness and attendance issues

3. Building a Regional Powerhouse

- ✓ Complete Regional Affordable Housing Strategy
- Complete DC Background Study, Consider Bylaw
- Develop a Truth & Reconciliation Action Plan





Goal 1: Working as Team Essex County



Directions

1. Scaling Sustainable Services through Innovation
2. Focusing “Team Essex County” for Results
3. Advocating for Essex County’s Fair Share



2025 Accomplishments

- ✓ Implement County Wide HRIS (HR/Payroll)
- ✓ Maintain the profile of Council through increase visibility of the Warden
- ✓ Formalize needs-based discussions around shared systems or purchasing opportunities at service and department level regional collaborative groups
- ✓ Formalize bi-monthly CAO meetings with terms of reference
- ✓ Integrate strategic plan into annual corporate and divisional business planning and budgeting processes and reports
- ✓ Investigate specific shared purchasing and procurement opportunities for infrastructure services (e.g. shared fleet procurements, salt purchasing, etc.)



Goal 2: Growing as Leaders in Public Service Excellence



Directions

4. Being an Employer with Impact
5. A Government Working for the People
6. Promoting Transparency and Awareness



2025 Accomplishments

- ✓ 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.)
- ✓ Explore platforms for management level staff to coordinate at a corporate level, such as Middle Manager Meetings
- ✓ Continue to implement employee recognition programs (including Cheers for Peers, Long term services pins, recognition wall, etc.)
- ✓ Establish an annual Council education and training plan/program based on Council and Warden guidance (regular annual training)
- ✓ Completed a strategic planning session with Sun Parlor Home to support the development of their departmental Strategic Plan



Goal 3: Building a Regional Powerhouse



Directions

7. Providing Reliable Infrastructure for Partners
8. Supporting Dynamic and Thriving Communities Across the County
9. Harmonizing Action for Growth
10. Advancing Truth and Reconciliation



2025 Accomplishments

- ✓ Develop annual asset management plans in accordance with legislative requirements
- ✓ Adoption of the County's Official Plan (OP)
- ✓ Develop a regional affordable and attainable housing strategy
- ✓ Update Reserve & Reserve Fund Policy
- ✓ Present the first draft of a County Development Charges (DC) By-law for Council consideration
- ✓ Advance Truth and Reconciliation

Looking Ahead to 2026

1. Working as Team Essex County

- Conduct a review of the County's existing funding and cost recovery models for shared services
- Develop a consolidated data base of all existing shared service, purchasing, and procurement opportunities offered by the County and participation in those opportunities
- Continue moving forward on the Road Rationalization Study

2. Growing as Leaders in Public Service Excellence

- Conduct a compensation review for bargaining units in advance of bargaining
- Develop annual Stakeholder Communications and Engagement Plans that consolidates existing communications strategies and policies
- Address employee wellness and attendance issues

3. Building a Regional Powerhouse

- Conduct a Condition Assessment and Feasibility Study of Sun Parlor Home
- Finalize industrial lands CIP guidelines for LMPs
- Update the County's land use mapping
- Develop and present implementation options for the Regional Affordable Housing Strategy to Council for consideration
- Complete DC Background Study/By-law
- Develop a Truth & Reconciliation Action Plan



Strategic Action Plan



To Learn More Visit

Countyofessex.ca



Questions



Thank you

For further information

Sandra Zwiers

szwiers@countyofessex.ca

