

2023 Bruce County Business Plan

Department: Office of the CAO

Strategic Priorities:

1. **Find Creative new ways to engage our public:** through focusing on making the County accessible to citizens through access to and provision of timely and relevant information.
2. **Eliminating our own red tape:** through focusing on both the internal and external customer/clients and reviewing, confirming and amending processes as deemed necessary
3. **Explore alternate options to improve efficiency and services:** through review of services between service divisions and with other municipalities, other levels of government and service partners, intending to confirm roles and responsibilities and reduce duplication of efforts
4. **Find creative new ways to engage our public:** through initiation, creation and future implementation of revised corporate strategic planning processes
5. **Find creative new ways to involve all staff in our future:** through continued implementation of employee engagement and communication strategies
6. **Stimulate and reward innovation and economic development:** through the responsive and flexible implementation of initiatives that meet broad community needs, especially in challenging times and build and improve upon existing innovation and expertise among businesses and employees
7. **Coordinate concerted efforts to advance our agenda:** through collaborative partnerships for economic development, service provision, community and citizen health and wellness and business enhancement and retention

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2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
Legislative Initiatives:				
1. Council and Committee Process and Procedures	\$5000 (Professional Review)	\$0	To be managed from within existing budget	Procedural By-law update completed. Committee Terms of Reference completed in February 2024
Strategic Initiatives:				
2. Cultural Action Plan (CAP)	To implementing the “Short Term (Year 2 & 3)” recommendations described within the Cultural Action Plan, the proposed 2023 expenditure is \$25,000.	\$0	\$25,000	<p>The Director of Library Services has successfully overseen the completion of the project's leadership transition planning.</p> <p>A steering committee and work plan for delivering the Cultural Action Plan has been established and work is under way to continue delivering the recommendations described within the CAP.</p>
3. Archeological Management Plan (AMP)	Develop an implementation process and plan, in collaboration with key stakeholders (i.e., municipalities and Indigenous communities).	\$0	To be managed from within existing budget.	Discussions continue as we collaborate with stakeholders to finalize an implementation plan. This involves regular touchpoints with Indigenous partners and municipalities, along with joint information sharing within the broader planning and archaeological

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				communities.
4. Municipal Innovation Council	Commitment: Contribution of \$50,000 per annum for an additional 3 years; 2023 is the 1 st year of this renewed commitment.	\$0	\$50,000	On November 2, 2023 Council received the Municipal Innovation Council 2023 Annual Impact Report presentation from Tony Houad, Director, Municipal Innovation Council. The report is available at: MIC 2023 Annual Impact Report
5. Indigenous Engagement	Commitment: Contribution of \$90,000 towards the Indigenous Reconciliation Planning Initiative. Indigenous engagement/consultation on the Indigenous Reconciliation Planning Initiative and Downie Wenjack Fund Legacy Space, the proposed 2023 expenditure is \$60,000.	\$0	\$150,000	Collaborating with NVision Insight, we are actively facilitating 'The Path' cultural competency training and shaping the County's Reconciliation Plan. As of December 2023, Course #1 has 377 completions, and Course #2 has 40 completions. Engagement on the Reconciliation Action Plan is moving into the framework stage. Key activities completed

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				include a staff Survey (150+ responses), engagement with departments (130+ staff), interviews with elected officials, and ongoing collaboration with Indigenous partners.
6. County Land Ownership Research and Process Improvements	\$110,999 Real Estate Clerk position (based on the position moving to permanent FT in 2023); plus, operational funding (research costs) to improving our corporate property acumen - in support of capital/ infrastructure activities.	\$0	\$110,999	Continuing to provide significant assistance in addressing comprehensive land acquisition, disposition, and ownership issues, the staff member collaborates closely with service areas, particularly TES, to bolster support for capital and infrastructure activities.
Corporate and Leadership Initiatives				
7. Corporate Training - including “Managing in Municipal Environments” (provided in partnership with Loyalist College), Lean, as well as targeted corporate training	\$30,000	\$0	\$30,000 (\$90,000 noted above under Indigenous Engagement)	Beginning Q4 2023, Bruce County launched our 10 th cohort of “Loyalist”, with course work returning in person for the 1 st time since COVID. Off-site strategic/leadership day was held Nov.22, and we will be returning to our regular spring schedule beginning

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	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
relating to Annual Offsite Strategic/Leadership				May 2024. LEAN training continues on a self-directed regular basis.
8. Development and Implementation of 2022-2026 Bruce County Strategic Plan and Business Plan process	Total proposed expenditure - \$100,000 2022 - \$80,000 2023 - \$20,000 If approved, potential to be supported by Development Charges.	\$0	\$20,000	Following Council approval of the new strategic plan in Q3, a cross functional team was launched, and a comprehensive project charter has been crafted. This document delineates the project's goals, objectives, and the roles and responsibilities of the team members.
9. Support Corporate Facilities Resources Planning	Support the advancement of the Corporate Facilities Resources Plan towards implementation.	\$0	Manage within operating budget (in Non-Departmental Services budget)	Transition of existing corporate staffing resources from Corporate Services to the Office of the Chief Administrative Officer has been completed.
10. Organization Review	Organizational/ Structure Review will review the most significant challenges and opportunities facing the County to improve efficiency and increase effectiveness.	\$0	To be managed from within existing budget	Completed as part of 2023 budget deliberations.

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	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
11. Intergovernmental Relations Office	Continue developing and growing our Intergovernmental Relations function.	\$0	To be managed from within existing budget	<p>An inventory of intergovernmental needs across the county, within each department, was conducted to shape a policy agenda aligning with the Community Development Office (CDO) and the County Strategic Plan.</p> <p>Council endorsed this Intergovernmental Relations policy agenda, along with associated delegation requests for ROMA (January 2024), on November 16. Ongoing follow-up work on AMO delegations is in progress, and preparations for ROMA panels and delegations have commenced.</p>

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2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Legislative Initiatives				
1. Council and Committee Processes Owners: Clerk (lead), Deputy Clerk and CAO	Review the structure of the various Boards and Committees ensuring legislative requirements are being met; and meeting agendas are effective and efficient. Review and update the Procedural By-law.	Expect costs to be covered from within existing budget	Updated Procedural By-law and governing documents for Boards and Committees.	Existing Budget
2. Electronic Records Management Owners: Clerk & ITS Lead. All Departments	In collaboration with Information Technology Services implementation of a corporate records management system for all departments. To be completed over 2 years.	\$200,000 (2023) and \$200,000 (2024)	Implement at corporate records management system phased in over 2023 and 2024.	Existing Budget This item was cut from the 2023 budget & business plan
Strategic Initiatives				
3. Cultural Action Plan (CAP) Owners: Director of Library Services, Corporate, SMT, CAO	Implement, and coordinate CAP-related and other heritage, culture, and artistic expression Initiatives (“Short Term: Year 2 & 3”).	\$25,000 (for 2023, request for levied funds)	Recognition and promotion of all things that are good, special, and unique about our community, including the cultural, heritage; and integrate these resources across all facets of County business.	Maintain Services
4. Archeological Management Plan (AMP)	Develop an implementation process and plan, in collaboration with key	Expect costs to be covered from within	Positive and constructive dialogue continues in our ongoing efforts to develop a	Maintain Services

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Owners: Corporate Strategic Initiatives Specialist, Planning and Development	stakeholders (i.e., municipalities and Indigenous communities).	existing budget.	comprehensive implementation plan. Together, we are building relationships and shaping a strategic roadmap for successful implementation.	
5. Municipal Innovation Council <ul style="list-style-type: none"> Continued leadership and support to the work of the Municipal Innovation Council Owners: Corporate Strategic Initiatives Specialist, CAO	Provide support, resources, and leadership to the continued work of the Municipal Innovation Council, working with Council to explore opportunities for innovation, efficacy and modernization across the County	\$50,000 (for 2023, request for levied funds)	Demonstrated engagement with municipal partners learning, collaborating and transforming the way we work together - finding efficiencies and ensuring sustainability; building smarter, stronger and more resilient communities.	Maintain Services
6. Indigenous Engagement Owners: Corporate Strategic Initiatives Specialist, SMT, CAO	Strengthen and broaden current relationships through collaborative engagement with Indigenous partners, aiming to enhance opportunities and mutual understanding. Facilitate discussions with Indigenous communities to identify shared values and priorities, and determine optimal methods of engagement.	\$90,000 committed in 2022. Additional \$60,000 requested.	Foster a comprehensive understanding of collaborative opportunities with Indigenous partners, enhancing awareness of shared issues and opportunities that can be identified and addressed through joint efforts.	Maintain Services

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<p>7. County Land Ownership Research and Process Improvements Enhance and improving our corporate property acumen - in support of capital/ infrastructure activities.</p> <p>Owners: Real Estate Clerk (lead), Corporate Strategic Initiatives Specialist, CAO</p>	<p>Investigate, inventory, perfect, maintain and map (GIS) Bruce County property/land legal title records in support of capital/ infrastructure activities.</p> <p>Develop policies and procedures related to land acquisition/deposition and legal title ownership to enhance and improving our corporate property acumen.</p>	<p>Costs - \$110,999</p>	<p>Optimizing property acquisition and deposition policies, processes, and practices for enhanced efficiency and effectiveness.</p>	<p>Maintain Services</p>
<p>Corporate and Leadership Initiatives</p>				
<p>8. Corporate Training</p> <p>Owners: SMT, CAO</p>	<p>Training for staff, including: “Managing in Municipal Environments” (provided in partnership with Loyalist College), Lean, as well as targeted corporate training relating to Annual Offsite Strategic/Leadership</p>	<p>\$30,000</p>	<p>Nurturing employees to develop more rounded skill sets will help them contribute to the municipality. Training promotes job satisfaction, and is a retention tool, instilling loyalty, and commitment.</p>	<p>Maintain Services</p>
<p>9. Strategic Plan and Business Plan Processes</p> <p>Owners: Corporate Strategic Initiatives Specialist, SMT, CAO</p>	<p>Development and implementation of revised Strategic Plan and Business Plan process; including, consideration for how best to align with annual / multiyear Budget planning.</p>	<p>\$20,000</p>	<p>Enhance the organizations ability to execute its new strategic plan and achieve business transformation goals by developing and implementing streamlined processes and tools.</p>	<p>Maintain Services</p> <p>(\$80,000 in 2022)</p>

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10. Support Corporate Facilities Resources Planning Owners: Facilities Project Manager (lead), CAO, SMT	Devise, develop and initiate the implementation of the facilities resources plan, seeking to create a comprehensive plan for property oversight.	All activities will be managed from within existing budget	A comprehensive facilities resource implementation plan that identifies needs and plans for the future and provides options / recommendations for Council approval of use of County assets	Existing budget
11. Organization / Structure Review Owners: CAO (lead), SMT	Build on previous operational/organizational review activities and review current organizational structure and implement any necessary changes	All activities will be managed from within existing budget	Development of amended organizational structures, as deemed appropriate that maximize resources, create opportunities for improvement and streamlining and clarify roles and responsibilities	Existing budget
12. Intergovernmental Relations Office Owners: Corporate Strategic Initiatives Specialist, SMT, CAO	Continue developing and growing our Intergovernmental Relations function.	All activities will be managed from within existing budget	The IGR function will Advocate, Advise, Inform, Strategic Planning and Coordinate to influence policy and funding decisions in achieving Council's Strategic Priorities.	Existing budget