

# 2024 Bruce County Business Plan

## Department: Government Relations (GR)

### Strategic Plan in a Glance

**VISION** - Bruce County, a welcoming, innovative, thriving community, committed to the well-being of the current and future generations.

**MISSION** - We foster innovation and sustainable growth, leading, engaging, and collaborating in the delivery of excellent services for residents, businesses, and visitors to our community.

**VALUES** - Our values guide all our decisions and actions:

- Service Excellence - Committed to adapting, enhancing, and evolving responsive services for our community.
- Welcoming Community - Cultivate a welcoming community of diversity, equity, and inclusion.
- Good Governance - Prioritize transparency, accountability, integrity, and respect in all we do.
- Environmental Stewardship - Protect, preserve, and celebrate our natural environment.
- Financial Sustainability - Building financial capacity to sustain our resources.

### Strategic Priorities:

1. Build a strong and inclusive community.
2. Enhance and grow partnerships.
3. Strengthen County's use of technology and innovative initiatives.
4. Promote responsible growth.
5. Ensure a positive, inclusive, and accountable work culture.
6. Be an employer of choice.
7. Build capacity to adapt to and mitigate the impacts of climate change.

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## 2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 (Q2)	2024 Budget / Target
Clients in Employment Services	NA	NA	NA	NA	NA	2505	1188	4,747
Employment Service Clients Expression of Satisfaction with Service at Closure of Employment Action Plan	NA	NA	NA	NA	NA	82.50%	87.0%	80%
Percentage of Clients Employed at 3 Months	NA	NA	NA	NA	NA	22.5%	30.4%	51.4%
Performance Payments to the SSM	NA	NA	NA	NA	NA	\$43,215	\$43,215	\$TBD

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2024 Major Initiatives	Operational Budget Cost (year)	Capital Budget Cost (year)	Combined Total Budget Cost (year)	Quarterly Update
1. Governmental Relations Office	\$25,000	\$0	\$25,000 (2024)	<p>In Q2, the Government Relations Department was established as a key piece of the County’s organizational restructuring and Strategic planning. The mandate of the Government Relations Department is to support Council and staff to define and deliver on its mandate to serve the citizens of Bruce County. It does this through a series of a strategic activities including secretariate support for the strategic plan, leadership of government and external relations management, strategic communications and issues management, and management of intergovernmental initiatives, governance, and project support. Also, in Q2, council endorsed our <a href="#">advocacy priorities for 2024</a> and the first annual report on <a href="#">Investment in Local Services</a>.</p>
2. Implementation of 2023-2026 Bruce County Strategic Plan and Business Plan Process	\$60,000	\$0	\$60,000 (2024)	<p>In Q2, the Cross Functional Team (CFT) delivered on Phases 3 and 4 Including the presentation the facilitation of training and launch of resource materials at the annual leadership development day. The</p>

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				CFT has completed the work of the Project Charter and transitioned the ongoing oversight, stewardship, and monitoring of the administration of Strategic and Business Planning to Government Relations. This initiative is complete.
<b>3. Indigenous Engagement (Indigenous Reconciliation Planning Initiative)</b>	\$25,000	\$0	\$25,000 (2024)	<p>Through Q2 the Steering Committee undertook engagement and further refinement of the Framework and the development of a distinction-based approach embracing reconciliation pathways that reflect the distinct rights, histories, and priorities of Indigenous People.</p> <p>On July 4, 2024, at a Special joint meeting of County Council with Council members from Saugeen First Nations, Chippewas of Nawash Unceded First Nation, County Council, recognizing our unique government to government relationship with Saugeen Ojibway Nation council endorsed the <a href="#">Indigenous Reconciliation Framework</a> and the <a href="#">Saugeen Anishnaabek Reconciliation Pathway and Action Plan</a>. As next steps, staff will begin implementation and further the development of a reconciliation</p>

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2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
				pathway with Indigenous serving organizations.
<b>4. Continuous improvement of integrated employment services</b>	\$0	\$0	\$0	In Q2 Employment Services launched a digital services pilot, pre-employment programming, and started the second year of operating integrated employment services.

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2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
<p><b>1. Government Relations Office</b></p> <p><b>Owners:</b> CAO, DCAO and Government Relations Department</p>	<p>Employ a comprehensive and thoughtful approach to enhance and strengthen the intergovernmental relations function developing within Bruce County. Our goal is to understand and address local and regional needs while fostering a unified County voice in intergovernmental affairs.</p> <p>As identified in the June 1, 2023, <a href="#">Report</a> this project will employ a three-phased approach:</p> <p>Phase 1: Educate &amp; Coordinate Phase 2: Response &amp; Influence Phase 3: Advocate &amp; Advance</p> <p><b>Link to Strategic Priorities:</b></p> <ul style="list-style-type: none"> <li>• Build a strong and inclusive community.</li> <li>• Enhance and grow partnerships.</li> <li>• Promote responsible growth.</li> <li>• Be an employer of choice.</li> <li>• Build capacity to adapt to and mitigate the impacts of climate change.</li> </ul>	<p>\$25,000</p>	<p>Phase 1 (Q1-Q4) Phase 2 (Q1-Q4) Phase 3 (Q2-Q4)</p>	<p>Council Priority</p>

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<p><b>2. Implementation of 2023-2026 Bruce County Strategic Plan and Business Plan Process</b></p> <p><b>Owners:</b> Strategic Plan Implementation Cross-functional Team, DCAO, CAO and Senior Management Team</p>	<p>Phase 1: Cross functional Team - A collaborative cross-functional team, representing all departments, will synergize efforts, leverage collective wisdom, and orchestrate all aspects of this project.</p> <p>Phase 2: Redesign of Tools and Resources for Implementation - A comprehensive redesign of tools and resources, utilizing technology and innovative methodologies to ensure seamless implementation, fostering efficiency, and enhancing outcomes.</p> <p>Phase 3: Strategic Key Performance Indicator - Identify, cultivate, and deploy Key Performance Indicators (KPIs) specifically tailored to the new Strategic Plan, measuring success, and offering a clear roadmap for continuous improvement.</p> <p>Phase 4: Development of New Business Plan Process - An inclusive and engaging strategy that includes comprehensive training and consultations with key stakeholders. This transformative initiative will equip stakeholders with the necessary knowledge and tools to execute and monitor progress of the new plan with precision.</p> <p><b>Link to Strategic Priorities:</b> This project supports foundational work allowing for ease and efficiencies in delivering all strategic priorities. <b>This initiative supports in delivering on our value of “Good Governance.”</b></p>	<p>\$60,000</p>	<p>Phase 1 &amp; 2: Q1 Phase 3 &amp; 4: Q2</p>	<p>Council Priority</p>

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<p><b>3. Indigenous Engagement (Indigenous Reconciliation Planning Initiative)</b></p> <p><b>Owners:</b> Phase 1: Director, Museum &amp; Cultural Services and Steering Committee</p> <p>Phase 2: Government Relations Department</p>	<p>The Indigenous Reconciliation Planning Initiative aims to build Indigenous cultural awareness and intercultural capacity and competency across the County, leading to the collaborative development of Bruce County’s Indigenous Reconciliation Action Plan. We are currently implementing a successful phased training approach, with our focus turning to implementing the Reconciliation Action Path in 2024.</p> <p>This Reconciliation Action Plan aims to unify and align our reconciliation efforts with Indigenous people, communities, and partners. It will outline actions such as education, partnerships, employment opportunities, and cultural inclusivity, aiming to address historical injustices and build positive relationships while setting measurable goals for progress.</p> <p>Led by the Director, Museum &amp; Cultural Services, the Cross-functional Team will complete the following work:</p> <ul style="list-style-type: none"> <li>• Phase 1: Develop Action Plan</li> <li>• Phase 2: Implement Identified Actions</li> </ul> <p><b>Link to Strategic Priorities:</b></p> <ul style="list-style-type: none"> <li>• Build a strong and inclusive community.</li> <li>• Enhance and grow partnerships.</li> <li>• Promote responsible growth.</li> </ul>	<p>\$25,000</p>	<p>Phase 1 - Q4 2023 to Q1 2024</p> <p>Phase 2 - Q2 to Q4 2024</p>	<p>Council Priority</p>



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2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
	<ul style="list-style-type: none"> <li>• Ensure a positive, inclusive, and accountable work culture.</li> <li>• Build capacity to adapt to and mitigate the impacts of climate change.</li> <li>• <b>This also supports us in delivering on our value of “Welcoming Community.”</b></li> </ul>			
<p><b>4. Continuous Improvement of Integrated Employment Services</b></p> <p><b>Owner:</b> Ellen Gregg, Government Relations</p>	<p>April 1, 2024, will mark the start of the second year of employment services delivery for the Bruce Peninsula to Stratford catchment area. The program budget is \$8,353,000. The program cost is funded by the provincial government. There is no cost to the levy for the delivery.</p> <p>There are four main pillars of the continuous improvement approach to service delivery:</p> <ol style="list-style-type: none"> <li>1. <b>Employer Engagement:</b> The SSM (Service System Manager) will implement a strategy to increase value added services to area employers to ensure they have access to the talent they need, and assist clients find jobs.</li> <li>2. <b>Automation:</b> The SSM has implemented a digital service delivery system to free up service provider time to focus on high value work. The SSM will promote this service to clients and onboard local employers.</li> <li>3. <b>Serving Complex Needs:</b> The SSM has implemented evidence-based programming the</li> </ol>	\$8,353,000	Q2 - Q4	Service Initiative

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	<p>accelerates outcomes for those facing barriers to employment. Program refinements will reflect evaluation findings.</p> <p>4. Outcomes-Based Funding: The SSM has refined its outcomes-based funding model to provide better incentives for performance against targets. Performance is continuously monitored against targets to ensure adherence to contract and program guidelines.</p> <p><b>Link to Strategic Priorities:</b></p> <ul style="list-style-type: none"> <li>• Build a strong and inclusive community - better value for employers and those that need support</li> <li>• Enhance and Grow Partnerships - work the service provider network to develop new modes of delivery</li> <li>• Strengthen County's use of technology and innovative initiatives - using technology to automate services to clients providing higher value</li> </ul>			