

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 (Q3)	2024 Budget / Target
Clients in Employment Services	NA	NA	NA	NA	NA	2505	2618	4,747
Employment Service Clients Expression of Satisfaction with Service at Closure of Employment Action Plan	NA	NA	NA	NA	NA	82.50%	87%	80%
Percentage of Clients Employed at 3 Months	NA	NA	NA	NA	NA	22.5%	48%	51.4%
Performance Payments to the SSM	NA	NA	NA	NA	NA	\$43,215	\$281473	\$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 Q3, the Government Relations Department prioritized delivering a robust advocacy plan at the AMO conference in Ottawa. We presented six key delegations including: (1) securing permanent funding for rural transit to sustain essential service routes; (2) advocating for infrastructure funding access for municipalities without housing targets; (3) seeking sustainable funding and reform for Ontario Works; (4) proposing an engagement framework for host communities in energy projects; (5) requesting ongoing funding for Community Safety and Wellbeing initiatives; and (6) promoting a municipal role in Ontario Health Teams governance. Follow-up efforts on these initiatives are ongoing. Also, in Q2, in collaboration with Corporate Services, Government Relations prepared to enhance the annual budget process by aligning it with our strategic plan and implementing a consistent, corporation-wide approach. Lastly, we initiated efforts to share the "Investment in Local Services"</p>

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2024 Major Initiatives	Operational Budget Cost (year)	Capital Budget Cost (year)	Combined Total Budget Cost (year)	Quarterly Update
				information with our municipal partners.
2. Implementation of 2023-2026 Bruce County Strategic Plan and Business Plan Process	\$60,000	\$0	\$60,000 (2024)	In Q3, we continued to advance the transformation of Bruce County’s business planning process and drive the implementation of the 2023-2026 Strategic Plan. Oversight, stewardship, and monitoring of the Strategic and Business Planning process have now fully transitioned to the Government Relations team, ensuring a focused and consistent approach to aligning departmental goals with our long-term strategic priorities. This ongoing work supports a cohesive framework that enhances our ability to deliver on the objectives set out in the Strategic Plan.
3. Indigenous Engagement (Indigenous Reconciliation Planning Initiative)	\$25,000	\$0	\$25,000 (2024)	In Q3, we progressed the implementation of the Indigenous Reconciliation Framework and the Saugeen Anishnaabek Reconciliation Pathway and Action Plan , following County Council’s endorsement in July. Recognizing our unique government-to-government relationship with the Saugeen Ojibway Nation, we focused on operationalizing the framework and

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2024 Major Initiatives	Operational Budget Cost (year)	Capital Budget Cost (year)	Combined Total Budget Cost (year)	Quarterly Update
				advancing the distinction-based reconciliation pathway and action plan.
4. Continuous improvement of integrated employment services	\$0	\$0	\$0	<p>In Q3, the pilot has been wrapped up to onboard clients and the FutureFit AI platform (Digital Service Delivery platform) employer portal is being launched. This should enhance the ability for local employers to find and select appropriate candidates for businesses, increasing the number of clients served.</p> <p>Employer Activation training completed in Q2 which will improve the capability of service providers to create partnerships with employers and create opportunities for job development and job matching.</p> <p>Manager training on Motivation, reliability and dependability for managers in Q2 set the stage for making effective referrals from social assistance to employment Ontario. This should help to prevent client referrals to EO that are not ready to meaningfully participate in employment services.</p>

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2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Government Relations Office</p> <p>Owners: 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, Report this project will employ a three-phased approach:</p> <p>Phase 1: Educate & Coordinate Phase 2: Response & Influence Phase 3: Advocate & Advance</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community. • Enhance and grow partnerships. • Promote responsible growth. • Be an employer of choice. • Build capacity to adapt to and mitigate the impacts of climate change. 	<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>2. Implementation of 2023-2026 Bruce County Strategic Plan and Business Plan Process</p> <p>Owners: 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>Link to Strategic Priorities: This project supports foundational work allowing for ease and efficiencies in delivering all strategic priorities. This initiative supports in delivering on our value of “Good Governance.”</p>	<p>\$60,000</p>	<p>Phase 1 & 2: Q1 Phase 3 & 4: Q2</p>	<p>Council Priority</p>

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<p>3. Indigenous Engagement (Indigenous Reconciliation Planning Initiative)</p> <p>Owners: Phase 1: Director, Museum & 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 & Cultural Services, the Cross-functional Team will complete the following work:</p> <ul style="list-style-type: none"> • Phase 1: Develop Action Plan • Phase 2: Implement Identified Actions <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community. • Enhance and grow partnerships. • Promote responsible growth. 	<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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	<ul style="list-style-type: none"> • Ensure a positive, inclusive, and accountable work culture. • Build capacity to adapt to and mitigate the impacts of climate change. • This also supports us in delivering on our value of “Welcoming Community.” 			
<p>4. Continuous Improvement of Integrated Employment Services</p> <p>Owner: 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"> 1. Employer Engagement: 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. 2. Automation: 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. 3. Serving Complex Needs: The SSM has implemented evidence-based programming the 	\$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>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community - better value for employers and those that need support • Enhance and Grow Partnerships - work the service provider network to develop new modes of delivery • Strengthen County's use of technology and innovative initiatives - using technology to automate services to clients providing higher value 			