

2024 Bruce County Business Plan

Department: Planning and Development

Land Use Planning

*Community Development Office (CDO)

Strategic Priorities:

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

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
Business Consultations (Business to Bruce)*	214	192	300	397	272	340	270	275
Business Starts via Client Support*	32	25	65	36	21	38	65	25
Jobs Created via Business Support*	78	71	70	108	45	45	140	30
STB Grants Total / Leverage \$*	41/ \$402,406	36/ \$430,548	40/ \$750,000	104/ \$554,016	95/ \$618,455	79/ \$545,330	50/ \$353,262	60/ \$500,000
Explore the Bruce - www.explorethebruce.com *	NA	NA	NA	1,114,852 views	366,038 views	1,363,930 views	1,400,708 views	500,000 views
Business to Bruce - www.businesstobruce.com *	NA	NA	NA	20,891 views	10,500 views	25,872 views	12,382 views	30,000 views

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Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 (Q3)	2024 Budget / Target
External Engagement	NA	5	1	2	16	15	22	12
Applications Received Peninsula Hub	78	84	111	96	115	68	88	95
Applications Received Inland Hub	125	114	112	125	124	101	47	115
Applications Received Lakeshore Hub	90	97	76	143	113	111	65	110
Total Planning Applications	293	295	299	364	352	280	200	320
Average Days to review for completeness	NA	NA	31	33	43	25	19	15
Average Days to bring complete files to public meeting	NA	NA	100	128	103	80	60	60
Average Days public meeting to decision	NA	NA	14	27	15	12	10	15

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2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
2. Economic Development Strategic Plan Implementation*	\$60,000 Existing Staff Time	\$0	\$60,000 Existing Staff Time	Q3 projects included regional training for investment attraction, completion and relaunch of a workforce attraction campaign, draft completion of agriculture sector supply chain mapping, and several other projects related to our energy, agriculture and tourism sectors.
3. Grey Bruce Local Immigration Partnership*	Existing Staff Time	\$0	Existing Staff Time	Q3 projects included successful implementation of a diversity and belonging conference, completion of another phase of project with World Education Services, as well as launch of the end of term program evaluation.
4. Spruce the Bruce Program*	\$150,000	\$0	\$150,000	By the end of Q2 all funds available were approved, and a waitlist was created. Staff have been working to ensure projects were completed and final requests were submitted. All local municipalities have also been consulted as part of the planning to relaunch the program in Q2 of 2025. Administration of funds for Kincardine specific to their community continued in Q3. All Municipal CIP's have now been updated with 2 being passed in Q3.

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2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
5. Housing Action Plan*	\$10,000 Existing staff time	\$0	\$10,000	County Council endorsed the Housing Action Plan in July 2024; implementation is underway including launch of ARU funding pilot.
6. Completion of Bruce County Official Plan	\$45,000 plus previous year carry over	\$0	\$45,000 plus previous year carry over	A Draft of the plan was presented to County Council to commence engagement; presentations provided to 6 local Councils within Q3; 2 council presentations and 4 Public Open Houses are scheduled for early Q4.
7. Memorandum of Understanding for Planning Services	Existing Staff Time	\$0	Existing Staff Time	Reviewed by County Solicitor, preparing for County Council endorsement in Q4.
8. GIS Modernization	\$200,000 (\$150,000 for staffing + \$50,000 in software upgrades)	\$0	\$200,000	Preparation was completed to migrate the GIS database servers from on-premises to the cloud. A GIS tool was built to facilitate public engagement and comparison between the maps in the current and draft new Official Plan.

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2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
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<p>1. Economic Development Strategic Plan Implementation</p> <p>Owner: Jeffrey Loney Economic Development Manager</p>	<p>Implementation of year 3 of the 5-year plan for Economic Development Strategic Plan will occur in 2024.</p> <p>Year 3 will continue to build on priorities that advance business development and diversification of key sectors, workforce enhancements and stability and community development. The goals below will be focussed on:</p> <ul style="list-style-type: none"> • Growth of taxbase/assessment: Invest in Bruce will shift from launch to marketing, driving additional commercial/industrial investment leads to the County. • Growth of population base: Resident attraction marketing will continue, focussed on bringing net new people to the area. • Diversification of economic base: Focused support projects in Agriculture, Tourism and Energy will be undertaken in 2024. • Business Retention: The County/Municipal partnership to implement the business retention and expansion program will occur in 2024. <p>Link to Strategic Plan Priorities:</p> <ul style="list-style-type: none"> • Promote Responsible Growth - increase businesses getting support and leverage economic development initiatives • This also aligns with Economic Development Strategic Priorities of Business Development, Workforce Development and Community Development. 	<p>Existing Staff Time</p> <p>Business Retention and Expansion (\$5,000)</p> <p>Investment Attraction (\$15,000)</p> <p>Resident Attraction Marketing (\$20,000)</p> <p>Sector Development Projects (\$20,000)</p>	<p>Q1</p> <p>Q2</p> <p>Q2</p> <p>Q4</p>	<p>Council Priority</p>
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2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>2. Grey Bruce Local Immigration Partnership</p> <p>Owner: Jeffrey Loney Economic Development Manager</p>	<p>Bruce County is a joint partner with Grey County to undertake the work delivered by the Grey Bruce Local Immigration Partnership (GBLIP).</p> <p>GBLIP is entering year 4 of a 5-year contract. Significant work will be undertaken to apply to the Federal government to renew this program.</p> <p>In 2024 staff will complete projects working towards Grey and Bruce becoming a more welcoming and inclusive community including:</p> <ul style="list-style-type: none"> • Working with World Education Services to increase access to information for employers related to inclusive employee recruitment, hiring and retention • Undertake research related to the experiences of newcomers and immigrants settling in Grey Bruce to find actionable tasks to improve this integration. • Coordinate committees of partner organizations focused on: Welcoming, Belonging and Employment. <p>Link to Strategic Plan Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community - Focus on welcoming and inclusive communities through a decrease in discrimination. • Economic Development Strategy - Support welcoming communities for retention of employees. 	Existing Staff Resources	Q2-4	Council Priority

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2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Spruce the Bruce Program</p> <p>Owner: Jeffrey Loney Economic Development Manager</p>	<p>Spruce the Bruce, and the County’s Community Improvement programming is entering the second year of a refresh. The projects that will be undertaken in 2024 will work towards enhancing the attractiveness and vitality of our communities by:</p> <ul style="list-style-type: none"> • Working with local municipalities to update community toolkits to include updated façade guidelines for downtowns • Develop new Community Improvement Plan polices for local municipalities, to update and broaden the scope of the program. • Complete the program guidelines and decision-making framework for the new development incentives operationalized through local Community Improvement Plan policies. <p>Link to Strategic Plan Priorities:</p> <ul style="list-style-type: none"> • Promote Responsible Growth - enhancing the attractiveness and vitality of downtown areas through Spruce the Bruce • Economic Development Strategy - Support product development and destination development through revitalization 	<p>\$160,000</p>	<p>Q1 (launch)/ Q4 (wrap up)</p>	<p>Council priorities</p>
<p>4. Housing Action Plan</p>	<p>Identify and work to address barriers to generation of affordable and attainable housing supply that fall outside of</p>	<p>\$10,000</p>	<p>Q2-Q3</p>	<p>Council Priorities</p>

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2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>Owner: Community Development Office</p> <p>Claire Dodds, Commissioner, Community Development</p>	<p>the scope of the Housing and Homelessness Plan. Collaboration with Housing & Human Services staff to develop a Housing Action plan and begin to support specific actions identified in the plan. This is anticipated to include a developer engagement forum and workshops to promote construction of additional dwelling units and affordable housing.</p> <p>Link to Strategic Plan Priorities:</p> <ul style="list-style-type: none"> • Build strong and inclusive community - Increase housing options and encourage innovative solutions. Undertake consultation with development community and stakeholders on ways to increase housing options and affordability. 	Existing staff time	Housing Action Plan was publicly released on June 27, 2024. Presented and endorsed by County Council on July 4, 2024	
<p>5. Bruce County Official Plan</p> <p>Owner: Monica Walker-Bolton, Land Use Planning Manager and Jack Van Dorp, Director, Planning and Development</p>	<p>Informed by Plan Bruce GPS, Plan the Bruce Discussion Papers and Official Plan Best Practices Review. The goal is to produce a high-level, plain language guiding document and new schedules (maps) that inform how the community grows and develops over the next 25 years (2048). Staff are working to advance the project to public engagement following finalization of Provincial planning direction through a proposed new Provincial Planning Statement (PPS) expected.</p> <p>Link to Strategic Plan Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community - increase housing options and encourage innovative solutions. 	<p>\$45,000</p> <p>2021-23 Official Plan Update budgets are carried over to support this project</p> <p>Advertising costs are moved into this project.</p>	Q3	Provincial Legislation

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2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<ul style="list-style-type: none"> • Promote responsible growth- promote economic growth and prosperity. • Build capacity to adapt to and mitigate the impacts of climate change. 			
<p>6. Memorandum of Understanding between the County and Municipal partners for Planning Services</p> <p>Owner: Jack Van Dorp, Director, Planning and Development</p>	<p>Update agreements that outline services provided by Planning Division to support processing of applications on behalf of local municipalities such as zoning, committee of adjustment, and local plan amendments, in addition to county plan Amendments and land division applications within local municipalities.</p> <p>Link to Strategic Plan Priorities:</p> <ul style="list-style-type: none"> • Enhance and grow partnerships - Work collaboratively between departments and our partners on integration and continuum of excellent services. 	Existing staff time	Q2	Service Initiatives
<p>7. Geographic Information System Modernization</p> <p>Lead: GIS Staff in collaboration with IT (Information Technology) Department</p>	<p>This initiative will identify and advance opportunities to improve the resilience of Geographic Information System (GIS) Assets by:</p> <ul style="list-style-type: none"> • Continuing to deliver public interactive mapping to the next generation platform as the current service is at end-of-life; • Migrating map services that primarily serve the public to the cloud to reduce onsite server demands • Building system and resource capacity to integrate spatial information into work <p>Link to Strategic Plan Priorities:</p>	<p>\$200,000 (\$150,000 in staffing, \$50,000 in software expenditures)</p> <p>The one-time software expense is offset by \$36,000 from a departmental</p>	Q1-4	Growth & Service Initiative

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2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<ul style="list-style-type: none"> • Strengthen County’s use of technology and innovative initiatives. 	computer software reserve.		

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Key Performance Indicators Index:

Key Performance Indicators	Description
External Engagement	Number of submissions to the Environmental Registry of Ontario regarding legislative or regulatory changes, participation in intergovernmental panels such as Association of Municipalities of Ontario Planning Task Force and ad hoc working groups, Western Ontario Wardens Caucus, and/or training/seminars on Planning Matters.
Applications Received Peninsula Hub	Number of applications initiated where subject lands are in one of the Peninsula Hub municipalities
Applications Received Inland Hub	Number of applications initiated where subject lands are in one of the Inland Hub municipalities
Applications Received Lakeshore Hub	Number of applications initiated where subject lands are in one of the Lakeshore Hub municipalities
Total Planning Applications	Total Number of applications initiated
Average Days to review for completeness	Number of days between receiving a complete Planning Act application and deeming it to be complete
Average Days to bring complete files to public meeting	Number of days between a Planning Act application being deemed complete and a public meeting being held for the application
Average Days public meeting to decision	Number of days between a public meeting for an application and a decision on the application
Business Consultations*	Number of individuals supported to start or grow a business via a one-on-one business advice consultation 30 minutes or more in length
Business Starts via Client Support*	Businesses started via client connections
Jobs Created via Businesses Supported*	Jobs created by clients / business working with the Business to Bruce team
STB Grants Total / Leverage \$*	Total number of grants awarded / Total dollars leveraged as investment in community
Explore the Bruce - www.explorethebruce.com *	Audience specific - Tourists - Number of website views
Business to Bruce - www.businesstobruce.com *	Audience specific - Entrepreneurs - Number of website views