



2013 - 2023

**Bruce County
Corporate**

Strategic Plan





Our Vision:

*Bold and beautiful Bruce County...
a healthy, caring community of
prosperity and innovation*

Our Strategic Values:

Our Community will be...

- Safe, clean and healthy
- Innovative, skilled
- Efficient, coordinated governance
- High quality of life for all residents
- A dynamic centre for economic development
- Proud and vibrant
- Well-connected and mobile





Our Strategic Goals:

Bruce County will...

1. Develop and implement tactics for improved communications
2. Leverage technology
3. Find creative new ways to engage our public
4. Find creative new ways to involve all staff in our future
5. Eliminate our own red tape
6. Explore alternate options to improve efficiency and service
7. Stimulate and reward innovation and economic development
8. Actively seek out a post secondary campus for Bruce County
9. Coordinate concerted efforts to advance our agenda
10. Develop Key Performance Indicators (KPIs) that are meaningful and report on them



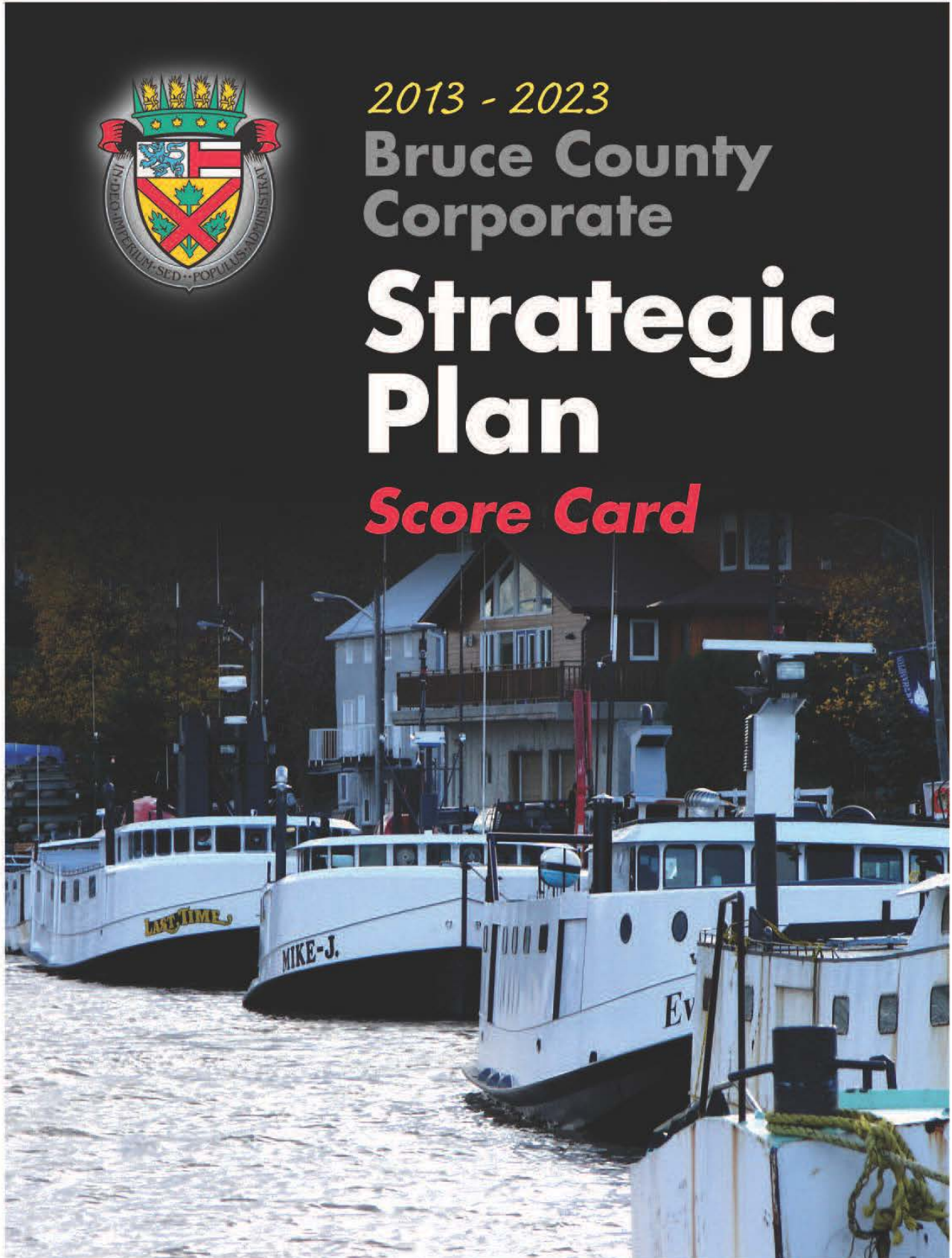


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Corporate**

Strategic Plan

Score Card





Our Strategic Plan Scorecard A:

Goals and Elements

Who What How When

1. Develop and implement tactics for improved communications:

A. Effectively use staff through department integration				
B. One county - with a unified voice				
C. Hire communications expert and develop a communications strategy				
D. Create a policy foundation to facilitate resource sharing across departments				
E. Clear and consistent messages across the organization				
F. Organize internal monthly "open" forums for information sharing				
G. Leadership based on consensus direction with acceptance of calculated risks				

2. Leverage technology:

A. Increase use of social media across all County departments				
B. Webcast Council and Committee meetings				
C. Effective, understandable communication (web based and social media)				
D. Adopt the Ontario Tele-Networking (OTN) approach to meetings				
E. Create a "technology training room" for all staff to use and learn				
F. Build our own network (Rural Broadband, High Speed rapid fibre)				

3. Find creative new ways to engage our public:

A. Expand departmental forums with each municipality to discuss items of shared interest				
B. Engage in cross-departmental streamlining - specialize in the solution not the department				
C. Make the County fully accessible to the people through access to information				
D. Expand Bruce County promotions in the schools				
E. Host regular public meetings on County Governance - go where the public go				
F. Easy Feedback Forum (e.g., written, Town hall meeting)				
G. County representatives visit local municipal Council meetings and vice versa once a year				



Our Strategic Plan Scorecard B:

Goals and Elements

Who What How When

4. Find creative new ways to involve all staff in our future:

A. Create an employee career path and help them realize it				
B. Mentor staff on all educational opportunities				
C. Invest in expanding the knowledge and skills of our staff				
D. Pursue a we/team approach				
E. Develop a Corporate Succession Plan				
F. Make a creative meeting room space for innovative thinking and sharing within the County				
G. Reward and recognize top performers and authors to solutions to process impediments				

5. Eliminate our own red tape:

A. All work processes designed for the fewest steps and the easiest completion				
B. Reduce our interdepartmental reporting requirements				
C. Eliminate all duplications of services and data				
D. Streamline support services - provide services in a holistic manner to the organization				
E. Focus on the internal and the external customer/client needs first				

6. Explore alternate options to improve efficiency, service:

A. Explore alternate governance models (Keep It Simple)				
B. Develop system for measuring our processes and their successful desired outcome				
C. Look for economy of scale or shared services among our departments and our communities				
D. Coordinate working with other agencies (e.g., South Bruce Health, Saugeen Valley CA.)				
E. Eliminate duplication of services				



Our Strategic Plan Scorecard C:

Goals and Elements

Who What How When

7. Stimulate and reward innovation and economic development:

- A. Streamline and simplify our Planning Processes (Official Plan, Zoning Bylaw)
- B. Develop a single tier information portal - connect with innovators and new businesses
- C. Create local small business incubation and innovation centre for local economic development
- D. Vocally support all industry in Bruce County
- E. Create a "Recognition Program" for innovation and new ideas
- F. Try small and then go BIG - act on ideas and take calculated risks
- G. Assignment to seek out like-minded partners for retail, agricultural and industrial development

Who	What	How	When

8. Actively seek out a post secondary campus for Bruce County:

- A. To invite innovative post-secondary leaders to experience Bruce County
- B. Capitalize on knowledge/skill/experience of our residents
- C. Advance County involvement in expansion of post secondary initiative
- D. Incentives for agriculture, skilled trades, medical and health students
- E. Support the skilled trades apprenticeship/internship program

Who	What	How	When

9. Coordinated, concerted effort to advance our agenda:

- A. Lobby provincial government to remove barriers to improve economic change
- B. Politicians and staff lobby associations and government in support of local policy needs
- C. Lobby the federal and provincial government green belt design for designated areas
- D. Make political and staff participation in provincial and federal committee's a priority

Who	What	How	When

10. Develop Key Performance Indicators (KPIs) that are meaningful and report on them:

- A. Set measurable goals and evaluate against them
- B. Build in accountability and evaluation mechanisms

Who	What	How	When