

## 2018 Council Orientation - Service Area Details

Service Area Name	Host Department(s)	Core mandate for the service area	Watch list: Next 12 months	Key Document Links
Land Use Planning	Planning and Development	<ul style="list-style-type: none"> <li>Administer the Planning Act process for the County and eight local municipalities.</li> <li>Develop and maintain the Policy Framework for the County and support at the local level.</li> <li>Provide expert planning advice to elected officials, proponents and the public.</li> </ul>	<p>Bruce GPS: Asking for participation by elected officials, the public, developers and local staff, as we implement changes to the system, seek value elements and remove non-value elements.</p> <p>Looking to undertake a software solution (ESRI Cityworks PPL) for managing the planning applications and providing dashboard tools to understand the work.</p> <p>Transforming Land Use Planning from reactive to proactive planning is a major initiative. One key piece of this is improving the way we interact and communicate. An Engagement Guide will be developed in 2019.</p> <p>Seeking renewed MOU in 2019/2020 with local municipalities, based on inputs from Bruce GPS.</p> <p>Contracting out of technical review services for “Natural Heritage” review on Planning Act applications.</p> <p>Begin review and update of Bruce County Official Plan.</p>	<p><a href="https://brucecounty.on.ca/planning-development/bruce-gps">https://brucecounty.on.ca/planning-development/bruce-gps</a></p> <p><a href="https://brucecounty.on.ca/services/planning-development/bruce-county-official-plan">https://brucecounty.on.ca/services/planning-development/bruce-county-official-plan</a></p>
Economic Development	Planning and Development and Office of the CAO	<ul style="list-style-type: none"> <li>The County provides strategic sector and business development services in order to ensure that the County’s attraction value remains high and that opportunities exist for visitors, residents and businesses. Desired outcomes are increased tax base and population, a diverse economy and business retention and expansion.</li> <li>The CAO’s office acts as the lead in the Bruce Nuclear Partnership</li> </ul>	<p>Project Innovate is an ongoing effort to increase economic development, principally new Small Medium Enterprises to diversify business growth in the County, focused around energy and environment. 2019 will see the establishment of an “Innovation Taskforce” to begin operationalizing the recommendations resulting from the first phase of the project.</p> <p>The Business to Bruce Program has facilitated a new sense of entrepreneurship in many of our communities. In 2019, the County shall seek out funding to bring the communities of Sauble Beach, and Paisley into the fold while at the same time, launching the active marketing campaign to our reach the program to those that don’t know us yet.</p> <p>The County will be launching a new Communications Plan related to Economic Development that moves our strategy into the digital environment and focuses on two key</p>	<p><a href="https://brucecounty.on.ca/business/economic-development-strategy">https://brucecounty.on.ca/business/economic-development-strategy</a></p> <p><a href="https://brucecounty.on.ca/sites/default/files/Bruce%20County%20-%20Regional%20Innovation%20Strategy_Project%20Innovate%20-%20Presentat...pdf">https://brucecounty.on.ca/sites/default/files/Bruce%20County%20-%20Regional%20Innovation%20Strategy_Project%20Innovate%20-%20Presentat...pdf</a></p>

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		<p>(MOU), as well as the Innovation Centre. Ontario's Nuclear Innovation Institute will bring together technological leaders to share collective expertise and knowledge, while identifying opportunities to advance nuclear applications and technologies, as well as, people skills through training.</p>	<p>audiences: Those that Know Use; and Those that Don't Know Us.</p> <p>The County Economic Development team runs two additional key flagship programs "Spruce the Bruce" our Community Development / Downtown Revitalization program and the "Adventure Passport" our Visitor, Friend and Family program. These programs are reviewed annually, and tweaked and adapted depending on the previous year's outcomes.</p>	
<p><b>Construction and Maintenance of Transportation System</b></p>	<p>Transportation and Environment</p>	<ul style="list-style-type: none"> <li>Construct and maintain the County owned road system and bridges.</li> </ul>	<p>Continue with the "West Road" environmental assessment process, including First Nations consultation.</p> <p>Devise a plan to move major road construction from "in-house" to service contracts with private providers.</p> <p>In the next 12 months, we need to begin developing a "Transportation Master Plan".</p>	<p><a href="https://brucecounty.on.ca/highways/west-road-environmental-assessment">https://brucecounty.on.ca/highways/west-road-environmental-assessment</a></p>
<p><b>Waste Management</b></p>	<p>Transportation and Environment</p>	<ul style="list-style-type: none"> <li>Monitor waste diversion for municipally owned land fill sites and hold household hazardous waste days (HHHW).</li> </ul>	<p>Continue to implement HHHW program.</p>	
<p><b>Forestry Health</b></p>	<p>Transportation and Environment</p>	<ul style="list-style-type: none"> <li>Manage the County owned forest inventory (13,000 acres).</li> <li>Partner with others to promote forestry health.</li> <li>Promote forestry health on private lands through mechanism such as the Forestry Conservation By-law.</li> </ul>		

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Noxious Weeds	Transportation and Environment	<ul style="list-style-type: none"> <li>Duties are currently limited to the Noxious Weeds Act, essential a narrowly defined agricultural protection act (to keep weeds from spreading to farmer's fields).</li> <li>Liaise and provide assistance to local municipalities on identifying noxious weeds and providing advice on eradication.</li> </ul>		
Trail Development	Transportation and Environment	<ul style="list-style-type: none"> <li>Promote active and health living by getting residents and visitors out in to the woods, on a sustainably built and maintained wilderness trail network.</li> <li>Maintain the County owned rail trail (which runs from Kincardine to Mildmay).</li> </ul>		
Emergency Services	Planning and Development, Corporate Services and Health Services	<ul style="list-style-type: none"> <li>The Planning and Development Department updates and manages the 911 database, and maintains partner relations, including Central Emergency Response Bureau (CERB).</li> <li>Corporate Services delivers the Community Emergency Management Program under the Community Emergency Management Coordinator (CEMC).</li> </ul>	<p>Three local municipalities have agreements with the County to provide the service, effective January 1, 2018, and the opportunity exists for others to participate.</p> <p>The Community Emergency Management Coordinator is tasked with supporting all Departments in the update of all Continuity of Operations Plans (COOP).</p>	

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		<ul style="list-style-type: none"> <li>Health Services provide land based ambulance services through the Emergency Medical Services (EMS) Division.</li> </ul>		
Waste Management	Transportation and Environment	<ul style="list-style-type: none"> <li>The mandate is to monitor diversion rates from local landfills and to divert hazardous waste from households (HHHW) away from landfills.</li> </ul>		
Human Resources	Human Resources	<ul style="list-style-type: none"> <li>Collective agreement negotiation &amp; administration</li> <li>Compensation &amp; Employee Benefits</li> <li>Employee Relations</li> <li>Human Resources Information System</li> <li>Occupational Health &amp; Safety</li> <li>Payroll</li> <li>Policy &amp; procedure development &amp; implementation</li> <li>Recruitment</li> <li>Staff Training &amp; Development</li> <li>Wellness</li> </ul>	<p>Human Resources will continue to implement measures aimed at health and wellness, as well as, employee engagement and productivity over the next 12 months and beyond.</p> <p>A review of and subsequent improvements will be undertaken on the performance management process.</p> <p>A review of the job demands table shall be undertaken.</p>	
Libraries	Bruce County Public Library (Board)	<ul style="list-style-type: none"> <li>Our library provides all the information, knowledge and entertainment resources you need to achieve your goals, foster your interests, and realize your dreams.</li> </ul>	In 2019, we'll begin our Bookmobile fundraising and awareness campaign. We'll be looking to launch the Bookmobile in 2020.	<a href="https://library.brucecounty.on.ca/where-open-minds-connect-strategic-plan-2014-2019/">https://library.brucecounty.on.ca/where-open-minds-connect-strategic-plan-2014-2019/</a>
Children's Services	Human Services	<ul style="list-style-type: none"> <li>The mandate is to act as the Consolidated Municipal Service System Manager (CMSM) for Child</li> </ul>	The Provincial transfer agreements for this program was renewed for 2018, but there may be changes. The County is awaiting the new provincial governments take on Child Care and Early Years funding.	<a href="https://brucecounty.on.ca/childrens-services">https://brucecounty.on.ca/childrens-services</a> <a href="https://omssa.com/docs/OMSSA_-_Child_Care_and_Early_Years_Services_in_Ontario.pdf">https://omssa.com/docs/OMSSA_-_Child_Care_and_Early_Years_Services_in_Ontario.pdf</a>

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		Care & Early Years as well as operating the following programs: <ul style="list-style-type: none"> <li>o Early Learning Coordination (Quality)</li> <li>o EarlyON Child and Family Centers</li> <li>o ONELIST Bruce County (Registry for finding Child Care)</li> <li>o Special Needs Resource Program</li> <li>o Child Care Fee Subsidy</li> <li>o Bruce County Home Child Care Program</li> </ul>	The demand for licensed child care is expected to continue to grow with the economic development occurring in the County.	<a href="http://www.edu.gov.on.ca/childcare/">http://www.edu.gov.on.ca/childcare/</a> <a href="http://www.edu.gov.on.ca/childcare/eyccframework.html">http://www.edu.gov.on.ca/childcare/eyccframework.html</a> <a href="http://www.edu.gov.on.ca/childcare/pedagogy.html">http://www.edu.gov.on.ca/childcare/pedagogy.html</a> <a href="http://www.edu.gov.on.ca/childcare/affordable-for-all-en.pdf">http://www.edu.gov.on.ca/childcare/affordable-for-all-en.pdf</a>
Housing Facilities	Human Services	<ul style="list-style-type: none"> <li>• To maintain 700 County owned rental units (in approximately 35 buildings).</li> </ul>	The Housing Regeneration Program advances with a new build of the County in Kincardine adding approximately 35 new rental units that are accessible and affordable.  Currently, building condition audits are undertaken on a "one off" yearly basis. In the next 12 months, we shall be working towards integrating asset management and regeneration data into a more comprehensive asset management system.	<a href="https://brucecounty.on.ca/housing-facilities-0">https://brucecounty.on.ca/housing-facilities-0</a>
Housing Services	Human Services	<ul style="list-style-type: none"> <li>• The mandate is to act as Service Manager (SM) for Housing and Homelessness planning and service system management as well as administering the following programs:               <ul style="list-style-type: none"> <li>o Home Repair Program</li> <li>o Home Ownership Program</li> <li>o Ontario Electric Support Program (OESP)</li> <li>o Tenant Services</li> <li>o Low Income Energy Assistance Program (LEAP)</li> <li>o Rent Supplement</li> <li>o Housing Stability (CHPI - Consolidated Homelessness Prevention Initiative)</li> </ul> </li> </ul>	Many of these programs are supported by Federal dollars through a transfer agreement. Most agree that the older legacy programs are not universally effective, and the system is somewhat antiquated. The County awaits the new provincial governments take on the modernization, "how" to transform the government funded housing programs.  The County is responsible for submitting an updated Housing and Homelessness long term plan in 2019 and the demand for rental housing affordable for lower income residents continues to grow, particularly along the lake shore.	<a href="https://brucecounty.on.ca/housing-services">https://brucecounty.on.ca/housing-services</a>  <a href="https://omssa.com/docs/OMSSA_-_Housing_and_Homelessness_Services_in_Ontario.pdf">https://omssa.com/docs/OMSSA_-_Housing_and_Homelessness_Services_in_Ontario.pdf</a>

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		<ul style="list-style-type: none"> <li>o New Development of Affordable Housing</li> </ul>		
Income & Employment Supports	Human Services	<ul style="list-style-type: none"> <li>• The mandate is to deliver the Ontario Works Program as a delivery agent of the province which includes a number of program areas: <ul style="list-style-type: none"> <li>o Income Benefits</li> <li>o Family Support</li> <li>o Discretionary Benefits</li> <li>o Employment Services</li> </ul> </li> <li>• Additionally staff of this Division operate locally supported programs including the Child Activity Assistance Program</li> </ul>	In 2018, the Provincial government announced that “social assistance” will be revamped, with a proposed November 2018 release date for the proposed changes. The caseload in Bruce County is relatively low to similar counterparts and generally is comprised of those vulnerable individuals that are not yet ‘job ready’ i.e. they may require mental health, addiction, educational, and life skills coaching and/or face barriers such as transportation and lack of adequate or affordable housing before they are ‘ready’ to successfully enter the labour market. In 2019, we look forward to seeing new service integration approaches, currently being investigated provincially by the Human Services Integration Office and locally by the Human Services team.	<a href="https://brucecounty.on.ca/housing-services">https://brucecounty.on.ca/housing-services</a> <a href="https://omssa.com/docs/OMSSA_-_Income_and_Employment_Services_in_Ontario.pdf">https://omssa.com/docs/OMSSA_-_Income_and_Employment_Services_in_Ontario.pdf</a>
Strategic Community Initiatives & Funding	Human Services	<ul style="list-style-type: none"> <li>• The mandate is to participate in and support regional, provincial and federal initiatives that align with the needs of Bruce County clients (ex. 211, Drug and Alcohol strategy, Poverty Task Force, BG DISC)</li> </ul>	It is anticipated in 2019 we will see new collaboration and linkages between Human Services and Health Services under the LHIN Sub-Region related to healthy equity, mental health, and chronic health issues impacting the ability of low income residents to obtain a high quality of life.	<a href="https://brucecounty.on.ca/departments/human-services">https://brucecounty.on.ca/departments/human-services</a> <a href="https://omssa.com/docs/OMSSA_-_Service_System_Management_in_Ontario_and_Service_System_Manager_Priorities.pdf">https://omssa.com/docs/OMSSA_-_Service_System_Management_in_Ontario_and_Service_System_Manager_Priorities.pdf</a> <a href="https://brucegreycommunityinfo.cioc.ca/">https://brucegreycommunityinfo.cioc.ca/</a>
Paramedic Services	Health Services	<ul style="list-style-type: none"> <li>• Bruce County Paramedic Service employs a staff of about 100 full-time and part-time paramedics that provide pre-hospital care to citizens and visitors of Bruce County. We respond to medical and trauma emergencies with a fleet of 9 ambulances and 1 supervisor unit that are stationed in 6 communities across the County, but can be</li> </ul>	<p>Earlier this year the Liberal government announced several forthcoming changes to Ministry of Health and Long Term Care Ambulance Regulations. These regulatory changes would see paramedics treat and release for low acuity patients at scene and or in a patients’ homes, transport of low acuity patients to alternative destinations which are not hospitals.</p> <p>These are significant changes as which would require Bruce County paramedics to engaged in a higher level of clinical decision making, for which additional training and medical oversight would be required. These changes may place greater deployment pressures on Paramedic Services if these in home treatments or destination diversions take longer than the current transport times to the nearest hospital.</p>	

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		deployed anywhere as needed.		
Long Term Care Homes	Health Services	<ul style="list-style-type: none"> <li>There are two Long Term Care facilities proudly operated by the County of Bruce—Gateway Haven located in Wiarton, Ontario and Brucelea Haven of Walkerton, Ontario. These homes provide quality services to the residents and their families.</li> </ul>	The health human resources pressures on the County's two Long Term Care Homes (LTCH) will be significant over the next several years. These pressures are due to a province wide shortage in Personal Service Workers (PSW's) concurrent with the increasing acuity level of residents being admitted to our facilities. These factors are currently effecting the level of care being provided to patients in our homes as noted in recent Ministry of Health Resident Quality Inspection Reports. Additional staffing pressures will occur if the government moves to open more LTCH beds. These new facilities will further intensify this situation unless the PSW crisis is solved and the opening of beds are paced to match the resources available.	
CAO	Office of the CAO	<ul style="list-style-type: none"> <li>The Chief Administrative Officer (C.A.O.) is responsible for the overall administration and operation of Bruce County and reports to County Council. The C.A.O. is the most senior, non-elected officer for the County and is charged with exercising general control and management of the affairs of the Corporation in accordance with County Council-approved policy.</li> </ul>	<p>Transition to 2<sup>nd</sup> generation mental wellness program, in 2019, being First Aid in Mental Wellness and Enhancing Mindfulness.</p> <p>LEAN: Focus across entire organization including the two Long Term Care facilities and ensuring the learning is delivered throughout.</p>	
Legislative Services	Office of the CAO	<ul style="list-style-type: none"> <li>Administers and supports all aspects of Council proceedings such as: <ul style="list-style-type: none"> <li>Preparation of By-laws, Minutes, Agendas and Reports for County Council and Committees;</li> <li>Records all resolutions, decisions and proceedings of County Council and Committees;</li> </ul> </li> </ul>	In the next 12 months we will be working with Council and staff to stream line the Council agenda and reporting format through the implementation of the e-Scribe tool, as well as, implementing a records storage and management database.	

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		<ul style="list-style-type: none"> <li>○ Custodian of County records;</li> <li>○ Lead administrator for AODA, MFIPPA, Corporate Records Management Program, Ombudsman concerns, Code of Conduct, Integrity Commissioner.</li> </ul>		
Strategic Initiatives	Office of the CAO	<ul style="list-style-type: none"> <li>• To work collaboratively with others to innovate and solve problems every day, delivering value to Bruce County clients.</li> <li>• To “get out ahead of issues” before they hit us, pursuing the art of the possible, and actively advocating for, then advancing transformative ideas;</li> <li>• Using our research, analysis and data analytic tools to provide meaningful intelligence to the Office of the CAO;</li> <li>• Helping other County Departments in solving problems; and,</li> <li>• Playing a key role in partnership with others in the collection and dissemination of meaningful data.</li> </ul>	<p>In 2019 the staff in this division shall assist Council in the Development of a new Strategic plan.</p> <p>A Project scope document has been prepared for Cultural Action Plan for the County in 2019.</p>	
Nuclear Investment	Office of the CAO	<ul style="list-style-type: none"> <li>• The purpose of this initiative is to leverage economic opportunities for local communities,</li> </ul>	Bruce County Innovation & Ontario Nuclear Innovation Institute: In 2019, the final location, design and financing will be completed in preparation for the 2020 construction season.	<a href="http://www.nuclearinnovationinstitute.com">www.nuclearinnovationinstitute.com</a>

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		given the multi-year, multi-billion investment program announced by Bruce Power last December, through the creation of a joint position to coordinate and facilitate investment attraction opportunities.		
Purchasing	Corporate Services	<ul style="list-style-type: none"> <li>Provides guidance and oversight of the procurement of goods and services for the County.</li> </ul>	The Purchasing Policy and Procedure includes a requirement for review. A review was completed and amendments approved March 1, 2018. The next full review will be 2020.	<a href="https://brucecounty.on.ca/bruce-county-bids">https://brucecounty.on.ca/bruce-county-bids</a>
Information Technology Services	Corporate Services	<ul style="list-style-type: none"> <li>Responsible for delivering all aspects of information technology, including end user computing, server and network infrastructure, software licensing and voice and data communications.</li> </ul>	The County has been working on providing advanced computer and system technology to enhance internal and external communications, and promote efficiencies in our daily work. We call this "BruceWorx." In 2019, we will continue on the path of continuous improvement applying the BruceWorx technology introduced in 2018, including Skype for Business, SharePoint and OneDrive for Business. In a nutshell "TRIATRIFA", The right information at the right time from anywhere.	
Facilities	Corporate Services	<ul style="list-style-type: none"> <li>Responsible for the Administration Centre at 30 Park Street, Walkerton and the Courthouse Complex at Cayley Street Walkerton</li> </ul>	Energy Efficient measures were implemented in 2018 at Park Street and the energy savings are expected to be fully recognized in 2019.	
Finance	Corporate Services	<ul style="list-style-type: none"> <li>Responsible for all matters that generally concern the finances of the County, including: <ul style="list-style-type: none"> <li>Coordination of the financial services for all Departments, including accounts payable and receivable.</li> <li>The coordination of the annual budget, calculating the tax rates and collection of the County levy paid by each lower tier</li> </ul> </li> </ul>	<p>In 2019, the County will continue to enhance our budgeting tools, with the implementation of a modernized operating and capital budget and forecasting tool. The Finance Division will lead the process of integrating the current financial systems to work seamlessly with a new framework. The new framework is intended to provide departments with a user friendly environment to create their operational and capital budgets, analysis and to monitor budget to actual and predict financial outcomes throughout the year.</p> <p>Municipalities are required to adopt a Strategic Asset Management Policy (SAMP) that promotes best practices and links asset management planning with budgeting, operation, maintenance and other associated municipal planning</p>	

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		municipality to the County. <ul style="list-style-type: none"> <li>o A fine payment office for Provincial Offences is located at the Walkerton Administration Centre.</li> </ul>	activities. The deadline to develop and adopt the SAMP is July 1, 2019,	
Museum & Cultural Services	Museum	<ul style="list-style-type: none"> <li>• The Bruce County Museum &amp; Cultural Centre contain the collective memory of the County of Bruce.</li> <li>• The mandate is to preserve and make available the documentary heritage of Bruce County.</li> </ul>	An important initiative in the next 12 months is the Archive & Community Wing Expansion.	<a href="http://www.brucemuseum.ca/wp-content/uploads/BCMCC-Strategy-Update-Final-Report-March-20151.pdf">http://www.brucemuseum.ca/wp-content/uploads/BCMCC-Strategy-Update-Final-Report-March-20151.pdf</a>  <a href="http://www.brucemuseum.ca/wp-content/uploads/Final-Accommodation-Plan-Report-April-2016.pdf">http://www.brucemuseum.ca/wp-content/uploads/Final-Accommodation-Plan-Report-April-2016.pdf</a>  <a href="http://www.brucemuseum.ca/wp-content/uploads/170208-BCMCC-Feasibility-Study-FINAL-11.pdf">http://www.brucemuseum.ca/wp-content/uploads/170208-BCMCC-Feasibility-Study-FINAL-11.pdf</a>  <a href="http://www.brucemuseum.ca/wp-content/uploads/BCMCC-Financial-Feasibility-Study-Report-Final-Draft-Nov.-7.pdf">http://www.brucemuseum.ca/wp-content/uploads/BCMCC-Financial-Feasibility-Study-Report-Final-Draft-Nov.-7.pdf</a>
Museum & Cultural Services	Museum	Mission: "Unforgettable"  5 Strategic Pillars: 1. Forge Partnerships and Relationships 2. Provide Compelling Relevant Programming 3. Optimize the Use of Space 4. Create County-Wide Awareness 5. Develop the Resources Required	Business Systems - Implement systems to improve & enhance customer service while providing more value to our customers and increasing business intelligence	
Museum & Cultural Services	Museum	<ul style="list-style-type: none"> <li>• Responsible for the preservation and interpretation of the collection through exhibition, programming and education</li> </ul>	Programming in the re-opened Indigenous permanent gallery - Anishnaabwe Gallery	<a href="http://www.brucemuseum.ca">www.brucemuseum.ca</a>