



Executive Committee Agenda

Thursday, May 17, 2018

9:30 a.m.

Council Chambers

County Administration Centre, Walkerton

1. Declaration of Pecuniary Interest

2. Information Items

A. CAO's Overview

- 2018 Major Initiatives
- First Quarter 2018 Financial Statement Review

B. Presentation of 2018 Q1 Business Plan Updates:

- CAO
- Corporate Services
- Health Services
- Human Resources
- Human Services
- Museum
- Library
- Planning and Development
- Transportation & Environmental Services

3. Closed Meeting

A. That the Committee move into a closed meeting pursuant to:

- Section 239 (2) (e) of the Municipal Act for litigation or potential litigation, including matters before administrative tribunals, affecting the municipality; and,
- Section (3.1) 1. of the Municipal Act for the purpose of educating or training the members

B. Minutes for Approval - May 3, 2018

4. Rise and Report

5. Next Meeting

June 7, 2018

6. Adjournment



Corporation of the County of Bruce
30 Park Street, P.O. Box 70, Walkerton, ON N0G 2V0

brucecounty.on.ca

Committee Report

To: Warden Paul Eagleson
Members of the Executive Committee

From: Kelley Coulter, CPA, CGA, MPA
Chief Administrative Officer

Date: May 17, 2018

Re: Q1 Annual Business Plan Update

Recommendation:

The Q1 Annual Business Plan Update Report and status update as of March 31, 2018 is for information.

Background:

The first quarter of 2018 has been an active time for all departments. Particular mention is deserved in the Department of Transportation and Environmental Services. The community of Chesley were heavily impacted with the County Bridge on County Road 19 failing at the end of February. This issue created a shift in priorities for the department as well it placed additional work on the Finance and Purchasing Divisions of the Corporate Services.

Prior to the 2018 Q1 highlights, a brief summary of the open initiatives from 2017 is warranted. The organization ended the year with 28 initiatives in progress. The expectation is that the majority of these items will be completed by the end of Q2. The new agenda software of E-scribe will be fully launched in December of 2018 to coincide with the new term of Council. The Ecosystems project that impacted our LTC facilities as well as the Administration Centre and the Museum is approaching 100% complete. The balance of the Human Services - Housing Division capital works are anticipated for completion in Q2. The items in Transportation and Environmental Services continue with a goal of completion by Q4 of 2018. As reported in January the staff had committed to complete seventy-three (73) initiatives across the eight operational departments in 2017. This was an ambition plan however the quality of the work and the modernization of operations has been substantial and all departments are to be commended for their work. Attention will now shift to the plan for 2018.

The 2018 collective Annual Business Plans consist of fifty-five (55) projects. The report is for Q1. Two current updates are necessary. The Finance Division of Corporate Services were committed

to implementing FMW, a software tool for financial budgeting and reporting. Given the organizational demands of the three core corporate projects of Bruce WorX, Lean Processing (A/P Process) and the Communications Strategy, it has been suspended to 2019. It bears noting that this is not a reflection on any performance across the organization, but rather a realization that the demands of Bruce WorX and the Lean Culture implementation, will be substantial for all. The other current update is project #55, the study for Municipal Hazardous Waste given the workload demands caused by the Chesley Bridge replacement this project needs to be suspended to 2019.

The detailed departmental Q1 Annual Business Plans follow. The majority of the initiatives are progressing well and no risks to the larger plan are identified at this time. The Directors for each operational area are well poised to have a terrific year.

In closing, the Health Services team deserve special recognition. Under the leadership of Director McKeage, the organization is starting to benefit from a progression of improved operations and services in our Long Term Care facilities through the Centralized Scheduling Office. Mr. Steve Schaus has been leading the transformation of scheduling and the development of Standard Operating Procedures for the two homes. With the launch of the Centralized Scheduling Office, the Ward Clerk positions in each home will be returning to provide staff support on each floor. Recall that the two Administrator positions were modified to allow the incumbents to remain focused on in-home operations and not be distracted with corporate work. The commitment to improvement and ultimately enhancing our scheduling services has started to shift and stabilize our staffing model. The sector continues to suffer from a profound lack of Personal Support Workers. This area has been a significant undertaking, and collective Health Services team are making progress. The team in Health Services should be proud of their work. A very recent example of the operational improvements is witnessed with Brucelea Haven remaining outbreak free since June of 2017 - this is a remarkable and commendable accomplishment for all staff working at Brucelea Haven.

Financial/Staffing/Legal/IT Considerations: Not applicable

Interdepartmental Consultation: Not applicable

Link to Strategic Goals and Elements:

Report links to all Goals included in the Strategic Plan.

Approved by:



Kelley Coulter,
Chief Administrative Officer

Attachment: Q4 2017 Major Initiatives Listing

2018 Major Initiatives	Department	Q1 Status Update
1. Mental Wellness Program Assessment & Response to Survey a) Involvement & Influence b) Workload Management c) Balance	CAO	Complete
2. Strategic Plan Update (CAO Budget)	CAO	Q4
3. The organization is now ready to approach the issue of “How we work”. Three special cross-functional teams will complete three major initiatives. <ul style="list-style-type: none"> • Bruce WorX (Sharepoint Services & Office 365) (Mentor: Bettyanne Cobean) • Lean Processing (Mentor: Chris LaForest) • Communication Strategy (Mentor: Melissa Legacy) 	CAO	All three projects are on track for completion in 2018.
4. Implementation of a modernized operating and capital budget and forecasting tool including a salary planning module	Corporate Services	Suspending to 2019
5. Implementation of BruceWorX	Corporate Services	In progress and on track for implementation by Q4.
6. Examining the Accounts Payable Process	Corporate Services	On track for launching in Q2
7. HR and H & S Policies as per legislation	Human Resources	In progress - Q2 20 policies for update.
8. Enhance the Employee Journey	Human Resources	In progress
9. Payroll Review	Human Resources	In progress
10. Maintain Job Evaluation	Human Resources	Stage 1 complete; LTC in progress
11. Implement Centralized Scheduling for the Department of Health Services (DHS).	Health Services	On track for Q4 full implementation
12. Investigate and engage in further opportunities where the Department of Health Services sections can leverage existing resources and increase operational efficiencies by working together.	Health Services	In progress
13. Replace Communications systems at Gateway Haven including the existing Nurse Call Bell, Telephone Systems and Resident Wander Guard System	Health Services	Full implementation expected by Q4.
14. Enhance Peer Support Team	Health Services	In progress - stage 2 expected for Q2
15. Port Elgin Station	Health Services	In progress - connected to project #33.
16. Museum Strategic Plan - Financial Feasibility Study.	Museum	Study complete, Phase 2 began in Q1.
17. Museum Strategic Plan - Develop the Resources Required.	Museum	In progress - Q2 completion expected.
18. Museum Strategic Plan - Forge Partnerships & Relationships. Educational Advisory Group (EAG)	Museum	In progress
19. Museum Strategic Plan - Marketing Plan	Museum	Complete
20. Develop two exhibitions - First Nations / Train	Museum	In progress - slight delay on Train

Task= a particular department member(s) has a precise task to complete

Project= a particular department member(s) will serve on the project

Consultative= a particular department member(s) will be asked their “opinion” or “feedback” on an item/issue of a team

2018 Major Initiatives	Department	Q1 Status Update
21. Bookmobile Phase 2	Library	In progress - completion expected in Q3.
22. Marketing Strategy	Library	In progress - completion expected in Q2.
23. Mental Health & Wellness Phase 2	Library	In progress - completion expected in Q2.
24. Update Council Programs: <ul style="list-style-type: none"> • Strategic Plan (2013 - 2023) • New Council Orientation Program 	Planning and Development	Q4
25. Update the structure of Annual Business Planning Process	Planning and Development	In progress - completion in Q3
26. Develop & Implement a Corporate Communications Strategy	Planning and Development	In progress - completion expected end of Q2
27. Planning transformation - Strategic Umbrella A) Bruce GPS, B) Bruce Official Plan	Planning and Development	In progress
28. Planning transformation - Process Umbrella C) Lean Process Transformation D) Communications Guide	Planning and Development	In progress
29. Economic Impact of Tourism Report	Planning and Development	Q2
30. Project Innovate Bruce County	Planning and Development	In progress
31. Develop Energy Sector Assessment	Planning and Development	In progress - 2 nd Generation
32. Develop Business to Bruce Community Onboarding Program	Planning and Development	In progress - completion expected in Q2.
33. Service Delivery Hubs Location Feasibility Review	Human Services	In progress - Q2 completion
34. Strategy Engage Stakeholders Transformation Family Support Centres	Human Services	On track for Q4 completion
35. Optimization of OneList Software Application	Human Services	In progress- Q2 completion
36. Special Needs Resource Program -Enhance Customized Software Application.	Human Services	In progress- Q2 completion
37. Regeneration and Development of Housing Stock	Human Services	In progress - 90% complete - Q2 completion
38. Asset Management Condition Assessment and Forecasting Needs	Human Services	On track for Q4 completion
39. Housing and Homelessness Planning (Enumeration)	Human Services	On track for Q4 completion
40. Implementation of Integrated Housing System (IHS) - Software Application	Human Services	On track for Q4 completion
41. Tenant Satisfaction & Engagement Review	Human Services	Begins in Q3
42. Social Assistance Modernization	Human Services	On track for Q4 completion

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2018 Major Initiatives	Department	Q1 Status Update
43. Communication Strategy Redesigned Community Participation Program, Implementation and Evaluation	Human Services	On track for Q4 completion
44. Mechanical Upgrades	Human Services	On track for Q4 completion
45. Replace Windows, Doors and Siding	Human Services	On track for Q4 completion
46. Replace Windows and Doors	Human Services	On track for Q4 completion
47. Parking, Walkway and Storm Water Improvements	Human Services	On track for Q4 completion
48. Common Area Flooring Upgrades	Human Services	On track for Q4 completion
49. Plan Development for 2019 Work	Human Services	On track for Q4 completion
50. Implement New Organizational Structure	Transportation & Environmental Services	Q2
51. Implement 'lean processing' and flow	Transportation & Environmental Services	In progress
52. Environmental Assessment for the West Road	Transportation & Environmental Services	In progress
53. Undertake the paved road capital program	Transportation & Environmental Services	In progress
54. Undertake the bridge/culvert capital program	Transportation & Environmental Services	Program needs to be redefined due to Chesley Bridge failure.
55. Undertake a study to determine the feasibility of a collection depot for Municipal Hazardous and Special Waste (MHSW)	Transportation & Environmental Services	Suspending to 2019

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Committee Report

To: Warden Paul Eagleson
Members of the Executive Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: May 17, 2018

Re: First Quarter 2018 Financial Statement Review

Recommendation:

The First Quarter 2018 Financial Statement Review Report is for information.

Background:

The Q1 Business Plan updates are also being presented today but do not include details of the Department financial positions. Finance staff have been meeting with the various Directors to review the financial statements and review projections based on current activity and trending. The next update will be prepared for the period ending June 30, 2018 and will be presented to the Executive Committee with the Q2 Business Plan updates on August 9th.

The purpose of this report is to highlight areas of concern which will be monitored closely to ensure mitigating steps are proactively taken. Forecasts are based on previous spending patterns in comparison to the current year's budget and incorporating known events which may alter the subsequent spending patterns. The forecast is projecting a yearend surplus of \$1,260,329. It is important to note that as vacancies are recruited the projected surplus will trend downwards. Savings in utility costs generated as a result of the Integrated Energy Performance Program have been earmarked to offset the debt incurred. Also included in the projected surplus is \$213,000 in the insurance costs as a result of the Request for Proposal process late in 2017. A report related to recommendations to redirect this surplus will be presented to the Corporate Services Committee in June.

CAO Office (\$44,524 deficit forecasted at yearend)

- Based on historical and recent experience we are estimating spending on legal fees will exceed the 2018 budget due to the active Land Claim file.



Corporate Services (\$105,360 surplus forecasted at yearend)

- Rental income is projecting a net surplus of \$45,000 for the year related to the Cayley Street lease rates increasing as a result of the recent lease renewals.
- Utilities forecasted a surplus of \$35,000 as a result of a reduction in rates and the reduced usage as a result of the Integrated Energy Performance Program.
- An additional \$18,000 surplus is trending in facility maintenance cost.
- The Information Technology and Finance Divisions identify no significant issues.

Human Resources (\$91,822 surplus forecasted at yearend)

- Salaries and benefits are trending towards a large surplus as a result of two vacant positions in the first quarter. A portion of these savings will be utilized to offset the overage as a result of the overlap in the Human Resources Supervisor position.
- Current projections suggest that the Health and Safety Program will utilize the majority of the available transfers from reserves but will remain within budget, resulting in no projected impact to the County Levy.

Health Services

Brucelea Haven Long Term Care (\$132,165 surplus forecasted at yearend)

- The preferred portion of resident accommodation fee is projected to generate a surplus of approximately \$39,000 by yearend if the pattern continues
- Hydro costs are projecting an estimated \$170,000 surplus as a result of lower rates and reduced usage from efficiencies as a result of the Integrated Energy Performance Program.
- Nursing Program is projecting a \$40,000 deficit and is a combination of various budget lines including a forecasted deficit in salary and benefits of \$56,000, equipment repairs and maintenance \$20,000 offset by a \$30,000 surplus in Nursing Supplies.
- The full impact of the Centralized Scheduling Office will increase this impact.
- Raw food is trending toward a \$12,000 deficit at year end. The unbudgeted increase to the raw food per diem of 6% effective July 01, 2018 will offset this deficit.
- Budget impacts from the May 1st funding announcements and adjustments to the Case Mix Index are being analyzed and will be reported by the Director of Health Services in June.



Gateway Haven Long Term Care - (\$437,510 surplus forecasted at yearend)

- The preferred portion of the resident accommodation fee is forecasted to generate a \$20,000 surplus by year end if the pattern continues
- Nursing salaries and benefits are generating a \$153,000 projected surplus this is consistent with results from 2017. Management are reviewing the contributing factors.
- The full impact of the Centralized Scheduling Office will absorb a portion of this surplus.
- Facility costs are projecting an estimated \$164,000 surplus due to lower utility rates and reduced usage as a result of the Integrated Energy Performance Program, as well as a reduction in the cost of insurance premiums.
- The Other Accommodation program is projecting a \$44,638 yearend surplus related to salaries and benefits
- Budget impacts from the May 1st funding announcements and adjustments to the Case Mix Index are being analyzed and will be reported by the Director of Health Services in June.

Paramedic Services (\$142,046 surplus forecasted at yearend)

- Salaries and benefits are trending towards a significant deficit and a substantial increase in backfilled shifts related to employee wellness are among the contributing factors. If the current trend does not change, the projected deficit at year-end will reach \$120,000.
- Vehicle fuel costs are trending above budget. 2018 fuel costs remain high and repair costs are higher than the previous year.
- Reduced Insurance premiums generated a \$23,000 surplus.
- Utilities are forecasting a \$16,000 surplus
- An announcement of the approved Provincial Subsidy for 2018 has been received and the subsidy will increase \$254,630 over budget. You will recall that the 2018 budget was not adjusted given no announcement had been made regarding the 2017 or 2018 funding at the time of passing of the budget. \$137,132 is attributed to the 2017 adjustment and \$117,498 the increase for 2018. Without this unbudgeted revenue the forecasted deficit would be \$112,584.



Museum (\$48,619 surplus forecasted at yearend)

- Admission and membership revenues are currently projecting a \$14,000 deficit based on the preliminary Q1 results. We will have a better indication of the year end projections once the summer season and exhibits are underway, as the revenues are driven by a seasonal cycle.
- Salaries and benefits are currently projecting a \$20,000 surplus as the result of the budgeted Development Officer position remaining vacant throughout the first quarter. This will generate a surplus for the remainder of the year.
- Utilities are projected to generate a surplus of approximately \$16,000 related to lower rates and usage which is consistent with prior year experience as a result of the Integrated Energy Performance Program.
- Facility rentals continue to trend favorably. In the first quarter the forecast projects a \$18,000 surplus for the year which is consistent with prior year experience.

Library (\$5,771 surplus forecasted at yearend)

- Salaries and benefits are currently projecting a \$27,000 deficit, related to projected backfill for sick time.
- Spending on vehicle and travel related costs are currently projecting a small deficit but reflect a reduction from prior year and are expected to continue trending downward.
- A variety of lines are projecting small to moderate savings which offset the above, as well as a small surplus related to General Revenues.

Transportation (\$183,427 surplus forecasted at yearend)

- Administration Salaries and Benefits are currently projecting an estimated \$139,000 surplus which is related to the vacant Engineering Manager position and as a result of managing vacation time in the first quarter. This projected surplus is expected to reduce based on the timing for the recruitment of the Engineering Manager.
- Winter Control is currently projecting a small deficit of \$30,000 as the budget had been reduced in the prior years as a result of multiple years with large surpluses.



- Winter work continued well into April this year and confirmed results will be available once the Winter Materials Inventory is updated at the end of April.
- Most operating programs had not yet commenced regular spring activity as of the end of March and are being projected at budget.
- Insurance Premiums are reflecting a \$97,000 surplus as a result of the savings generated through the RFP process for the 2018 insurance program.

Trails and Forestry

- As a result of a budgeting miscalculation a projected deficit in salaries and benefits will result in a \$30,000 deficit.

Human Services (\$91,544 surplus projected at yearend)

- Q1 expenditures related to Social Housing expenditures include emergency cleanup costs from Mildmay spill has an unbudgeted \$22,000 cost. Emergency costs deficit will increase due to the recent fire at the Mildmay Housing complex.
- Snow removal is trending toward a deficit of \$46,000.
- Utility costs are projecting a substantial year end surplus of \$253,000 generated in part to the reduced rates.
- Rental income is projected at \$209,000 deficit at year end. This represents a decrease in the amount of rent being collected from Rent Geared to income clients.
- In the Social Services and Family programs, salaries and benefits are trending towards a surplus.
- The Income and Employment Support Division is forecasting a \$24,000 surplus in Indigent Funerals due to a redefinition of the program.

Planning (\$153,229 surplus projected at yearend)

- Planning Revenues are exceeding last year's actuals to date at the end of the first quarter and if this trend continues a surplus of \$17,000 can be expected at year end.
- Salaries are currently projecting a surplus of \$90,000 as a result of vacancies in Q1, that are not expected to repeat in Q2.
- An anticipated surplus in the Economic Development Division of \$51,499 is related to the realignment of the core and starter programs and is not included in the projected surplus.



Non Departmental (\$86,640 deficit projected at yearend)

- Provincial Offences Revenue will reflect a substantial deficit at yearend if the prior year's trend continues to occur.
- Another area to monitor is the in-year supplementary taxes and write-offs. In 2017 the write-offs were \$50,000 over budget, and the estimated supplementaries and write-offs had an overall negative impact of \$52,000. In the first quarter 2018 we have not projected the impact of the estimated supplementaries and write-offs.
- Assessment services will have a \$17,000 deficit as reported to the Corporate Services Committee in January 2018.

Financial/Staffing/Legal/IT Considerations

There is no staffing, legal or IT considerations associated with this report.

Interdepartmental Consultation:

Finance staff have forwarded each department the March 31st, 2018 Department Financial Statements and have met with the individual departments for detailed reviews. Monthly meetings for financial reviews are offered to all Departments.

Link to Strategic Goals and Elements:

None identified.

Approved by:

Kelley Coulter
Chief Administrative Officer

2018 Bruce County Business Plan

Department: CAO

Strategic Priorities:

1. **Develop and Implement tactics for improved communications:** Launch the Municipal Leadership Program offered by Loyalist College.
2. **Leverage Technology:** Establish a team from Corporate Talent Pool to review and establish solution toward electronic meetings to reduce travel costs and travel time of staff
3. **Eliminate our Own Red Tape:** Create a project management methodology for county wide operations.

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Budget	2018 YTD Q1	2018 Budget
% of total operating cost governance	1.8%	1.60%	1.60%	1.60%	N/A	1.60%
Total staff connected to service departments (IT, HR, Finance, Clerk	32.5	33.5	34	34	36	34
% of annual projects delivered on time and on budget	85%	83%	%	85%	N/A	85%
# of organization projects with goals of innovation and cost containment	12	25	25	27	N/A	27

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
1. Mental Wellness Program Assessment & Response to Survey <ul style="list-style-type: none"> • Involvement & Influence • Workload Management • Balance 	\$10,000		\$10,000	Q1 plan finalized May program - scheduled for May 7 - 11. The program consists of three segments: a session on building mindfulness; a session on approach to Mental Wellness and a segment of Wellness Visits. The past year has had a focus on three psychosocial factors upon which to focus: Involvement & Influence, Workload Management and Balance.
2. Strategic Plan Update (CAO Budget)	\$45,000		\$45,000	The RFP will be released at the end of Q3 with a goal to begin the update in December and January of 2019. The cost includes printing and advertising.
3. The organization is now ready to approach the issue of "How we work". Three special cross-functional teams will complete three major initiatives. <ul style="list-style-type: none"> • Bruce WorX (implement Sharepoint Services) (SMT Mentor: Bettyanne Cobean) 10,000 • Lean Processing & Six Sigma (SMT Mentor: Chris LaForest) 15,000 • Communication Strategy (SMT Mentor: Melissa Legacy) 8,000 • Special advanced education for core leaders and/or future leaders in the organization 30,000 	\$63,000		\$63,000	The Bruce WorX team have progressed the innovative solution (Outlook in the Cloud, Sharepoint, Skype for Business) smoothly beginning in Q1. The majority of the work will occur in Q3 and Q4 with the full implementation of Sharepoint. Given the focus is to enhance how the County completes their service delivery work, it has been named "Bruce WorX" Lean Processing has begun - the CAOs intent has been formulated and shared with the SMT membership - Everyone innovates and problems every day to deliver value to the

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
				<p>Bruce Clients. As of the end of Q1, approximately 40 staff were trained in all aspects of Lean. All departments are altering their work to that of a visual nature with a focus on people development and process improvement. Two process improvements occurred in the organization in Q1. The IT team did a process improvement for hardware improvements that reduced the time from receipt of product to placement in production from 10 days to 3 days. The Human Services group also reduced their approval process for clients to receive benefits. Lean involves process mapping and reviewing the various work steps to assess which steps do not add value and hence should be removed from the process. The third initiative is our Communications Strategy which will be provided to County Council in draft form at the July summer session.</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Mental Wellness Program Assessment</p> <ul style="list-style-type: none"> • Involvement & Influence • Workload Management • Work Life Balance <p>Owner: Office of the CAO, Senior Management Team</p>	<p>This initiative is building upon the Mental Wellness Program. Organizationally with our 3 cross functional teams the goal is to foster inclusivity and with autonomy & accountability. Training will be focused on providing all staff with tools for control over how they perform their daily work and design their delivery of service. Focus attention on quality of work performed - encourage regular work hours and advanced communications of work requirements particularly for the 24/7 operations.</p>	<p>\$10,000</p>	<p>Employee sense of well-being and advancement of employee tools toward managing their overall mental wellness.</p>	<p>Council Priority</p>
<p>2. Strategic Plan Update (CAO Budget)</p> <p>Owner: Office of the CAO</p>	<p>The 2013 -2023 Strategic Plan has been largely advanced. Following the 2018 Municipal Election an RFP should be released in December 2018 for consulting services in early 2019. The incoming Council will assess the core focuses for the term of 2018-2022.</p>	<p>\$45,000 (2019)</p>	<p>Updated Strategic Plan</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. The organization is now ready to approach “How we work”. Three special cross-functional teams will complete three major initiatives. The budget figure also includes special advanced education for core leaders and/or future leaders in the organization.</p> <p>Owner: Office of the CAO, Director of Planning & Development, Director of Corporate Services, Director of Library Services</p>	<p>Bruce WorX is the full implementation for sharepoint. This tool will eliminate the streamline document control and group project work. Lean Processing the second initiative was started in mid-2017. Lean is a state of mind with a focus of continuous optimization of value to the client or service recipient. The philosophy is applicable to all County service areas from Council Agendas to Long term Care. The final cross-functional focus is upon Communications and Communication Strategy. The team will focus on reducing barriers to internal communications and enhancing communications to our external partners.</p>	<p>\$63,000</p>	<p>Improved effectiveness of service delivery across the Bruce County organization.</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Electronic Agenda Preparation Owner: County Clerk	Complete the assessment of Agenda and Minutes Software for Council and Committee business.	\$20,000 (2018)	Improved operational effectiveness with timely agenda and report preparation and publication.	Legislative Requirements
2.				
3.				

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
% of total operating cost governance	<u>Total Legislative Services</u> Net Taxation levy
Total staff connected to service departments (IT, HR, Finance, Clerk	Full time Equivalent based on 1820 annual hours of Information Technology, Finance, Legislative Services, HR (excluding Payroll & HS)
% of annual projects delivered on time and on budget	<u>Total Special Projects contained in current Annual Business Plans Completed on time and on Budget</u> Number of Special Projects in Current Budget
# of organization projects with goals of innovation and cost containment	Total Projects in Annual Business Plans addressing Strategic Goal # 7 "Stimulate and Reward Innovation and Economic Development"

2018 Bruce County Business Plan

Department: Corporate Services

Strategic Priorities:

1. **Leverage Technology:** Introduce modern and efficient ways to do business,
2. **Eliminate our Own Red Tape:** Assessing steps and actions that do not add value
3. **Explore alternative options to improve efficiency and service:** Encourage the application of Lean Processing

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Budget	2018 YTD Q1	2018 Budget
Insurance Claims (Liability) received in current year	1	3	1	2	0	2
Total Website Visits	2.9M	3.1M	2,079,232	3.2M	.481m	3.3M
Information Technology Service Desk Support Tickets	3,140	3,544	4,304	3,400	1,353	3,100
Average # of invoices processed weekly	406	435	446	430	593	440

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
1. Implementation of a modernized operating and capital budget and forecasting tool including a salary planning module	Internal staff Resources \$75,000	(2017 cost)	\$75,000	Due to the organizational demands of BruceWorx, the corporate initiative for Lean to analyse the A/P process and the launch of the Communications Strategy this project has been delayed to 2019.
2. Implementation of BruceWorx	\$505,000 (\$300,000 from reserves) Internal staff Resources \$50,000	Cost of handsets estimated at \$100,000 (From reserves)	\$605,000	In Q1 configuration occurred for connectivity to the cloud infrastructure, researching and preparing for license procurement was performed. As well training began with staff through the Customer Immersion Experience which showcased, the collaboration and document management tools made possible through BruceWorx and moving to the cloud. 36 staff migrated to the cloud and have actively used Skype for Business for inter-office communications, advanced cloud-only features of Exchange online and gain insights into their work and communication habits using MyAnalytics. These insights, will drive improvements in individual and team productivity.

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
3. LEAN Initiative: Examining the Accounts Payable Process	Internal staff Resources \$15,000		\$15,000	In Q1 the SMT agreed to have the first corporate Lean project be a analysis of the Accounts Payable Process. The CAOs intent is that all employees innovate and solve problems every day to deliver more value to Bruce clients. The Accounts Payable process and the workshop will be conducted May 29 th - June 1 st .

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Implementation of a modernized operating and capital budget and forecasting tool including a salary planning module</p> <p>Owner: Director of Corporate Services, Deputy Treasurer, Senior Management Team</p>	<p>The Finance Division will lead the process of integrating the current financial systems to work seamlessly with a new budget framework. The framework will 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>Internal staff Resources \$75,000</p> <p>Software fees will not apply in the first year</p>	<p>Create a user friendly environment while streamlining the budget process. Enhancing employee engagement and ownership to financial data</p> <p>Streamline and incorporate risk assessment, and condition indexing into our capital budget planning process</p> <p>Enhanced decision making on the spending of our financial resources</p>	<p>Maintain Services</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>2. Implementation of BruceWorX</p> <p>Owner: Director of Corporate Services, Manager of Information Technology Services, Senior Management Team</p>	<p>BruceWorX recognizes our shift to new collaborative technologies. Within this BruceWorX umbrella will of course be SharePoint but will also include new to the County technologies like Skype for Business and OneDrive for Business. Supported by a cross functional team we will introduce a modern and efficient way to do business.</p> <p>The mandate is to introduce tools to activate a highly collaborative, efficient and flexible working environment across the organization.</p>	<p>\$505,000 (\$300,000 from reserves) Internal staff Resources \$50,000</p>	<p>Deploy applications in a common environment.</p> <p>Enhance the use of common/shared data with enabling technology, allowing business data to be used across the organization by all relevant stakeholders, as appropriate to their roles and permissions</p>	<p>Maintain Services and Service Initiative</p>
<p>3. Examining the Accounts Payable Process</p> <p>Owner: Director of Corporate Services, Deputy Treasurer, Accounting Supervisor, Purchasing Manager</p>	<p>Establish an internal departmental team to encourage the application of Lean Processing</p>	<p>Internal staff Resources \$15,000</p>	<p>Eliminate duplicate and redundant processes</p>	<p>Maintain Services</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Implementation of a modernized operating and capital budget and forecasting tool including a salary planning module</p> <p>Owner: Director of Corporate Services, Deputy Treasurer, Senior Management Team</p>	<p>The Finance Division will lead the process of integrating the current financial systems to work seamlessly with a new budget framework. The framework will 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>(2017 cost)</p>	<p>Create a user friendly environment while streamlining the budget process. Enhancing employee engagement and ownership to financial data</p> <p>Streamline and incorporate risk assessment, and condition indexing into our capital budget planning process</p> <p>Enhanced decision making on the spending of our financial resources</p>	<p>Maintain Services</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>2. Implementation of BruceWorX</p> <p>Owner: Director of Corporate Services, Manager of Information Technology Services, Senior Management Team</p>	<p>BruceWorX recognizes our shift to new collaborative technologies. Within this BruceWorX umbrella will of course be SharePoint but will also include new to the County technologies like Skype for Business and OneDrive for Business. Supported by a cross functional team we will introduce a modern and efficient way to do business. The mandate is to introduce tools to activate a highly collaborative, efficient and flexible working environment across the organization.</p>	<p>Cost of handsets estimated at \$100,000 (From reserves)</p>	<p>Deploy applications in a common environment</p> <p>Enhance the use of common/shared data with enabling technology, allowing business data to be used across the organization by all relevant stakeholders, as appropriate to their roles and permissions</p>	<p>Maintain Services and Service Initiative</p>

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Insurance Claims(Liability) received in current year	The total number of new insurance claims (liability) received in the current year
Total Website Visits	This is for all County sites
Information Technology Service Desk Support Tickets	Annual tickets logged at It servicedesk@brucecounty.on.ca
Average # of invoices processed weekly	Using the accounts payable control report, calculate the difference between the first and last transaction number processed in the month. The difference is divided by 4 to get the weekly number of invoices processed.

2018 Bruce County Business Plan

Department: Health Services

Strategic Priorities:

1. **Find creative ways to engage our public.** Make the county fully accessible to people through access to information. Engage in cross-departmental streamlining - specialize in the solution, not the department
2. **Explore alternate options to improve efficiency and service.** Develop a system for measuring our processes and their successful desired outcome. Look for economy of scale or shared services among our departments and our communities. Coordinate working with other agencies.
3. **Develop Key Performance Indicators (KPIs) that are meaningful and report on them.** Set measurable goals and evaluate against them. Build in accountability and evaluation mechanisms.
4. **Eliminate our own red tape.** Focus on the internal and the external customer / client needs first and eliminate all duplications of services and data.

2018 Bruce County Business Plan - Health Services Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Budget	2018 YTD (Q1)	2018 Budget
How many municipal bed days are available?	89,060	89,060	89,060	89,060	21,960	89,060
Percentage of Occupancy rates based on maximum 244 Long Term residents in County of Bruce	99%	97%	99%	99%	99%	99%
Number of Residents on combined waiting lists	70	54	73	65	68	75
How much does it cost on average to provide one long-term care bed in LTC in Bruce County per day (County res/day Contribution)	\$217.94 (\$30.71)	\$218.39 (\$28.45)	\$220.22 (\$29.03)	\$220.57 (\$28.73)	\$234.85 (\$43.07)	\$221.75 (\$30.75)
How satisfied are residents with municipal Long Term Care Services.	90%	99.5%	95.0%	90%	95%	95%
Total paramedic responses per 1,000 population	97	98	102	100	24	100
Average length of time from crew notification to arrival for Code 3 and 4 calls	P: 13:25 L: 9:28 I: 9:07 C: 10:47	P: 13:45 L: 9:48 I: 8:46 C: 10:40	P: 13:31 L: 9:28 I: 8:37 C: 10:25	P: 13:35 L: 9:30 I: 8:30 C: 10:30	P: 14:03 L: 9:44 I: 9:29 C: 10:45	P: 13:35 L: 9:30 I: 8:30 C: 10:30

2018 Bruce County Business Plan

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Budget	2018 YTD (Q1)	2018 Budget
Length of time from crew notification to arrival for the highest priority calls - 90 th percentile	P: 24:41 L: 16:39 I: 16:43 C: 20:53	P: 24:23 L: 17:20 I: 17:55 C: 20:28	P: 25:20 L: 16:14 I: 15:53 C: 20:19	P: 24:30 L: 16:45 I: 17:00 C: 20:30	P: 25:48 L: 17:15 I: 18:44 C: 20:17	P: 24:30 L: 16:45 I: 17:00 C: 20:30
Cost to provide one hour of ambulance service	\$188	\$182	\$166	\$166	\$169	\$169
Annual compliance with Council approved Ambulance Response time criteria	Met 3 of 6 criteria	Met 3 of 6 criteria	Met 4 of 6 criteria	Meeting 5 of 6 criteria	Meeting 5 of 6 criteria	Meets or exceeds criteria
Annual compliance with OFMEM requirements for the Emergency Management program	Met criteria	Met criteria	Met criteria	Meets or exceeds criteria	In progress	Meets or exceeds criteria

2018 Bruce County Business Plan

Publically Reported Indicators as published by CIHI and HQO for LTC Homes. MOHLTC typically publishes its quarterly performance indicators twelve weeks after the end of each quarter. * Q3 Dec/17

Indicator	2015 BLH Q4 GWH Q4	2016 BLH Q4 GWH Q4	2017 BLH Q4 GWH Q4 *	2018 BLH GWHQ1 *	2017 Provincial Averages *	2018 GOALS BLH GWH
Percentage of residents who had a recent fall	15.1 % 15.3 %	15.1 % 14.8 %	17.7 % 21.0 %	17.4% 20.2%	15.7 %	15.0 % 15.0 %
Percentage of residents who had worsening pressure ulcer Stage 2-4	5.7 % 2.9 %	5.7 % 2.9 %	4.5% 5.4 %	5.4% 4.6%	3.2 %	3.2 % 2.7 %
Physically Restrained Daily	19.6 % 8.0 %	19.6 % 6.3 %	15.2 % 5.8 %	13.8% 2.0%	4.9 %	10.5 % 5.3%
Percent of Residents with Worsening bladder control in 90 days	44.2 % 18.4 %	44.2 % 17.9 %	33.4 % 18.2 %	25.8% 25.4%	17.8%	35.2 % 17.2 %
Potentially Avoidable Emergency Room Visits	N/A N/A	N/A N/A	3 N/A	14 5	Less than 5	5 5
Potentially Inappropriate use of antipsychotics	27.8 % 25.7 %	27.8 % 19.0 %	26.3 % 19.0 %	21.2% 15.0%	19.9 %	24.5% 19.0 %
Improved physical functioning 3 indicators averaged	34.6 % 20.6 %	34.6 % 19.4 %	24.0 % 20.5 %	29.7% 16.5%	22.7 %	30.0 % 19.04 %
Worsened Physical functioning. Worsened activities of daily living (ADL)	44.2 % 32.6 %	44.2 % 31.8 %	44.7% 16.3 %	42.3% 36.8%	31.2%	36.6 % 24.7%
Experiencing Pain	19.1 % 10.5 %	19.1 % 10.5 %	3.6 % 9.0 %	5.1% 6.5%	5.1 %	3.4% 10.5 %
Experiencing Worsening Pain	10.9 % 10.6 %	10.8% 10.4 %	22.2 % 7.6 %	16.7% 9.1%	10.3%	20.0 % 10.0 %
Worsening Depressive Mood	30.4 % 24.3 %	30.4 % 22.7 %	27.9 % 22.4 %	26.8% 32.7%	23.5%	25.0 % 23.3 %

2018 Bruce County Business Plan

2018 Major Initiatives	Operational Budget Cost (year)	Capital Budget Cost (year)	Combined Total Budget Cost (year)	Quarterly Update Q1
1. Implement Centralized Scheduling for the Department of Health Services (DHS).	\$103,470	\$3,000	\$106,470 Reallocated funds	Centralized Scheduling Office working through development of SOPs. As of Q1 Centralized scheduling is in place for Gateway Haven Nursing (RN, RPN, PSW) and Paramedic Services. Brucelea Haven will be transitioned in Q2. A timetable for the full assumption of scheduling duties is in place for both homes by Q4.
2. Investigate and engage in further opportunities where the Department of Health Services sections can leverage existing resources and increase operational efficiencies by working together.	\$5,000 (internal staff time)	\$5,100	\$10,100	An alignment assessment process is being developed for application of all Health Services Divisions with the focus on LEAN processes and synergy development and service /purchasing leveraging
3. Replace Communications systems at Gateway Haven including the existing Nurse Call Bell, Telephone Systems and Resident Wander Guard System	10 year internal loan \$25,000 (2016)	\$303,884(2018) \$115,116(2017)	\$303,884(2018)	This contract has been awarded. Installation is scheduled for the summer of 2018.
4. Enhance Peer Support Team	\$8,500 (staff time & training And course fees)		\$8,500	Support Team Procedural document is in development to enhance the efficiency of the current process as of end of Q1.

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
5. Port Elgin Station	\$10,000 (internal staff time)	\$54,000 initial building footprint development \$84,000 / year (estimate using \$1,300,000 over 20 years with \$100,000 down payment at 3.5%)	\$64,000	The design of this building is currently underway to determine if the development of a multi- service building is feasible.

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Implement Centralized Scheduling for the DHS. Owner: Paramedic Services	Building upon the newly formed DHS a Centralized Scheduling service will be developed for both the Long Term Care Homes (LTCH) and Paramedic Services (PS).	106,470 (Reallocated)	2018 will see implementation of Centralized scheduling for DHS to increase service levels, decrease scheduling complexity and inconsistency between the homes, Centralized Scheduling has been initiated at Gateway Haven in the nursing department. Plan in place to incorporate all departments in both homes. After hours'	Council Priority

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
			services as permitted by available resources.	
<p>2. Investigate and engage in further opportunities where the Department of Health Services sections can leverage existing resources and increase operational efficiencies by working together. Owner: DHS</p>	<p>Continue aligning county homes in policies, schedules, role descriptions, quality improvement planning and decision-making. Generate leveraging opportunities between the DHS sections.</p>	10,100	<p>1. Enhancing training and education programing opportunities for DHS staff and reduce curriculum development costs through the formation of a DHS Joint Clinical Education Group. 2. The implementation of a centralized DHS clinical operations outcomes monitoring and reporting process.</p>	Service Initiatives and Savings

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
			3. Ensuring the timely creation and or sharing of clinical quality improvement (CQI), patient safety best practices and resources through a Joint DHS Clinical Quality Improvement Committee. 4. Implementing an effective process through which the DHS member services can share issues and solutions in matters of policy, safety, fiscal and HR case management, staff recruitment and retention in order to reduce costs, enhance staff engagement and decrease labour management tensions. 5. Implementing a Peer Support Team for the LTCH.	
3. Enhance Peer Support Team Owner: Paramedic Services	Last year the County Mental Wellness and Departmental Post Traumatic Stress Disorder (PTSD) plans were developed. In order to build on this initiative and ensure compliance with the	5,000		Council Priority

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	standards described in PTSD Plan , the Peer Support Team will required additional and ongoing training to be able to support DHS staff and/or other County staff in need.			

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Replace Communications systems at Gateway Haven including the existing Nurse Call Bell, Telephone Systems and Resident Wander Guard System. Owner: Administrators, Environmental Manager and IT at GWH and BLH(future)</p>	<p>This new system will interface with other systems will reduce the many instances of alarm functions not operating and decrease the risk of unsafe situations occurring, and in turn improve the safety for each resident in the Home.</p>	<p style="text-align: center;">298,432.00</p>	<p>Costs associated will be financed through an approved internal loan to the Gateway Haven operations. This will be reimbursed to the county through out the next 10 years.</p>	<p>Maintain Services</p>
<p>2. Port Elgin Station Owner: Paramedic Services.</p>	<p>Approval to move forward with a new building in Saugeen Shores on the Library HQ site was obtained in Q1 2017. Finalization of site selection and the development of concept documents to begin in 2018</p>	<p style="text-align: center;">64,000</p>	<p>Architectural drawings and building of the facility will be proposed for 2019- 2020. Space planning will considered the facility needs of other departments.</p>	<p>Maintain Services / Council Priority</p>
<p>4. EIFS- Immediate urgent repairs to exterior of BLH and address of same issues at GWH's exterior.</p>	<p>An exterior insulation and finish system (EIFS) condition assessment was conducted by Edison Engineers Inc. Second opinion received.</p>	<p style="text-align: center;">70,000</p>	<p>Consultant's review of EIFS in both homes has been received. An RFP is being prepared for the specifications and drawings for this project.</p>	<p>Maintain Services.</p>

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
How many municipal bed days are available?	Compiled by multiplying the number of days in year by 244 the number of LTC beds in Bruce County
Percentage of Occupancy rates based on maximum 244 residents	Compiled by dividing the number of days a year by the number of the 244 County LTC beds occupied
Number of Residents on combined waiting list	CCAC - Community Care Access Centre receives all the applications for LTC Those applying who indicated BLH or GWH as their preference for placement in LTC are placed on a waiting list.
How much does it cost on average to provide one long-term care bed in Bruce County per day - (County res/day Contribution)	The cost of One LTC bed is determined by taking the total annual operational expenditure excluding capital divided by 365 days divided by 244 (the number residing LTC residents in Bruce County) Annual County Contribution assigned to GWH and BLH is divided by 365 days and divided by 244 LTC County residents
How satisfied are residents with municipal Long Term Care Services at Brucelea Haven	Derived and compiled from annual Resident Satisfaction survey including evaluation of all LTC services to residents; The survey is based on MOHLTC quality protocols and is an integral part of the MOHLTC annual on-site Resident Care Inspection
Total paramedic responses per 1,000 population	This is the number of responses completed per 1,000 population based on the latest Statistics Canada census of Bruce County total population of 68,000. This illustrates how many calls the service provider is receiving per capita. For 2015 there were 6,433 patient responding calls divided by 66 for a total of 97 responses per 1,000 population. Census data for 2016 shows a population of 68,000 therefore the 2016 and 2017 numbers are now reflecting this population count.
Average length of time from crew notification to arrival for Code 3 and 4 calls.	This is the average length of time from when a call is received by a crew to when the ambulance arrives on scene for prompt and urgent calls (code 3 and 4). These statistics are obtained directly from the MOH<C ADRS database. These times are reported by the County (indicated with a C) as a whole and then by divisions (whereby P is the 'Peninsula Hub' consisting of North Bruce Peninsula, South Bruce Peninsula, and Cape Croker, L is the 'Lakeshore Hub' consisting of Saugeen Shores, Saugeen 29, Kincardine, and Huron-Kinloss, and I is the 'Interior Hub' consisting of Brockton, Arran-Elderslie, and South Bruce.)

2018 Bruce County Business Plan

Key Performance Indicators	Description
Length of time from crew notification to arrival at scene for the highest priority calls - 90th percentile.	This indicates the 90th percentile of how long it takes from the time a call is received by a crew to when the ambulance arrives on scene for the highest priority calls (Code 4). These statistics are obtained directly from the MOH<C ADRS database. These times are reported by the County (indicated with a C) as a whole and then by divisions (whereby P is the 'Peninsula Hub' consisting of North Bruce Peninsula, South Bruce Peninsula, and Cape Croker, L is the 'Lakeshore Hub' consisting of Saugeen Shores, Saugeen 29, Kincardine, and Huron-Kinloss, and I is the 'Interior Hub' consisting of Brockton, Arran-Elderslie, and South Bruce.)
Cost to provide one hour of ambulance service	This shows the cost per hour to have a Paramedic Service vehicle available to respond to patient calls. Although the full cost of the service including administrative costs, medical supply costs, building operating costs, supervision and overhead are included only the hours that vehicles are available for service are used. As salaries and wages, fuel and other costs increase, this measure will also trend upward. In our case vehicles (including the Shift Superintendents) are available for 64,740 annual hours. As an example for 2017 you take the total expenditures of \$10,740,203 divided 64,740 hours for a total cost per hour of \$166. For 2018, the total expenditures are estimated in the budget at \$10,978,073.
Annual compliance with Council approved Ambulance Response time criteria	These are the Canadian Triage and Acuity Scale (CTAS) response times that are required to be submitted by the service to the MOH<C annually based on each of the six (6) CTAS level response time criteria.
Annual compliance with OFMEM requirements for the Emergency Management program	These are the legislated annual requirements of the Emergency Management and Civil Protection Act with the requirement to maintain an emergency management program that includes four (4) hours of annual training, conducting an annual exercise, and holding an annual meeting of the Emergency Management Program Committee to review the program.
Percentage of residents who had a recent fall	The number of residents who fell divided by the total number of residents X 100 %
Percentage of residents who had worsening pressure ulcer Stage 2-4	The number of residents with pressure ulcers divided by the number of residents whose pressure ulcer has worsened X 100%
Physically Restrained Daily	Number of residents who in connection with their plan of care require physical restraint daily. This would be prescribed by the physician and in agreement with the resident's POA
Percent of Residents with Worsening bladder control in 90 days	The number of residents with bladder control issues divided by the number of residents whose bladder control issues has worsened in the past 90 days X 100% Based on RAI - Resident Assessment Instrument facility collected data

2018 Bruce County Business Plan

Key Performance Indicators	Description
Potentially Avoidable Emergency Room Visits	Based on RAI - Resident Assessment Instrument facility collected data; reported to and compiled by CIHI Canadian Institute for Health Information- using provincial averages and benchmarks for LTC
Potentially Inappropriate use of antipsychotics	Based on RAI - Resident Assessment Instrument facility collected data; reported to and compiled by CIHI Canadian Institute for Health Information- using provincial averages and benchmarks for LTC
Improved physical functioning 3 indicators averaged	Based on RAI - Resident Assessment Instrument facility collected data; reported to and compiled by CIHI Canadian Institute for Health Information- using provincial averages and benchmarks for LTC
Worsened Physical functioning 3 indicators averaged	Based on RAI - Resident Assessment Instrument facility collected data; reported to and compiled by CIHI Canadian Institute for Health Information- using provincial averages and benchmarks for LTC
Experiencing Pain	Based on RAI - Resident Assessment Instrument facility collected data; reported to and compiled by CIHI Canadian Institute for Health Information- using provincial averages and benchmarks for LTC

2018 Bruce County Business Plan

Department: Human Resources

Strategic Priorities:

1. **Find Creative new ways to engage our public:** through focusing on making the County accessible to people through access to information.
2. **Eliminating our own red tape:** through focusing on the internal and external customer/client first.
3. **Explore alternate options:** to improve efficient/services through elimination of duplication of services among departments and our communities.

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Projected	2018 YTD Q1	2018 Projected
Turnover Rate* *Permanent staff	10.9%	9.8%	8.5%	10%	1.79%	9%
FTE	523	546	543		522	530
Headcount**	624	625	609	611		611
Full-time	--	387	379	381	385	
Part-time		238	230	230	238	
*Permanent Active						
OSHA Recordables	3.63	2.27	6.27	3.25	4.83	3.0
Lost Time Injury Frequency Rate	--	--	--	--	2.02	1.29
Sick Time Paid #LTD Claims (current)	\$824,419	\$927,616 5	\$626,365	\$775,000	\$333,961	\$750,000
WSIB Claims (total Medical Aids and Lost time Incidents)	35	29	8	31	6	29
% of Staff Unionized - OMBI	61.57%	60%	63%	59%	64%	60%

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
HR Building Blocks	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
1. HR and H & S Policies	\$10,000 (external - legal) \$30,000 (internal staff)		\$3,000 (external Q1) \$3,500 (internal)	HR Policies Up-dating 1. H & S policy & procedures. Complete. Q1. 2. 20+ HR Policies under review for compliance with new legislation, specifically, Fair Workplaces, Better Jobs Act, 2017 (Bill 148). Completion for Q2.
3. Enhance the Employee Journey	\$15,000 (external - purchase of services) \$20,000 (internal staff)		\$1,100 (external) \$3,000 (internal) No external expenses. Included in annual renewal fee. License purchased previously, support fees \$700	Enhance recruitment Outreach 1. Attended four (4) Job Fairs. January Fanshawe College, February Owen Sound Regional, March Wiarton Chamber of Commerce and Conestoga College. Complete. Q1. Enrich new employee experience leveraging technology & learning experiences 1. Job Posting Expiry process on website automated. Complete Q1. 2. Harvard On-Line Training website up-dated and new courses offered. Re-launched January. Complete. Q1. 3. New automated Organizational Charts introduced with OrgPlus

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
HR Building Blocks	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
			\$4,000 (internal)	which interfaces directly with HRMS. Complete. Q1.
4. Payroll Review	\$45,000 (internal staff)		\$2,000 (internal) \$5,000 (internal) \$1,500	<p>Issue #4</p> <ol style="list-style-type: none"> 1. Transfer 'scheduling" to new 24/7 Schedulers. Processed reviewed, SOP's underway, transferred planned Q3. 2. Implement organization wide calendar sick / vacation years. January 1st 2018 was the transfer or the remaining staff groups. All groups complete and new vacation submission timeline implemented Complete. Q1. <p>Issue #5 - Create manager report templates</p> <ol style="list-style-type: none"> 1. Daily time attendance report created for Health Services (generated daily). Complete. Q1 <p>Issue #6 - Review and eliminate duplicate processes utilizing "lean methodology"</p> <ol style="list-style-type: none"> 1. HR supporting Health Services in the transition to Centralized Scheduling. Q1 - Q3

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
HR Building Blocks	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
5. Maintain Job Evaluation	\$60,000 (from reserves - external consultant) \$20,000 (internal staff)		\$3,000 (external) \$3,500 (external) \$1,000 (external) \$3,000 (internal)	<p>Non-union JE</p> <p>1. Non-Union job evaluation training completed March 2018 and currently undertaking maintenance requirements. Complete. Q1. Ongoing 4x annually.</p> <p>LTC JE</p> <p>1. LTC job evaluation underway in consultation with Unifor. Q1 - Q4</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Clearly Articulate Human Resources and H &S Policies and Practices and application of corporate approach to delivery	<ul style="list-style-type: none"> • Map the review, development and updating of policies inclusive of legislative compliance utilizing an equity compass to breakdown barriers in support of an inclusive workplace 	<p>\$10,000 (legal review)</p> <p>\$30,000 (internal staff)</p>		Service Initiatives/Savings
2. Enhance the Employee Journey	<ul style="list-style-type: none"> • Enhance recruitment branding, outreach and online social media strategies to encourage applicant attraction strategies • Retention initiatives - Enrich the new employee experience through updated orientation programs and leverage technology to enhance learning experiences • Measure employee engagement to advance a mentally healthy workplace • Introduce a Reward Explorers Program 	<p>\$5,000 (advertising)</p> <p>\$5,000 (recognition program)</p> <p>\$5,000 (orientation including staff guide)</p> <p>\$20,000 (internal staff)</p>		Service Initiatives/Savings

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Deliver Payroll review results, specifically:</p> <ul style="list-style-type: none"> • Issue #3 - Insufficient Understanding of Avanti System • Issue #4 - Limited Enforcement of Shared Payroll Accountabilities & Responsibilities • Issue #5 - Inefficiencies with Avanti Functionality • Issue #6 - Inefficient and ineffective Payroll business Processes and Internal Controls 	<p>Issue #3</p> <ul style="list-style-type: none"> • Train Managers and users (Avanti) • Pioneer service ticket system (users & approver issues) <p>Issue #4</p> <ul style="list-style-type: none"> • Transfer “scheduling” to new 24/7 schedulers • Implement organization wide calendar sick / vacations years <p>Issue #5</p> <ul style="list-style-type: none"> • Link timecard and vacation requests • Apply “lean methodology” to eliminate timecards & scheduling duplications • Create manager report templates <p>Issue #6 -</p> <ul style="list-style-type: none"> • SOP’s creation • Seek out system changes to automate sick time percentage payments • Review and eliminate duplicate processes as 	<p style="text-align: center;">\$45,000 (internal staff)</p>		<p>Maintain Services</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	appropriate utilizing "lean methodology" <ul style="list-style-type: none"> • Create standardized worksheet for various collective agreements and payroll rules • Connect payroll staff with training programs • Adjust payroll cycles and payment dates to streamline processes 			
4. Maintain Job Evaluation	<ul style="list-style-type: none"> • Journey through a review pay equity plans and conduct job evaluations as applicable for union collective agreements 	\$60,000 (Consulting from reserves) \$20,000 (internal staff)		Service Initiatives/Savings

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1.				
2.				
3.				

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Turnover Rate	<p style="text-align: center;">Turnover is calculated by:</p> $\frac{\text{Total Number of employees who left the company (quit, retired, terminated)}}{\text{Total number of employees on the payroll}} \times 100$ <p style="text-align: center;">=Turnover rate</p> <p style="text-align: center;">This is a new KPI for 2014 developed for this report</p>
Full-time Equivalents	<p>The definition of FTE (full time equivalent) is the number of working hours that represents one full-time employee during a fixed time period, such as one year. FTE simplifies work measurement by converting work load hours into the number of people required to complete that work.</p> <p>The number of FTE needed = workload hours / the working hours of 1 FTE in our organization</p>
Headcount	<p>The total number of staff employed by the County or vacant roles, within any of the employment classification categories.</p>
OSHA Recordables	<p>Work related accident/incident rate which is a metric used to compare our organization’s safety performance against other averages such as a national or provincial average. This comparison is a safety benchmark to gauge performance with other organizations within the group, making an “apple to apple” comparison. This measure is currently not tracked, however, it will help us to track the cost of these injuries as hours and rate is a better indicator of incident rate and cost per lost time incident.</p> <p>The calculation is the total number of occupational injuries and illnesses x 200,000 / the number of hours worked by all employees which equals an OSHA Incident Rate.</p>

2018 Bruce County Business Plan

Key Performance Indicators	Description
Lost Time Injury Frequency Rate (LTIFR)	<p>LTIFR refers to Lost Time Injury Frequency Rate, the number of lost time injuries occurring in a workplace per 1 million man-hours worked. An LTIFR of 7, for example, shows that 7 lost time injuries occur on a jobsite every 1 million man-hours worked.</p> <p>Formula: $\frac{\# \text{ of Lost-Time Injuries} \times 200,000}{\text{Total Hours Worked}}$</p> <p>Note: WSIB 2016 Statistical Report indicates that the municipal sector for Schedule 1 employers averaged 1.49 LTI per 100 workers per year (and averaged 1.51 over the last 6 years). A municipal employer offering the same services as the County would be expected to have a LTIFR of 2.3 based on the same report.</p>
Sick Time Paid #LTD Claims	<p>The County is committed to enhancing the wellness and well-being of its staff. Workplace wellness and productivity go hand in hand as workforce well-being generates higher levels of employment engagement, in turn leading to better performing workplaces. Tracking non-work related Long Term Disability claims with assist with this wellness and productivity measure. Currently we track total sick time paid, however, do not report on number of long term disability claims paid.</p>
WSIB Claims (total Medical Aids and Lost Time Incidents)	<p>The total of Medicals Aids + Lost Time Incidents = Total WSIB Claims</p>
% of Staff Unionized-OMBI	<p>We don't anticipate a large change in the amount of unionized staff within the County in the next 2 years.</p>

2018 Bruce County Business Plan

Department: Human Services

Strategic Priorities:

1. **Find Creative new ways to engage our public:** through focusing on making the County accessible to people through access to information.
2. **Eliminating our own red tape:** through focusing on the internal and external customer/client first.
3. **Explore alternate options:** to improve efficient/services through elimination of duplication of services among departments and our communities.

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Budget	2018 YTD Q1	2018 Budget
Average length of time that clients receive social assistance	23	27	23.5	26	*23	26
Cost of a subsidized child care space	\$4,737	\$4,803	\$4,907	\$4,833	***\$5,150	\$5,109
Number of actions completed from the 10 year Long Term Housing Strategy	20%	30%	30%	27%	33%	40%
Number of available regulated child care spaces per 1,000 children (age 0 - 12)	154	193.53	185.11	183.5	***188.7	182
Number of households receiving social assistance	623	605	586	635	*605	595
Number of business days from screening to financial eligibility decision	7.4	5	5	6.0	**4	5
Percentage of available child care spaces subsidized	13%	10%	10%	10%	***10%	11%
Percentage of capital priorities delivered on time	84%	88.2%	100%	89.5%	****100%	90.0%

2018 Bruce County Business Plan

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Budget	2018 YTD Q1	2018 Budget
Percentage of capital priorities delivered on budget	84%	88.2%	94.1%	85.5%	****87.5%	90.0%
Percentage of waiting list housed annually	57%	43%	30%	36%	*****53%	40%

* Manually corrected figures vary slightly from CRS100M Integrated Case Summary Report in SAMS

** SAMS Performance Reports to the period ending February 28, 2018

*** January – March 2018 actuals

**** Projected to year-end, based on start of 8 of 18 projects to date

***** Based on 1st Quarter actuals, projected to year-end

TBD – As the data is available

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
1. Service Delivery Hubs Location Feasibility Review	Internal Staff Time - \$2500			As at Q1, the Steering Committee has reviewed the Site & Building Condition Assessment and completed analysis based on those findings. The findings require further analysis to be completed by the Steering Committee prior to presentation to committee in Q2
2. Communication Strategy to Engage Stakeholders in the Transformation of Family Support Centres	Internal Staff Time - \$9000			As at Q1, communication with Stakeholders continues, the first EarlyON Program Guide was launched, along with the installation of EarlyON signage at local Centres and satellite locations.
3. Optimization of OneList Software Application	Internal Staff Time - \$6750 Total Project \$7750			At Q1, planned Enhancements for OneList have begun to rollout. Recent system upgrades include the addition of an online user guide and the creation of a "how to" user video for families to access. The video will be posted early in Q2 by OneHSN directly.
4. Special Needs Resource Program - Enhancement of Customized Software Application.	Internal Staff Time - \$7500	\$34,000	\$41,500	At Q1, the Special Needs Resource Team has confirmed all action items for customization. Customization planning and transition timelines have been developed in consultation with ITS. System upgrades are planned for June.
5. Regeneration and Development of Housing Stock	Internal Staff Time - \$20,000			At Q1 staff have been do the preparatory work in conjunction with the consultant assisting with the project. A summary of the

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
	Total Project \$71,500			recommended approach will be presented to committee in Q2.
6. Asset Management Condition Assessment and Forecasting Needs	TBD			At Q1 stakeholders have met, confirmed requirements and timelines. Next steps will be confirmed in Q2 in consultation with Corporate Services.
7. Housing and Homelessness Planning	Internal Staff Time - \$17,500			As at Q1, planning for the homelessness enumeration is underway. The enumeration will take place in Q2. A report will be submitted to the Ministry of Housing in Q4. The 5-Year Review of the Housing and Homelessness Plan is due in 2019. Planning and consultation with community partners will begin in Q3.
8. Implementation of Integrated Housing System (IHS) - Software Application	Internal Staff Time - \$9000			As at Q1, the implementation of the Integrated Housing System (IHS) is pending the system completion by developers. It is expected to be released late in 2018.
9. Tenant Satisfaction & Engagement Review	Internal Staff Time - \$3000 Total Project \$11,000			Planning for the Tenant Satisfaction & Engagement Review will begin in Q3. This process will assist in improving services to tenants and provide increased access to external services.
10. Social Assistance Modernization	Internal Staff Time - \$18,600			As at Q1, the Income Support Supervisor attended a Social Assistance Change Liaison meeting regarding planned changes for Social Assistance Service Modernization. Lean

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
				Methodology work has commenced to address process enhancements.
11. Communication Strategy for Redesigned Community Participation Program, Implementation and Evaluation	Internal Staff Time - \$10,700			As of Q1, staff have been promoting Community Placements by making in-person contact, phone calls and meeting with non-profit organizations. A detailed package has been developed that outlines the benefits to the organization and the criteria for a Community Placement. Several host agencies have expressed interest in participating in the program.
12. Mechanical Upgrades	Internal Staff Time - \$7,200	\$240,000	\$247,200	As of Q1, the tender has been awarded and the contractor is submitting all paperwork to commence the work.
13. Replace Windows, Doors and Siding	Internal Staff Time - \$23,276	\$665,000	\$688,276	As of Q1, there is no work to report.
14. Replace Windows and Doors	Internal Staff Time - \$22,576	\$645,000	\$667,576	As of Q1, there is no work to report.
15. Parking, Walkway and Storm Water Improvements	Internal Staff Time - \$7,050	\$235,000	\$242,050	As of Q1, there is no work to report.
16. Common Area Flooring Upgrades	Internal Staff Time - \$4,500	\$150,000	\$154,500	As of Q1, there is no work to report.
17. Plan Development for 2019 Work	Internal Staff Time - \$23,008	\$115,039	\$138,047	As of Q1, consultants have commenced work on construction documents and budget preparation for all 2019 planned capital work.

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Service Delivery Hubs Location Feasibility Review</p> <p>Owner: Director and Departmental Management Team</p>	<p>Establishing a Service Delivery Hub approach/method was a key action in the 2016 Departmental Business Plan. In 2016, the first Hub was established with the implementation of the “Peninsula Hub” in Warton. In 2018, staff will examine opportunities for the implementation of service delivery hubs in other major centres in Bruce County and in conjunction with the Schools first approach for Child Care and Early Years locations within schools.</p>	<p>Internal Staff Time \$2500</p>	<p>TBD as opportunity presents and is evaluated. Provide a local responsive service, leveling the access to programs & services.</p>	<p>Maintain Services</p>
<p>2. Communication Strategy to Engage Stakeholders in the Transformation of Family Support Centres (Ontario Early Years Child & Family Centres)</p> <p>Owner: Director, Children’s Services Manager, Early Learning Planning Committee</p>	<p>In 2017 the Early Years Needs Assessment and Initial Plan was written and released. The Plan outlines a number of next steps that will be undertaken. The County becomes the Service System Manager of the Early Years Family Support Program effective January 1st, 2018 and the ongoing transformation will require a communication strategy based on the provincial guidelines.</p>	<p>Internal Staff Time \$9000</p>	<p>Increased awareness and access to services and information that has positive child and family outcomes.</p> <p>Work will span Q1 through Q4</p>	<p>Maintain Services & Provincial Legislation</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Optimization of OneList Software Application</p> <p>Owner: Children’s Services Manager, Fee Subsidy/Home Child Care Supervisor and Key Staff</p>	<p>This project will review the capacity of the OneList technology alongside our program processes using “lean methodology”. The second phase will include the development of a Communication Strategy to share the data collected in the system to act as a catalyst for expanding the availability of licensed childcare.</p>	<p>Internal Staff Time \$6750</p> <p>Operating Cost \$1000</p>	<p>Increased understanding of the demand and complexities of the service system to support future planning.</p> <p>Work will span Q1 through Q3</p>	<p>Maintain Services</p>
<p>4. Special Needs Resource Program -Enhancement of Customized Software Application</p> <p>Owner: Children’s Services Manager, Preschool Resource Program Supervisor and Key Staff</p>	<p>The Special Needs Resource Program use a customized database to case manage individual client service plans. This project would further enhance this customized software by using “lean methodology” to modernize and streamline the application process and administration processes of the program moving from much manual work to more engaging automation via the new website. The project will include phases of procurement, development and implementation.</p>	<p>Internal Staff Time \$7500</p> <p>Capital Budget for Software Development Vendor \$34,000</p>	<p>Reduction in the level of manual work allowing for additional use of resources to support children and families toward positive outcomes.</p> <p>Work will span Q1 through Q4</p>	<p>Service Initiative</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>5. Regeneration and Development of Housing Stock</p> <p>Owner: Director, Housing Facilities Manager, Housing Services Manager and Key Staff</p>	<p>This project will review the strategic use of social housing assets at or nearing expiration of operating agreements to help meet local housing needs. This project will advance sustainable asset management of the County owned buildings and provide community leadership for other housing providers.</p>	<p>Internal Staff Time \$20,000</p> <p>Budget for Consultant Services \$24,500</p> <p>Operational Costs \$27,000</p>	<p>Effective use of public assets to meet local housing needs through a sustainable financial approach.</p> <p>Work will span Q1 through Q4</p>	<p>Maintain Service and Service Initiative</p>
<p>6. Asset Management Condition Assessment and Forecasting Needs</p> <p>Owner: Director, Housing Facilities Manager, Manager and Key Staff</p>	<p>The 2016 Asset Management Plan identified the need for a condition assessment program. Departmental Staff working in collaboration with Finance Staff have undertaken some preliminary work in 2017. The work in 2018 would see the completion of the development and implementation of a condition assessment program. Additional phases of this work include the optimization of the Citywide Software to complete capital budget forecasting needs.</p>	<p>Internal Staff Time TBD</p> <p>Potential Budget for Consultant Services TBD</p>	<p>The implementation of a condition assessment program that meets the provincial requirements for Asset Management and allows for sound capital expenditure decisions.</p>	<p>Maintain Service & Service Initiative</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>7. Housing and Homelessness Planning</p> <p>Owner: Director, Housing Services Manager, Housing Subcommittee of Bruce Grey Poverty Task Force.</p>	<p>In 2018, staff will continue the Housing and Homelessness Planning cycle with the introduction of the first Enumeration Process using a Point Prevalence Methodology. Enumeration will provide input into the next version of the Long Term Housing Plan due in 2019. The Housing Subcommittee of the Bruce Grey Poverty Task Force will act as the Steering Committee for the enumeration.</p>	<p>Internal Staff Time \$17,500</p>	<p>The completion of a successful Enumeration Process that generates data to inform the next version of the Long Term Housing Plan.</p> <p>Work for the Enumeration Plan will primarily span Q1 and Q2</p> <p>A report is required by the Ministry of Housing in Q4</p>	<p>Service Initiative</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>8. Implementation of Integrated Housing System (IHS) - Software Application</p> <p>Owner: Housing Services Manager, Key Staff</p>	<p>The Integrated Housing System is a software application in development by a group of service managers to assist with financial and administrative aspects of housing services. This system will allow for an integrated approach to collection, retention and use of data to support program administration, reporting and planning.</p>	<p>Internal Staff Time \$9000</p>	<p>Implementation of software use.</p> <p>TBD based on Module Availability</p>	<p>Service Initiative</p>
<p>9. Tenant Satisfaction & Engagement Review</p> <p>Owner: Housing Services Manager, Housing Facilities Manager, Maintenance Supervisor, Key Staff</p>	<p>The Tenant Satisfaction & Engagement Review will undertake a tenant satisfaction survey. The results of the survey will allow for an examination of current engagement and communications approaches with tenants as well as consider “lean methodology” in any operational improvements based on the survey results.</p>	<p>Internal Staff Time \$3,000 Consultant Services \$3500 Operating Costs \$4500</p>	<p>The review will provide meaningful data to improve our services on an ongoing basis as well as provide increased access to internal and external services in the community through tenant engagement.</p> <p>Q2 through Q3</p>	<p>Maintain Service</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>10. Social Assistance Modernization</p> <p>Owner: Income & Employment Supports Manager, Business Manager, Income Support Supervisor and Key Staff</p>	<p>The province is in the process of introducing a schedule of initiatives for Social Assistance Modernization. Staff will use “lean methodology” in the implementation of the provincial initiatives to deliver an improved client experience while ensuring long-term sustainability. The strategy focuses on make changes in key areas including intake, client communications, benefits delivery digital tools and processes and payment administration in an effort to reduce administration to enhance client outcomes.</p>	<p>Internal Staff Time \$18,600</p>	<p>An improved client experience and reduction in administrative work to allow for additional use of resource to support households in improving quality of life.</p> <p>Identify Work plan items in Q1 and as additional items are released by MCSS</p> <p>Work spans Q1 through Q4</p>	<p>Provincial Legislation & Maintain Services</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>11. Communication Strategy for Redesigned Community Participation Program, Implementation and Evaluation</p> <p>Owner: Income & Employment Supports Manager and Key Staff</p>	<p>Staff will develop and implement a communication strategy for the redesigned Community Participation Program. The Employment Counsellors will be engaging with possible placements within their catchment area. During Q1, Employment Counsellors will be promoting and establishing community placement with host agencies. During Q2 and Q3, staff will be screening and matching individuals to the needs of the host agency, as well as monitoring the placement. In Q4 staff will complete an analysis and evaluation of the redesigned program at the conclusion of year one.</p>	<p>Internal Staff Time \$10,700</p>	<p>Increased uptake of the Community Participation Program to allow for meaningful development opportunities for clients.</p> <p>Work spans Q1 through Q4</p>	<p>Maintain Service</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Mechanical Upgrades</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 59 4th Street, Chesley. Existing ventilation system is past the service life and require replacing. Install an energy efficient unit and to improve efficiency by switching the unit, hot water heaters and clothes dryer to propane.</p> <p>This project is classified as <i>Non-Unit Work</i>.</p>	<p>Contract Budget: \$240,000 Internal Staff Time: \$7,200</p> <p>Total Budget: \$247,200</p>	<p>2018 Tender: Q1 Construction in: Q2, Q3 & Q4</p>	<p>Maintain Services (Energy Efficiency Initiatives)</p>
<p>2. Replace Windows, Doors and Siding</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 539 Ivings Drive, Port Elgin (Phase 4) and 647/649 Arlington Street, Port Elgin (Phase 2). Windows and doors are past their service life. Install energy efficient windows and doors to reduce utility costs to assist with operating budget. New windows and doors will also reduce condensation/mould from developing which should improve indoor air quality. Siding is also past its service life and is poorly secured. Heavy wind increases maintenance costs. These projects are classified as <i>Regular Unit Entry</i>.</p>	<p>Contract Budget: \$665,000 Internal Staff Time: \$23,276</p> <p>Total Budget: \$688,276</p>	<p>2018 Tender: Q2 Construction in: Q2, Q3 & Q4</p>	<p>Maintain Services (Energy Efficiency Initiatives)</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Replace Windows and Doors</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 50 Park Street, Ripley and 286 Albert Street, Paisley. Windows and doors are past their service life. Installation of energy efficient windows and doors to reduce utility costs, will reduce operating budget as well as reducing condensation/mould from developing to improve indoor air quality. These projects are classified as <i>Regular Unit Entry</i>.</p>	<p>Contract Budget: \$645,000 Internal Staff Time: \$22,576</p> <p>Total Budget: \$667,576</p>	<p>2018 Tender: Q2 Construction in: Q2, Q3 & Q4</p>	<p>Maintain Services (Energy Efficiency Initiatives)</p>
<p>4. Parking, Walkway and Storm Water Improvements</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 295 Frank Street, Warton and 52 Maria Street, Tara. Parking lot repairs dues to signs of significant cracking, heaving and settling. Walkways will be modified to improve barrier-free path of travels. Work will include storm water management upgrades. These projects are classified as <i>Non-Unit Work</i>.</p>	<p>Contract Budget: \$235,000 Internal Staff Time: \$7,050</p> <p>Total Budget: \$242,050</p>	<p>2018 Tender: Q2 Construction in: Q2, Q3 & Q4</p>	<p>Maintain Services (Policy and Directives)</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>5. Common Area Flooring Upgrades</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 22 James Street, Teeswater and 4 Adam Street, Mildmay. Existing carpet floors are worn and stained. Replace carpet with hard surface to reduce operating costs and improve overall life-cycle costing. These projects are classified as <i>Non-Unit Work</i>.</p>	<p>Contract Budget: \$150,000 Internal Staff Time: \$4,500</p> <p>Total Budget: \$154,500</p>	<p>2018 Tender: Q2 Construction in: Q3 & Q4</p>	<p>Maintain Services (Policy and Directives)</p>
<p>6. Plan Development for 2019 Work</p> <p>Owner: Housing Facilities Manager</p>	<p>Contract documents will be prepared to address the work planned for 2019. Plans will be developed for the following:</p> <ul style="list-style-type: none"> • Fire alarm and emergency lighting upgrades at 915 Huron Terrace, Kincardine • Roofing and attic upgrades at 50 Park Street, Ripley • Window, door and siding Upgrades at 59 4th Street, Chesley and 539 Ivings Drive, Port Elgin • Window and door upgrades at 4 Adam Street, Mildmay • Common area flooring upgrades at 59 4th Street, Chesley and 401 Cayley Street, Walkerton <p>These projects are classified as <i>Plans</i>.</p>	<p>Contract Budget: \$115,039 Internal Staff Time: \$23,008</p> <p>Total Budget: \$138,047</p>	<p>2018 Q1, Q2</p>	<p>Maintain Services (Policy and Directives and Energy Efficiency Initiatives)</p>

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicator	Description
Average length of time that clients receive social assistance	The calculation is based on the average length of time that clients receive social assistance in months.
Cost of a subsidized child care space	<p>Full Day equivalent is weighted based on the age of the child and converted into the number of normalized subsidized spaces:</p> <p style="padding-left: 40px;">School Age = 1.00 Preschool = 1.50 Toddler = 3.00 Infant = 4.50</p> <p>The gross fee subsidy which includes parent fees is then divided by the normalized number of subsidized spaces</p>
Number of actions completed from the 10 year Long Term Housing Strategy	The number of actions is counted from the work plan which lists a status on each action from the Long Term Plan. The total actions complete are divided by the total actions to arrive at the percentage of actions completed.
Number of available regulated child care spaces per 1,000	Total Regulated Spaces is the number of licensed spaces in child care centres, nursery school and Bruce County Home Child Care Program divided by the 0-12 population in Bruce County.
Number of households receiving social assistance	The number of households receiving social assistance is a data count. Currently the data is manually corrected from CRS100M Integrated Case Summary Report in SAMS.
Number of business days from screening to financial eligibility decision	The number of business days from screening to financial eligibility system is generated based on a count of each individual applicant divided by the total number of applicants.

2018 Bruce County Business Plan

Key Performance Indicator	Description
Percentage of available child care spaces subsidized	This number uses the total number of fee subsidy spaces (child care program, nursery school and home child care) divided by the number of licensed spaces.
Percentage of capital priorities delivered on time	The number of capital priorities delivered on time is counted from the project list in which each project has a status of on time or not. The total projects on time are divided by the total projects to arrive at the percentage of projects delivered on time.
Percentage of capital priorities delivered on budget	The number of capital priorities delivered on budget is calculated from the project list in which each project has an approved budget. The total projects on budget are divided by the total projects to arrive at the percentage of projects delivered on budget.
Percent of waiting list housed annually	The percent of the waiting list housed annually is calculated by dividing the total number of applicants housed by the total number of applicants on the waiting list annually. It requires that interim reports be provided based on projections of the number of applicants to be housed, divided by the total number of applicants on the waiting list, to in the remaining months of any year.
<p>Housing Facility staff hour estimations are based of three defined categories of work:</p> <ol style="list-style-type: none"> 1. Regular Unit Entry 2. Non-Unit Entry 3. Plans 	<p>Housing Facility staff hours include, but not limited to, the following: reviewing or creating documents; posting, and coordinating tenders; fielding phone calls/emails (from consultants, tenants, manufacturers, contractors; co-ordinating meetings and entry to units; travel; time on-site during construction (meetings, in units, reviews, etc.); processing draws; requesting lien searches; investigating incentives. To estimate the amount of staff hours required, all of planned/tendered capital work is estimated based on three categories.</p> <ol style="list-style-type: none"> 1. Regular Unit Entry - projects that involve regular work carried out within the occupied units. These projects typically require the most amount of coordinating as we are required by law to give at least 24 hours' notice before entering a unit. It is also a BCHC policy to have a staff member present when a contractor is doing work within a unit when the tenant is not home. This type of work is estimated to require staff time that is 3.5% of the total budgeted amount. 2. Non-Unit Work - projects that involve little to no work carried out within the occupied units. These typically include work done in service areas, common areas and exterior. Contractor is able to perform the work without staff members present. This type of work is estimated to require staff time that is 3% of the total budgeted amount.

2018 Bruce County Business Plan

Key Performance Indicator	Description
	3. Plans - projects that involve the preparation of plans for the following year. Plan budgets are nominal compared to construction budgets but still require significant staff time for coordination, identifying scope of work and review. This type of work is estimated to require staff time that is 20% of the total budgeted amount.

2018 Bruce County Business Plan

Department: Library

Strategic Priorities:

1. **Leverage technology.** Continue to enhance services to meet the needs of tech-savvy visitors.
2. **Find creative new ways to engage our public.** Continue to enhance programming opportunities to reflect the current and changing needs of our communities. Adapt our marketing to reach current and potential members. Find new partnerships.
3. **Explore alternative options to improve efficiency, services.** Find ways to add services that provide convenience for the public.

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 Actual	2018 YTD (Q1)	2018 Projections
Staff-led programs held	2,487	1,362	1,545	667	2,000
Program participation number	19,896	10,856	16,897	6,400	18,000
Electronic Database use (# of sessions)	5,474	6,703	12,588	2,399	10,000
Active library members	25,952	25,424	28,319	25,556	27,000
Circulation of physical items	439,483	457,627	428,736	107,070	440,000
Circulation of online resources (eBooks & eMagazines)	50,228	58,912	61,834	17,397	60,000
Visits to the library website and online catalogue	199,783	205,998	238,901	69,342	225,000
Followers on social media	2,237	2,966	3,656	3,788	4,000
Staff training hours in current technologies	263	234	228	115	300

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
1. Bookmobile Phase 2	\$1000 advertising \$8000 internal staff resources	0	\$9000	As of Q1 planning is underway for fundraising and a final budget model is near completion.
2. Marketing Strategy	\$2000 advertising \$3000 internal staff resources	0	\$5000	As of Q1 the draft strategy is in progress with target completion of end of Q2.
3. Mental Health & Wellness Phase 2	\$3000 Training resources \$8600 internal staff resources	0	\$11,600	As of Q1 training is scheduled for Mental H&S training for supervisory staff in June.

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Bookmobile Phase 2</p> <p>Owner: Library Director, Assistant Director, key library staff</p>	<p>The bookmobile will be a large multi-year project. Phase 2 will be the fundraising and awareness phase where key staff works on fundraising projects and an awareness campaign for the bookmobile project.</p> <p>BCPL Strategic Priority: We will sell our ideas - plan and invest for large future projects</p> <p>County Strategic Priority: Explore alternate options to improve efficiency and service</p> <p>Support Corporate Initiative: Lean process Communication Strategy</p>	<p>Internal Staff time \$8000</p> <p>Advertising \$1000</p>	<p>The bookmobile project will allow us to deliver library services to areas and residents who don't currently have convenient access to a library branch.</p> <p>Fundraising and awareness will help us achieve our goal of implementing new ways of delivering services.</p> <p>Expected completion Q4</p>	<p>Service Initiative</p>
<p>2. Marketing Strategy</p> <p>Owner: Library Director, Assistant Director, Communications Coordinator</p>	<p>A marketing strategy will be prepared based on demographic and market data. Profiles will be created for each municipality and an action plan determined for each area.</p>	<p>Internal Staff time \$3000</p> <p>Advertising \$2000</p>	<p>The marketing strategy will help us to increase engagement and membership across the county through targeted marketing material.</p>	<p>Maintain Services/ Service Initiative</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<p>BCPL Strategic Priority: We will effectively market the library</p> <p>County Strategic Priority: Develop and implement tactics for improved communications</p> <p>Support Corporate Initiative: Communication Strategy</p>		<p>The strategy will be completed by end of Q2 with Implementation in Q3 and Q4</p>	
<p>3. Mental Health & Wellness Phase 2</p> <p>Owner: Library Director, Assistant Director</p>	<p>Create and implement a mental health and wellness training plan for library staff that focuses on staff interaction with the public.</p> <p>BCPL Strategic Priority: We will engage, educate, and develop staff</p> <p>County Strategic Priority: Explore alternative options to improve efficiency and service</p> <p>Support Corporate Initiative: Mental Health & Wellness</p>	<p>Internal Staff time \$8600</p> <p>External Training Resources \$3000</p>	<p>Further training in de-escalation, mental health first aid, and general crisis prevention will ensure staff are better able to support the public and each other.</p> <p>Training completed by Q4</p>	<p>Maintain Services</p>

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Staff-led programs	Programs consist of weekly programs like story time or baby time, special programs like an author visit, technology training, and community development such as outreach at Fall Fairs or partnered programs with community groups. Staff will count number of programs held.
Program participation	Total participation in library programs by the public at all branches or at outreach events. Staff will count number of participants at programs.
Electronic database use	Data collected through vendor site statistics. Counts sessions/logins for all online resources.
Active library members	Counts of members with cards that have not expired. Report generated from Integrated Library System (ILS).
Circulation of physical items	Counts number of physical items circulated (books, DVDs, audio books). Report generated from ILS.
Circulation on-line resources (eBooks and eMagazines)	Counts number of items checked out on-line via our eBooks/eAudiobooks catalogue and eMagazines collection. Data collected through vendor site statistics.
Total circulation	Counts number of physical items circulated as well as circulation of on-line resources. Report from ILS and eBook vendor (OverDrive).
Visits to our website and online catalogue	Counts number of visits. Data collected from web statistics.
Followers on social media (Facebook, Twitter, Instagram)	Counts number of followers on Twitter and Instagram and Facebook. Data collected from social media statistics reports.
Staff training hours in current technologies	Counts number of paid hours spent on training staff in current library technologies. Supervisors will report on number of hours spent attending training each month.

2018 Bruce County Business Plan

Department: Museum

Strategic Priorities:

1. **Develop and implement tactics for improved communication:** Effectively use key staff to be involved in operational review advisory groups.
2. **Leverage Technology:** Work with IT and partners to utilize technology for greater accessibility and relevance of our exhibits, collection, archives and programming & appeal to a wider audience.
3. **Find creative new ways to engage our public:** continue to develop and seek out innovative programming and exhibit content that engages, educates and entertains our public.

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 Actual (Q2)	2017 Budget	2018 YTD (Q1)	2018 Budget
Cost per household for service (40033 households 2011 Census)	\$13.94	\$12.44	\$6.13	\$12.54	\$2.98	\$12.54
# of Memberships	643	619	598	675	625	700
# of Community Partners	31	30	33	30	26	32
Social Media engagement (fb likes)	1,468	2,015	2,261	2,200	2,861	2,700
# of total visitors	26,349	23,242	10,279	32,000	4,043	32,000

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
1. Museum Strategic Plan - Financial Feasibility Study.	\$30,000 External Consultant (no impact to the 2017 budget funds from Reserve)		\$30,000 External Consultant (no impact to the 2017 budget funds from Reserve)	Financial Feasibility Study completed and presented to Council Q4 2017. Phase 2 began in Q1.
2. Museum Strategic Plan - Develop the Resources Required.	Approx. salary \$58,421 Hiring of Development Officer, revenue goal \$29,210		Approx. salary \$58,421 Hiring of Development Officer, revenue goal \$29,210	Position posted in March 7 Recruitment is ongoing at end of Q1 with expected closure in Q2.
3. Museum Strategic Plan - Forge Partnerships & Relationships. Educational Advisory Group (EAG)	Total cost \$2,750 Internal staff resources \$2,500 and meeting expenses \$250		Total cost \$2,750 Internal staff resources \$2,500 and meeting expenses \$250	Two EAG meetings were held in Q1 with 5 members representing the Bluewater District School Board. Terms of Reference for the goals and work of the group have been implemented, providing a path forward. Recommendations have led to enhancements to the Heritage Fair held in March and for marketing of educational programs.

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
4. Museum Strategic Plan, Marketing Plan - Create County Wide Awareness.	Total cost \$7,300 Internal staff resources \$2,300 and external consulting \$5,000		Total cost \$7,300 Internal staff resources \$2,300 and external consulting \$5,000	With the assistance of a consulting firm the BCM&CC Marketing Plan (2019-2021) has been completed. The Marketing Plan provides a focused approach over a three-year period including direction with strategies to grow County Wide Awareness along with budget recommendations for marketing and specific customer relationship management tools.
5. Development work for two in-house exhibits for 2018 launch		\$121,600 First Nations \$17,088 Train	\$121,600 First Nations \$17,088 Train	The First Nations exhibition is progressing. Changes to exhibition design through community consultation have been made. First round of community member interviews has been completed. Research, diorama work in progress. Electrical prep in exhibition hall completed. Encountered slight delays with the Train exhibition. Diorama work, research and graphic works continues. At this time the First Nations exhibition is scheduled to open as planned. The Train exhibition opening will be delayed to July 11.

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Museum Strategic Plan - Financial Feasibility Study.</p> <p>Owners: Director, Business Manager, Archivist, Marketing Coordinator</p>	<p>As part of the direction of the strategic plan and the pillar of "Optimize Use of Space", the BCM&CC has undertaken studies to determine what space is required for growth and the feasibility of a new capital build project.</p>	<p>\$30,000 External Consultant (no impact to the 2017 budget funds from Reserve)</p>	<p>Determine whether we will proceed with a new capital project.</p>	<p>Growth</p>
<p>2. Museum Strategic Plan - Develop the Resources Required. Develop plan & strategy for fundraising focused on short & long-term goals. Develop fundraising plan grounded in Value Proposition established, for specific projects identified.</p> <p>Owners: Director, Business Manager</p>	<p>As part of the direction of the strategic plan under the pillar of "Develop the Resources Required" along with any future capital projects, this position is vital to the success of achieving financial goals. Focus on fundraising, estate planning, foundations and donations will be the goal along with financial targets and relationship building for this role.</p>	<p>Approx. salary \$58,421 Hiring of Development Officer, revenue goal \$29,210</p>	<p>This position is necessary in order to develop other revenue on both a short & long-term basis. Focused plan on achieving both short & long-term goals for increased revenues. Revenues achieved through this position offset costs.</p>	<p>Growth</p>
<p>3. Museum Strategic Plan - Forge Partnerships & Relationships. Educational Advisory Group (EAG) 2) Establish</p>	<p>Continue the work that has already been started and further develop the EAG, in order for the BCM&CC to</p>	<p>Total cost \$2,750 Internal Staff resources</p>	<p>Improved and stronger relationship with community partners. Revisions to all educational</p>	<p>Service Initiatives/Savings</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>education advisory group and continue to develop curriculum-based programs for local school boards, as well as assist County as appropriate in pursuing post-secondary options (as per County strategic plan)</p> <p>Owners: Education Coordinator, Marketing Coordinator, Business Manager</p>	<p>provide services required to meet the needs of the BWDSB, Grey/Bruce Catholic School Board and Home School Association</p>	<p>\$2,500 and meeting expenses \$250</p>	<p>programming as a direct result of input from the community partners resulting in increased bookings and revision of service delivery if necessary.</p>	
<p>4. Museum Strategic Plan, Marketing Plan - Create County Wide Awareness. Develop a marketing plan to achieve, over time,</p>	<p>As a County-level institution, the BCM&CC needs to be seen as such and strive to overcome a 'Southampton-centric' focus. Strategically,</p>	<p>Total cost \$7,300 Internal staff resources</p>	<p>The Marketing Plan will assist both with our planning of finances and resources in order to achieve the</p>	<p>Maintain Services / Growth</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
County-Wide awareness of the BCM&CC Owners: Marketing Coordinator, Business Manager	the creation of a Marketing Plan to create a higher level of County-Wide awareness, which then over time will translate to higher levels of awareness and attendance needs to be developed.	\$2,300 and external consulting \$5,000	ultimate goal of being seen as the County Museum, increasing attendance, volunteers and partnerships.	

2018 Bruce County Business Plan

2018 Major Initiatives (Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Development work for two in-house exhibits for 2018 launch. Both the First Nations and Train exhibits are multi-year projects.</p> <p>Owners: Director, Exhibit Designer, Curatorial Assistant, Archivist</p>	<p>Complete research and installation of two new permanent exhibits. Total revamp of the First Nations mezzanine gallery and a new hands-on diorama style railway exhibition.</p>	<p>\$121,600 First Nations \$17,088 Train</p>	<p>The complete transformation of all permanent gallery space from the original re-opening of 2005. These two newest exhibitions will encourage new visitation and provide educational, programming and community partner opportunities.</p>	<p>Maintain Service</p>

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Cost per household for service (40033 households 2011 Census)	Cost per household is based on annual amortized capital assets.
# of Memberships	Total annual number of memberships January - December.
# of Community Partners	Total number of community partners including associations, businesses, sponsors.
Social Media engagement (fb likes)	Total number of Facebook likes
# of Total Visitors	Total number of visitors (paid and unpaid) to visit the museum.

2018 Bruce County Business Plan

Department: Planning and Development

Strategic Priorities:

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

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Budget	2018 YTD (Q1)	2018 Budget
Applications Processed, Peninsula	77	79	51	72	30	71
Applications Processed, Lakeshore	84	117	112	110	30	112
Applications Processed, Inland	65	91	95	70	18	81
Major Policy Updates/Projects	962 hr. 6.6%	1,349 hr. 10%	1876 hr. (12.6%)	1,000 hr. 6.6%	414 hr. (16 %)	1,800 hr. 11.9%
Community/Landowner Consultation	n/a	2150 hr. 14.7%	1692 hr. (11.4%)	1800 hr. 12%	345 hr. (13.4 %)	1800 hr. 11.9%
Local Municipal Staff Consultation	654 hr. 4.5%	424 hr. 3.7%	581 hr. (3.9%)	600 hr. 5.3%	130 hr. (5.1 %)	800 hr. 5.3%
Business Inquiries and Consultations	n/a	303	362	300	161	350

2018 Bruce County Business Plan

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Budget	2018 YTD (Q1)	2018 Budget
Marketing(Website / Social Media / Inquires)	1,416,585 views 4,211 +SM	1,400,830 views 1,000 +SM	576,878 views 49,147 SM	1,420,000 views 4,300 +SM	116,767 views 53,756 SM	800,000 views 52,000 SM
STB Grants Total / Leverage \$	44 / \$453,036	24 / \$220,257	26 / \$633,024	30 / \$300,000	28/ \$612,972	30 / \$400,000

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
1. Develop & Implement a Corporate Communications Strategy	\$0 Existing resources	\$0	\$0	<p>Communications Cross Functional Team has created a draft communications strategy for review and input by SMT along with a presentation to staff at the May leadership event.</p> <p>Goal: Bring forward to Council in July</p>
2. Land Use Planning Transformation - Strategic Umbrella A. Bruce GPS B. New Bruce County Official Plan (2019)	\$100,000 (\$15,000 Existing Reserve) \$85,000 Tax Stabilization Reserve	\$0	\$100,000	<p>2018 Work Plan Approved by Council April PDC Meeting.</p> <p>RFP for Engagement Process posted April 27 - May 22, 2018</p>
3. Land Use Planning Transformation - Process Umbrella C. Lean Process Transformation D. Land Use Planning Communications Guide	\$29,600 (Existing resources and reserve)	\$0	\$29,600	<p>Lean Training Scheduled April -May, for all staff.</p> <p>Staff developing Project Charters to advance.</p>
4. Economic Impact of Tourism in Bruce County	\$20,000 Existing Budget	\$0	\$20,000	<p>Staff are refining the project methodology to launch data collection in May using three sources:</p> <ol style="list-style-type: none"> 1. Partner Organizations 2. Tourist Survey 3. Business Survey

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
5. Project Innovate - Develop a Cluster Development Action Plan	\$35,000	\$0	\$35,000	Staff have contracted with Deloitte to start the background research to development framework as of April 2018. Goal is to deliver the Strategy in 3 months.
6. Business to Bruce Community Onboarding and Program Launch	\$40,000 Existing Budget	\$0	\$40,000	Advanced the investment attraction and business development focus with the approval of strategies and toolkits in the Municipality of South Bruce, Walkerton, Port Elgin and Southampton. The strategy for Huron-Kinloss was approved and final edits on the toolkit are underway. Q2 will see the start of strategies and toolkits for both Paisley and Sauble Beach.
7. Nuclear Investment Strategy / Business Investment Program	\$25,000 Existing Budget	\$0	\$25,000	Staff are in the process of compiling recommended action items of focus for the next 6 months to support the integration of local suppliers into the communities. New Resident Tool-Kit ready for Advisory Committee review. May 16 th announcement on Bruce Power and the County of Bruce's ongoing commitment to <i>"Enhance Regional Economic Growth and Innovation"</i>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Develop & Implement a Corporate Communications Strategy</p> <p><u>Owner:</u> Economic Development / CAO's Office</p>	<p>The work of the Communications Committee will result in a defined communication strategy that provides a framework for organizational communications. At the same time, it will support a culture of open two-way communication that results in the right people communicating the right things in a timely fashion on behalf of Bruce County.</p> <p>Bruce County's Corporate Communications Strategy is a roadmap that guides all staff through internal, external and crisis communications.</p>	<p style="text-align: center;">\$0 Existing Budget</p>	<p>Complete the phases of a multiyear Communication Strategy that will improve communications & increase awareness of Bruce County services both internally & externally.</p> <p>Continue to build the attributes and images of the new Bruce County Brand into all communications.</p>	<p style="text-align: center;">Council Priority</p>
<p>2. Land Use Planning Transformation - Strategic Umbrella</p> <p>A. Vision Bruce</p>	<p>Following on the Bruce Lens themes articulated in a working session in April 2017, the work will develop and implement a process that will lead to the discovery of a clear set of land</p>	<p style="text-align: center;">\$100,000 (\$15,000 from Reserve)</p>	<p>Development of the Engagement Strategy, and Identify tools to be used in the implementation of the engagement strategy.</p>	<p style="text-align: center;">Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>B. New Bruce County Official Plan (2019)</p> <p><u>Owner:</u> Land Use Planning</p>	<p>use planning priorities, considering all aspects of securing the physical, economic and social efficiency, health and well-being of Bruce County into the future.</p> <p>The Vision work would then inform the review and development of a new Official Plan that is easy to understand, represents the current and future needs of the County, supports greater trust in the Planning process, and is considered by the majority of residents to be an accurate representation of their values.</p>	<p>\$85,000 Tax Stabilization Reserve</p> <p>(2019-2020)</p>	<p>Engage widely with stakeholders, interest groups, etc. and the development of a set of Values (Lens) that reflect the needs, goals and objectives of the Public, local Municipalities and our elected officials.</p> <p>Identify underlying policies that lead to repetitive planning applications. Shift the emphasis of the land use planning division to a greater role in proactive planning. (2019-2020)</p>	
<p>3. Land Use Planning Transformation - Process Umbrella</p> <p>C. Lean Process Transformation</p>	<p>The project will start with additional “lean” training for departmental staff, with the goal of improving our application processes both at the County and Municipal level and improving overall</p>	<p>\$29,600</p> <p>(\$4,600 Existing Budget; and,</p>	<p>A detailed “lean” process review will be undertaken and will include both the County and Municipal processes related to the land use planning applications.</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>D. Land Use Planning Communications Guide</p> <p><u>Owner:</u> Land Use Planning</p>	<p>interactions and communications.</p> <p>An effective planning process relies upon a trust relationship between the Public, Council, and Staff. Clarity of communications and transparent decision making are key elements of the trust relationship.</p>	<p>\$25,000 from Reserve)</p>	<p>Additionally, a Land Use Planning Communications Guide will be produced that will make recommendations and modernize our current communication tools in 2018 with a goal of advancing department engagement and communications in 2019.</p>	
<p>4. Economic Impact of Tourism in Bruce County</p> <p><u>Owner:</u> Economic Development</p>	<p>The Economic Impact of Tourism will develop a standardized approach to data collection and a model for representative analysis and reporting in the travel and tourism sector in Bruce County. The economic impact model must incorporate a consistent methodology that communicates the significance of the tourism industry to the County of Bruce and which can be tracked over time. This project will create a model for future annual reporting; an</p>	<p>\$20,000 Existing Budget</p>	<p>Expand knowledge base around impacts of key industry in economic development</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	industry report for 2018 is a key deliverable.			
<p>5. Project Innovate - Develop a Cluster Development Action Plan</p> <p><u>Owner:</u> Economic Development</p>	<p>Bruce County will move forward an assessment of opportunity for long-term cluster development around the energy sector. Clusters look to produce an innovative environment that empowers entrepreneurs and promotes cross-fertilization of ideas throughout the cluster.</p>	<p>\$35,000</p> <p>Existing Budget</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>
<p>6. Business to Bruce Community Onboarding and Program Launch</p> <p><u>Owner:</u> Economic Development</p>	<p>The Business to Bruce program supports business development, recruitment and enhancement in Bruce County.</p> <p>2018 will further expand the program to bring additional communities on board based on municipal commitment. By engaging and mobilizing the local business communities and municipalities while using County level resources, it is</p>	<p>\$20,000</p> <p>Existing Budget</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<p>projected that the project's reach and scale will grow. (based on 2015 pilot project)</p> <p>In Q2 of 2018, staff will begin to implement a marketing plan to advance the attraction aspects of the program.</p>			
<p>7. Nuclear Investment Strategy / Business Investment Program</p> <p><u>Owner:</u> CAO's Office / Economic Development</p>	<p>Through a Memorandum of Understand with respect to Economic Development and Innovation, the County of Bruce and Bruce Power have established a joint position to support economic and business development as it relates to Bruce Power's investment activities and innovation opportunities. The primary responsibility is to coordinate business investment efforts and economic development initiatives in the area in relation to Bruce Power's ongoing operations and investment program.</p>	<p>\$25,000</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1.				
2.				
3.				

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Applications Processed, Peninsula	Number of applications received and put through the legislated process
Applications Processed, Lakeshore	Number of applications received and put through the legislated process
Applications Processed, Interior	Number of applications received and put through the legislated process
Major Policy Updates / Projects	Number of hours spent working on major policy document updates and other projects. (Percentage of total hours worked)
Community/Landowner Consultation	Number of hours spent in consultation with
Local Municipal Staff Consultation	Number of hours spent in consultation with local municipal staff. (Percentage of total hours worked)
Business Inquiries and Consultations	Number of hours spent supporting existing and potential businesses in the County
Marketing (Website / Social Media)	Number of website uses, social media views and increase to social media participation
STB Grants Total / Leverage \$	Total number of grants awarded / Total dollars leveraged

2018 Bruce County Business Plan

Department: Transportation and Environmental Services

Strategic Priorities:

1. Develop tactics for improved communications: establish an internal communication program
2. Eliminate our own red tape: identify, analyse, consider options and pursue solutions
3. Explore alternative options: to improve efficient/services through elimination of duplication of services among departments and our communities

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 Actual	2017 Budget	2018 YTD Q1	2018 Budget
Percentage of paved roads that are rated good to very good (PCI)	61.4	68		67	N/A	68
Percentage of bridges and culverts that are rated good to very good (BCI)	56	56		58	N/A	60
Cost to maintain one lane km of paved roads	\$422	\$762		\$800	N/A	\$850
Cost to maintain one lane km of road in the winter	\$2163	\$2217		\$2100	N/A	\$2200
Years of remaining County landfill site capacity	33 years	Pending annual report		35 years	N/A	34 years
Tonnes of MHSW material diverted from landfill	133	136		135	N/A	140

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	Q1
1. Implement New Organizational Structure	Internal staff resources \$10,000	nil	\$10,000	Work will begin in Q2
2. Implement 'lean processing' and flow	Internal staff resources \$10,000	nil	\$10,000	In progress
3. Environmental Assessment for the West Road	nil	Capital budget \$200,000	\$200,000	On site monitoring continued in Q1.
4. Undertake the paved road capital program	nil	Capital budget \$5,700,000	\$5,700,000	In progress
5. Undertake the bridge/culvert capital program	nil	Capital budget \$1,855,000	\$1,855,000	Chesley Bridge failure impacted the work of the Department in Q1 - a shift in priorities for the balance of 2018
6. Undertake a study to determine the feasibility of a collection depot for Municipal Hazardous and Special Waste (MHSW)	Internal staff resources \$10,000 Consultants \$20,000	nil	\$30,000 From Reserves	Recommend suspending to 2019

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Implement New Organizational Structure Owner: County Engineer/Public Works Manager/Business Manager	Complete initiative from 2017	Internal staff resources \$10,000	Updated Highways Organizational Structure	Maintain Services
2. Implement 'lean processing' and flow into the state of being for the Highways Department Owner: Public Works Manager/Business Manager	Assess and improve the flow of actions that the Department undertakes in completing operational and capital tasks	Internal staff resources \$10,000	Streamline processes and improve operational and capital delivery approach which becomes an everyday approach	Maintain Services
3. Undertake a study to determine the feasibility of a collection depot for Municipal Hazardous and Special Waste (MHSW) Owner: County Engineer/Waste Management/Environmental Coordinator	Laisse with local municipalities to determine the support for a MHSW collection depot	Internal staff resources \$10,000 Consultants \$20,000	Feasibility report	Service Initiative

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Environmental Assessment for the West Road Owner: County Engineer	Move the EA into phase 3 with detailed designs and site specific impact and mitigation	Capital budget \$200,000	Consult Review Agencies and Public with the preferred design and Complete Environmental Study Report	Council Priority
2. Undertake the paved road capital program Owner: County Engineer/Public Works Manager	Organize, tender, and execute individual projects	Capital budget \$5,700,000	Improvements to various road sections	Council Priority
3. Undertake the bridge/culvert capital program Owner: County Engineer/Public Works Manager	Organize, tender, and execute individual projects	Capital budget \$1,855,000	Improvements to various bridges and culverts	Council Priority

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Percentage of paved roads that are rated good to very good	The pavement condition index is assessed by road section and is the basis of the road section rating. The Department’s objective is to improve the percentage over time.
Percentage of bridges and culverts that are rated good to very good	The bridge condition index is the basis of rating bridges. The Department’s objective is to improve the rating over time. A Consulting Engineer undertakes a review of each bridge and culvert every other year.
Cost to maintain one lane km of paved roads	Ensures adequate resources are directed to operational maintenance.
Cost to maintain one lane km of road in the winter	Ensures adequate resources are directed to winter operations.
Years of remaining County landfill site capacity	Summarizes the County landfill site capacity based on the current five year average consumption.
Tonnes of MHSW material diverted from landfill	Measures the amount of hazardous waste material that is diverted from area landfills.