



Executive Committee Agenda

Thursday, November 9, 2017

9:30 a.m.

Council Chambers

County Administration Centre, Walkerton

1. Declaration of Pecuniary Interest

2. Information Items

A. Year-to-Date September 30th, Q3 Annual Business Plan Update

B. Presentation of 2017 Q3 Business Plan Updates:

- CAO
- Corporate Services
- Human Resources
- Museum
- Transportation Services
- Health Services
 - Long-Term Care
 - Paramedic Services
- Social Services and Housing
- Library
- Planning and Development
- Nine month (Q3) Financial Statement Review

3. Next Meeting

December 7, 2017

4. Adjournment



Committee Report

To: Warden Mitch Twolan
Members of the Executive Committee

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

Date: November 9, 2017

Re: YTD September 30th, Q3 Annual Business Plan Updates

Recommendation:

That the YTD September 30th, Q3 Annual Business Plan updates be received for information.

Background:

The County of Bruce staff had committed to complete seventy-three (73) projects across the eight operational departments. Of the seventy-three (73) ten were capital infrastructure for Affordable Housing and the major Paved Roads plan for the Transportation group. The team have completed twenty-nine (29) of the initiatives with thirty (33) anticipated to be complete by the end of 2017. This will result in 61 of the 73 projects being complete or 83.6%.

As with any year, although staff complete due diligence and review of initiatives prior to committing them to their annual business plan, unpredicted issues can derail projects. I wish to report that we have ten (10) projects that are being suspended to 2018.

A summary of these suspended projects follows. In review of the 2017 major initiatives listing:

- Project #5 Formalized Policies in relation to the Bruce Lens has to be suspended as the work is dependent upon the output from the Planning team.
- Projects #10 and #11 addressing unified communications and Sharepoint have been suspended to 2018 and merged under the Bruce WorX initiatives.
- Projects #40 and #45 in Human Services (Formerly Social Services and Housing) will be deferred to 2018.
- Project #55 the McCurdy Bridge in the Highways group has been deferred at the request of the contractor.
- Project #58 Corporate File Management has been deferred as it is dependent upon the e-agenda project under the CAO which due to RFP requirements will roll into 2018.
- Projects #69, #71, #73 have all been suspended due to staff resource restrictions.



Attached to this report is a summary listing of the 2017 Major Initiatives Q3 update. The staff team and the work of the Senior Management Team has progressed our operations substantially.

Finally, the year to date September 30th financial report provided by the Director of Corporate Services is testament of the work of the staff on behalf of the Executive Committee. The 2017 fiscal year is forecast to return a surplus. The operational and capital improvements are creating financial capacity for future initiatives. The vision of the Executive Committee and the decisions to support the 2017 Annual Business Plans sets a solid foundation for future year's technology and innovation initiatives which will return high value to the Bruce County taxpayer.

Financial/Staffing/Legal/IT Considerations:

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

Interdepartmental Consultation:

There was no Interdepartmental Consultation.

Link to Strategic Goals and Elements:

Report links to all Goals included in the Strategic Plan.

Approved by:

Kelley Coulter
Chief Administrative Officer

Attachment: Q3 2017 Major Initiatives Listing

2017 Major Initiatives	Department	Status - Q3
1. 150 th "Explorers of Bruce" Celebration (CAO Budget)	CAO	In progress
2. Enhance our Continuous Improvement Culture through PD programs and Expand Cross-functional Team solution throughout County Departments: <ul style="list-style-type: none"> • Our Core Values • Bridges to Leadership • Business Case Analysis Techniques • Project Management • Budget Software • Reinvest in our staff 	CAO	Complete
3. Advance Economic Development Nuclear Portfolio	CAO	Complete
4. Develop single point for service user feedback - "Compliments & Concerns"	CAO	Complete
5. Facilitate formalized policies to embed County Council definition of "Bruce Lens" into our approach toward economic development	CAO	Suspended
6. Implement a modernized E-Agenda solution.	CAO	In progress
7. Continue the development and modernization of the operating and capital budget, capital forecasting and salary planning modules	Corporate Services	Complete
8. Integrated Energy Performance Project -Park Street (\$3.4 Corporate)	Corporate Services	In progress
9. Web Redevelopment	Corporate Services	Complete
10. Unified Communications (Telephony)	Corporate Services	Suspend to-Bruce WorX
11. SharePoint Infrastructure	Corporate Services	Suspend to-Bruce WorX
12. Build capacity	Human Resources	In Progress
13. Systems Development	Human Resources	In Progress
14. Manage Workforce Risk	Human Resources	In Progress
15. Advance HR Programs	Human Resources	In Progress
16. Align both LTC Homes in policies, management style and operational procedures, as well as, in the areas of common job descriptions and job titles including job responsibilities (especially in the management and administrative positions of the Homes.)	Long Term Care	Complete
17. Paramedic Services and both LTC Homes commence its research into the opportunities and efficiencies that could result by combining resources and services	Long Term Care	Complete
18. Replacement of Communications systems at Gateway Haven replacing the existing Nurse Call Bell and Telephone Systems including a Resident Wander Guard System	Long Term Care	In progress

2017 Major Initiatives	Department	Status - Q3
19. EIFS -Immediate Repairs to BLH and further exterior review inspection of both BLH and GWH	Long Term Care	In progress
20. Merging on Paramedic Services and Long Term Care	Paramedic Services	Complete
21. Paramedic Service Analysis between Grey and Bruce Counties - QA / Training efficiencies	Paramedic Services	Complete
22. 2017 MOHLTC EHSB Ambulance Review	Paramedic Services	Complete
23. Port Elgin Station temporary lease renewal and long term solution	Paramedic Services	Complete
24. Develop a Wellness Plan including PTSD Prevention Plan	Paramedic Services	Complete
25. Upgrade to power assist stretcher loading system	Paramedic Services	Complete
26. Feature Traveling Exhibit - TOYS: The Inside Story	Museum	Complete
27. Revised Tourism Strategy	Museum	Complete
28. Museum Strategic Plan - Feasibility Study	Museum	In progress
29. Museum Strategic Plan - Develop plan & strategy for fundraising focused on short & long term goals	Museum	In progress
30. Develop & launch 1 in-house exhibit in recognition of the 150 th	Museum	Complete
31. Development work for 2 in-house exhibits for 2018 launch	Museum	In progress
32. Integrated Energy Performance Project -Park Street (\$3.4 Corporate)	Museum	In progress
33. Strategic Plan Check-in	Library	Complete
34. Bookmobile (Phase 1)	Library	Complete
35. Outreach	Library	Complete
36. Early Literacy Stations	Library	Complete
37. Service Delivery Hubs Location Feasibility Review	Social Services & Housing	In progress
38. Transformation of Family Support Programs to Ontario Early Years Child and Family Centres	Social Services & Housing	In progress-Phase 2
39. Implementation of 10 year Long Term Housing Strategy	Social Services & Housing	In progress
40. Implementation of Integrated Housing System (IHS)	Social Services & Housing	Suspended
41. Social Infrastructure Fund (SIF)	Social Services & Housing	In progress - 99.7% complete
42. Modernization of Social Assistance	Social Services & Housing	Complete
43. Fire Alarm and Emergency Lighting Upgrades	Social Services & Housing	Complete
44. Roofing and Mechanical Upgrades	Social Services & Housing	In progress
45. Parking, Walkway and Storm Water Improvements	Social Services & Housing	Suspended
46. Walkway and Storm Water Improvements	Social Services & Housing	Complete
47. Replace Windows, Doors and Siding	Social Services & Housing	In progress-Phase2 complete
48. Replace Windows and Doors	Social Services & Housing	In progress
49. Common Area Flooring	Social Services & Housing	In progress
50. Social Housing Improvement Program (SHIP)	Social Services & Housing	In progress

2017 Major Initiatives	Department	Status - Q3
51. Plan Development for 2018 Work	Social Services & Housing	In progress - 99% complete
52. Consider the implications of in house construction versus contract construction and review Highways Department Organizational structure	Highways	Complete
53. Environmental Assessment for the West Road	Highways	In progress
54. Undertake the Paved Roads Capital Program	Highways	In progress- 52% complete
55. Undertake the Replacement of the McCurdy Bridge	Highways	Suspended - 2018
56. Corporate Branding	Planning & Development - Corporate Policy	Complete
57. Corporate Communications	Planning & Development - Corporate Policy	Complete
58. Corporate File Management	Planning & Development - Corporate Policy	Suspended
59. Sector Development - Energy Sector Assessment	Planning & Development - Economic Development	In progress
60. Sector Development - Nuclear Investment Strategy / Business Investment Program	Planning & Development - Economic Development	In progress
61. Sector Development - Agriculture Sector Assessment	Planning & Development - Economic Development	In progress
62. Sector Development - Tourism Sector, Explore the Bruce Program	Planning & Development - Economic Development	In progress
63. Sector Development - Tourism Sector, Spruce the Bruce Program	Planning & Development - Economic Development	In progress
64. Business Development - Business to Bruce Phase I	Planning & Development - Economic Development	Complete
65. Integration of Planning / Ec. Development functions	Planning & Development -	In progress
66. North Bruce Peninsula Hazard Mapping and Wetlands Pilot	Planning & Development - Planning	Complete
67. Develop a Bruce Lens through which Provincial Policy can be developed	Planning & Development - Planning	In progress
68. Bruce County Official Plan - 5-Year Review	Planning & Development - Planning	Not started
69. Kincardine Official Plan - 5-Year Review	Planning & Development - Planning	Suspended-2018
70. South Bruce Official Plan 5-Year Review	Planning & Development - Planning	In progress
71. South Bruce Peninsula Zoning By-law Update	Planning & Development - Planning	Suspended-2018
72. North Bruce Peninsula new Comprehensive Zoning By-law	Planning & Development - Planning	In progress

2017 Major Initiatives	Department	Status - Q3
73. Arran-Elderslie Official Plan and Zoning By-law Update	Planning & Development - Planning	Suspended-2018

2017 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.

Key Performance Indicators

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 to date (Q3)	2018 Projected
% of total operating cost governance	1.8%	1.8%	1.60%	1.60%	1.53%	1.60%
Total staff connected to service departments (IT, HR, Finance, Clerk)	33.5	32.5	33.5	34	34	34
% of annual projects delivered on time and on budget.	85%	85%	83%	85%	N/A	85%
# of organization projects with goals of innovation and cost containment.	12	12	25	27	N/A	27

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Health & Safety Program Enhancement: HSPA implementation (HR Budget)	100,000		100,000	The HR Team with John Van Delden have launched this work and the project remains on target for completion in Q4.
2. 150 th "Explorers of Bruce" Celebration (CAO Budget)	115,000		115,000	The Cross-functional Team completed the Art Installation at the end of Q3. The Outreach activities continue for the balance of the year with the final initiative being the Time Capsule.
3. Enhance our Continuous Improvement Culture through PD programs: <ul style="list-style-type: none"> • Our Core Values • Loyalist Light • Business Case Analysis Techniques • Project Management • Budget Software • Reinvest in our staff 	75,000		75,000	The 5 th Cohort of the Loyalist program will be complete in Q4. The Bruce County mental Wellness Program was launched in May with the Guarding Minds survey being complete and action items determined with the Senior Management Team (SMT). The SMT continue to complete their work to advance the three core priorities as defined from the Survey. Two leaders completed advanced education with the Schulich Business School at York University. One leader completed the program on advanced leadership with Ivey Executive Program on assisting members to embrace change management.
4. Advance Economic Development Nuclear Portfolio	75,000		75,000	The program continues to progress well. Coupon Country was drafted for launch in Q4. Additional ribbon cuttings are scheduled for Q4. The 2 nd annual summit is scheduled for November 7 th with organizations in the supply chain attending.
5. Develop single point for service user feedback - "Compliments & Concerns"	30,000		30,000	The rebranded Corporate Website was launched in and staff continue to receive favourable feedback. The "Talk to Us" portal is being modified to encompass the Complaints policy. The policy has been reviewed by legal and will be before County Council near the end of Q4 for launch.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
6. Expand Cross-functional Team solution throughout County departments.				The Second wave of Cross-functional teams for 2018 has been defined. The core focus will be Bruce WorX, Communications, and Lean Processing.
7. Facilitate formalized policies to embed County Council definition of "Bruce Lens" into our approach toward economic development				This began in the HR Department - with a focus to modernize HR policies. The Planning & Development Staff are working to finalize a template for consideration of the Planning & Development Committee.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Health & Safety Program Enhancement</p> <p>Owner: Health & Safety Manager, HR Director, CAO and Senior Management Team</p>	<p>Bruce County has an excellent safety culture across all departments. The Health & Safety group under John Van Delden’s leadership has worked to start to identify key formal systems to document, monitor, review and manage our safety systems. This corporation wide initiative will enhance the system to ensure that our staff operate on a daily basis with health and safety at the core of work completion.</p> <p>Strategic Priority: #9 Coordinated, concerted effort to advance our agenda.</p> <p>Operational Review Recommendation: N/A</p>	<p>100,000 (internal labour absorption)</p>	<p>0 Lost Time</p>	<p>Service Initiative Savings</p>
<p>2. 150th “Explorers of Bruce” Celebration</p>	<p>2017 is the 150th Birthday of Bruce County. The committee with Honorary Chairman - Past Warden Ron Oswald and Chaired by Ann-Marie Collins have continued to advance the program for Bruce County’s 150th birthday. A number of upcoming events including the Door’s Open and Military Reunion dinner will be well attended. Additionally, the Bruce County trailer will be attending the June 21 Snowbirds Airshow in Brockton on June 21st at the Saugeen Airport.</p>	<p>115,000 (2017)</p>	<p>Celebrate our history</p>	<p>Council Priority</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3.Enhance our Continuous Improvement Culture through PD programs</p> <p>Owner: CAO, Senior Management Team</p>	<p>The primary leadership of Bruce County completed the Loyalist Certificate in Local Government Management. In 2017 the goal is to continue to foster the continuous improvement throughout our organization through various reinvestment initiatives and further utilization of cross-functional teams. For 2017 the main professional development programs will be: Bruce County Organization Core Values, Loyalist "Light", Business Case Analysis Techniques and Template, Fundamentals of Project Management, Budget Software and reinvest in staff skills including elevation of tactical skills with software tools such as Microsoft Excel and Word.</p> <p>Strategic Priority: #4 Find creative and new ways to involve all staff in our future.</p> <p>Operational Review Recommendation: #59 Letting managers manage; #63 Corporate training and professional development</p>	<p>100,000 (existing in budget)</p>	<p>Develop innovative skills and improve general efficiency</p>	<p>Service Initiative Savings</p>
<p>4.Advance Economic Development Nuclear Portfolio</p> <p>Owner: County Council, CAO</p>	<p>Q1 of 2017 has been active for this portfolio. A lot of really solid work has been completed with two firms announcing their physical relocation into Bruce County. The partnership with Bruce Power is proactively leveraging the Industrial and Commercial interests connected with the refurbishment and beyond for the region. It will include developing the Economic linkages with the Province and various partners to advance this key aspect of the Bruce County Economy.</p> <p>Strategic Priority: #7 Stimulate and reward innovation and economic development.</p> <p>Operational Review Recommendation: #49 Macro economic development strategy with a key focus on energy and nuclear sectors.</p>	<p>75,000</p>	<p>1% increase assessment growth in these commercial class</p>	<p>Council Priority</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>5. Develop "Compliments & Concerns"</p> <p>Owner: CAO and Senior Management Team</p>	<p>The new Corporate website will be launched at June County Council. Contained within is our new portal "Compliments and Concerns". The database is designed to be utilized by anyone to register a compliment or a concern with staff able to respond and a documented record of the actions taken/required.</p> <p>Strategic Priority: #10 Develop Key Performance Indicators (KPIs) that are meaningful and report on them. Operational Review Recommendation: #5 County should develop a formal dispute resolution process.</p>	30,000	Focus on continuous process improvement	Legislative Requirements
<p>6. Expand Cross-functional Team approach across departments</p> <p>Owner: CAO, Senior Management Team</p>	<p>Q1 of 2017 saw the final of the first three Cross-functional teams receive approval for their work on redefining our Procurement Policy. The next will be to launch three more teams in May to start to focus on our core values and advancing our core values across the organization. The next step in the process is to facilitate the Senior Management Team in introducing the concept within their operations and supporting the autonomy of the teams to define and advance solutions to operations.</p> <p>Strategic Priority: #4 Find creative new ways to involve all staff in our future. Operational Review Recommendation:</p>	0	Maintain focus on process continuous improvement	Services Initiative Savings
<p>7. Implement Bruce Lens into processes</p>	<p>Ensure Council definition of Bruce Lens is included in policies and procedures with a particular focus on Economic Development. This is being advanced in Q2 of 2017.</p>	0	Streamlined processes and single source information	Council Priority

2017 BRUCE COUNTY BUSINESS PLAN

Key Performance Indicators Index:

Key Performance Indicators	Description
% of total operating cost governance	$\frac{\text{Total Legislative Services}}{\text{Net Taxation Levy}}$
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.	$\frac{\text{Total Special Projects contained in current Annual Business Plans Completed on time and on Budget}}{\text{Number of Special Projects in Current Budget}}$
# 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"

2017 BRUCE COUNTY BUSINESS PLAN

DEPARTMENT: Corporate Services

Strategic Priorities

1. Leverage Technology
2. Eliminate our own Red Tape
3. Explore alternate options to improve efficiency and service
4. Find creative new ways to engage our public

Key Performance Indicators

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 to Date (Q3)	2018 Projected
New Insurance Claims (liability) (received in current year)	5	1	3	2	1	2
Average # of invoices processed weekly	415	406	435	430	457	440
Date Budget adopted by Council	November 2013	December 2015	December 2016	November 2017		November 2018
% of goods and services purchased through the procurement process	90%	85%**	90%**	90%**	90%**	95%**
# of staff completion of Loyalist Program	0	4	6	2	1	1
Total Website Visits	2.7M	2.9M	3,103,606	3.2M	1,661,294	3.3M
Helpdesk Support Tickets	3,275	3,140	3,544	3,400	3,970	3,500
Email Message (average per day)		9,017	11,423	11,000	10,427	12,000
Email Accounts Hosted		913	1,071	920	1,409	920

** Purchases over \$4,000 excluding Social Housing

2017 BRUCE COUNTY BUSINESS PLAN

Department: Corporate Services

2017 Major Initiatives	Operational	Capital	Combined Total	Q2 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Continue the development and modernization of the operating and capital budget, capital forecasting and salary planning modules	Internal staff resources across the organization \$280,000	\$100,000 (from reserves-2016)	\$380,000	A comprehensive business case for the acquisition of a new forecasting tool to be used across the organization was completed and approved by the CAO. Upon receiving the necessary approvals to proceed with the purchase, the Finance Division is scheduled to meet with the vendor to review timing of the next steps and prepare the implementation plan. This massive undertaking will involve collaborative efforts from all departments to ensure all aspects are considered and interwoven into the framework. The expectation will be to utilize the new software in the development of the 2019 budget.
2. Integrated Energy Performance Project - Park Street (\$3.4 Corporate)	Internal staff resources \$5,000	\$300,000 Long Term Financing, Energy Incentives, Annual Energy Savings	\$305,000	<p>Ecosystem Energy Services Inc. has been engaged to complete an Integrated Energy Performance Project that will include energy conservation measures including interior and exterior lighting upgrades, Building Automation System (BAS) optimization, optimization of ventilation systems at the Park Street Administration Centre, with a capital investment of \$300,000.</p> <p>Progress at the Administration Centre has been excellent with the installation of the BAS. The heating water loop has been flushed and replaced with a new chemistry to work in combination with the new boiler. The electrical contractors will begin soon with the indoor lighting retrofit and the plumbing changes and new heating boilers are installed and nearly ready to be commissioned. The heat pump replacement is also well underway. The underground conduit has been installed, and the pad is ready for the EV Charger,</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives	Operational	Capital	Combined Total	Q2 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
				awaiting the unit’s delivery and final electrical work. Directly it will not save Bruce County money, but it was proposed and approved in light of the ability to attract attention to the benefits of energy efficiency measures. With an EV charging station, the County will be moving toward a more sustainable future, less reliant on fossil fuels.
3. Web Redevelopment	Internal staff resources \$50,000		\$50,000	The Web team and the Branding and Imaging Cross Functional Team Launched the new website on July 6 th to Council and the Public. Positive feedback was experienced immediately and is reflected in the Q3 KPI measuring website visits.
4. Unified Communications (Telephony)	Internal staff resources \$35,000	\$175,000 (Remainder of \$125,000-2016 and \$50,000-2017)	\$210,000	As previously reported Unified Communications and SharePoint Infrastructure solutions will be known as BruceWorX. Supported by a cross functional team we will introduce a modern and efficient way to do business. As part of the solution evaluation, a Customer Immersion Experience (CIE) will be planned with Microsoft. Designed to be interactive, customized, experiential and fun this onsite hands-on and at no charge demonstration of Skype for Business as a phone replacement and pillar in a county-wide unified communications strategy will drive exposure and adoption of our proposed solution to the aging and unsupported traditional phone systems within the County as well as the efficiencies gained by replacing the traditional telecom supplied subscription based systems. The estimated costs for BruceWorX and the final phase of infrastructure have been factored into the 2018 budget.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives	Operational	Capital	Combined Total	Q2 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
5. SharePoint Infrastructure	Internal staff resources \$20,000	\$70,000	\$90,000	<p>As explained in #4, going forward Unified Communications and SharePoint Infrastructure solutions will be known as BruceWorX and become a single initiative.</p> <p>Many of the members of the Collaborative Work Environment Team, that was struck in Q4 2016 and included a representative from each Department, will continue as members of the new cross-functional BruceWorX team.</p> <p>As a result of the Collaborative Work Environment Team’s contributions to this initiative, Sierra Systems, a Microsoft Gold Certified partner in the areas of SharePoint, Office365, Skype for Business and Azure were engaged. The measured deliverables that were identified in this first phase have set the County up for the next step to have them expertly translated, well defined and representative of the working group’s mandate of a highly collaborative, efficient and flexible working environment across the organization.</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Continue the development and modernization of the operating and capital budget, capital forecasting and salary planning modules</p> <p>Owner: Director of Corporate Services, Deputy Treasurer, Senior Management Team</p>	<p>It is expected that a decision to purchase budgeting software and a salary planning tool will be made in 2017 and financed from the reserve established for this purpose. In conjunction with senior management, the Finance Division will lead the process of integrating the current financial systems to work seamlessly with the 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. This massive undertaking will involve collaborative efforts from all departments to ensure all aspects are considered and interwoven into the framework. It is important to recognize that the value of the end results will be dependent solely on the efforts put into the preparatory work.</p> <p>Strategic Priority: #2 Leverage Technology Strategic Priority: #6 Explore alternate options to improve efficiency and service</p> <p>Operational Review Recommendation: Acquire and implement a contemporary integrated financial information system. Operational Review Recommendation: The County should invest in modern financial systems and automated procedures, developed in consultation with all departments in order to enable a cultural shift to encourage managers to operate with greater autonomy and responsibility.</p> <p>Transportation and Environment Department Recommendation: Allows for greater use of information technology to manage its infrastructure assets and budgeting for identifying and scheduling its repair and construction priorities.</p>	<p>Internal staff resources \$280,000</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>

2017 BRUCE COUNTY BUSINESS PLAN

	<p>Asset Management Review: Implement a comprehensive lifecycle asset management strategy to ensure County capital assets are kept in a good state of repair, and that capital asset maintenance costs are optimally spread over the lifetime of the asset.</p>			
<p>2. Integrated Energy Performance Project - Park Street</p> <p>Owner: Director of Corporate Services, Purchasing Manager, Maintenance Supervisor- Park Street</p>	<p>Ecosystem Energy Services Inc. has been engaged to complete a Integrated Energy Performance Project that will include energy conservation measures including interior and exterior lighting upgrades, Building Automation System (BAS) optimization, control system re-commissioning, optimization of ventilation systems and condensing boiler replacement in 4 County facilities including the Park Street Administration building, Brucelea Haven and Gateway Haven Long Term Care Facilities and the Museum and Cultural Centre. The total project will cost \$3,400,000, and the Park Street share of the actual capital investment is \$300,000. The total cost includes construction management, technical energy audit, engineering and monitoring and verification</p> <p>Strategic Priority: #6 Explore alternative options to improve efficiency and service</p>	<p>Internal staff resources \$5,000</p>	<p>Reduce Energy costs in the first 24 months by 37% annually and install energy efficient equipment avoiding future costs due to aging regardless of energy efficiency while reducing the impact to the County Levy</p>	<p>Service Initiative</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Web Redevelopment</p> <p>Owner: Director of Corporate Services, Manager Information Technology Services (ITS) and Lead Web Specialist in cooperation with the Imaging and Messaging Cross Functional Team</p>	<p>This project is well underway and will continue into the next budget year before completion. ITS staff will continue to work with the Imaging and Messaging Cross Functional Team and other departments to design and rollout a dynamic Bruce County presence on the WEB. Attracting new potential residents, visitors, and businesses by leveraging technology to draw their attention to what Bruce County has to offer while enhancing current web presence for our devoted visitors and residents.</p> <p>Strategic Priority: #1 Develop and implement tactics for improved communication. Strategic Priority: #2 Leverage Technology Strategic Priority: #3 Find creative new ways to engage our public.</p> <p>Operational Review Recommendation: Asset Management Review. The County should recognize and protect the value of its digital and “intangible” assets.</p>	<p>Internal staff resources \$50,000</p>	<p>Promote Bruce County by reaching new potential visitors/residents while servicing current residents and visitors.</p>	<p>Maintain Services</p>
<p>4. Unified Communications (Telephony)</p> <p>Owner: Director of Corporate Services, Manager of ITS, Lead Systems Support Analysts ITS, Lead Network Analyst ITS</p>	<p>In 2017 continue the development and implementation of a unified communications strategy. Phase #1 is well underway to address the County’s urgent requirements. Phase #2 establishes a Cross-Functional Team to evaluate remaining departments host and cell phone replacements</p> <p>Strategic Priority: #1 Develop and implement tactics for improved communication. Strategic Priority: #2 Leverage Technology Strategic Priority: #4 Find creative new ways to involve all staff in our future.</p>	<p>Internal staff resources \$35,000</p>	<p>Deploy applications in a common environment, reducing ITS training and service demands, while utilizing staff resources in a more effective manner.</p>	<p>Service Initiative</p>

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	<p>Strategic Priority: #6 Explore alternative options to improve efficiency and service</p> <p>Operational Review Recommendation: N/A</p>			
5. SharePoint Infrastructure	<p>SharePoint is a foundational tool for document management and collaboration, on which other technologies can be leveraged. SharePoint stores documents in a more effective format than a regular file system, and allows team members to access critical information that is relevant to them as they need it, wherever they may be. It enables better communication between staff members, improved central storage of documentation, and it encourages collaboration between staff members.</p> <p>A pilot project was undertaken in 2016 and trialed by the Corporate Policy division of Planning & Development. In 2017 this foundational piece of infrastructure will be made available across the organization.</p> <p>Strategic Priority: #1 Develop and implement tactics for improved communication. Strategic Priority: #2 Leverage Technology Strategic Priority: #6 Explore alternative options to improve efficiency and service</p> <p>Operational Review Recommendation: Many of the recommendations directly support the need for a reliable SharePoint Infrastructure</p>	Internal staff resources \$20,000	SharePoint will allow us to centrally locate data storage, and the geographically dispersed buildings around the County will benefit greatly from gaining redundant access to the shared infrastructure that SharePoint will help us to provide. SharePoint is an enabling technology, allowing business data to be used across the organization by all relevant stakeholders, as appropriate to their roles and permissions.	Maintain Services

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Continue the development and modernization of the operating and capital budget, capital forecasting and salary planning modules</p> <p>Owner: Director of Corporate Services, Deputy Treasurer, Senior Management Team</p>	<p>It is expected that a decision to purchase budgeting software and a salary planning tool will be made in 2017 and financed from the reserve established for this purpose. In conjunction with senior management, the Finance Division will lead the process of integrating the current financial systems to work seamlessly with the 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. This massive undertaking will involve collaborative efforts from all departments to ensure all aspects are considered and interwoven into the framework. It is important to recognize that the value of the end results will be dependent solely on the efforts put into the preparatory work.</p> <p>Strategic Priority: #2 Leverage Technology Strategic Priority: #6 Explore alternate options to improve efficiency and service</p> <p>Operational Review Recommendation: Acquire and implement a contemporary integrated financial information system. Operational Review Recommendation: The County should invest in modern financial systems and automated procedures, developed in consultation with all departments in order to enable a cultural shift to encourage managers to operate with greater autonomy and responsibility.</p> <p>Transportation and Environment Department Recommendation: Allows for greater use of information technology to manage its infrastructure assets and budgeting</p>	<p>\$100,000 (From Reserves)</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>

2017 BRUCE COUNTY BUSINESS PLAN

	<p>for identifying and scheduling its repair and construction priorities.</p> <p>Asset Management Review: Implement a comprehensive lifecycle asset management strategy to ensure County capital assets are kept in a good state of repair, and that capital asset maintenance costs are optimally spread over the lifetime of the asset.</p>			
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2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>2. Unified Communications (Telephony)</p> <p>Owner: Director of Corporate Services, ITS Manager and ITS Leads</p>	<p>In 2017 continue the development and implementation of a unified communications strategy. Phase #1 is well underway to address the County's urgent requirements. Phase #2 establishes a Cross-Functional Team to evaluate remaining departments host and cell phone replacements</p> <p>Strategic Priority: #1 Develop and implement tactics for improved communication. Strategic Priority: #2 Leverage Technology Strategic Priority: #4 Find creative new ways to involve all staff in our future. Strategic Priority: #6 Explore alternative options to improve efficiency and service Operational Review Recommendation: N/A</p>	<p>\$175,000</p>	<p>Deploy applications in a common environment, reducing ITS training and service demands, while utilizing staff resources in a more effective manner.</p>	<p>Service Initiative</p>
<p>3. Integrated Energy Performance Project - Park Street</p> <p>Owner: Director of Corporate Services, Purchasing Manager, Maintenance Supervisor- Park Street</p>	<p>Ecosystem Energy Services Inc. has been engaged to complete a Integrated Energy Performance Project that will include energy conservation measures including interior and exterior lighting upgrades, Building Automation System (BAS) optimization, control system re-commissioning, optimization of ventilation systems and condensing boiler replacement in 4 County facilities including the Park Street Administration building, Brucelea Haven and Gateway Haven Long Term Care Facilities and the Museum and Cultural Centre. The total project will cost \$3,400,000, and the Park Street share of the actual capital investment is \$300,000. The total cost includes construction management, technical energy audit, engineering and monitoring and verification</p> <p>Strategic Priority: #6 Explore alternative options to improve efficiency and service</p>	<p>\$3.4M Corporately \$300,000 (Park Street Facilities)</p>	<p>Reduce Energy costs in the first 24 months by 37% annually and install energy efficient equipment avoiding future costs due to aging regardless of energy efficiency while reducing the impact to the County Levy</p>	<p>Service Initiative</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
4.SharePoint Infrastructure	<p>SharePoint is a foundational tool for document management and collaboration, on which other technologies can be leveraged. SharePoint stores documents in a more effective format than a regular file system, and allows team members to access critical information that is relevant to them as they need it, wherever they may be. It enables better communication between staff members, improved central storage of documentation, and it encourages collaboration between staff members.</p> <p>A pilot project was undertaken in 2016 and trialed by the Corporate Policy division of Planning & Development. In 2017 this foundational piece of infrastructure will be made available across the organization.</p> <p>Strategic Priority: #1 Develop and implement tactics for improved communication. Strategic Priority: #2 Leverage Technology Strategic Priority: #6 Explore alternative options to improve efficiency and service</p> <p>Operational Review Recommendation: Many of the recommendations directly support the need for a reliable SharePoint Infrastructure</p>	\$70,000	<p>SharePoint will allow us to centrally locate data storage, and the geographically dispersed buildings around the County will benefit greatly from gaining redundant access to the shared infrastructure that SharePoint will help us to provide. SharePoint is an enabling technology, allowing business data to be used across the organization by all relevant stakeholders, as appropriate to their roles and permissions.</p>	Maintain Services

2017 BRUCE COUNTY BUSINESS PLAN

Key Performance Indicators Index:

Key Performance Indicators	Description
Insurance Claims in the year - new	The total number of new insurance claims (liability) received in the current year
Average # of invoices processed weekly	Using the accounts payable control report, the Accounting Clerk records the 1 st and last transaction # processed in the month. The difference between those 2 numbers is divided by 4 to get the weekly #.
Date Budget presented to Council	Date adopted by Council.
# of formal MFIPPA (Freedom of Information) requests received in the year	The total number of requests received in current year.
# of goods and services purchased through the procurement process	$\frac{\text{The total value of purchases in current year with Purchasing involvement}}{\text{The total value of purchases in current year}} \times 100 \%$
# of staff completion of Loyalist Program	The total number of staff from the department who have completed the Loyalist Program in the current year.
Overall Website Visits	This is for all County sites.
Helpdesk Support Tickets	Annual tickets logged at Itservicedesk@brucecounty.on.ca
Email Messages (average/per day)	Estimated incoming / outgoing email messages per day
Email Accounts Hosted	Maximum accounts annually

2017 BRUCE COUNTY BUSINESS PLAN

DEPARTMENT: Human Resources

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.

Key Performance Indicators

	2014 Actual	2015 Actual	2016 Projected	2016 Actual	2017 Projected	2017 to Date (Q3)	2018 Projected
Turnover Rate	13%	7.77%	14%	8.51%	14%	15.67%	13%
FTE	-	523.24	530	551	530	523	530
Headcount	-	771	776	782	776	787	776
OSHA Recordables	-	3.63	3.25	8.25	3.25	3.74	3.00
Sick Time Paid	\$896,303	\$824,419	775,000	\$486,427	\$775,000	\$929,665	\$750,000
#LTD Claims (current)	11	-		5	7	7	
WSIB Claims (total Medical Aids and Lost Time Incidents)	38	35	31	18	31	14	29
% of Staff Unionized - OMBI	58%	61.57%	59%	58%	59%	63%	60%

2017 BRUCE COUNTY BUSINESS PLAN

Department: Human Resources

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Build capacity	LOTO \$40,000 H & S Tracking System \$25,000 H & S Training linkage \$ 5,000 Ergonomic Assessments \$20,000 Internal Staff Resources (6 months H & S Mgr.) \$45,000	\$0.00	LOTO \$40,000 H & S Tracking System \$25,000 H & S Training linkage \$ 5,000 Ergonomic Assessments \$20,000 Internal Staff Resources (6 months H & S Mgr.) \$45,000	<ul style="list-style-type: none"> • Lock-Out / Tag-Out (LOTO) - LOTO complete in BLH complete using internal resources. GWH in process utilizing internal resource to complete project. LOTO project underway at BC Museum and Cultural Centre complete Q3. Remaining budget for one additional facility in Q4 identified as Administration Centre. • H&S Tracking System -system trials completed Q3 and system to be selected Q4. • Ergonomic Assessment - RFP to be issued Q4 for on-going requirements. • Mental Wellness Survey results received Q3 and review of 3 key strategies Q4
2. Systems Development	Avanti \$35,000 Branding \$ 3,000 Internal Staff Resources (6 months HRM) \$38,000	\$0.00	Avanti \$35,000 Branding \$ 3,000 Internal Staff Resources (6 months HRM) \$38,000	<ul style="list-style-type: none"> • Avanti - process established Q2 to transfer external training software to into Avanti. Post 2014 records (H & S) to be entered manually. • OrgPlus is new software to assist in creation of organizational charts populated by current information contained in our Avanti System. In Q2, an interface between OrgPlus and Avanti was built. Q3-Q4 will be system refinements.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
				<ul style="list-style-type: none"> Automation of performance review forms held - HR system cannot be sufficiently programed. Two HR staff members are Brand Representatives. New Employee Orientation materials branded Q2 and Job Description Q4.
3. Manage Workforce Risk	McDowall \$ 36,000 Internal Staff Resources Student \$11,000 2 HR - 4 months \$60,000	\$0.00	McDowall \$ 36,000 Internal Staff Resources Student \$11,000 2 HR - 4 months \$60,000	<ul style="list-style-type: none"> Non-Union Job Evaluation completed end of Q2 with final review Q4. Non-Union Job Description project underway Q3 -Q4 utilizing existing software solution. Students completed their term Q3.
4. Advance HR Programs	Internal Staff Resources Loyalist Participants \$ 6,600 HR Support \$10,000	\$0.00	Internal Staff Resources Loyalist Participants \$ 6,600 HR Support \$10,000	<ul style="list-style-type: none"> HR Team member participating in Cohort #5. Bridges to Leadership underway.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Build Capacity: Enable success through implementation of organizational initiatives</p> <p>Owner: Director, Manager H & S, HR & Payroll Teams</p>	<p>Organizational Reviews: Building upon 2016 organizational reviews. Specifically, implementation of Payroll review recommendations, completion of Paramedic review and assist with Public Works review implementation.</p> <p>150th Celebration: Provide HR support of corporate 150th celebration with the inclusion with the annual Wellness initiative.</p> <p>Health & Safety: Strengthen Health & Safety Program with the continued development. Provide a healthy and safe work environment that continues focus on developing core safety policies, procedures and programs including hearing, ergonomics and lock-out tag out. Implementation of the 2016 health & safety review recommendations.</p> <p>Wellness Strategy: Continued development of a comprehensive Wellness strategy inclusive of addressing PTSD initiatives.</p> <p>Strategic Priority: #3. Find creative new ways to involve all staff in our future. Operational Review Recommendation: n/a</p>	<p>LOTO - \$40,000 H & S Tracking System \$25,000 H & S Training System linkage \$5,000 Ergonomic \$20,000</p>	<p>Build capacity, improve resources utilization.</p> <p>Maintain legislated compliance meeting Health & Safety milestones. On our journey to 0 Lost Time</p> <p>Celebrate our history.</p> <p>Recognize importance of psychological health & safety in the workplace</p>	<p>Maintain Services</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>2. Systems Development: Enhance HR processes through technology and systems</p> <p>Owner: Director, HR Team</p>	<p>Leverage technology to continue and build on endeavours to automate key HR processes. Develop human resources branding aligned with new County of Bruce branding. Increased and leverage internet and intranet functionality.</p> <p>Strategic Priority: #4. Leverage Technology Operational Review Recommendation: n/a</p>	<p>Avanti \$35,000 Branding \$3,000</p>	<p>Drive transformation</p>	<p>Maintain Services</p>
<p>3. Manage Workforce Risk</p> <p>Owner: Director, HR Team</p>	<p>Align non-union compensation practices with completion of Job Evaluation, Pay Equity and Market Review processes. Align job descriptions with the aid of up-dated job information questionnaires. Seek software solution to enhance existing appraisal system with integration into Avanti to build a framework and support for effective performance management program. Review terms and conditions of non-union employment contracts to ensure legal compliance, competitive and consistent approach. Continue to build labour relations with staff and unions in support of executing collective bargaining processes.</p> <p>Strategic Priority: #2. Leverage technology, #4. Find creative new ways to involve all staff in our future. Operational Review Recommendation:</p>	<p>McDowall \$3,600</p>	<p>Development of a compensation philosophy and labour relations philosophy with consistent and appropriate approaches, building working relationships.</p>	<p>Maintain Services / Service Initiatives</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
4. Advance HR Programs	Facilitating and cultivating innovation, integrate succession planning into career paths and training. Continue Loyalist and Harvard Mentorship programs, introduction of "Bridges to Leadership" and full launch of HR Downloads training. Review and up-date human resources policies. Continue to support the Corporation in reducing "red tape" and participate in concept of Cross-Functional team approach to solution development.		Develop innovative skills and improve general efficiency.	Maintain Services

2017 BRUCE COUNTY BUSINESS PLAN

Department: Human Resources

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category

2017 BRUCE COUNTY BUSINESS PLAN

Key Performance Indicators Index:

Key Performance Indicators	Description
Turnover Rate	<p>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>=Turnover rate</p> <p>This is a new KPI for 2014 developed for this report</p>
Full-time Equivalent	<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	The total number of staff employed by the County within any of the employment classification categories.
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>
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)	The total of Medicals Aids + Lost Time Incidents = Total WSIB Claims
% of Staff Unionized-OMBI	We don't anticipate a large change in the amount of unionized staff within the County in the next 2 years.

2017 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.

Key Performance Indicators

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 To Date (Q3)	2018 Projected
Cost per household for service (40033 households 2011 Census)	\$14.06	\$13.94	\$12.44	\$12.54	\$9.02	\$12.54
* # of Memberships	470	643	619	675	600	700
*# of Community Partners	25	31	30	30	35	32
*Social Media engagement (fb likes)	1,027	1,468	2,015	2,200	2,462	2,700
*# of total visitors	31,816	26,349	23,242	32,000	22,921	32,000
# of staff completion of Loyalist program	0	0	6	1	0	1

2017 BRUCE COUNTY BUSINESS PLAN

Department: Museum

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Feature Traveling Exhibit - TOYS: The Inside Story	\$18,500 Rental +\$5,000 In-Bound Shipping (USD)	0	\$18,500 Rental +\$5,000 In-Bound Shipping (USD)	Exhibit installed and opened on schedule May 18. Final rental & shipping with exchange \$27,382.51. \$567.49 under budget from projected cost of \$27,950.
2. Revised Tourism Strategy	Cultural Plan, Cost TBD still in the research phase of the project. Est. Staff time \$1250	0	Cultural Plan, Cost TBD still in the research phase of the project. Est. Staff time \$1250	Originally, planned for the 2018 budget this project will be moved to 2019 due to the priority of other Corporate initiatives.
3. Museum Strategic Plan - Feasibility Study	\$30,000 External Consultant (no impact to the 2017 budget)	0	\$30,000 External Consultant (no impact to the 2017 budget)	Study findings presented to Council, November 16, 2017
4. Museum Strategic Plan - Develop plan & strategy for fundraising focused on short & long term goals	Cost TBD still in the research phase of the project. Est. Staff time \$2,000		Cost TBD still in the research phase of the project. Est. Staff time \$2,000	Development Officer position with offsetting revenue proposed for 2018 budget. Value proposition & campaign development as part of the deliverables for the Financial Feasibility Study.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
5. Develop & launch 1 in-house exhibit in recognition of the 150 th		\$40,000 The Last Frontier	\$40,000 The Last Frontier	Exhibit completed and opened on schedule June 14. Final costs \$36,189.68. Exhibit is \$3,810.32 under budget this will reflect in a lower draw from reserves.
6. Development work for 2 in-house exhibits for 2018 launch		\$65,400 First Nations \$17,088 Train	\$65,400 First Nations \$17,088 Train	First Nations Community Meetings completed. Culminating Community dinner to discuss findings held at the Museum September 15. Currently revising floor plans and budgets. Research, content development and diorama construction in progress. Train exhibition work is in progress.
7. Integrated Energy Performance Project -Park Street (\$3.4 Corporate)	Internal staff resources \$2,450	\$204,858 Long Term Financing, Energy Incentives, Annual Energy Savings	\$204,858 Long Term Financing, Energy Incentives, Annual Energy Savings	Project at Museum has not started. Estimated project timeline Sept 2017 - January 2018.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Feature Traveling Exhibit</p> <p>Owner: Director, Exhibit Designer & Programming Coordinator</p>	<p>Continuing to bring interesting and educational exhibitions to our residents remains a priority. TOYS: The Inside Story developed by the Montshire Museum of Science in Vermont is designed for a family audience. The six main themes: Pulleys, Circuits, Cams, Linkages, Gears and What’s Inside while highly interactive fit well within the Ontario School Curriculum making links for very engaging programming.</p> <p>Strategic Priority: Find creative new ways to engage our public Operational Review Recommendation: #37 BCM&CC Strategic Plan: Provide Relevant, Compelling Programming</p>	<p>\$18,500 Rental + \$3,000 In-bound (USD)</p>	<p>May 2017</p>	<p>Maintain Services</p>
<p>2. Revised Tourism Strategy</p> <p>Owner: Museum, Library, Economic Development</p>	<p>Focusing on incorporating heritage and culture into a revised tourism strategy will strengthen an already strong tourism portfolio as well as furthering partnerships with local business: Phase 1: Prepare initial draft with recommendations for review with CAO & Economic Development (completed); Phase 2: Revise initial draft based on comments and formalize plan for approval and implementation; Phase 3: Implementation of plan</p> <p>Strategic Priority: Develop and implement tactics for improved communication, Leverage technology, Find creative new ways to engage our public Operational Review Recommendation:#38 BCM&CC Strategic Plan: Forge Partnerships and Relationships & Provide Relevant Compelling Programming</p>	<p>Cultural Plan, Cost TBD still in the research phase of the project. Est. Staff time \$1250</p>	<p>2018</p>	<p>Maintain Services</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Museum Strategic Plan - Feasibility Study</p> <p>Owner: Director, Business Manager, Archivist, Curatorial Assistant</p>	<p>Continued implementation of the Museum's Strategic Plan. Specific emphasis will be on directed to the following pillars: Optimize Use of Space Pillar- Feasibility Study Plan to be completed for review Q1 2017.</p> <p>Strategic Priority: Develop and implement tactics for improved communication, Leverage technology, Find creative new ways to engage our public.</p> <p>BCM&CC Strategic Plan: Optimize the Use of Space, Provide Relevant, Compelling Programming</p>	<p>Feasibility Study \$30,000 (funds over 2016/2017 no impact to 2017 budget)</p>	<p>March 2017</p>	<p>Maintain Services</p>
<p>4. Museum Strategic Plan - Develop plan & strategy for fundraising focused on short & long term objectives</p> <p>Owner: Director, Business Manager</p>	<p>Continued implementation of plan as per the recommendations within the strategic pillars. Specific emphasis will be on the following pillar: Develop the Resources Required</p> <p>Strategic Priority: Develop and implement tactics for improved communication, Leverage technology, Find creative new ways to engage our public.</p> <p>BCM&CC Strategic Plan: Develop the Resources Required</p>	<p>Cost TBD still in the research phase of the project. Est. Staff time \$2,000</p>	<p>Q3 2017</p>	<p>Maintain Services</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Develop and launch 1 in-house exhibit in recognition of the 150th in the permanent gallery space.</p> <p>Owner: Director, Exhibit Designer, Curatorial Assistant & Archivist</p>	<p>Construction on the Last Frontier exhibit in recognition of the 150th will start in January in order to be completed for a June 2017 opening. This will complete all renovations on the lower levels.</p> <p>Strategic Priority: Develop and implement tactics for improved communication, Leverage technology, Find creative new ways to engage our public.</p> <p>BCM&CC Strategic Plan: Provide Relevant & Compelling Programming & Optimize the Use of Space</p>	<p>The Last Frontier \$40,000</p>	<p>Q2 June</p>	<p>Maintain Services</p>
<p>2. Development work for 2 in-house exhibits in the permanent gallery space for 2018 launch</p> <p>Owner: Director, Exhibit Designer, Curatorial Assistant & Archivist</p>	<p>Research work, content development, demo of the mezzanine will take place in 2017 in anticipation of a March 2018 opening for the new First Nations gallery. Collaboration with our First Nations communities and external partners is ongoing through this process. Research work, offsite construction for the Riding the Rails (Train) exhibit will take place during 2017 for completion in 2018.</p> <p>Strategic Priority: Develop and implement tactics for improved communication, Leverage technology, Find creative new ways to engage our public.</p> <p>BCM&CC Strategic Plan: Provide Relevant & Compelling Programming & Optimize the Use of Space</p>	<p>First Nations \$130,801 (over 2 years 2017 - \$65,400 & 2018 - \$65,400)</p> <p>Riding the Rails (Train Exhibit) \$49,176 (over 3 years 2016, 2017 & 2018)</p>	<p>Completion of Exhibit Q1 2018</p> <p>Completion of exhibit Q2 2018</p>	<p>Maintain Services</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Integrated Energy Performance Project</p> <p>Owner: Director, Maintenance Supervisor, Corporate Services, Ecosystems</p>	<p>Ecosystem Energy Services Inc. has been engaged to complete a Integrated Energy Performance Project that will include energy conservation measures including interior and exterior lighting upgrades, Building Automation System (BAS) optimization, control system re-commissioning, optimization of ventilation systems and condensing boiler replacement in 4 County facilities including the Park Street Administration building, Brucelea Haven and Gateway Haven Long Term Care Facilities and the Museum & Cultural Centre. The total project will cost \$3,400,000, and the Museum share of the actual capital investment is \$204,858. The total cost includes construction management, technical energy audit, engineering and monitoring and verification</p> <p>Strategic Priority: #6 Explore alternative options to improve efficiency and service</p>	<p>Internal staff resources \$2,450</p>	<p>Reduce Energy costs in the first 24 months by 37% annually and install energy efficient equipment avoiding future costs due to aging regardless of energy efficiency while reducing the impact to the County Levy</p>	<p>Service Initiative</p>

2017 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 annual number of community partners including associations, businesses, sponsors.
*Social Media engagement (fb likes)	Total annual number of Facebook likes.
*# of total visitors	Total number of visitors (paid and unpaid) to visit the museum.
# of staff completion of Loyalist program	Total number of Museum staff to successfully complete the Loyalist training.

2017 BRUCE COUNTY BUSINESS PLAN

DEPARTMENT: Highways

Strategic Priorities

1. Explore alternative options to improve efficiency and service

Key Performance Indicators

	2014 Actual	2015 Actual	2016 Projected	2016 Actual	2017 Projected	2017 to Date (Q3)	2018 Projected
Percentage of paved roads that are rated good to very good Average PCI	59.8%	61.4%	66%	68%	67%	TBD	68%
Percentage of bridges and culverts that are rated good to very good Average BCI	52.2%	56.0%	57%	56%	58%	TBD	60%
Cost to maintain one lane km of paved roads	\$729	\$422	\$750	\$762	\$800	TBD	\$850
Cost to maintain one lane km of road in the winter	\$2326	\$2163	\$2100	\$2217	\$2100	TBD	\$2200
Years of remaining County landfill site capacity	30 yrs	33 yrs	33 yrs	34 yrs	35 yrs	Receive fall of 2018	34 yrs
Tonnes of MHSW material diverted from landfill	125	133	135	136	135	148	140

2017 BRUCE COUNTY BUSINESS PLAN

Department: Highways

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Consider the implications of in house construction versus contract construction and review Highways Department organizational structure	\$30,000	0	\$30,000	The RRThe Department has provided Committee with recommendations in response to the Consultant’s report. The Department is transitioning from in-house road construction to contract construction. The Department is finalizing the organizational chart, non-union job descriptions and intends to advertise the position of Engineering Manager in late October.
2. Environmental Assessment for the West Road	0	\$240,000	\$240,000	Public Information Sessions were held on August 29 th and 30 th . The Department is undertaking a Surface Water and Hydrogeological Water Balance Study and incorporating the results in the recommendation of a preferred solution.
3. Undertake the Paved Roads Capital Program	0	\$5,500,000	\$5,500,000	The Department will submit a report to the November Committee identifying the work undertaken in the 2017 road capital program .
4. Undertake the Replacement of the McCurdy Bridge	0	\$3,000,000	\$3,000,000	The tender recently closed and the Department is meeting with the municipal partners and hopes to approach Committee in early November with a recommendation on award, contract administration and a cost sharing agreement.

2017 BRUCE COUNTY BUSINESS PLAN

Department: Highways

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Consider the implications of in house construction versus contract construction and review Highways Department organizational structure</p> <p>Owner: County Engineer</p>	<p>Assess advantages / disadvantages of in house construction and then evaluate Department other services and create a complementary organizational structure</p> <p>Strategic Priority: Operational Review Recommendation: N/A</p>	<p>(Staff time absorbed) \$30,000</p>	<p>2017</p>	<p>Maintain services</p>

2017 BRUCE COUNTY BUSINESS PLAN

Department: Highways

2017 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 forward with the environmental assessment for the West Road. Strategic Priority: safe community Operational Review Recommendation: N/A	\$240,000	2017	Managing services
2. Undertake Paved Roads Capital Program Owner: County Engineer	Move ahead with a variety of Urban and Rural road projects. Strategic Priority: safe community Operational Review Recommendation: N/A	\$5,500,000 Including fuel taxes	2017	Maintain services
3. Undertake the Replacement of the McCurdy Bridge Owner: County Engineer	Complete the project preparation, tender, award, and begin the two year project. Strategic Priority: safe community Operational Review Recommendation: N/A	\$3,000,000 Two year project	2018	Maintain services

2017 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.

2017 BRUCE COUNTY BUSINESS PLAN

DEPARTMENT: Long Term Care

Strategic Priorities

1. **Find creative ways to engage our public.** Plan an Open House in both facilities inviting the general public providing information on LTC ; tours; meet our service providers; provide printed information on processes of admission; services provided in the Homes .
2. **Explore alternate options to improve efficiency and service.** Create methods of sharing services between the Homes in their operations and reporting systems, as well as benchmarking in Quality management reporting. Creating opportunities to combine & create service delivery with EMS in scheduling of staff and other related service provisions. (i.e. Training of staff.)
3. **Develop Key Performance Indicators (KPIs) that are meaningful and report on them.**

Key Performance Indicators

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 (Q3) *	2018 Projected
How many municipal bed days are available?	89,060	89,060	89,060	89,060	44,530	89,060
Percentage of Occupancy rates based on maximum 244 Long Term residents in County of Bruce	99 %	99%	97%	99%	97%	99%
Number of Residents on combined waiting lists	74	70	54	65	76	35
How much does it cost on average to provide one long-term care bed in LTC in Bruce County per day	\$214.28	\$217.94	\$218.39	\$220.57	\$219.90	\$220.57
(County res/day Contribution)	(\$33.86)	(\$30.71)	(\$28.45)	(\$28.73)	(\$30.60)	(\$29.02)
How satisfied are residents with municipal Long Term Care Services.	90%^	90%^	99.5%	90%	94%	90%

*The Ministry of Health and Long Term Care typically publishes its quarterly performance indicators twelve weeks after the end of each quarter. This column presents the last reported data received from the Ministry.

2017 BRUCE COUNTY BUSINESS PLAN

DEPARTMENT: Long Term Care

Publically Reported Indicators as published by CIHI and HOO

Indicator	2015 BLH Q4 GWH Q4	2015 Provincial Average	2016 BLH Q4 GWH Q4	2017 BLH GWH Q4	2017 BLH GWH Q3 *	2017 Provincial Averages	2018 GOALS BLH GWH
Percentage of residents who had a recent fall	15.1 % 15.3 %	14.8 % 15.0 %	15.1 % 14.8 %	20.1 % 21.0 %	17.7% 17.2%	15.9%	15.0% 15.0 %
Percentage of residents who had worsening pressure ulcer Stage 2-4	5.7 % 2.9 %	3.1 % 2.9 %	5.7 % 2.9 %	4.5% 5.4 %	4.4% 4.4%	2.7 %	3.2% 2.7 %
Physically Restrained Daily	19.6 % 8.0 %	7.4% 6.3 %	19.6 % 6.3 %	15.2 % 5.8 %	15.0% 3.5%	5.0 %	10.5% 4.0 %
Percent of Residents with Worsening bladder control in 90 days	44.2 % 18.4 %	35.2 % 17.6 %	44.2 % 17.9 %	33.4 % 18.2 %	32.8% 19.5%	17.5%	30.0% 17.0 %
Potentially Avoidable Emergency Room Visits	N/A N/A	5 5	N/A N/A	3 N/A	N/A	Less than 5	Less than 5
Potentially Inappropriate use of antipsychotics	27.8 % 25.7 %	27.3 % 24.2 %	27.8 % 19.0 %	26.3 % 19.0 %	27.1% 16.9%	20.3 %	24.5% 17.0 %
Improved physical functioning 3 indicators averaged	34.6 % 20.6 %	30.5 % 19.3 %	34.6 % 19.4 %	24.0 % 20.5 %	31.2% 18.2%	18.4 %	31.0% 18.5 %
Worsened Physical functioning -Worsened ADL	44.2 % 32.6 %	35.2 % 31.6 %	44.2 % 31.8 %	30.1% 16.3 %	44.7% 43.4%	33.7%	36.6% 31.2 %
Experiencing Pain	19.1 % 10.5 %	10.9 % 6.7 %	19.1 % 10.5 %	3.6 % 9.0 %	4.4% 6.0%	6.0%	3.4% 5.0 %
Experiencing Worsening Pain	10.9 % 10.6 %	10.7 % 10.4 %	10.8% 10.4 %	22.2 % 7.6 %	20.6% 9.0%	9.9 %	20.0% 7.0 %
Worsening Depressive Mood	30.4 % 24.3 %	25.7% 24.3 %	30.4 % 22.7 %	27.9 % 22.4 %	28.0% 38.0%	23.3%	25.0% 22.7 %

2017 BRUCE COUNTY BUSINESS PLAN

Department: Long Term Care

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Align both LTC Homes in policies, management style and operational procedures, as well as, in the areas of common job descriptions and job titles including job responsibilities (especially in the management and administrative positions of the Homes.)	\$5,000 GWH \$5,000 BLH		\$5,000 GWH \$5,000 BLH	During this quarter, changes were made to further align the staff schedules between the homes. This will also assist the centralized schedulers when in place. Role descriptions for all departments have also been reviewed and standardized. Collaboration between the homes continued with respect to the implementation of the policies which are now shared between the homes. The homes collaborated and supported one another in the preparation of the 2018 budgets and both homes held launch events for the Best Practice Spotlight Organization designation. The steering committee for the BPSO also has representatives from both homes.
2. EMS and both LTC Homes commence its research into the opportunities and efficiencies that could result by combining resources and services	\$1,000 GWH \$1,000 BLH		\$1,000 GWH \$1,000 BLH	A series of meetings occurred between the LTC homes and Paramedic Services during this quarter to develop a GANTT chart detailing the implementation steps for centralized scheduling. The second member of the Centralized Scheduling team has now been hired to begin Oct 10.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
3. Replacement of Communications systems at Gateway Haven replacing the existing Nurse Call Bell and Telephone Systems including a Resident Wander Guard System	\$359,000	Consulting fees \$36,525	\$359,000	<ul style="list-style-type: none"> • Cabling completed in 2016. • Consulting firm; Sierra Systems have completed an analysis of stakeholder needs. An RFP for GWH encompassing the nurse call bell, telephone system and Wander Guard systems is currently in development.
4. EIFS -Immediate Repairs to BLH and further exterior review inspection of both BLH and GWH		\$ 70,000	\$ 70,000	An assessment and estimation of repair costs received and being reviewed.
Integrated Energy Performance Project -Park Street (\$3.4 Corporate)	Internal staff resources \$5,000	\$175,000 Long Term Financing, Energy Incentives, Annual Energy Savings	\$175,000 Long Term Financing, Energy Incentives, Annual Energy Savings Reduce energy costs in the first 24 months by 37% annually (homes combined) and install energy efficient equipment avoiding future costs due to outdated equipment and rising energy costs.	During this quarter, the EcoSystem implementation continued in the homes primarily related to the complete replacement of all lighting from florescent to LED.

2017 BRUCE COUNTY BUSINESS PLAN

Department: Long Term Care

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Align both LTC Homes in policies, management style and operational procedures, as well as, in the areas of common job descriptions and job titles including job responsibilities (especially in the management and administrative positions of the Homes.)</p> <p>Owner: Both LTC Homes Management and Director of Health Services</p>	<p>Commencing in 2015 and going forward, both Management teams from GWH & BLH meet regularly to jointly decide on policies, management of resources and personnel, as well as, the application of Collective Agreements in both operations.</p> <p>Quality Performance Indicators that enable comparisons between two County Homes, will be reviewed annually. These indicators have been initially determined in 2014 and will be used each year to enable both Homes to collectively address issues and opportunities that may arise in the County for Long Term Care Services identified from the data and trends collected.</p> <p>Strategic Priority: Explore alternate options to improve efficiency</p> <p>Strategic Priority: Develop Key Performance Indicators (KPIs) that are meaningful and report on them</p> <p>Operational Review Recommendation: Bruce County long-term care facilities should explore ways in which they could jointly manage and deliver a range of support services to the Homes and to residents. At a minimum, they should develop performance indicators - related to individual functions and services - that allow the Homes to be routinely compared to one another, and to similar Homes in other jurisdictions.</p>	<p>\$2500 GWH \$2500 BLH</p>	<p>Ongoing, Homes continue to meet monthly and work in collaboration with policies, collective agreements and external opportunities.</p> <p>The Homes use the CIHI report for LIHN comparison and the health quality Ontario indicators which includes home's individual Quality Improvement Plan</p>	<p>Maintain Services</p>

2017 BRUCE COUNTY BUSINESS PLAN

<p>2.Replacement of Communications systems at Gateway Haven replacing the existing Nurse Call Bell and Telephone Systems and including a Resident Wander Guard System</p> <p>Owner: IT Department Manager and Management of Gateway Haven</p>	<p>New system that will interface with each other will delete the many instances of alarm systems not operating and decrease the risk of unsafe situations occurring, and in turn improve the safety for each resident in the Home.</p> <p>Costs associated will be financed through an approved internal loan to the Gateway Haven operations. This will be reimbursed back to the county throughout the next 10 years. Committee approved this arrangement Sept.12, 2015. The RFP for tender has had to be broadened to include more capabilities of these systems. The costs have increased and with Committee's approval we will continue to purchase. It was hoped this goal would be realised by Q4 by the end of 2015. This did not materialize and has been projected as a 2017 continued goal. Consultant hired to assist with the business requirements.</p> <p>Strategic Priority: #6 Explore alternate options to improve efficiency</p>	<p>\$35,900 (2016)</p>	<p>Needs analysis received and under review in preparation for RFP release.</p>	<p>Maintain Services</p>
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2017 BRUCE COUNTY BUSINESS PLAN

Department: Long Term Care

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>4. EIFS -Immediate Repairs to BLH and further exterior review inspection of both BLH and GWH</p> <p>Owner: Administrators and Managements at GWH and BLH</p>	<p>An Exterior Insulation and Finish System (EIFS) Condition Assessment is being conducted by Edison Engineers Inc. at Brucelea Haven LTC. Cut-out samples have been taken from both Brucelea and Gateway Haven. A report on the findings of this testing is expected in August. This report will determine the actions needed to resolve current issues.</p> <p>Strategic Priority: Explore alternate options to improve efficiency</p> <p>Operational Review Recommendation:</p>	\$70,000	<p>Consultant's review of EIFS system in both homes has been received and is under review.</p>	Maintain Services
<p>5. Integrated Energy Performance Project</p> <p>Owner: Director, Administrators Maintenance Supervisor, Corporate Services, Ecosystems</p>	<p>Ecosystem Energy Services Inc. has been engaged to complete a Integrated Energy Performance Project that will include energy conservation measures including interior and exterior lighting upgrades, Building Automation System (BAS) optimization, control system re-commissioning, optimization of ventilation systems and condensing boiler replacement in 4 County facilities including the Park Street Administration building, Brucelea Haven and Gateway Haven Long Term Care Facilities and the Museum & Cultural Centre. The total project will cost \$3,400,000, The total cost includes construction management, technical energy audit, engineering and monitoring and verification. Budget costs to the Home is \$175,000</p> <p>Strategic Priority: #6 Explore alternative options to improve efficiency and service</p>	Internal staff resources \$5,000	<p>Reduce Energy costs in the first 24 months by 37% annually and install energy efficient equipment avoiding future costs due to aging regardless of energy efficiency while reducing the impact to the County Levy</p>	Service Initiative

2017 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
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
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

2017 BRUCE COUNTY BUSINESS PLAN

DEPARTMENT: Paramedic Services

Strategic Priorities

1. **Develop Key Performance indicators (KPI's) that are meaningful and report on them.** Set measurable goals and evaluate against them. Build in accountability and evaluation mechanisms.
2. **Explore alternate options to improve efficiency, 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. **Eliminate our own red tape.** Focus on the internal and the external customer / client needs first and eliminate all duplications of services and data.

Key Performance Indicators

	2014 Actual			2015 Actual			2016 Actual			2017 Budget			2017 Q3			2018 Projected		
Total paramedic responses per 1,000 population	102			97			98			103			48			105		
Average length of time from crew notification to arrival for Code 3 and 4 calls	10:20	P	13:44	10:47	P	13:25	10:40	P	13:45	10:45	P	14:15	10:29	P	13:40	10:30	P	14:00
		L	9:09		L	9:28		L	9:48		L	9:45		L	09:28		L	9:45
		I	8:40		I	9:07		I	8:46		I	8:30		I	08:34		I	8:30
Length of time from crew notification to arrival for the highest priority calls - 90 th percentile.	20:46	P	25:53	20:53	P	24:41	20:28	P	24:23	20:30	P	24:30	20:12	P	25:21	20:30	P	24:00
		L	16:40		L	16:39		L	17:20		L	16:45		L	16:08		L	16:30
		I	17:16		I	16:43		I	17:55		I	17:30		I	15:50		I	17:15
Cost to provide one hour of ambulance service	\$168			\$188			(\$182)			\$194			\$190			\$199		
Annual compliance with Council approved Ambulance Response time criteria	Met 3 of 6 criteria			Met 3 of 6 criteria			Met 3 of 6 criteria			Meets or exceeds criteria			Meeting 4 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		

2017 BRUCE COUNTY BUSINESS PLAN

Department: Paramedic Services

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Merging on Paramedic Services and Long Term Care	\$5000 staff time		\$5000	Process complete with new Health Service Department created. Centralized Scheduling office staff have been hired. Current scheduling processes for all Health Services have been reviewed and inefficiencies identified through the LEAN process review are being eliminated.
2. Paramedic Service Analysis between Grey and Bruce Counties - QA / Training efficiencies	\$5000 staff time		\$5000	Process complete, shared training occurring with items related to new provincial standards that will be implemented in December. Vehicle maintenance was tendered and remained 3 rd party.
3. 2017 MOHLTC EHSB Ambulance Review	\$7000 staff time		\$7000	Final report was received on September 28 th . Paramedic Services staff were commended for their work in several of the areas reviewed.
4. Port Elgin Station temporary lease renewal and long term solution	\$2000 staff time	(\$50,000 to reserve fund)	\$52,000	Temporary lease for this facility has been obtained. Building concept drawings and construction estimates will be postponed until Q-2 2018
5. Develop a Wellness Plan including a PTSD prevention plan	Staff time			Plan completed and sent to Ministry of Labour. Training for staff occurred at end of April.
6. Replacement of two (2) ambulances and one (1) ERV	\$1000 staff time	\$350,000	\$351,000	2 ambulances and 1 Emergency Response Vehicle (ERV) have been received. Ambulances are in-service and the ERV is currently being configured for deployment in November.
7. Upgrade to power assist stretcher loading system	\$1000 staff time	\$300,000	\$301,000	Complete. Loading system is installed. Training for staff occurred at the end of April.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Merging of Paramedic Services and Long Term Care</p> <p>Owner: Paramedic Services Management, Director of Health Services, LTC Homes Management</p>	<p>The County should consider bringing together the two major, 24/7 operations in the County (EMS and LTC) under a single, overall managerial framework, with particular focus on managing personnel, training, safety and labour relations issues.</p> <p>A single point-of-contact for the County’s health-related services would also assist in dealings with regional health organizations. The overall management of these two County Programs (EMS and LTC) should be “in a single pair of hands.”</p> <p>Analysis should focus on client services, quality assurance, scheduling, managing personnel, and training, safety and labour relations.</p> <p>Strategic Priority: Explore alternate options to improve efficiency and service by exploring alternate governance models. Look for economy of scale or shared services among our departments and communities and eliminate duplication of services</p> <p>Operational Review Recommendation</p>	<p>\$5,000 (2017) (staff time absorbed)</p>	<p>2017 Complete</p>	<p>Council Priority</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>2. Paramedic Service Review between Bruce and Grey Counties - QA / Training efficiencies, scheduling, fleet, maintenance, etc.</p> <p>Owner: Paramedic Services Management, Steering Committee of Shared Service Review</p>	<p>Bruce and Grey County Councils adopted a recommendation that a facilitator be hired to facilitate work on a jointly funded paramedic services analysis between the two communities. Based on the results of this work, we will work towards those recommendations.</p> <p>Strategic Priority: Explore alternate options to improve efficiency and service by exploring alternate governance models. Look for economy of scale or shared services among our departments and communities and eliminate duplication of services.</p> <p>Operational Review Recommendation</p>	<p>\$5,000 (staff time absorbed)</p>	<p>Q2 2017 Complete</p>	<p>Council Priority</p>
<p>3. 2017 MOHLTC EHSB Ambulance Review</p> <p>Owner: Paramedic Service Management</p>	<p>Work toward the successful outcome of our Ambulance Service Review scheduled for April of 2017.</p> <p>Strategic Priority: Develop KPIs that are meaningful and report on them: Set measurable goals and evaluate against them & Build in accountability and evaluation mechanisms</p> <p>Operational Review Recommendation</p>	<p>\$7,000 (staff time absorbed)</p>	<p>Q2 2017 Complete</p>	<p>Provincial Legislation</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>4. Port Elgin Station temporary lease renewal and long term solution</p> <p>Owner: Paramedic Service Management, Corporate Services - Purchasing Division</p>	<p>To negotiate a short-term lease for the Port Elgin station while investigating a long-term solution. These potentially could include a different location for lease, a new build owned by the County, or a shared project with other Emergency Services.</p> <p>Strategic Priority: Explore alternate options to improve efficiency, service: Look for economy of scale or shared services among our departments and our communities. Coordinate working with other agencies and eliminate duplication of services.</p> <p>Operational Review Recommendation</p>	<p>\$2000 (staff time absorbed)</p>	<p>2017 Complete</p>	<p>Maintain Services</p>
<p>5. Develop a Wellness Plan including a PTSD prevention plan</p> <p>Owner: Paramedic Services, HR</p>	<p>As directed by the MOL, a PTSD prevention plan must be submitted by 23 April, 2017. As part of the process, a comprehensive Wellness plan will be undertaken for not just Paramedic Service staff but also for all County staff.</p> <p>Strategic Priority: Explore alternate options to improve efficiency, service</p> <p>Find creative new ways to involve all staff in our future: Invest in expanding the knowledge and skills of our staff</p>		<p>Q1 2017 Complete</p>	<p>Provincial Legislation</p>

2017 BRUCE COUNTY BUSINESS PLAN

Department: Paramedic Services

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Replacement of Two (2) Ambulances and One (1) ERV</p> <p>Owner: Paramedic Service</p>	<p>The vehicle replacement schedule calls for the replacement of two ambulances and one ERV. Units 1278, 1196, and 1309 are scheduled for 2017.</p> <p>Strategic Priority: Explore alternate options to improve service: Look for economy of scale.</p> <p>Operational Review Recommendation</p>	<p>\$350,000</p>	<p>Q3 2017 Awaiting ERV delivery in Q4</p>	<p>Maintain Services</p>
<p>2. Upgrade Stretcher with a power assist loading system</p> <p>Owner: Paramedic Service</p>	<p>“Power assist” stretchers have been an important step in reducing musculoskeletal injuries in our paramedics since 2006 when we first implemented them. The next evolution in a comprehensive health and safety program to further reduce and prevent short and/or long term complications of heavy lifting is to implement a power lift solution to get the stretcher into the ambulance.</p> <p>Strategic Priority: Explore alternate options to improve service: Look for economy of scale, develop a system of measuring our processes and their successful desired outcome.</p> <p>Operational Review Recommendation</p>	<p>\$300,000</p>	<p>Q2 2017 Complete</p>	<p>Growth</p>

2017 BRUCE COUNTY BUSINESS PLAN

Key Performance Indicators Index:

Key Performance Indicators	Description
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 66,000. 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 the crew is notified 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 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.
Length of time from crew notification to arrival for the highest priority calls - 90 th percentile.	This indicates the 90 th percentile of how long it takes from the time the crew is notified 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 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 are available for 56,000 annual hours. As an example for 2014, you take the total expenditures of \$9,406,275 divided 56,000 hours for a total cost per hour of \$168.
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 five (5) CTAS level response time criteria as determined by the service provider.
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.

2017 BRUCE COUNTY BUSINESS PLAN

DEPARTMENT: Social Services and Housing

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 efficiency/services through elimination of duplication of services and sharing services among departments and our communities.

Key Performance Indicators

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 To Date (Q3)	2018 Projected
Average length of time that clients receive social assistance	22.5	23	27	26	23.5	29
Cost of a subsidized child care space	\$4,731	\$4,737	\$4,803	\$4,833	***\$4,673.04	\$5,109
Number of actions completed from the 10 year Long Term Housing Strategy	10%	20%	30%	27%	30%	50%
Number of available regulated child care spaces per 1,000 children (age 0 - 12)	149	154	193.53	183.5	***182.47	182
Number of households receiving social assistance	593	623	605	635	*591	717
Number of business days from screening to financial eligibility decision	6.09	7.4	5	6.0	**5	5.5
Percentage of available child care spaces subsidized	13%	13%	10%	10%	***11%	11%
Percentage of capital priorities delivered on time	83%	84%	88.2%	89.5%	****100%	89.5%
Percentage of capital priorities delivered on budget	83%	84%	88.2%	85.5%	****94.7%	85.5%
Percent of waiting list housed annually	56%	57%	43%	36%	*****33%	52%

* Manually corrected figures vary slightly from CRS100M Integrated Case Summary Report in SAMS for period ending September 30, 2017

** SAMS Performance Reports to the period ending August 30, 2017

*** January – August 2017 actuals and September 2017 Projection

**** Projected to year-end, based on start of 19 of 20 projects to date

***** Based on 3rd Quarter actuals, projected to year-end

2017 BRUCE COUNTY BUSINESS PLAN

Department: Social Services and Housing

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Service Delivery Hubs Location Feasibility Review	\$2,500			As at Q3, a steering committee is established which includes staff from Library, Planning and Development and Social Services and Housing. This committee will review the possible use of surplus space at Library Headquarters to create a service delivery hub in Port Elgin.
2. Transformation of Family Support Programs to Ontario Early Years Child and Family Centres	\$40,000			As of Q3, the OEYCFC Needs Assessment & Initial Plan has been completed, presented to Committee and was submitted to the Ministry of Education in June. Staffs have moved into the second phase of transformation with the implementation of the next steps as outlined in the plan in both Q3, Q4.
3. Implementation of 10 year Long Term Housing Strategy	\$15,000			As at Q3, Housing staff have implemented 14 of the 36 actions set out in the 10-Year Long Term Housing Strategy. Work will continue through 2017. The 2017-2018 Investment in Affordable Housing Expression of Interest for new development was re-released in Q2. A proponent was approved that will result in an addition of four new affordable units in Bruce County.
4. Implementation of Integrated Housing System (IHS)	\$8,150			At Q3, there is no further update. As at Q1, the implementation of the Integrated Housing System has been deferred due to a delay in component development. The software developers anticipate a Q4 release date. This is to be confirmed.
5. Social Infrastructure Fund (SIF)	\$7,500			As at Q3, the Social Infrastructure Fund has committed \$1,285,815 of the total \$1,289,050 and is anticipated Year 1 funding will be completely spent in Q4.
6. Modernization of Social Assistance	\$13,200			As of Q3, the Eligibility Review Process, which is a risk-based approach to confirmation of social assistance eligibility, had been fully implemented. The transition of the Eligibility Review Officer (ERO) and the Family Support Worker (FSW) into one role was completed during Q3.
7. Fire Alarm and Emergency Lighting Upgrades			\$177,400	As of Q3, work is complete, finalization of paperwork required to close out contract.
8. Roofing and Mechanical Upgrades			\$369,500	As of Q3, work is underway and should be complete in early to mid Q4.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
9. Parking, Walkway and Storm Water Improvements			\$283,500	As of Q3, there is no work to report.
10. Walkway and Storm Water Improvements			\$74,550	As of Q3, work is complete.
11. Replace Windows, Doors and Siding			\$672,885	As of Q3, work for Phase 1 at 647-659 Arlington is nearing completion and expected to be completed early to mid Q4. The tender for Phase 3 at 539 Ivings has been awarded, work to commence early Q4.
12. Replace Windows and Doors			\$291,600	As of Q3, work has been awarded and expected to commence in early Q4.
13. Common Area Flooring			\$163,800	As of Q3, work has been awarded and expected to commence in early Q4.
14. Social Housing Improvement Program (SHIP)			\$256,976	As of Q3, the well at Tobermory has been drilled, and expected to be complete in early Q4. The work at 1065 Huron Terrace, Kincardine is complete.
15. Plan Development for 2018 Work			\$140,000	As of Q3, with the exception of one project, all construction document and estimated construction costs for 2018 planned capital work have been received.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Service Delivery Hubs Location Feasibility Review</p> <p>Owner: Director, Social Services & Departmental Management Team</p>	<p>Establishing a Service Delivery Hub approach/method was a key action in the 2016 Departmental Business Plan. In 2016 this goal was obtained as well as the implementation of the “Peninsula Hub” in Wiarton. In 2017, staff will examine opportunities for the implementation of service delivery hubs in other major centres in Bruce County.</p> <p>Strategic Priority: Goal # 3: Find creative new ways to engage our public: B. Engage in cross-departmental streamlining - specialize in the solution not the department and C. Make the County fully accessible to the people through access to information. Goal # 5. Eliminate our own red tape: D. Streamline support services - provide services in a holistic manner and E. Focus on the internal and external customer/client needs first. Goal #6. Explore alternate options to improve efficiency, service: C. Look for economy of scale or shared services among our departments and our communities.</p> <p>Operational Review Recommendation: #52</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #2 Cultivate Strong Partnerships and Coordinate Efforts as part of “No Wrong Door Approach”</p>	<p>Current Internal Staff Time Approximately \$2,500 per feasibility review by location.</p> <p>Support will be sought of other corporate resources as required.</p>	<p>TBD as opportunity presents and is evaluated</p>	<p>Maintain Services</p>

2017 BRUCE COUNTY BUSINESS PLAN

<p>2. Transformation of Family Support Programs to Ontario Early Years Child and Family Centres</p> <p>Owner: Director, Social Services & Housing; Children's Services Manager; Bruce Grey Early Learning System Planning Committee; and the Let's Grow Best Start Implementation Committee</p>	<p>Effective January 2018 The Ministry of Education will transfer the responsibility of managing the Ontario Early Years and Child Centres (OEYCFC) to the CMSM's. The transformation will require the completion of local needs assessment and the development of an initial plan for the OEYCFC service system in Bruce County. The needs assessment will be informed by a review of local data, as well as an engagement process with service users, service providers and other with key community partners. This process will identify community needs, determine appropriate service delivery mechanisms, and gain an understanding of how current programs and services could be adjusted to be responsive to changing community needs. The needs assessment and initial plan are to be submitted to the Ministry of Education in May 2017. Once the Bruce County OEYCFC Plan is confirmed then specific action plan will be developed and implemented.</p> <p>Current internal staff resources will work with external consulting services as approved in 2016 budget. In-kind resources of community partners and planning tables as reference group. Significant staff time and resources will be required for the review which will include and not limited to surveys, focus groups and community meetings.</p> <p>Strategic Priority: Goal #3 - Find creative new ways to engage our public. B. Engage in cross-departmental streamlining in the solution not the department. Goal #5 - Eliminate our own red tape. D. Streamline support services. E. Focus on the internal and external customer/client needs first.</p> <p>Operational Review Recommendation: N/A</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #2 Cultivate Strong Partnerships and Coordinate Efforts as part of "No Wrong Door Approach"</p>	<p>Contract Budget for Consultant Support \$10,000</p> <p>Internal Staff Time \$30,000</p>	<p>Work will span Q1 through Q4</p> <p>Initial OEYCFC Plan - May 2017</p>	<p>Provincial Legislation</p>
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2017 BRUCE COUNTY BUSINESS PLAN

<p>3. Implementation of 10 Year Long Term Housing Strategy</p> <p>Owner: Director, Social Services & Housing, Housing Services Manager, & YIMBY Team</p>	<p>Bruce County Housing’s Long Term Housing Strategy is a 10-year plan developed and implemented in 2013, and will be completed by 2023 with additions and alterations made to the plan as new initiatives and demands are identified. The Housing Division will develop a work plan in consultation with the YIMBY Team and other partners for 2017. The plan will focus on decreasing the gaps in supportive services through the implementation of the additional funds available through Social Infrastructure Funds (SIF). Updates will include particular actions to occur in each quarter.</p> <p>Strategic Priority: Goal #1 - Develop and implement tactics for improved communications. Goal #3 - Find creative new ways to engage our public. Goal #6 Improve efficiency, service. Goal #7 - Stimulate and reward innovation and economic development.</p> <p>Operational Review Recommendation: #54</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023</p>	<p>Internal Staff Time \$15,000</p>	<p>Specific Actions to be completed in each quarter.</p> <p>Final Outcome 2023</p>	<p>Service Initiative</p>
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2017 BRUCE COUNTY BUSINESS PLAN

<p>4. Integrated Housing System (IHS)</p> <p>Owner: Manager, Housing Services; Housing Services Staff Team</p>	<p>The Integrated Housing System (IHS) is a software system developed by a group of Service Managers to assist with financial and administrative aspects of social and other housing. IHS supports a reliable approach and system for Service Manager to integrate social and other housing information into our financial and administrative systems, and to support the collection and storage of consistent social and other housing data. The software was purchased in 2016 and full implementation of Modules will continue into 2017</p> <p>Strategic Priority: Goal #1. Leverage Technology Goal #5 Eliminate our own red tape. Element A - All work processes designed for the fewest steps and the easiest completion. Goal #6. Explore alternate options to improve efficiency, service. Element B - Develop a system for measuring our processes and their successful desired outcome.</p> <p>Operational Review Recommendation: #54 Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #3 Enhance financial and program supports for Housing and Services</p>	<p>Internal Staff Time \$8,150</p>	<p>Work will begin Q4 and may span into 2018</p>	<p>Service Initiative</p>
<p>5. Social Infrastructure Fund (SIF)</p> <p>Owner: Director, Social Services & Housing; Housing Services Manager</p>	<p>In Q2 of 2016, the province announced the Social Infrastructure Fund (SIF) and allocated Service Managers an increased commitment in the Investment in Affordable Housing Program (IAH) and funding for the renovation and retrofit of social housing under the Social Housing Improvement Program (SHIP). This will include additional administering SHIP to the non-profit housing providers; Home Repair; Rental Housing, Home Ownership and a Community Delivered Rent Supplement Pilot Program which will require staff oversight in the administration and evaluation.</p> <p>Strategic Priority: Goal #3 - Find creative new ways to engage our public. Goal #6 Improve efficiency, service. Goal #7 - Stimulate and reward innovation and economic development.</p> <p>Operational Review Recommendation: #54\ Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #2 Cultivate Strong Partnerships and Coordinate Efforts as part of "No Wrong Door Approach". #3 Enhance financial and program supports for Housing and Services. #5 Maintain existing stock.</p>	<p>Internal Staff Time \$7,500</p>	<p>Work will span Q1, Q2, Q3</p>	<p>Maintain Service & Service Initiative</p>

2017 BRUCE COUNTY BUSINESS PLAN

<p>6. Modernization of Social Assistance</p> <p>Owner: Director, Social Services & Housing; Income Maintenance Manager</p>	<p>The Ministry of Community and Social Services (MCSS) is planning for a number of initiatives to “Modernize Social Assistance”. The intent is to promote integration across Human Services; enhance accountability while shifting the focus from compliance/outputs to program outcomes, reduce complexity and inefficiency while enhancing accessibility and success for clients.</p> <p>At a provincial level, this will be achieved through a number of initiatives including the introduction of new tools, regulatory reforms and the introduction of new service delivery processes. Internal to social assistance this includes such items as the transition to paperless drug benefits, the implementation of client access portals, the transition to the exemption of child support income. There are also items external to the program that will allow for better outcomes for clients such as the bundling of many existing provincial OSAP grants into a single Ontario Student Grant. A review of internal practises will allow for consolidation and alignment with the provincial effort to focus on outcomes for clients. As the province releases more information associated activities will be come part of the Work Plan for the Program.</p> <p>Strategic Priority: Goal # 5. Eliminate our own red tape: E. Focus on the internal and external customer/client needs first. Goal # 6 - Explore alternate options to improve efficiency, service. A. Explore alternate governance models</p> <p>Operational Review Recommendation: #52</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #2 Cultivate Strong Partnerships and Coordinate Efforts as part of “No Wrong Door Approach”.</p>	<p>Internal Staff Time \$13,200</p>	<p><u>Phase 1:</u> Identify Work Plan Actions in Q1 and as additional items are released by the MCSS</p> <p><u>Phase 2:</u> Implement Actions Q2, Q3 and Q4.</p>	<p>Provincial Legislation & Maintain Services</p>
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2017 BRUCE COUNTY BUSINESS PLAN

Department: Social Service and Housing

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>7. Fire Alarm and Emergency Lighting Upgrades</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at two buildings: 22 James Street, Teeswater and 4 Adam Street, Mildmay. Current systems are required to be replaced to comply with current codes. This project is classified as Regular Unit Entry.</p> <p>Strategic Priority: Eliminate our own red tape and Explore alternate options to improve efficiency. Operational Review Recommendation: N/A Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #5 Maintain existing stock.</p>	<p>Contract Budget: \$164,260 (2017)</p> <p>Staff Time: \$13,140 (2017)</p> <p>Total Budget: \$177,400 (2017)</p>	<p>2017</p> <p>Tender: Q1</p> <p>Construction: Q1, Q2 & Q3</p>	<p>Legislative (Life Safety)</p>
<p>8. Roofing and Mechanical Upgrades</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 83 2nd Street, Chesley. There is currently no ventilation system within the common areas which is a code requirement. Additionally, the roof is past its service life and is in poor condition. This project is classified as <i>Non-Unit Work</i>.</p> <p>Strategic Priority: Eliminate our own red tape and Explore alternate options to improve efficiency. Operational Review Recommendation: N/A Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #5 Maintain existing stock.</p>	<p>Contract Budget: \$352,000 (2017)</p> <p>Staff Time: \$17,600 (2017)</p> <p>Total Budget: \$369,500 (2017)</p>	<p>2017</p> <p>Tender: Q1</p> <p>Construction: Q2, Q3 & Q4</p>	<p>Legislative & Maintain Services (Legislative Requirements and Policy and Directives)</p>

2017 BRUCE COUNTY BUSINESS PLAN

<p>9. Parking, Walkway and Storm Water Improvements</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 83 2nd Street, Chesley. Parking lot requires repairs and is showing 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>Strategic Priority: Eliminate our own red tape and Explore alternate options to improve efficiency.</p> <p>Operational Review Recommendation: N/A</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #5 Maintain existing stock.</p>	<p>Contract Budget: \$270,000 (2017)</p> <p>Staff Time: \$13,500 (2017)</p> <p>Total Budget: \$283,500 (2017)</p>	<p>2017</p> <p>Tender: Q2</p> <p>Construction Q2, Q3 & Q4</p>	<p>Maintain Services</p> <p>(Policy and Directives)</p>
<p>10. Walkway and Storm Water Improvements</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 621 Mary Street, Wiarton. Walkways will be modified to improve barrier-free path of travels. Work will include storm water management upgrades. This project is classified as <i>Non-Unit Work</i>.</p> <p>Strategic Priority: Eliminate our own red tape and Explore alternate options to improve efficiency.</p> <p>Operational Review Recommendation: N/A</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #5 Maintain existing stock.</p>	<p>Contract Budget: \$71,000 (2017)</p> <p>Staff Time: \$3,550 (2017)</p> <p>Total Budget: \$74,550 (2017)</p>	<p>2017</p> <p>Tender: Q2</p> <p>Construction in: Q2 & Q3</p>	<p>Maintain Services</p> <p>(Policy and Directives)</p>

2017 BRUCE COUNTY BUSINESS PLAN

<p>11. Replace Windows, Doors and Siding</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 539 Ivings Drive, Port Elgin and 647/649 Arlington Street, Port Elgin. 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>Strategic Priority: Eliminate our own red tape and Explore alternate options to improve efficiency.</p> <p>Operational Review Recommendation: N/A</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #5 Maintain existing stock.</p>	<p>Combined Contract Budget: \$623,042 (2017)</p> <p>Combined Staff Time: \$49,843 (2017)</p> <p>Combined Total Budget: \$672,885 (2017)</p>	<p>2017 Tender: Q2 Construction in: Q2, Q3 & Q4</p>	<p>Maintain Services (Energy Efficiency Initiatives)</p>
<p>12. Replace Windows and Doors</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 52 Maria Street, Tara. 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. This project is classified as <i>Regular Unit Entry</i>.</p> <p>Strategic Priority: Eliminate our own red tape and Explore alternate options to improve efficiency.</p> <p>Operational Review Recommendation: N/A</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #5 Maintain existing stock.</p>	<p>Contract Budget: \$270,000 (2017)</p> <p>Staff Time: \$21,600 (2017)</p> <p>Total Budget: \$291,600 (2017)</p>	<p>2017 Tender: Q2 Construction in: Q2, Q3 & Q4</p>	<p>Maintain Services (Energy Efficiency Initiatives)</p>

2017 BRUCE COUNTY BUSINESS PLAN

<p>13. Common Area Flooring Upgrades</p> <p>Owner: Housing Facilities Manager</p>	<p>Construction will occur at 1065 Huron Terrace, Kincardine. Existing carpet is worn and stained. Replace carpet with hard surface to reduce operating costs and improve overall life-cycle costing. This project is classified as <i>Non-Unit Work</i>.</p> <p>Strategic Priority: Eliminate our own red tape and Explore alternate options to improve efficiency.</p> <p>Operational Review Recommendation: N/A</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #5 Maintain existing stock.</p>	<p>Contract Budget: \$156,000 (2017) Staff Time: \$7,800 (2017) Total Budget: \$163,800 (2017)</p>	<p>2017 Tender: Q3 Construction in: Q3 & Q4</p>	<p>Maintain Services (Policy and Directives)</p>
<p>14. Social Housing Improvement Program</p> <p>Owner: Housing Facilities Manager</p>	<p>Remainder of funding from federal program to improve the infrastructure of social housing. Work will include a new water well at 7432 Hwy #6, Tobermory, and parking lot and drainage upgrades at 1065 Huron Terrace, Kincardine. These projects are classified as <i>Non-Unit Work</i>.</p> <p>Strategic Priority: Eliminate our own red tape and Explore alternate options to improve efficiency.</p> <p>Operational Review Recommendation: N/A</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #5 Maintain existing stock.</p>	<p>Contract Budget: \$237,940 (2017) Staff Time: \$19,036 (2017) Total Budget: \$256,976 (2017)</p>	<p>2017 Work will span Q1, Q2, and Q3</p>	<p>Legislative (Legislative Requirements, Life Safety)</p>

2017 BRUCE COUNTY BUSINESS PLAN

<p>15. Plan Development for 2018 Work</p> <p>Owner: Housing Facilities Manager</p>	<p>Contract documents will be prepared to address the work planned for 2018. Plans will be developed for the following:</p> <ul style="list-style-type: none"> • Mechanical upgrades at 59 4th Street, Chesley • Roofing upgrades at 81 2nd Street, Chesley and 1034 Queen Street, Kincardine • Parking and walkway improvements at 295 Frank Street, Wiarton • Window and door upgrades at 50 Park Street, Ripley and 286 Albert Street, Paisley • Common area flooring upgrades at 22 James Street, Teeswater and 4 Adam Street, Mildmay <p>These projects are classified as <i>Plans</i>.</p> <p>Strategic Priority: Eliminate our own red tape and Explore alternate options to improve efficiency.</p> <p>Operational Review Recommendation: N/A</p> <p>Departmental Strategic Plan: County of Bruce Long Term Housing Strategy 2013-2023 - #5 Maintain existing stock.</p>	<p>Contract Budget: \$100,000 (2017) Staff Time: \$40,000 (2017) Total Budget: \$140,000 (2017)</p>	<p>2017 Q1, Q2</p>	<p>Maintain Services (Policy and Directives and Energy Efficiency Initiatives)</p>
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2017 BRUCE COUNTY BUSINESS PLAN

Key Performance Indicators Index:

Key Performance Indicators	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="margin-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.
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.

2017 BRUCE COUNTY BUSINESS PLAN

Key Performance Indicators	Description
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.
Housing Facility staff hour estimations are based of three defined categories of work: <ol style="list-style-type: none"> 1. Regular Unit Entry 2. Non-Unit Entry 3. Plans 	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. <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 8% 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 5% of the total budgeted amount. 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 40% of the total budgeted amount.

2017 BRUCE COUNTY BUSINESS PLAN

DEPARTMENT: Library Services

Strategic Priorities

1. Leverage technology. Continue to enhance online services to meet the needs of tech-savvy visitors.
2. Find creative new ways to engage our public. Continue to grow and enhance programming opportunities to reflect the current and changing needs of our communities.
3. Explore alternative options to improve efficiency, services. Ensure that staff is comfortable and proficient in current technologies

Key Performance Indicators

	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2017 To Date (Q3)	2018 Projected
Number of staff-led programs held	884	2,487	1,362	1,000	1,821	2,000
Program participation number	9,602	19,896	10,856	10,000	21,281	18,000
Total electronic database use	5,505	5,474	6,703	7,000	11,564	10,000
Number of active library members	25,000	25,952	25,424	26,400	26,654	27,000
Circulation of physical items	422,000	439,483	457,627	430,000	331,994	440,000
Circulation of on-line resources (eBooks, eMagazines)	32,850	50,228	58,912	40,000	45,822	60,000
Total circulation	454,850	489,711	516,539	470,000	377,816	480,000
Total visits to our website and online catalogue	192,016	199,783	205,998	200,000	180,167	225,000
Number of followers on social media (Facebook, Twitter, Instagram)	1,516	2,237	2,966	2,800	3,509	4,000
Staff training hours in current technologies	N/A	263	234	300	100	300

2017 BRUCE COUNTY BUSINESS PLAN

Department: Library Services

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Strategic Plan Check-in	\$5400	\$0	\$5400	As of Q3, the customer survey has been completed.
2. Bookmobile (Phase 1)	\$5000	\$0	\$5000	To date, research has begun on the bookmobile with some staff time spent.
3. Outreach	\$7200	\$0	\$7200	As of the end of September, 181 outreach events have taken place reaching 6,029 people.
4. Early Literacy Stations	\$0	\$15000	\$15000	3 Early Literacy Stations have been purchased. As of Q3 they have not be distributed to branches. All expenditures have occurred for a total of \$10,852.

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Strategic Plan Check-in</p> <p>Owner: Library Director, Assistant Director</p>	<p>The library strategic plan was completed in 2014 and part of that was a commitment to check in with the public to see how we're doing.</p> <p>Key staff will engage with the public to obtain feedback about our services and resources. This feedback will be gathered through online surveys, questionnaires at outreach events, and a scorecard for the public to fill out.</p> <p>BCPL Strategic Priority: We will define and realize a new social contract County Strategic Priority: Find creative ways to engage our public</p>	<p>\$5400 (staff time absorbed)</p> <p>Approximately 200 hours of staff time to engage in feedback gathering activities</p>	<p>Q4 2017</p>	<p>Maintain Services</p>
<p>2. Bookmobile (Phase 1)</p> <p>Owner: Library Director, Assistant Director</p>	<p>A bookmobile will be a large multi-year capital project. Phase 1 will be the research phase where key staff come up with a project plan and a budget plan for the bookmobile project.</p> <p>BCPL Strategic Priority: We will sell our ideas - plan and invest for large future projects County Strategic Priority: Explore alternate options to improve efficiency and service</p>	<p>\$5000 (staff time absorbed)</p> <p>Approximately 100 hours of staff time to research and plan the project</p>	<p>Q4 2017</p>	<p>Maintain Services</p>
<p>3. Outreach</p> <p>Owner: Library Director, Assistant Director, Branch Supervisors, Program Coordinator, Assistant Branch Supervisors</p>	<p>Library staff already engage in outreach activities throughout the year in various ways. In 2017 we will focus on outreach to the business community, to seniors, to newcomers, and to community agencies involved in employment services.</p> <p>BCPL Strategic Goal: We will collaborate with the community and form new partnerships County Strategic Priority: Find creative ways to engage our public</p>	<p>\$7200 (staff time absorbed)</p> <p>Approximately 240 hours of outreach</p>	<p>Q4 2017</p>	<p>Maintain Services</p>

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Strategic Plan Check-in</p> <p>Owner: Library Director, Assistant Director</p>	<p>The library strategic plan was completed in 2014 and part of that was a commitment to check in with the public to see how we're doing.</p> <p>Key staff will engage with the public to obtain feedback about our services and resources. This feedback will be gathered through online surveys, questionnaires at outreach events, and a scorecard for the public to fill out.</p> <p>BCPL Strategic Priority: We will define and realize a new social contract County Strategic Priority: Find creative ways to engage our public</p>	<p>\$5400 (staff time absorbed)</p> <p>Approximately 200 hours of staff time to engage in feedback gathering activities</p>	<p>Q4 2017</p>	<p>Maintain Services</p>
<p>2. Bookmobile (Phase 1)</p> <p>Owner: Library Director, Assistant Director</p>	<p>A bookmobile will be a large multi-year capital project. Phase 1 will be the research phase where key staff come up with a project plan and a budget plan for the bookmobile project.</p> <p>BCPL Strategic Priority: We will sell our ideas - plan and invest for large future projects County Strategic Priority: Explore alternate options to improve efficiency and service</p>	<p>\$5000 (staff time absorbed)</p> <p>Approximately 100 hours of staff time to research and plan the project</p>	<p>Q4 2017</p>	<p>Maintain Services</p>
<p>3. Outreach</p> <p>Owner: Library Director, Assistant Director, Branch Supervisors, Program Coordinator, Assistant Branch Supervisors</p>	<p>Library staff already engage in outreach activities throughout the year in various ways. In 2017 we will focus on outreach to the business community, to seniors, to newcomers, and to community agencies involved in employment services.</p> <p>BCPL Strategic Goal: We will collaborate with the community and form new partnerships County Strategic Priority: Find creative ways to engage our public</p>	<p>\$7200 (staff time absorbed)</p> <p>Approximately 240 hours of outreach</p>	<p>Q4 2017</p>	<p>Maintain Services</p>

2017 Major Initiatives (CAPITAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Early Literacy Stations</p> <p>Owner: Library Director, Assistant Director</p>	<p>We currently have two early literacy stations (Sauble Beach and Chesley) and will plan to purchase 4 more stations in 2017. These early literacy stations are designed specifically for our youngest patrons ages 2-8 and feature over 4,000 localized learning activities.</p> <p>The fun, interactive and engaging content spans all seven curricular areas: math, science & nature, social studies & geography, reading, art & music, writing & computer skills, and reference.</p> <p>County Strategic Priority: Leverage Technology Operational Review Recommendation: # 39 – The Library Board and Director should focus on adjusting programs and services to reflect the needs of tech-savvy customers.</p>	<p>\$15,000</p> <p>Each station is approximately \$3500</p> <p>Purchase of additional children’s size computer tables \$1000 total</p>	<p>Q4 2017</p>	<p>Maintain Services</p>

2017 BRUCE COUNTY BUSINESS PLAN

Department: Library Services

Key Performance Indicators Index:

Key Performance Indicators	Description
Number of staff-led programs held	Total number of staff-led programs held in all 17 branches. Programs can consist of weekly programs like story time or baby time, special programs like an author visit, technology training such as “Book A Coach” and community development such as outreach at Fall Fairs or partnered programs with community groups. Staff will count number of programs held.
Program participation number	Total participation in library programs at all branches. Staff will count number of participants at programs.
Total electronic database use	Data collected through vendor site statistics. Counts sessions/logins for all of our online resources.
Number of active library members	Counts members with cards that have not expired. Report from Integrated Library System (ILS).
Circulation of physical items	Counts number of physical items circulated (books, DVDs, talking books). Report from ILS.
Circulation on-line resources (eBooks and eMagazines)	Counts number of items checked out on-line via our eBooks catalogue and eMagazines collection. Data collected through vendor site statistics.
Total circulation	Counts number of physical items circulated as well as circulation of eBooks. Report from ILS and eBook vendor (OverDrive).
Total visits to our website and online catalogue	Counts number of visits. Data collected from web statistics.
Number of 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 staff spend on training in current library technologies. Supervisors will report on number of hours staff spend attending training each month.

2017 BRUCE COUNTY BUSINESS PLAN

DEPARTMENT: Planning and Development

Strategic Priorities

1. Develop and implement tactics for improved communication.
2. Leverage technology
3. Find creative new ways to engage our public.
4. Find creative new ways to involve all staff in our future. Mentorship
5. Eliminate our own red tape / streamline processes.
6. Explore alternate options to improve efficiency, services.
7. Stimulate and reward innovation and economic development
9. Coordinated, concerted effort to advance our agenda. Streamline and simplify planning processes.

Key Performance Indicators

	2014 Actual	2015 Actual	2016 Projected	2016 Actual	2017 Projected	2017 To Date (Q3)	2018 Projected
Strategic Corporate Initiatives	n/a	2	3	2	3	15	4
Corporate Communications	n/a	1	5	1	5	4	10
Information and Support Services	n/a	4	5	4	5	8	6
Total Land Use Applications processed	279	225	250	287	252	202	267
Applications Processed, Peninsula	72	77	68	79	72	35	71
Applications Processed, Lakeshore	131	84	110	117	110	86	112
Applications Processed, Inland	76	65	74	91	70	81	81
Major Policy Updates / Projects	n/a	962 hr. (6.6 %)	1500 hr. (11.1%)	1349 hr. (10%)	1000 hr. (6.6%)	1315 Hr. (11.8%)	1800 hr. (11.9%)
Inquiries / Pre-consultation	139	283	211	338	300	216	200
Community / Landowner / Proponent Consultation	n/a	n/a	1800 hr (12%)	2150 hr (14.7 %)	1800 hr (12%)	1290 hr (11.5%)	1800 hr (11.9%)
Local Municipal Staff Consultation	n/a	654 hr. (4.5 %)	700 hr (4.6%)	424 hr (3.7%)	600 hr. (5.3%)	438 hr (3.9%)	800 hr. (5.3%)
Business Inquiries and Consultations	n/a	n/a	n/a	303	300	532	350
Outreach / Advocacy / Engagement	n/a	753	755	755	755	2,072	755

2017 BRUCE COUNTY BUSINESS PLAN

	2014 Actual	2015 Actual	2016 Projected	2016 Actual	2017 Projected	2017 To Date (Q3)	2018 Projected
Marketing (Website / Social Media)	n/a	1,416,585 views 4,211 +SM	1,420,000 views 4,300 +SM	1,400,830 views 1,000 +SM	1,420,000 views 4,300 +SM	496,227 views 2,984 +SM	1,800,000 views 1,200 +SM
STB Grants Total / Leverage \$	44 / \$453,036	44 / \$453,036	30 / \$300,000	24 / \$220,257	30 / \$300,000	32/ \$606,312	44 / \$400,000
Forestry Revenue Generated	\$83,171	\$83,171	\$85,000	\$136,105	\$85,000	\$0	\$85,000
Km's of Trails Built / Maintained	6km / 170 km	4.5 km / 175 km	4.5 km / 175 km	5 km / 180 km	5 km / 185 km	0 km / 185 km	5 km / 190 km

2017 BRUCE COUNTY BUSINESS PLAN

Department: Planning and Development

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
Corporate Policy				
1. Corporate Branding	\$124,000	None	\$124,000 (2017)	Complete
2. Corporate Communications	+\$2,000 (Media Relations)	None	\$2,000 (2017)	<ul style="list-style-type: none"> • Content Ambassador Working Group – Charter completed & Media Release System started. • Communications Committee – Charter Completed
3. Corporate File Management	None	None	None	Moved to Corporate Strategy
Economic Development				
4. Sector Development – Energy Sector Assessment	None	None	None	Application for RED Targeted for Q4 2017
5. Sector Development – Nuclear Investment Strategy / Business Investment Program	\$15,000		\$15,000 (2017)	Nuclear Investment Strategy underway
6. Sector Development – Agriculture Sector Assessment	None	None	None	Situational Analysis (BR+E) moved to 2018

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives	Operational	Capital	Combined Total	Q3 Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
7. Sector Development – Tourism Sector, Explore the Bruce Program	No Additional Proposed	None	None	Passport Complete Oct 31 ETB Website RFP Underway for Q4 Ec Dev Impact of Tourism RED Grant Underway
8. Sector Development - Tourism Sector, Spruce the Bruce Program	No Additional Proposed	None	None	Grant Completion Oct 31
9. Business Development - Business to Bruce Phase I	\$20,000	None	\$20,000 (2017)	Additional Communities on boarding Underway RED Application Successful
Planning				
10. Lakeshore Integration of Planning / Ec. Dev. functions	None	None	Current Staff Resources	Working with Social Service/Library staff on accommodation plan/progress made with customer service/intake
11. North Bruce Peninsula Hazard Mapping and Wetlands Pilot	\$4,375.00 (Professional Services)	None	\$4375.00 (2017)	Completion Q3
12. Develop a Bruce Lens through which Provincial Policy can be developed	3500.00	None	\$3500.00 Facilitator	Deferred to Q4
13. Bruce County Official Plan – 5-Year Review	\$4,500	None	\$4,500 (2017)	Issues and Options Report for November Committee/then 3 month notice/consultation period
14. Kincardine Official Plan – 5-Year Review	None	None	Current Staff Resources	Delayed. Experiencing high application volumes/recruitment cycle
15. South Bruce Official Plan 5-Year Review	None	None	Current Staff Resources	Completion Q4
16. South Bruce Peninsula Official Plan 5-Year Review	None	None	Current Staff Resources	ON HOLD - initiative changed from Zoning By-law Update to Official Plan 5-Year Review
17. North Bruce Peninsula new Comprehensive Zoning By-law	None	None	Current Staff Resources	Completion Q4
18. Arran-Elderslie Official Plan and Zoning By-law Update	None	None	Current Staff Resources	Delayed. Pending completion of Northern Bruce Peninsula zoning update/Hazards pilot

2017 BRUCE COUNTY BUSINESS PLAN

2017 Major Initiatives (OPERATIONAL)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Corporate Branding</p> <p>Owner: Corporate Policy</p>	<p>Following development of the new Bruce Brand “Be and Explorer’ the department will continue with implementation of the brand including messaging for operations, strategic initiatives and projects both internal and external. Further corporate branding work will aim to increase exposure and recognition of the brand which will strengthen our ability to advance our agenda.</p> <p>Strategic Priority: #1 Develop and implement tactics for improved communications; #3 Find creative ways to engage our public; #9 Coordinated, concerted effort to advance our agenda.</p> <p>Working group recommendation alignment: Recommendation #34: Joint marketing strategy Recommendation #36: Marketing Recommendation #46: Communication Strategy Recommendation #54: Review how to develop a Corporate Brand</p>	<p>\$124,000 / Year 1 launch</p>	<p>Consistent messaging and brand identification</p>	<p>Council Priority</p>
<p>2. Corporate Communications</p> <p>Owner: Corporate Policy</p>	<p>Pilot programs to increase communications within the Corporation including Activities Updates, Quarterly Reports and Media Releases. Develop easy-to-read, branded materials that update or inform Council, other departments and the public. Develop communications tactics and templates with branded messaging for use throughout the Corporation.</p> <p>Strategic Priority: #1 Develop and implement tactics for improved communications; #5 Eliminate our own red tape; #6 Explore alternate options to improve efficiency, services.</p> <p>Operational Review Recommendation: The Planning Department should provide a quarterly report to Council on development approval activity. While the delegation of certain approvals to the</p>	<p>\$10,000</p>	<p>Increased communications between the County, Council and the Public</p>	<p>Council Priority</p>

2017 BRUCE COUNTY BUSINESS PLAN

	<p>Planning Director has reduced “Red Tape”, Council needs to know about applications. This quarterly report would include an outline of issues addressed, trends in applications, recurring or emerging issues, etc.</p>			
<p>3. Corporate File Management</p> <p>Owner: Corporate Policy, IT</p>	<p>Pilot a program which utilizes a new approach for file management, internally. Once tools and approaches have been refined the Department intends to expand new approaches of Corporate File Management to other departments and across the Corporation.</p> <p>Strategic Priority: #1 Develop and implement tactics for improved communications; #2 Leverage Technology; #5 Eliminate our own red tape; #6 Explore alternate options to improve efficiency, services; #9 Coordinate concerted efforts to advance our agenda; #10 Develop Key Performance Indicators (KPIs) that are meaningful and report on them.</p>	None	Improved file management for enhanced efficiency across the Corporation	Council Priority
<p>4. Sector Development – Energy Sector Assessment</p> <p>Owner: Economic Development</p>	<p>Assessment will focus on researching and examining the energy sector in order to build long term economic growth opportunities for Bruce County including:</p> <ul style="list-style-type: none"> • Identifying business needs and how the County can play a role to facilitate entrepreneurship • Developing an understanding of the gaps to support entrepreneurs and make Bruce County an attractive place to open an energy sector business • As identified in the Business to Bruce Strategy, engage and mobilize the unique cluster of educated, skilled and possibility underutilized talent in the region in relation to business development <p>The energy sector plan will be created in collaboration with the Nuclear Investment Strategy (below) and by utilizing the Business to Bruce Program for outreach and communication.</p> <p>Strategic Priority: #7 Stimulate and reward innovation and economic development</p> <p>Operational Review Recommendation:</p>	None	Expand Economic Development Opportunities	Council Priority

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	<p>The County should shift its focus to “macro” level economic development, including: specific engagement of the nuclear and electrical power industry</p>			
<p>5. Sector Development – Nuclear Investment Strategy / Business Investment Program</p> <p>Owner: CAO / 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>Strategic Priority: #3 Find creative new ways to engage our public; #7 Stimulate and reward innovation and economic development</p> <p>Operational Review Recommendation: Bruce County should develop a rural economic development strategy, covering not only economic and tourism features, but those elements that support and sustain investment and non-agricultural employment in rural areas.</p> <p>The County should shift its focus to “macro” level economic development including focus on regional development.</p>	<p>\$15,000</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>
<p>6. Sector Development – Agriculture Sector Assessment</p> <p>Owner: Economic Development</p>	<p>An assessment will be completed in 2017 to identify the gaps and opportunities as it relates to the agricultural industry and where the County may play an active an meaningful role. The Assessment will also identify how the County can support the agricultural industry in an environmentally and economically sustainable manner.</p> <p>This year will focus on research and assessing agricultural needs around initiating new ventures, processing, and distribution. Upon completing the situational analysis, phase two will be to develop an action plan for consideration in 2018.</p> <p>Strategic Priority: #7 Stimulate and reward innovation and economic development</p>	<p>None</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>

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	<p>Operational Review Recommendation: The County should shift its focus to “macro” level economic development, including: a rural development strategy that builds on farming and agriculture, but goes beyond it.</p>			
<p>7. Sector Development – Tourism Sector, Explore the Bruce Program</p> <p>Owner: Economic Development</p>	<p>The department will expand the development of the Bruce Brand by creating the Explore the Bruce sub-brand guidelines. The marketing campaign will increase awareness of Bruce County by highlighting the ‘Best Experiences’ in the three regions: interior, peninsula and lakeshore. Initiatives Include:</p> <ul style="list-style-type: none"> • Creation of a Sub Brand Guideline • Redesign of the Explore the Bruce Website • Development of the Explore the Bruce Marketing Campaign to reflect the Bruce Brand, “Be an Explorer” • Shift in marketing to Bruce County as a place to visit and open a business <p>Strategic Priority: #7 Stimulate and reward innovation and economic development</p> <p>Operational Review Recommendation: The County should shift its focus to “macro” level economic development, including: a focus on regional, longer-stay tourism.</p>	<p>No additional proposed</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>
<p>8. Sector Development – Tourism Sector, Spruce the Bruce Program</p> <p>Owner: Economic Development</p>	<p>Spruce the Bruce (STB) was created as a downtown improvement program with the goal to enact positive change to support livable, economically viable communities. With the integration of various County programs and the expansion into economic development, the STB program offers a solid foundation to build community capacity in all areas. The STB program was designed to offer more than just grants and includes organizational support for Bruce County communities in the form of policy research, education and action plan development.</p> <ul style="list-style-type: none"> • Review of the program to incorporate Explore the Bruce and Business to Bruce capacity building 	<p>No additional proposed</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>

2017 BRUCE COUNTY BUSINESS PLAN

	<ul style="list-style-type: none"> Investigate realignment of the grant streams to encourage capacity in all areas Refocus the program on organizing and capacity building within our communities to leverage opportunity and expand Bruce County's economy. <p>Strategic Priority: #7 Stimulate and reward innovation and economic development</p> <p>Operational Review Recommendation: The County should shift its focus to "macro" level economic development, including: a focus on regional, longer-stay tourism</p>			
<p>9. Business Development – Business to Bruce Phase I</p> <p>Owner: Economic Development</p>	<p>2016 proposes to launch the "Business To Bruce" (BtoB) program based on the pilot completed in 2015. This includes launching the website with all areas completed and all the information included as specific to the communities of Kincardine and Wiarton. The business team will continue to work in 2017 with the communities of Kincardine and Wiarton to embrace the program at the local level. This will include working within the community, at the community, and for the community.</p> <p>Business to Bruce will be expanded in 2017 with the following:</p> <ul style="list-style-type: none"> the business team will be developing community profiles for all the municipalities of the County in order to start to develop the basic data collection and identification of business assets. Basic community profiles will be added to the BtoB website for each community so that they are represented on the County's outreach platform. <p>Strategic Priority: #3 Find creative new ways to engage our public; #7 Stimulate and reward innovation and economic development</p> <p>Operational Review Recommendation: Bruce County should develop a rural economic development strategy, covering not only economic and tourism features, but those elements that support and sustain investment and non-agricultural employment in rural areas.</p>	<p>\$20,000 (Community Profiles)</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>

2017 BRUCE COUNTY BUSINESS PLAN

	The County should shift its focus to “macro” level economic development including focus on regional development.			
<p>10. Lakeshore Integration of Planning and Economic Development functions</p> <p>Owner: Planning and Economic Development divisions</p>	<p>2016 saw the completion of the expanded service initiative for the Planning Division for the Lakeshore office with the addition of the Application Technician position. In 2017, the Department envisions moving forward with the operational recommendations that noted the department had a Planning and Economic Development mandate coupled with the need to coordinate services in the form of “one window” access points for clients or “hubs” of County and related services in major urban centres across the county.</p> <p>Strategic Priority: Goal # 1: Develop and implement tactics for improved communications: A. Effectively use staff through department integration. B. One county – with a unified voice.</p>	None	Working with Social Service/Library staff on accommodation plan/progress made with customer service/intake	Expanded Service Initiative
<p>11. North Bruce Peninsula Hazard Mapping and Wetlands Pilot</p> <p>Owner: Planning and Development; North Bruce Peninsula (Pilot)</p>	<p>Phase 2: Incorporation of Wetlands into Hazard maps and required setbacks to form the basis of Official Plan mapping for North Bruce Peninsula</p> <p>Strategic Priority: Goal # 7: Stimulate and reward innovation and economic development.</p>	2017 \$4375.00	Completion Q3	Expanded Service Initiative
<p>12. Develop a Bruce Lens through which Provincial Policy can be developed</p> <p>Owner: Planning & Development Staff and Planning & Development Committee</p>	<ol style="list-style-type: none"> 1. Review with the Planning and Development Committee, key Official Plan (OP) polices with a Bruce County lens; including a consideration of Provincial polices; 2. Update/revise OP polices to make them reflective of the Bruce County lens, in plain language format. <p>Strategic Priority: Goal # 6: Explore alternate options to improve efficiency, and service.</p> <p>Operational Review Recommendation: A “Bruce Lens” should be developed through which the Provincial Planning Policy Statement (PPS) can best be interpreted and implemented. This is</p>	\$3500.00 Facilitator	Deferred to Q4	Council Priority

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	equally true for all of the Department's/County's land-use planning responsibilities. Statutory and professional obligations must be respected, but in a way that works hard to meet the legitimate needs, expectations and priorities of local communities and the elected representatives who serve them.			
<p>13. Bruce County Official Plan – 5-Year Review</p> <p>Owner: Planning & Development Staff and Planning & Development Committee</p>	<p>Review and prepare amendment(s) to the County of Bruce Official Plan to bring it into conformity with the County of Bruce Official Plan, Provincial plans and policies and has regard for provincial interests - \$15,000</p> <p>Strategic Priority: Goal # 7: Stimulate and reward innovation and economic development.</p>	\$4,500	Issues and Options Report for November Committee/then 3 month notice/consultation period	Expanded Service Initiative
<p>14. Kincardine Official Plan – 5-Year Review</p> <p>Owner: Planning & Development, local Staff and Municipality of Kincardine Council</p>	<p>Review and prepare amendment(s) to the Municipality of Kincardine Official Plan to bring it into conformity with the County of Bruce Official Plan, Provincial plans and policies and has regard for provincial interests.</p> <p>Strategic Priority: Goal # 7: Stimulate and reward innovation and economic development.</p>	None	Delayed. Experiencing high application volumes/recruitment cycle	Expanded Service Initiative
<p>15. South Bruce Official Plan 5-Year Review</p> <p>Owner: Planning & Development, local Staff and South Bruce Council</p>	<p>Review and prepare amendment(s) to the Municipality of South Bruce Official Plan to bring it into conformity with the County of Bruce Official Plan, Provincial plans and policies and has regard for provincial interests.</p> <p>Strategic Priority: Goal # 7: Stimulate and reward innovation and economic development.</p>	None	Completion Q4	Expanded Service Initiative

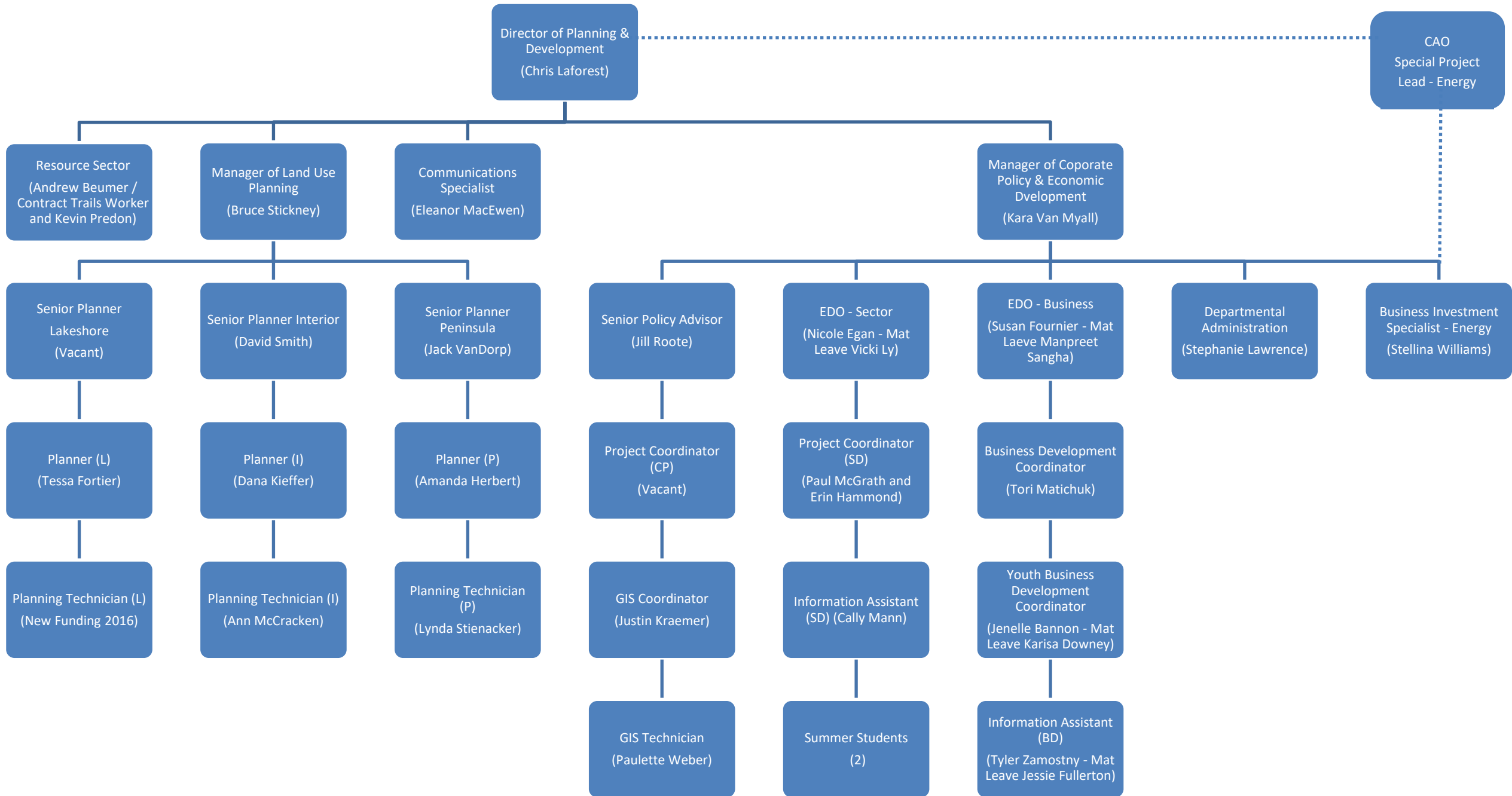
2017 BRUCE COUNTY BUSINESS PLAN

<p>16. South Bruce Peninsula Official Plan Update (changed from Zoning By-law Update in Q2)</p> <p>Owner: Planning & Development, local Staff and South Bruce Peninsula Council</p>	<p>Review and prepare amendment(s) to the South Bruce Peninsula Official Plan to bring it into conformity with the County of Bruce Official Plan, Provincial plans and policies and has regard for provincial interests.</p> <p>Strategic Priority: Goal # 7: Stimulate and reward innovation and economic development.</p>	<p style="text-align: center;">None</p>	<p style="text-align: center;">ON HOLD</p>	<p style="text-align: center;">Expanded Service Initiative</p>
<p>17. North Bruce Peninsula ‘new’ Comprehensive Zoning By-law</p> <p>Owner: Planning & Development, local Staff and North Bruce Peninsula Council</p>	<p>Review and prepare a ‘new Comprehensive Zoning By-law for North Bruce Peninsula Comprehensive Zoning By-law to incorporate new or revised Hazard Mapping and to bring it into conformity with the County of Bruce and North Bruce Peninsula Official Plans.</p> <p>Strategic Priority: Goal # 7: Stimulate and reward innovation and economic development.</p>	<p style="text-align: center;">None</p>	<p style="text-align: center;">Completion Q4</p>	<p style="text-align: center;">Expanded Service Initiative</p>
<p>18. Arran-Elderslie Official Plan and Zoning By-law Update</p> <p>Owner: Planning & Development, local Staff and Arran-Elderslie Council</p>	<p>Review and prepare amendment(s) to the Arran-Elderslie Official Plan and Comprehensive Zoning By-law to bring them into conformity with the County of Bruce and South Bruce Peninsula Official Plans and the PPS 2014.</p> <p>Strategic Priority: Goal # 7: Stimulate and reward innovation and economic development.</p>	<p style="text-align: center;">None</p>	<p style="text-align: center;">Delayed. Pending completion of Northern Bruce Peninsula zoning update/Hazards pilot</p>	<p style="text-align: center;">Expanded Service Initiative</p>

2017 BRUCE COUNTY BUSINESS PLAN

Key Performance Indicators Index:

Key Performance Indicators	Description
Strategic Corporate Initiatives	Corporate Policy Division support for coordinated strategies and research activities that advance the organization and the region
Corporate Communications	Corporate Policy Division support for improved Communications across the Departments and with the Public
Information and Support Services	Corporate Policy Division support of continuous efficiency across the Corporation
Land Use Applications Processed	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)
Inquiries / Pre-consultations	Number of responses to client inquiries (written reported)
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
Outreach / Advocacy / Engagement	Number of meetings coordinated to achieve outreach within the County. Includes Regional, Provincial, Federal advocacy for Bruce County. Number of participants in hosted meetings within Bruce 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 through Spruce the Bruce / Total dollars leveraged through the Spruce the Bruce Grants
Forestry Revenue Generated	The revenue achieved through Forestry sales on County Tract lands
Km's of Trails Built / Maintained	Total Km's of official trail built and maintained through the Trails Program
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
Community / Landowner / Proponent Consultation	Number of hours spent in private consultation related to development proposals, application process, etc. (Percentage of total hours worked)
Local Municipal Staff Consultation	Number of hours spent in consultation with local municipal staff. (Percentage of total hours worked)





Committee Report

To: Warden Mitch Twolan
Members of the Corporate Services Committee

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

Date: November 2, 2017

Re: Nine Month Financial Statement Review September 30th

Recommendation:

The Nine Month Financial Statement Review September 30, 2017 Report is for information and will be included on the November 9th Executive Committee agenda supporting the Departmental Q3 Annual Business Plan updates.

Background:

On July 6th, 2017 Committee received a Five Month Financial Update. The Q3 Business Plans updates are to be presented on November 9th but do not include details of the Department financial positions. Finance staff have been meeting with the various Directors and Managers to review the financial statements and review projections based on current activity and trending.

The purpose of this report is to highlight problem areas which need to be monitored closely so that the over-expenditure is mitigated, reduced or a method of financing is applied. Forecasts are based on previous spending patterns, incorporating known events which may alter the spending pattern in Q4. Should all of the forecasting identified to date prove to be unchanged at yearend, a surplus of \$700,000 would be the result.

CAO Office (\$27,889 surplus forecasted at yearend)

- Salaries, benefits and staff related expenditures are attributing to the surplus projected for year end.

Corporate Services (\$113,481 surplus forecasted at yearend)

- Utilities surplus has been transferred to offset the financing cost of the Integrated Energy Performance Program.



- Salaries and benefits, including staff related cost are trending towards a surplus at year-end. An earlier than expected Maternity Leave, and temporary vacancies are the cause of the current results.

Human Resources (\$2,288 surplus forecasted at yearend)

- Overall, the Human Resources Department is projecting a small surplus created by projected savings in Salary and Benefit related costs.
- Consulting Services and Computer Maintenance software remain consistent with the May report projecting a deficit of \$20,000 related to unbudgeted, but approved expenditures

Health Services

Brucelea Haven Long Term Care (\$123,304 surplus forecasted at yearend)

- The preferred portion of resident accommodation fee is projected to generate a surplus of approximately \$27,000, a decrease of \$3,000 over the five-month report. This surplus amount will phase out as the grandfathered preferred rates are eliminated.
- The eligible provincial subsidy resulted in an increase of \$53,000 as result of the approved Case Mix Index (CMI) and the inflationary factor being greater than budgeted. This subsidy is offset with the increase of \$38,000 to the budgeted basic accommodation revenue. The deficit in the raw food expenditure that at May 31, was projected to reach \$40,000 is now expected to level off at \$19,000 and will be offset by the additional revenues of \$14,500 related to the raw food funding per diems.
- Overall salaries and benefits are projecting an \$86,000 surplus. The realignment of administrative salaries and benefits to the 3 divisions in Health Services that were budgeted fully in Long Term Care has a positive impact on salaries and benefits from the May 31st report. There has also been a significant improvement in nursing and dietary salaries and benefit costs. The projected deficit at May 31st has been mitigated and a surplus is expected, however the projected surplus is reduced substantially as a result of the \$58,000 in Agency Costs incurred.
- Other Nursing Expenses are creating a \$10,000 surplus mostly related to lower spending on High Intensity Needs Supplies.
- The utility surplus projected at year-end has been adjusted to reflect a transfer to finance the Integrated Energy Performance Program and will be reported at a later date.



Gateway Haven Long Term Care - (\$294,530 surplus forecasted at yearend)

- As previously reported the preferred portion of the resident accommodation fee is forecasted to generate a \$24,685 surplus. Slightly higher than the \$23,000 projected at May 31, 2017. Further the provincial subsidy and basic rents are projecting a net \$5,000 surplus as the result of the unbudgeted per diem increases offset by the
- Surplus in basic accommodation revenue. The additional revenue generated in the subsidy line will be offset with an additional cost in raw food.
- Salaries and benefits are generating a \$285,000 expected surplus, \$160,000 of this is directly related to nursing. Overall salaries and benefits are projecting an \$86,000 surplus. Management are reviewing the contributing factors. The realignment of administrative salaries and benefits to the 3 divisions in Health Services applies to Gateway as well.
- The utility surplus projected at year-end has been adjusted to reflect a transfer to finance the Integrated Energy Performance Program and will be reported at a later date.
- Building and Property Operations, excluding the salary surplus is projecting a \$10,000 deficit, partially attributed to the loss of rental income due to the annual lease not being renewed.

Paramedic Services (\$305,091 deficit forecasted at yearend)

- Operational and Administrative salaries and benefits are trending towards a significant deficit and 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 the \$300,000 projected in May.
- Vehicle Fuel and Repair costs are trending above budget. January 2017 fuel costs spiked and were considerably higher than the previous year. Prices did go back down however it is still maintaining a higher cost per litre than the same period in 2016. Increased costs can also be linked to call volume and activity.
- An \$18,000 deficit is expected in Administration -Legal. Year to date costs are greater than the \$13,000 budget.
- An announcement of the approved Provincial Subsidy is anticipated in the very near future.



Museum (\$26,390 surplus forecasted at yearend)

- Admission revenue is greater than the same period in 2016, however, the trend suggests a small deficit at yearend if the pattern remains the same. Memberships and Foundation Revenues continue to be trending towards a deficit at year-end.
- Salaries and benefits project a \$17,000 salary surplus at yearend reduced from the May projection. The Marketing position vacant for a three-month period contributed to the surplus and that position has now been recruited reducing the surplus projected had the position remained vacant to yearend.
- Utilities remain consistent with last year, however, the unbudgeted 8% rebate generating a surplus has been identified to go towards financing the Integrated Energy Performance Program.
- Day to day operating expenses and programming are projecting an overall surplus.
- Capital Donations of \$17,000 for Riding the Rails has not been secured at the writing of this report. If it is not achieved, alternate sources of financing will need to be secured, otherwise the surplus will be reduced by the \$17,000 shortfall.

Library (\$26,651 surplus forecasted at yearend)

- Salaries and Benefits are projecting a \$10,000 deficit, as expected this amount is a decrease from the May forecast as two vacancies have been recruited.
- In the May report it was acknowledged that after the budget was approved, the Library secured a \$24,000 grant to offset costs in Periodicals and Subscription expenditures, which would produce a savings to the overall budget. In Q3 there is a \$23,000 surplus in subscriptions and periodicals.
- General revenues are trending toward a modest yearend surplus

Transportation (\$194,986 surplus forecasted at yearend)

- Overall the Transportation Department is currently projecting a surplus if spending and weather patterns continue, and capital projects remain as budgeted.
- This year's Winter Control was more favorable than budget predictions. The 2017 Winter Control budget was significantly reduced from the 2016 budget and therefore the anticipated surplus in this program will be much less than prior years. If the weather pattern continues, a surplus of \$68,000 is projected.
- At the end of May operating maintenance programs reflected an operating surplus of \$99,000 and there has been no change. Timing on some of these expenditures may have been delayed due to other factors and may reduce the projected surplus by year-end.



- Waste Disposal and Waste Diversion projects a \$31,000 surplus if spending pattern continues as previous years.
- Utility costs are consistent with other operations and any surplus will be used to offset the Integrated Energy Performance Program.

Social Services and Housing (\$161,009 surplus projected at yearend)

- Expenditures related to Social Housing snow removal are slightly less than 2016 and if the 4th quarter weather is similar to 2016 we will generate an estimated \$37,000 surplus in snow removal costs.
- Utility costs are projecting a substantial year-end surplus of \$200,000 contributed in part to the 8% rebate. This surplus has been redirected to finance the Integrated Energy Performance Program.
- Rental income is projecting an \$11,000 deficit at year end altered from the \$33,000 projected surplus at the end of May. This represents a decrease in the amount of rent being collected from Rent Geared to Income clients.
- In the Social Services and Family program, the Social Assistance Division is forecasting a significant surplus in administration mostly as a result of temporary vacancies.
- In Children's Programs, a projected deficit of \$12,500 is mostly related to the \$21,000 deficit related to salaries. Staff are working towards a planning program adjustment to manage the deficit which will be offset with a surplus generated in the fee subsidy program.

Planning (\$119,787 surplus projected at yearend)

- Land Use Planning revenues are exceeding last year's actuals to date at September 30th, however they did not meet the volume expectations that the trending pattern reflected in May reporting. At the end of September, the adjustment to the trend now predicts a surplus of \$43,000 at year end.
- Additional surplus identified at the end of Q3 includes \$53,000 in salaries and staff related costs.
- The Corporate Policy Division is projecting a \$37,500 surplus which reflects the May trend in Sector Development of a \$23,000 surplus, for the most part related to salaries and staff related costs.

Non Departmental (\$66,827 deficit projected at yearend)

- The in-year supplementary taxes and write-offs are always an area of concern and we are currently projecting a \$10,000 surplus based on a seven-year average. The software released by MPAC has assisted with monitoring the assessment at risk.



- Revenue from Provincial Offences is currently reflecting a deficit based on last year's results. In the May report we had expected to track closer to budget by year-end
- given the changes announced by the Province. The Ministry of Transportation (MTO) had confirmed that as of May 1 drivers with defaulted Provincial Offences Act (POA) fines (such as speeding fines) dating back to May 1, 2010 would be unable to renew
- their vehicle plates until defaulted fines had been paid. The Ministry of the Attorney General (MAG) had also made changes to allow municipal governments to recoup the costs of using collection agencies to collect defaulted fines. This was expected to have a positive impact on this year's Provincial Offences revenues, however to date we have yet to see little change in the revenues collected.

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 September 30th, 2017 Department Financial Statements and have met with the individual departments for detailed reviews. Monthly meetings for financial reviews are offered to all departments. This report will be included on the November 9th Executive Committee agenda supporting the Q3 updates.

Link to Strategic Goals and Elements:

None identified.

Approved by:

Kelley Coulter
Chief Administrative Officer