

2023 Bruce County Business Plan

Department: Corporate Services

Strategic Priorities:

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

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 (Q4)	2023 Budget
Insurance Claims (Liability) received in current year	0	2	2	4	3	2	2
Average # of invoices processed weekly	471	525	535	408	428	474	428
Invoices returned to Approver monthly		35	15	64	103	131	115
Submitted Invoices Error Rate %		4.9%	2.8%	3.6%	6.2%	6.4%	2.8%

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2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Risk Management Strategies	None - staff time		\$0	Continued work on risk management processes, procedures and formal strategy as well as risk management readiness scale.
2. Development Charge Study	\$50,000		\$50,000	Council passed development charges by-law with an amended phase in period to 2031. County provided development charges pamphlets to all local municipalities per the legislation as well as providing the spreadsheets to be used for reporting and tracking monthly development charges collected.
3. Asset Management Plan	\$90,000		\$90,000	Updated asset inventory with recent road condition and bridge OSIM data. Developed plans for regular maintenance of data with working group. Held initial meetings with all departments to discuss current and proposed levels of service and targets.
4. Update Council Chambers		\$300,000	\$300,000	Project moved to Facilities Department.
5. Enterprise Resource Planning	T.B.D.	\$75,000 (2022) \$500,000 (2024) \$150,000 (2025)	\$75,000 (2022) \$500,000 (2024) \$150,000 (2025)	ERP team discussed project scope and direction before developing an RFP for consultant

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2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
				services that was issued at end of Q4.
6. Electronic Entry System		\$260,000 (2022)	\$260,000 (2022)	Project moved to Facilities Department.

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2022 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Risk Management Strategy Owner: Director of Corporate Services	<ul style="list-style-type: none"> Improve risk management practices - Liability and Property Insurance. Internal policies and procedures and legal review of agreements. Leverage insurance provider expertise and external consultations. 	None. Staff time.	Phase 1 (2023) - extensive inter-departmental consultations, develop prioritized wants/needs and formulate work-plan and fine-tune budgeting Phase 2 (2024-2025) - Review options, select software, develop action plan and update budgeting and staffing resources required. Implement action plan.	Maintain Services.
2. Development Charge Study Owner: Director of Corporate Services	<ul style="list-style-type: none"> Revisit Development Charges to provide for revenues to offset growth costs, primarily in paramedic facilities and roadways and trails. 2021 Development Charge Study to be used as base with modifications to reflect new provincial legislation. 	\$50,000	Q1 start, Q2/Q3 public meeting and by-law consideration.	Council Direction.

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3. Asset Management Plan Owner: Deputy Treasurer	<ul style="list-style-type: none">• Continue updating for 2024/2025 Provincial requirements to include all non-Core assets lifecycle, risk, and current service levels.• Engaging consultant to complete non-core assets condition assessments and develop lifecycle management strategies.	\$90,000 (2023)	2023/2024 Report to Council for setting current and future service levels to maintain/attain for infrastructure assets. 2024/2025 updated comprehensive Asset Management Plan.	Provincially Legislated.
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2023 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Update Council Chambers - accessibility Owner: CAO's office, Director of Corporate Services, Director of ITS, Manager of Environmental Services	<ul style="list-style-type: none"> Renovate the Council Chambers to resolve accessibility issues including multiple levels without ramps, lack of a second exit for mobility challenged persons, and other issues to be identified. 	\$300,000 (2022)	Q1-Q2 Present options to Council Q4 construction	Provincially Legislated.
2. Enterprise Resource Planning review Owner: CAO's office, Director of Corporate Services, Director of ITS, Manager of Environmental Services	<ul style="list-style-type: none"> Replace Asyst software with a new accounting software that allows for better functionality including bank reconciliations, electronic purchase orders, online payments, electronic expense reimbursements, among other functionality. Inter-departmental consultation to occur with intent to source ERP system with multi-departmental functionality to replace some of the existing stand-alone software that are not compatible across platforms. 	\$75,000 (2022) \$500,000 (2024) \$150,000 (2025)	Phase 1 (2023) - extensive inter-departmental consultations, develop prioritized wants/needs and formulate work-plan and fine-tune budgeting Phase 2 (2024-2025) - Review options, select software, develop action plan and update budgeting and staffing resources required. Implement action plan.	Maintain Services & Service Initiatives.

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3. Install electronic entry system for Hubs and Transportation Works Yards Owner: Director of Corporate Services, Manager of Environmental Services, Director ITS	Replace and rekey external and selected internal door locks with electronic system to enhance security and operability. Future phasing will replace other selected corporate-wide doors.	\$260,000 (2022)	Q1 tender Q2-Q4 installation pending equipment delivery	Service Initiatives.
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Key Performance Indicators Index:

Key Performance Indicators	Description
Insurance Claims (Liability) received in current year	The total number of new insurance claims (liability) received in the current year
Average # of invoices processed weekly	Using the accounts payable control report, calculate the difference between the first and last transaction number processed in the month. The difference is divided by 4 to get the weekly number of invoices processed.
Invoices Returned to internal approver monthly	If an invoice is incomplete, it is returned to the internal approver (Department). The Accounts Payable process underwent a lean transformation in 2018 to insure that the process is more consistent, shorter, faster and easier for all, and with clear accountabilities. The starting point for this KPI was July 2018 with 145 invoices returned to the internal improver. The goal is to reduce this number as we continue on the lean path.
Submitted Invoices Error Rate	The percentage error rate of invoices submitted by approvers that need correcting before being processed.