

# 2024 Bruce County Business Plan

## Department: Corporate Services

### Strategic Priorities:

3. Strengthen County's use of technology and innovative initiatives.
4. Promote responsible growth.
5. Ensure a positive, inclusive, and accountable work culture.
6. Build capacity to adapt to and mitigate the impacts of climate change.

# 2024 Bruce County Business Plan

## 2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 (Q3)	2024 Budget
Insurance claims (liability) received	4	10	9	8	7	2	5	7
Liability claim expenses \$ year of claim	\$0	\$0	\$0	\$62,967	\$58,460	\$3,336	\$260	\$38,993
Liability claim expenses \$ year spent	\$2,331	\$6,976	\$8,043	\$17,316	\$142,215	\$63,172	\$10,346	\$38,643
Insurance claims (property) received	7	1	2	1	3	11	9	4
Property claim expenses \$ year of claim	\$6,344	\$0	\$0	\$0	\$0	\$5,000	\$25,807	\$14,519
Liability premium rate per \$100	\$0.199	\$0.231	\$0.184	\$0.186	\$0.177	\$0.18	\$0.154	\$0.18
Property premium rate per \$100	\$0.101	\$0.111	\$0.105	\$0.086	\$0.103	\$0.10	\$0.097	\$0.10
Average # of invoices processed weekly	471	525	535	408	428	474	509	428
Invoices returned to Approver monthly		35	15	64	103	131	87	115
Submitted Invoices Error Rate %		4.9%	2.8%	3.6%	6.2%	6.40%	5.60%	2.8%
Capital Project Carryover #			94	104	103	103	103	90
Capital Project Carryover \$				\$12,044,141	\$12,932,392	\$25,705,791	\$25,705,791	\$20,000,000
% Revenue from property taxes	47.8%	47.8%	46.5%	46.6%	44.9%	42.9%	44.1%	44.0%

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2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Development Charges Implementation	\$0	\$0	\$0	Staff continue to work with the lower tiers to ensure proper collection of DCs and reporting, as well as updating files for the impacts of provincial legislation changes. In Q4, Corporate Services will bring forward the Growth Related studies for inclusion in the County Development Charges study and by-law.
2. Risk Management Strategy	TBD (cost of software)	\$0	\$10,000	Staff exploring A Risk Management Information System (external vendor) to support the execution of a Risk Management Strategy and delivery of cost-effective services.
3. Asset Management Plan - Phase 3	2023 - \$60,000 2024 - \$85,000 2025 - \$50,000	2023 - \$0 2024 - \$0 2025 - \$0	2023 - \$60,000 2024 - \$85,000 2025 - \$50,000	During Q3 Council received and supported the 2024 Asset Management

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2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
				Plan. Work has already been started on the 2025 plan, including defining proposed levels of service and initiating a public survey to gather input.
4. Enterprise Resource Planning Software	2024 - \$ 75,000 2025 - \$200,000 Annual licensing fee: \$375,000 + inflation Note: partial licensing fee for 2025	2023 - \$350,000 2024 - \$325,000 2025 - \$600,000*  * pending scope and implementation costs	2023 - \$350,000 2024 - \$400,000 2025 - \$800,000	Staff issued an RFI to gather more information about ERP products recommended by the Consultant and the companies who support their implementation. Work on defining system requirements and preparing the RFP are underway with plans to issues in Q1 of 2025.

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2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p><b>1. Development Charges Implementation</b></p> <p><b>Owners:</b> Director Corporate Services, Deputy Treasurer</p>	<p>Implementation of Development Charges</p> <p><b>Phase 1:</b> Develop collection, usage and reporting templates. Develop DC pamphlets for each local municipality. Support local municipalities in implementation. Monthly reporting templates developed and utilized.</p> <p><b>Phase 2:</b> Develop annual reporting templates and internal staff training additional FIR reporting.</p> <p><b>Link to Strategic Goals and Elements:</b></p> <ul style="list-style-type: none"> <li>• Promote responsible growth</li> <li>• Build capacity to adapt to and mitigate the impacts of climate change</li> </ul>	<p>\$0</p>	<p>Phase 1: Q1</p> <p>Phase 2: Q4</p>	<p>Growth</p>

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<p><b>2. Risk Management Strategy</b></p> <p><b>Owners:</b> Insurance and Risk Specialist Analyst and Director Corporate Services</p>	<p>Develop a County-wide risk management strategy and corresponding policy and/or procedure(s).</p> <p><b>Phase 1</b> Determine Risk Management Readiness baseline and goals.</p> <p><b>Phase 2</b> Improved tracking of costs and incidents that will allow improved measurements and key performance indicators and as a result, superior management of our risks.</p> <p><b>Phase 3</b> Collaborate with major stakeholders to develop Risk Management Strategy for SMT review and approval.</p> <p><b>Phase 4</b> Refine existing or develop new processes and related forms.</p> <p><b>Link to Strategic Goals and Elements:</b></p> <ul style="list-style-type: none"> <li>• Ensure a positive, inclusive and accountable work culture</li> <li>• Promote responsible growth</li> </ul>	<p>\$TBD</p>	<p>Phase 1: Q1</p> <p>Phase 2: Q1 - Q4</p> <p>Phase 3: Q2 - Q3</p> <p>Phase 4: Q4</p>	<p>Service Initiative</p>
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<p><b>3. Asset Management Plan - Phase 3</b></p> <p><b>Owners:</b> Capital Asset Analyst, Deputy Treasurer</p>	<p>Further update and refine Asset Management Plan (AMP) to meet 2024/2025 Provincial regulations and require Council adoption.</p> <p><b>Phase 1</b> Define current levels of service and lifecycle strategies for all asset categories.</p> <p><b>Phase 2</b> Define proposed levels of service and lifecycle strategies for all asset categories. Develop financial strategy.</p> <p><b>Phase 3</b> Align budget and financial plan with proposed levels of service.</p> <p><b>Link to Strategic Goals and Elements:</b></p> <ul style="list-style-type: none"> <li>• Promote responsible growth</li> <li>• Ensure a positive, inclusive and accountable work culture</li> <li>• Build capacity to adapt to and mitigate the impacts of climate change</li> </ul>	<p>2023 - \$60,000 2024 - \$85,000 2025 - \$50,000</p>	<p>Phase 1: Q2</p> <p>Phase 2: Q2 - 2025</p> <p>Phase 3: Q3 - 2025</p>	<p>Provincially Legislated</p>
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2024 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p><b>1. Enterprise Resource Planning (ERP) Software</b></p> <p><b>Owners:</b> Director Corporate Services and ERP Team</p>	<p>Implement updated financial and HRIS software to replace end of life accounting software and to improve efficiencies, processes, customer online payments streamline workflows.</p> <p><b>Phase 1</b> Review needs and engage consultant.</p> <p><b>Phase 2</b> Develop and refine ERP goals, develop tender and implementation timeline.</p> <p><b>Phase 3</b> Tender and vendor selection</p> <p><b>Phase 4</b> Implementation - multi-year.</p> <p><b>Link to Strategic Goals and Elements:</b></p> <ul style="list-style-type: none"> <li>• Strengthen County’s use of technology and innovative initiatives</li> <li>• Promote responsible growth</li> </ul>	<p>2023 - \$350,000 2024 - \$325,000 2025 - \$600,000*</p> <p>* pending scope and implementation costs</p> <p>Annual licensing fee: \$375,000 + inflation</p>	<p>Phase 1 Q1</p> <p>Phase 2 Q2</p> <p>Phase 3 Q3</p> <p>Phase 4 Q4 - TBD (Multi-year implementation)</p>	<p>Service Initiative</p>



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## Key Performance Indicators Index:

Key Performance Indicators	Description
Liability insurance claims received	<p>The total number of new liability insurance claims received in the current year. Previous tracking was only on Statement of Claims received. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Liability claim expenses \$ year of claim	<p>The total amount of expenses, not limited to legal expenses, incurred for all outstanding liability claims applied to the year of the claim. Some claims can take years to resolve. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Liability claim expenses \$ year spent	<p>The total amount of expenses, not limited to legal expenses, incurred for all outstanding liability claims in the current year. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Liability premium rate per \$100	<p>The total amount of expenses, not limited to legal expenses, incurred for all outstanding property claims in the current year. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Property insurance claims received	<p>The total number of new property insurance claims received in the current year. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Property claim expenses \$ year of claim	<p>The total amount of expenses, not limited to legal expenses, incurred for all outstanding property claims applied to the year of the claim. Some claims can take years to resolve. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Property premium rate per \$100	<p>The annual rate charged to the County for property insurance including selected facilities &amp; equipment, and excludes vehicles. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>

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Key Performance Indicators	Description
Average # of invoices processed weekly	<p>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.</p> <p>Goal 3 Strengthen County’s use of technology and innovative initiatives.</p>
Invoices Returned to internal approver monthly	<p>If an invoice is incomplete, it is returned to the internal approver (Department). The Accounts Payable process underwent a lean transformation in 2018 to ensure 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 and implement technology to improve AP processing.</p> <p>Goal 3 Strengthen County’s use of technology and innovative initiatives.</p>
Submitted Invoices Error Rate	<p>The percentage error rate of invoices submitted by approvers that need correcting before being processed.</p> <p>Goal 3 Strengthen County’s use of technology and innovative initiatives.</p>
Capital Project Carryover #	<p>Total number of capital projects carried over from prior year.</p> <p>Goal 4 Promote responsible growth: Reduce the county municipal infrastructure deficit/gap.</p>
Capital Project Carryover \$	<p>Total amount of dollars carried over in capital projects from prior year.</p> <p>Goal 4 Promote responsible growth: Reduce the county municipal infrastructure deficit/gap.</p>
% Revenue from property taxes	<p>The total revenue received as compared to amount received from property taxes.</p> <p>Goal 4 Promote responsible growth: Increase external sources of revenue and reduce reliance on property taxes.</p>