Recommendation:

The 2019 Q1 Annual Business Plan Update Report and status update as of March 31, 2019 is for information.

Background:

The first quarter of 2019 has been an active time for all departments. In the first year of the four-year term there has been care given to insure all members of Council are fully informed of multi-year projects and new projects. Preparation of the 2019 operational and capital budgets and the annual business plans formed a large component of the Q1 activity.

Earlier this year it was reported that twelve (12) of the fifty-five (55) 2018 major initiatives were retimed with a launch planned for 2019 and included in the 2019 business plans. As a reminder to Council they were reported as follows:

- Project #2 CAO - The Strategic Plan Update, an initiative to be led by the CAO, has been delayed to begin Q4 2019 to accommodate the leadership of CAO, Kelley Coulter

- Project #4 Corporate Services - Committee members are reminded that the Finance Division of Corporate Services committed to implementing FMW, a software tool for financial budgeting and reporting. Given the organizational demands of the BruceWorx, Lean Processing (A/P Process) and the Communications Strategy, it was delayed to 2019. It bears noting that this is not a reflection on any performance across the organization, but rather a realization that the demands of BruceWorx and the Lean Culture implementation created a substantial load on resources

- Project #9 Human Resources - Payroll Review - Pay Date change is scheduled to occur in 2019

- Project #11 Health Services - Implement Centralized Scheduling Office - on track but the project continues in 2019
• Project #15 - Health Services, Paramedic Station in Port Elgin - Work had been initiated on planning for a new facility in 2019/20. (Currently on-hold pending a full understanding of the recent services consolidation announced by Queen’s Park).

• Project #31 Human Services - Service Delivery Hubs Location Feasibility Review - Review completed in 2018 with operational action planned for 2019

• Project #36 Human Services - Asset Management Condition Assessment and Forecasting Needs - deferred pending completion of Asset Management Road Map in 2019

• Project #38 Human Services - Implementation of Integration Housing System (IHS) Software application delayed pending release of software

• Project #44 Human Services - replace windows and doors 286 Albert Street Paisley, deferred to 2019

• Project #45 Human Services - Parking, Walkway and Storm Water Improvements - Deferred until 2019

• Projects #49, 50, 51 & 52 Transportation & Environmental Services have been delayed due to staff resource restrictions and will be carried over to 2019 and reported on at the end of Q1

• Project #53 Transportation & Environmental Services - the study for Municipal Hazardous and Special Waste is on hold. There is uncertainty about future provincial legislation on waste management sites. Resources were diverted to other priorities

The 2019 collective Annual Business Plans consist of forty-three (43) projects.

The complete Q1 updates from each Department are attached, along with the consolidated status update, and a brief narrative has been included in this report.

Office of the CAO
The planning for Mental Health First Aid training is well underway and seven training sessions for Lean and iLean training have been scheduled for 2019 beginning in Q2. The development of the Bruce County Innovation & Ontario Nuclear Institute continues to advance under the Business Plan and Governance Model with Deloitte. The Talent Development Officer has been recruited and Project Innovate incorporated in the Business Development Hub. The Hydrogen initiative was launched with Saugeen First Nations in Q1.

Corporate Services
The Corporate Services Department began 2019 with a focus on continuous improvement and building on the success of BruceWorx and the Accounts Payable Lean Process in 2018. Using the tools of BruceWorx and our Lean learning the Department is poised for a successful year. The Asset Management Road Map is working towards achieving several key mandates.
During Q1 the State of the Maturity Report and the draft Strategic Asset Management Policy were completed. The transformation of the current financial system with a new budget framework will be the focus of the Finance Division beginning in Q2. Professional Development opportunities for staff are underway.

**Human Resources**
The Human Resources (HR) team plays a central role in delivering people services solutions to the organization. With this lens, the 2019 Business Plan includes five key deliverables designed to deliver the organization supporting tools, processes, and infrastructure. The five (5) key deliverables were on track for Q1 and include; 1. Two (2) lean ergonomic initiatives; 2. Performance Management system; 3. Leadership readiness; 4. Improve employee engagement, retention & productivity; and 5. Professional Development. It is notable that the Job Demands Analysis initiative is tracking ahead of schedule and the department will continue to explore performance management software opportunities. Lean and Loyalist training was underway in Q1 with Supervisory training scheduled for Q3 & Q4. HR has embraced the new Compass (intranet) site to improve access to tools and resources for staff and intends to continue this path forward. The journey continued with the remaining 2018 deliverable, pay date changes, to be delivered in Q3.

**Health Services**
The Department of Health Service’s 2019 Q1 Key Performance Indicators are within norms for the first quarter. Staffing challenges and Director of Care changes, in both Long Term Care Homes, has slowed the implementation of several auditing tools designed to ensure better resident service and outcomes. The alignment of policies and schedules continues in both LTCHs in addition to the implementation of several quality improvement and auditing initiatives. The recent announcement by the MOHLTC that provincial Paramedic Services will be consolidated from 56 to 10 has paused the implementation of two capital initiatives in this area.

**Human Services**
The Human Services Department continues to focus on client centric responsive services that enhance the quality of life for all residents with particular focus on our most vulnerable community members. With regard to the key performance indicators for Q1, of particular note the number of households receiving social assistance has continued to decrease, as has the number of business days from screening to financial eligibility for social assistance. Additionally we have seen an increase in the number of regulated childcare spaces per 1,000 children (0-12) which is important for the growing number of families waiting for licensed care. The percentage of the waiting list housed annually continues to decrease with the expanded number of households waiting for community housing. Of the five operational initiatives four are on track as identified in the business plan, initiative #2. - Review & Implementation of New Provincial Government Social Assistance Changes will be delayed pending further details received from the province. The capital initiatives are underway and on track as described in the business plan.
Planning and Development

KEY PERFORMANCE INDICATORS

- Nothing significant to report. Numbers are slightly higher on planning applications and the rest are on track to meet 2019 targets. STB and Adventure Passport number are not reported as these programs are launched in Q2.

The first quarter of 2019 has seen advancements on our 2019 Major Initiatives for Planning and Development. The Bruce GPS project (part of the Land Use Planning transformation initiative) has development a Vision Statement and Guiding Principles for Land Use Planning and has moved into Phase 3 of the engagement where we are asking the public to tell us if we captured their voices accurately. This Phase will conclude on May 1st, 2019 and staff will be reporting to Committee in June on the outcomes. Additionally, staff have advanced work on our improvements to the Planning process with the acquisition of ESRI’s CityWorks PPL and we are on target to launch in Q3. Improved communications remain at the forefront of our transformation project and over the next several months, you will be able to see these improved communication tools coming forward.

In Economic Development, the first quarter of 2019 has been focused on Project Innovate and its integration into the Business Development Hub of the Nuclear Innovation Institute. This project has natural synergies with this Hub and in Q3 of 2019, we anticipate presenting the plan on how supports for business attraction, cultivation and development and services around business incubation and acceleration with be advanced. The Foundational Hydrogen Infrastructure Project is seen as the logical fit within the Business Development Hub and in partnership with Saugeen First Nation, this work will be advanced. Several joint applications have been made to the Federal Government for funding and a Steering Committee has been struck to support this projects advancement. Staff training has started in the areas of Loyalist and Lean with Mental Health being coordinated.

Transportation and Environmental Services

The TES Department’s focus in the first quarter was on winter road maintenance and forest harvesting. A quality management system was implemented to measure compliance to winter road maintenance compliance levels and 100% compliance was achieved. In the other division we are preparing and planning for the summer work. Five processes were reviewed during this quarter. Ongoing capital projects were reactivated. Request for tender processes were initiated for two larger projects (BR 25/BR 33 Master Plan – Phase 1 BR 25 Rehabilitation, and Pulverize and Pave - CR 3, CR 4 and CR 10). Developed a concept for an Integrated Mobility Committee to identify the transportation needs and opportunities for the County. The forest carbon credit sales agreement was approved with a kick off meeting with the consultant scheduled in early April.

Library Services

KEY PERFORMANCE INDICATORS

- Nothing significant to report. Numbers are on track to meet 2019 targets.

2019 MAJOR INITIATIVES

1. Bookmobile: Bookmobile customer survey has been completed and will be released in Q2. Survey will gather information to help shape the Bookmobile’s service structure.
2. **Marketing Strategy**: As of Q1, a new promotional tool has been created which is tailored to each Municipality's unique media outlets, publications and community groups. Use of the tool will begin in Q2.

3. **Mental Health & Wellness Program**: As of Q1, the scheduling for front-line staff to attend Mental H&S training has begun. Training will occur later in the year.

4. **Professional Development**: As of Q1, Loyalist training for 3 library staff members continues. Training is expected to be completed by end of Q2.

**Museum and Cultural Services**

All KPI’s are tracking as expected for Q1. Social Media and Membership targets are close to projected targets already. Our 2019 major are progressing as planned. We have completed the review of the PerfectMind software contract in preparation for implementation to start in Q2. The focus on staff training in Loyalist is continuing as anticipated and we have successful completed our first Trivia night in Saugeen Shores as part of the fundraising efforts for the Archive/Community Wing expansion project.

**Financial/Staffing/Legal/IT Considerations:**

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

**Interdepartmental Consultation:**

The Senior Management Team completed their Q1 updates and contributed to the writing of this report.

**Link to Strategic Goals and Elements:**

Report links to all goals included in the corporate strategic plan.

**Approved by:**

[Signature]

Murray Clarke  
Acting Chief Administrative Officer