



TO:	GENERAL COMMITTEE
SUBJECT:	BUSINESS PLAN STATUS AS AT JUNE 30, 2020
WARD:	ALL
PREPARED BY AND KEY CONTACT:	J. KUEHL, MANAGER OF BUSINESS PLANNING AND BUDGET EXT. 4425 J. COWLES, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENT EXT. 5347
SUBMITTED BY:	C. MILLAR, DIRECTOR OF FINANCE AND TREASURER
GENERAL MANAGER APPROVAL:	D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES
CHIEF ADMINISTRATIVE OFFICER APPROVAL:	M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That the 2020 Budget and Business Plan Status as of June 30, 2020 be received.
2. That staff be authorized to undertake a new capital project 2021 Development Charge Study, Community Benefit Charge Strategy and By-law Updates, in the amount of \$150,000 to be funded from the Development Charge Reserves.

PURPOSE & BACKGROUND

Report Overview

3. The purpose of this Staff Report is to provide members of Council with a status update on the 2020 Business Plan and summarize the Corporation's financial and non-financial performance up to June 30, 2020.
4. This report will also provide a high-level update of the year end forecast and financial condition of the City given the impact of COVID-19.
5. The City's Financial Policies Framework requires the Director of Finance to issue quarterly memos and a year-end staff report on finances that compare year-to-date (YTD) actual results to budget.

ANALYSIS

SUMMARY OF OPERATING RESULTS – TAX

6. As of June 30, 2020, the tax supported budget had a surplus of \$5.2 million. Tax rate-based expenditures were 4.8% below budget for the first half of 2020 and revenues were lower by 1.5%. The following table summarizes the financial variances to June 30, 2020, between planned and actual results by Division for tax rate-based operations. Appendix "A" includes a breakdown of the tax rate-based variances by department.



	Year-to-Date June 30, 2020			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Access Barrie	13,003,799	11,482,768	1,521,031	11.7%
CAO & Mayor's Office	3,164,836	2,502,361	662,475	20.9%
Community & Corporate Services	23,559,047	22,192,728	1,366,319	5.8%
Council & Committees	442,805	338,056	104,750	23.7%
Corporate Expenses	47,777,884	47,915,991	(138,106)	-0.3%
Infrastructure & Growth Management	22,743,687	17,900,013	4,843,674	21.3%
Service Partners & Grants	75,795,701	75,160,724	634,977	0.8%
Total Net Expenditures	186,487,760	177,492,640	8,995,119	4.8%
Corporate Revenues	(257,209,086)	(253,391,592)	(3,817,495)	1.5%
Total	(70,721,327)	(75,898,951)	5,177,625	-7.3%

7. Excluding the funds received by the City under the Safe Restart agreement, the 2020 year-end result is forecast to be a deficit of \$2.0 million. The tax rate forecast projects expenditures being under budget by 0.8%, while revenues remain below budget by 1.5%. This results in an estimated \$2M deficit at year end. The following table shows the forecast results by Division for tax rate-based operations.

	2020 Year End Forecast			
	2020 Budget (\$)	2020 Forecast (\$)	Variance (\$)	Variance (%)
Access Barrie	24,596,518	25,373,481	(776,963)	-3.2%
CAO & Mayor's Office	6,187,051	6,305,139	(118,088)	-1.9%
Community & Corporate Services	45,856,706	46,644,263	(787,557)	-1.7%
Council & Committees	815,829	735,745	80,084	9.8%
Corporate Expenses	55,207,723	54,896,429	311,294	0.6%
Infrastructure & Growth Management	44,737,877	40,410,214	4,327,662	9.7%
Service Partners & Grants	87,101,021	88,078,777	(977,755)	-1.1%
Total Net Expenditures	264,502,725	262,514,879	1,987,846	0.8%

	2020 Year End Forecast			
	2020 Budget (\$)	2020 Forecast (\$)	Variance (\$)	Variance (%)
Corporate Revenues	(264,502,725)	(260,413,192)	(4,089,533)	1.5%
Total	0	2,030,856	(2,030,856)	

COVID-19

8. The pandemic significantly impacted the City's operations in the first half of the year with substantial losses of revenues such as recreation fees, rental revenue and permits, caused by the lockdown and facility closures. In addition, the City provided free transit and stopped enforcement of paid parking which further reduced revenues. Interest and penalty charges relating to 2020 were waived until June 30th, and a fixed rate credit program for water wastewater was implemented for those in need. To mitigate the loss of such revenues the City initiated a significant pull back in spending across the Corporation through intentional cost reductions, as well as the reduced spending associated with facility closures and limited services, which resulted in a \$5.2M surplus as of June 30th.
9. Key contributors (positive variances) to the Corporation's general tax rate surplus as of June 30th include the following, with details in paragraphs #13-22 of the report:
 - Staffing Reductions and Salary Gapping \$3.8M.
 - Utilities \$789K.
 - Fuel \$944K.
 - Contracted Services and Materials \$6.4M.
10. Key offsetting contributors (negative variances) to the Corporation's tax rate general surplus include the following, with details in paragraphs #23-28 of the report:
 - User Fees & Rental Revenue \$4.2M.
 - Late Penalties & Interest \$347K.
 - Property Taxation \$3.1 Million

Municipal Operating Funding Phase 1: Immediate Funding for Municipal Pressures

11. On August 12th, the Province announced the first round of funding in the Safe Restart Agreement. The funds will help municipalities address operating pressures related to the COVID-19 pandemic and support transit systems through the first round of emergency funding. The City's phase 1 allocation is \$6,601,400 in municipal funding plus an additional \$2,556,418 in transit funding, for a total phase one allocation of \$9,157,818. The purpose of the funding is to address priority 2020 COVID-19 operating costs and pressures. The Province's expectation is that any excess funding will be put into a reserve to be accessed to support COVID-19 operating costs and pressures that may occur in 2021. The Province requires municipalities to report back by March 2021 with details on how the funds have been used to offset COVID-19 related operating costs. Staff expect to utilise the current allocation this year to offset lost revenues and incurred costs. This information will be reported back to Council through the 3rd quarter report and the final 2020 year-end report. This second quarter staff report does not consider the funding in the June 30 results or the year end forecast results.

Phase 2: Funding for Additional Municipal Pressures

12. Phase 2 funding is available from the Province for those Municipalities that have experienced greater financial impacts arising from COVID -19. Such Municipalities must demonstrate that 2020 COVID-19 operating costs and pressures exceed their Phase 1 per household allocation. The deadline to apply for phase 2 funding is October 30, 2020, however, if requested an extension will be granted up to November 6, 2020. City staff are reviewing operations and most likely will be making a submission to recover expected lost revenues and incurred costs that will continue into 2021.

Staffing Reductions and Salary Gapping

13. The salary gapping provision approved by Council in the 2020 Business Plan is \$1.5M. This amount includes both permanent staff and casual/part-time salary costs. The City typically implements a variety of techniques to achieve salary gapping targets, including delaying rehires when viable, managing overtime costs, and reducing the number of paid weeks for summer students. However, 2020 has seen significant changes due to extraordinary circumstances. As a result of the global pandemic, many City facilities were shut down and various revenue generating activities were put on hold, forcing the City to make difficult staffing decisions which resulted in significant reductions to payroll costs across the City.
14. As of June 30th, the City has realized \$4.5M in salary gapping against a second quarter target of \$738K, resulting in a favourable variance of \$3.8M. The majority of this variance is from savings as a result of staff layoffs, which have been used to offset the significant losses in revenues that resulted from the pandemic.
15. Some of the significant drivers of the \$4.5M in salary gapping were as follows:
- Recreation & Culture Services \$1.9M
 - Operations \$1.5M
 - Legislative & Court Services \$541K
 - Finance \$331K
16. The forecasted salary variance will continue to grow at a similar rate as the first half of the year. Staff reductions came into effect in late April, and while some furloughs have been ended, other areas continue to have a reduced workforce as compared to the plan due to a decreased level of services being offered.

Utilities

17. The main contributors to the \$789K favourable tax-based utility variance are facility closures due to COVID (\$500K), and conservation and price variances (\$360K). Electricity consumption was down by 13% compared to budget and electricity rates were down 10% compared to budget for the first half of the year.
18. The utility variance will continue to grow throughout the year as rates are expected to remain lower and facilities are underutilized resulting in decreased consumption. Current forecasts point to a \$1.2M variance at year end.

Fuel

19. Fuel cost is showing a positive variance of \$944K against a budget of \$2M at the second quarter. Fuel prices continue to be very volatile and have been as high as \$1.12/litre in 2018 to the recent low of \$0.49/litre in 2020. The rate used when preparing the 2020 Business Plan was \$1.14/litre and the decreased fuel prices in 2020 has resulted in significant savings year to date. Reduced vehicle usage resulting from the pandemic is also contributing to the lower fuel cost. The primary contributors to this variance are Transit with a surplus of \$591K and Fleet with a surplus of \$342K.
20. Fuel prices remain below the average rate used in budget preparation and are likely to stay depressed for the immediate future. However, Fleet activity is expected to increase in the second half of the year with the return of some services, winter control and transit, therefore the variance is not expected to build significantly going forward.

Contracted Services

21. Spending on contracted services has been reduced significantly due to the pandemic. A positive variance of \$6.0M is the result of numerous departments delaying or reducing services, however the primary drivers are shown below. Additional details for the following variances can be found in Appendix B:
 - Transit \$1.0M
 - Roads & Rail Operations \$1.0M
 - Traffic Services \$512K
 - Parks & Forestry \$471K
 - Facilities \$322K
 - Landfill Operations \$273K
22. The positive variance in contracted services is expected to decrease significantly as departments begin work plans that were delayed in the first two quarters. Roads & Rail, Traffic Services, Parks & Forestry, and Landfill Operations are all areas that expect to see spending for the year to be close to budget as operation projects resume. The forecast indicates a smaller positive variance at year-end of \$2.3M, as compared to the current \$6M variance at the second quarter.

User Fees & Rental Revenue

23. COVID-19 has resulted in large decreases in user fees for various departments. Recreation and Transit were two of the most significantly impacted areas with the shortfall in revenues shown below. Additional details for these variances can be found in Appendix B:
 - Recreation and Culture \$2.7M
 - Transit \$1.6M
24. User fees and rental revenue will continue to come in below budget throughout the remainder of the year. It is expected that this variance will continue to climb at about the same rate, ending the year with a \$9M shortfall.



Late Penalties & Interest

25. A negative variance of \$347K is the result of penalties and interest being waived on late payments for tax. This was a relief measure enacted by Council as a result of the pandemic and potential economic harm suffered by residents.
26. The variance in penalties is expected to shrink slightly as collections increase in the last quarter of 2020.

Property Tax

27. At the end of Q2, tax revenues were under budget by \$3.8M, mainly due to higher ARB settlement costs than anticipated, and a delay in tax addition billing revenues.
28. The variance to budget is not expected to grow significantly from now until the end of the year.

SUMMARY OF OPERATING RESULTS – WATER

	Year-to-Date June 30, 2020			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	4,055,012	3,791,468	263,543	6.5%
Operating Expenses	2,727,772	2,901,208	(173,437)	-6.4%
Transfers to Reserves	3,396,350	3,396,350	0	0.0%
Corporate Support	4,382,834	4,382,394	440	0.0%
Total Net Expenditures	14,591,968	14,471,420	90,546	0.6%
Revenues	(14,005,120)	(13,364,593)	(640,527)	-4.6%
Total	556,848	1,106,827	(549,981)	-98.8%

29. The Water Operations branch finished the second quarter with an operating deficit of \$550K. Salaries and Benefits were 6.5% under budget, Operating expenditures for the quarter were 6.4% over budget, and revenue was 4.6% short of target.
30. Operating expenses were over budget partially due to several larger equipment replacements required at the Surface Water Treatment Plant which included a large valve and actuator, a blower, and the associated electrical connections and programming work.
31. Corporate support is based on actual work and staff time in support of Water Operations from various departments and was on budget in the first half of the year.
32. Water rate revenue is \$641K below plan due to lower actual consumption than budgeted throughout the second quarter. The wet spring would have contributed to reduced outdoor water usage.

SUMMARY OF OPERATING RESULTS – WASTEWATER

	Year-to-Date June 30, 2020			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	2,404,328	2,232,976	171,352	7.1%
Operating Expenses	3,987,500	3,391,103	596,397	15.0%
Transfers to Reserves	7,924,320	7,924,320	0	0.0%
Corporate Support	3,749,357	3,550,183	199,174	5.3%
Total Net Expenditures	18,065,505	17,098,582	966,923	5.4%
Revenues	(17,948,877)	(17,281,421)	(667,456)	3.7%
Total	116,628	(182,839)	299,467	256.8%

33. The Wastewater Operations branch finished the second quarter with an operating surplus of \$299K. Salaries and Benefits were 7.1% under budget, operating expenditures were 15% under budget, and revenue was 3.7% short of target.
34. During this period, the enactment of Provincial Emergency Orders resulted in lower net operating expenditures as the focus of operations were restricted to essential work, as well as the suspension of recruitment activities. Lower revenues were the result lower water consumption.
35. Corporate support is based on actual work and staff time in support of Wastewater Operations from various departments and was slightly under budget due to reduced facility related contracted services.

SUMMARY OF OPERATING RESULTS – PARKING

	Year-to-Date June 30, 2020			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	205,582	192,346	13,236	6.4%
Operating Expenses	185,266	113,633	71,632	38.7%
Transfers to/(from) Reserves	(309,851)	(313,732)	3,881	-1.3%
Corporate Support	1,054,826	873,826	181,001	17.2%
Total Net Expenditures	1,135,823	866,073	269,750	23.8%
Revenues	(1,117,680)	(412,947)	(704,733)	63.1%
Total	18,143	453,126	(434,983)	-2397.5%

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36. Parking Operations finished the second quarter with an operating deficit of \$435K. This deficit is largely due to a shortfall in revenue (\$705K), offset by a favorable variance in corporate support which is mainly due to the timing of Parkade repairs. The sale of parking permits and transient parking fees has negatively affected revenues as parking has essentially been free since March (except for non-resident fees at the waterfront). Council recently approved the resumption of paid parking operations to begin September 8, 2020. Parking also receives significant revenue from special events utilization of parking lots. As a result of COVID, special events are not currently being held in at the waterfront and across downtown.
37. During the pandemic resources had been reassigned to help mitigate the expenditures, and staff will plan to present an updated financial position of the parking user rate to Council in the fall with some recommendations to mitigate the financial situation.

CAPITAL PLAN STATUS AT JUNE 30, 2020

38. On May 2, 2019, the Province introduced Bill 108 (More Homes, More Choices: Ontario's Housing Supply Action Plan) which proposed a number of significant changes to the *Development Charges Act* (DCA) and to the *Planning Act* (PA). As a result of feedback from municipalities and developers, the Province has revised these proposed changes by way of Bill 138 (Plan to Build Ontario Together Act, 2019) and most recently Bill 197 (COVID-19 Economic Recovery Act, 2020). An update to the DC By-law is required to implement the changes to the DCA which include 100% recovery of previously 10% discounted services. In addition, Section 37 of the PA which relates to bonusing is being replaced with the new Community Benefit Charge (CBC) authority. Therefore, a CBC Strategy will need to be completed within two years of the new regulations being released. As a result, the City will require the services of outside consultants to provide analysis and offer expert advice in the update to the DC By-law and the implementation of the CBC By-law. Staff are recommending that a capital project in the amount of \$150,000 funded from Development Charges Reserves be created.
39. The Capital Plan presented in Appendix C is a high-level summary of activity as at June 30, 2020. The total capital budget for 2020 is \$356.5M, including carryover from prior years and new projects. The projected year-to-date spending forecast was \$43.3M with actual year-to-date spending at June 30 of \$40.9M, which is 94.5% of the forecast. A detailed project update will be provided in the fall Capital Status Staff Report.

KEY DIVISION SERVICE DELIVERY INITIATIVES & KEY PERFORMANCE INDICATORS

40. Updates on Key Division Service Delivery Initiatives (KDSDI's) and Key Performance Indicators (KPI's) can be found in Appendix D and Appendix E, respectively.

ENVIRONMENTAL AND CLIMATE CHANGE MATTERS

41. There are no environmental or climate change matters directly related to the recommendation.

ALTERNATIVES

42. The following alternatives are available for consideration by General Committee:

Alternative #1

General Committee could recommend that the capital budget remain unchanged without a new capital project and increase to the capital budget for the DC Study and CBC Strategy and associated By-laws.

This alternative is not recommended as this project is required to improve the City's ability to collect charges that allow growth to pay for growth to the greatest extent possible.

FINANCIAL

43. The information in the analysis section explains the impact of the recommendations in this report as they relate to the Tax, Water, Wastewater, and Parking Reserves, as well as the compliance of those recommendations with the financial policies set out in the current Financial Policies Framework.

LINKAGE TO 2018-2022 STRATEGIC PLAN

44. The recommendation in this report is operational and is not specifically related to the goals identified in the 2018-2022 Strategic Plan.

APPENDIX "A"

Tax-Supported Operating Budget Variance by Department as at June 30, 2020

	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Access Barrie	13,003,799	11,482,768	1,521,031	11.7%
Access Barrie Admin	174,695	166,152	8,543	4.9%
Customer Service	585,796	512,466	73,329	12.5%
Information Technology	4,715,208	3,386,618	1,328,590	28.2%
Innovation	175,322	127,667	47,655	27.2%
Marketing & Comm.	499,960	677,614	(177,654)	-35.5%
Transit & Parking Strategy	6,852,819	6,612,251	240,568	3.5%
CAO & Mayor's Office	3,164,836	2,502,361	662,475	20.9%
Human Resources	1,576,230	1,250,221	326,009	20.7%
Internal Audit	170,619	167,135	3,485	2.0%
Legal Services Department	936,589	738,050	198,539	21.2%
Office of the CAO	328,180	219,398	108,782	33.1%
Office of the Mayor	153,217	127,557	25,660	16.7%
Community & Corporate Services	23,559,047	22,192,728	1,366,319	5.8%
Barrie Fire & Emergency Services	13,282,380	12,970,504	311,875	2.3%
Facilities Department	1,054,399	837,939	216,459	20.5%
Finance Department	2,025,696	1,646,856	378,840	18.7%
GM of Community & Corporate Services	215,507	192,451	23,056	10.7%
Legislative & Court Services	1,383,130	1,469,202	(86,072)	-6.2%
Recreation and Culture Services	5,597,935	5,075,775	522,160	9.3%
Other Expenses	47,777,884	47,915,991	(138,106)	-0.3%
Corporate Expenses	47,777,884	47,915,991	(138,106)	-0.3%
Council & Committees	442,805	338,056	104,750	23.7%
City Council	399,685	334,152	65,533	16.4%
Committees	43,120	3,903	39,217	90.9%
Infrastructure & Growth Management	22,743,687	17,900,013	4,843,674	21.3%
Building Services	71,974	164,811	(92,837)	-129.0%
Business Performance & Environmental Sustainability	656,682	495,294	161,388	24.6%
Corporate Asset Management	442,739	355,048	87,691	19.8%
Development Services	1,245,360	1,003,783	241,576	19.4%
Economic & Creative Development	1,058,415	609,887	448,528	42.4%
GM Infrastructure & Growth Mgmt	258,974	255,755	3,219	1.2%



	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Infrastructure Department	659,949	309,989	349,960	53.0%
Operations	18,349,594	14,705,445	3,644,148	19.9%
Total Net City Services	110,692,058	102,331,916	8,360,142	7.6%
Service Partners & Grants	75,795,700	75,160,723	634,977	0.8%
Total Net Expenditures	186,487,759	177,492,640	8,995,119	4.8%
Net Taxation for own purposes	(251,251,072)	(248,114,465)	(3,136,607)	1.2%
Payments in Lieu of Taxes	(1,038,150)	(100,123)	(938,026)	90.4%
Corporate Revenues	(15,000)	(552,903)	537,903	-3586.0%
Corporate Recoveries	(2,674,060)	(2,674,060)	0	0.0%
Investment Revenue	(2,230,803)	(1,950,039)	(280,764)	12.6%
Total Revenue	(257,209,086)	(253,391,591)	(3,817,494)	1.5%
Total Operating Variance	(70,721,326)	(75,898,951)	5,177,625	-7.3%

APPENDIX "B"

Detailed Tax Supported Operating Variance Explanations

Service/Driver: Transit – Contracted Services			
Budget: \$8.2M	Actual: \$7.2M	Variance \$: \$1M	Variance %: 12%
<u>Reason for Variance</u> In response to the COVID pandemic, and with the provincial legislation to close schools and businesses, Barrie Transit had experienced a reduction in ridership to as low as 25% of its regular ridership. With the requirement to move to rear door boarding, transit has been providing free service since March 20 th . As a result, Barrie Transit had reduced its service hours to approximately 65% of its regular service levels. This maintains the minimal service level to maintain the base coverage area for the entire City to ensure essential travel can still be provided. The reduced service model removed 30-minute frequency during peak times of day, where the service now operates on a one-hour frequency throughout the entire day. The reduction in service, although negatively impacts riders and the normal service levels, has reduced expenditures to help mitigate the impact of free transit.			
<u>Impact Going Forward</u> Front door boarding and paid resumption of service is planned to begin August 1 st , where the expectation is that there will be a reduction of the current ridership, as imposing fares will further support the prioritization for essential travel. In July, the federal government announced that municipalities will receive funding for their transit services operational shortfalls. At the time of preparing this report the provincial and federal government were still negotiating the terms of that agreement. Further plans to increase service are planned for the Fall.			
<u>Actions to Mitigate Future Anticipated Variances</u> As the impact of reopening businesses and schools has a significant impact on transit ridership needs, and as the provincial and federal government finalize negotiating the funding agreement, staff will continue to monitor and reintroduce service to work towards pre-COVID service levels.			



Service/Driver: Roads & Rail Operations – Contracted Services, Materials			
Budget: \$3.6M	Actual: \$2.6M	Variance \$: \$1.0M	Variance %: 29%
<u>Reason for Variance</u> This positive variance is related to COVID related delays in planned operational projects. Roads and Rail Operations expect to catch up on these projects in Q3 and Q4.			
<u>Impact Going Forward</u> The variance is expected to normalize by year end.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.			

Service/Driver: Traffic Services – Contracted Services, Equipment & Materials \$512K			
Budget: \$809K	Actual: \$296K	Variance \$: \$512K	Variance %: 63%
<u>Reason for Variance</u> This positive variance is related primarily to COVID related delays in operational projects. Traffic Services expects to catch up on these projects in Q3 & Q4.			
<u>Impact Going Forward</u> The variance is expected to normalize by year end.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.			

Service/Driver: Parks & Forestry Operations – Contracted & Other Services \$471K			
Budget: \$796K	Actual: \$325K	Variance \$: \$471K	Variance %: 59%
<p><u>Reason for Variance</u></p> <p>This positive variance is a result of contract start-up being delayed due to contractor shut downs during the April to end of June period. The impact of the provincial orders delaying the opening of park elements (e.g. splash pad). Also, the City's internal response plan to COVID-19 delayed the planned maintenance and expenditures and set a 70% target for expenditures.</p>			
<p><u>Impact Going Forward</u></p> <p>As contracts begin in Q3 spending will be closer to budgeted levels and will be at budget in Q4. A small positive variance is expected by the end of 2020.</p>			
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>No further action required at this time.</p>			

Service/Driver: Facilities – Contracted & Other Services			
Budget: \$1.3M	Actual: \$956K	Variance \$: \$322K	Variance %: 25%
<p><u>Reason for Variance</u></p> <p>With the onset of COVID-19 and related shuttering of non-essential buildings, most service contracts and contractor-led work was temporarily suspended. In specific cases, City staff were reallocated to complete work that would normally have been completed by contracted resources. In addition, some quarterly preventive maintenance work in closed buildings will not have to be completed since the equipment was shut down within the building.</p>			
<p><u>Impact Going Forward</u></p> <p>Contracted and other services costs will remain under budget for the remainder of the year, and only be partially offset by increased staffing costs (where work was performed in house).</p>			
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>While facilities are beginning to reopen to the public, staff will continue to suspend or defer contracted service work where appropriate.</p>			



Service/Driver: Landfill Operations – Contracted Services			
Budget: \$471K	Actual: \$198K	Variance \$: \$273K	Variance %: 58%
<u>Reason for Variance</u> This positive variance is related to COVID related delays in operational projects. In addition, the Barrie Landfill was closed for approximately 11 weeks and as such various contracted services were suspended. These included: Household Hazardous Waste, CFC Decommissioning, and other contracted services for the management of materials.			
<u>Impact Going Forward</u> The variance is expected to normalize by year-end.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.			

Service/Driver: Recreation & Culture Services - User Fees & Rental Revenue			
Budget: \$4.9M	Actual: \$2.1M	Variance \$: \$2.7M	Variance %: 56%
<p><u>Reason for Variance</u></p> <p>All Recreation and Culture facilities closed as of March 14th, 2020 due to the coronavirus pandemic. This had an immediate effect on all revenue streams as programs and rentals were cancelled and memberships were suspended. The financial impact resulted in a revenue shortfall to budget of \$2.7M. The largest impacts were:</p> <ul style="list-style-type: none"> • \$811K of registration and drop-in fees due to cancelled recreational programming • \$766K for ice rental cancellations • \$588K due to lost revenues from general facility rentals and special events • \$362K due to the suspension of recreation memberships <p>Mitigation strategies went into effect immediately resulting in expense savings of \$3.1M to budget. Several savings were the result of difficult management decisions (for example, staff layoffs) while additional savings were the function of facility closures. As a result, key savings included:</p> <ul style="list-style-type: none"> • \$1.5M in part-time salaries primarily from layoffs • \$480K in full-time salaries due to layoffs and redeployments • \$496K in utilities savings due to closures • \$385K in contracted services plus repairs and maintenance 			
<p><u>Impact Going Forward</u></p> <p>The impact of COVID-19 is going to have a long-term effect on recreational and cultural activities. Restrictions on building capacity limits, social distancing guidelines, and cleaning/disinfecting protocols will limit revenue potential while adding costs to service delivery. The immediate impact will be fewer rentals and special events due to capacity limits, and with less access to facilities, a lower traffic volume of individuals and families using our recreational facilities. A longer-term impact will be in membership cancellations which have already dropped by 30% from pre-COVID levels. Financially, all of these impacts will significantly lower the cost recovery rate for Recreation & Culture Services.</p>			
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>Recreation and Culture Services is developing strategies to improve the financial performance of the department and to rebuild the recreational and cultural offerings to the City's residents. Some of the initiatives involve innovative ways of delivering services, developing new services, and marketing plans to rebuild our memberships. Some examples include:</p> <ul style="list-style-type: none"> • Transitioning more service transactions online versus in-person and adding touchless payment • Innovative summer camps and drop-in programs as we re-open to the public • Held a virtual Canada Day event <p>Efforts to increase our programming and rental activities will be governed by ongoing measures at all levels of government to manage the spread of coronavirus.</p>			

Service/Driver: Transit – Revenues			
Budget: \$3.1M	Actual: \$1.5M	Variance \$: \$1.6M	Variance %: 52%
<u>Reason for Variance</u> In response to the COVID pandemic, and with the provincial legislation to close schools and businesses, Barrie Transit had experienced a reduction in ridership to as low as 25% of its regular ridership. To ensure proper physical distancing, as directed by the ministry of health, Barrie Transit was required to move to rear door boarding and providing free services since March 20 th .			
<u>Impact Going Forward</u> Front door boarding and paid resumption of service is planned to begin August 1 st , where the expectation is that there will be a reduction of the current ridership, as imposing fares will further support the prioritization for essential travel. At the time of writing this report ridership was trending between 35% and 40% of pre-COVID ridership.			
<u>Actions to Mitigate Future Anticipated Variances</u> Barrie Transit had reduced its service hours to approximately 65% of its regular service levels. This maintains the minimal service level to maintain the base coverage area for the entire City to ensure essential travel can still be provided. The reduced service model removed 30-minute frequency during peak times of day, where the service now operates on a one-hour frequency throughout the entire day. The reduction in service, although negatively impacts riders and the normal service levels, has reduced contracted service expenditures to help mitigate the impact of free transit. In July, the federal government announced that municipalities will receive funding for their transit services operational shortfalls. At the time of preparing this report the provincial and federal government were still negotiating the terms of that agreement. As the impact of reopening businesses and schools has a significant impact on transit ridership needs, and as the provincial and federal government finalize negotiating the funding agreement, staff will continue to monitor and reintroduce service to work towards pre-COVID service levels.			



APPENDIX "C"

Capital Plan Progress Update by Division as at June 30, 2020

Summary of Capital Plan & Forecast	2020 Capital Budget			Performance Reporting Q2					Annual Deferred Budget
	Carryover from Prior Year Budgets	New Projects Approved in 2020 Budget	2020 Total Budget including Transfers	Projected YTD Spending Forecast	Actual 2020 Spending	Variance to 2020 Projected	% of Spending Forecast Achieved	% of 2020 Total Budget Spent	
Access Barrie	\$ 7,958,540	\$ 9,604,572	\$ 17,563,112	\$ 3,583,182	\$ 2,342,577	\$ 1,240,605	65.4%	13.3%	\$ 9,604,638
Community & Corporate Services	\$ 14,703,943	\$ 23,552,477	\$ 38,256,420	\$ 7,767,301	\$ 6,809,551	\$ 957,750	87.7%	17.8%	\$ 21,263,183
Developer Built Projects	\$ 46,289,271	\$ 4,120,674	\$ 50,409,945	-\$ 3,651	\$ 33,193	-\$ 36,844	-909.2%	0.1%	\$ 50,413,596
Infrastructure & Growth Management	\$ 150,852,254	\$ 99,436,936	\$ 250,289,190	\$ 31,954,420	\$ 31,714,868	\$ 239,552	99.3%	12.7%	\$ 157,884,214
Total	\$219,804,008	\$136,714,659	\$356,518,667	\$43,301,253	\$40,900,190	\$ 2,401,063	94.5%	11.5%	\$239,165,632

APPENDIX "D"

Key Division Service Delivery Initiatives (KSDSI's) at June 30, 2020

Office of the Chief Administrative Officer

Strengthen Financial Management through the Long-Range Financial Plan and increased automation of financial data to support accurate and timely reporting

- Staff continue to work together and with the development community to address a guiding principle that growth is undertaken in a financially responsible manner. The coordination of growth and development so that it corresponds with the timing of infrastructure, and forecasting, managing and balancing the flow of revenues and expenditures over time are integral to this effort. The framework for evaluating the timing of infrastructure investment to support growth, while protecting the City from potential financial risks continues to evolve.
- Staff engaged Watson to begin work on the long-range financial plan in January of this year. However, the project was stopped as a result of the COVID-19 crisis that began in March. With the 2021 capital budget development process underway and the official growth plan work proceeding, along with recent changes from Bill 197, it was agreed to pause work on the long-range financial plan until October, whereby an updated draft 2021 capital plan will be incorporated into the analysis, along with any new assumptions driven from Bill 197 and presented to Council early Q2 2021.

Provide oversight of processes and initiatives leading to Cultural Change across the corporation with a focus on leadership, customer service, accountability, collaboration, innovation, communications and continuous improvement

- Innovation team supported essential services, COVID response and corporate projects with research, training, documentation and consultation.
- Customer Experience Management (CEM) system completed approximately 70% of the functional configuration required for a Q4 launch. Functional testing is ongoing with final testing expected to commence in Q3. The integrated knowledgebase is being configured simultaneously and is on track to be completed for the Q4 launch.
- New call recording system (Telstrat) with a built in Quality Monitoring system is now live. Design of the Quality Monitoring program is approximately 80% complete and will be part of the overall Quality Assurance plan for Service Barrie. It is expected to begin being utilized in Q3.

Implementation of a performance measurement framework that enhances accountability and transparency

- Key Performance Indicators were selected for the Council Strategic Plan and performance data gathering will begin in Q2 2020. A report is planned for Council for Q4 2020.

Oversee the development in the Secondary Plan areas

- Planning applications in the Salem and Hewitt's Secondary Plan Areas continue to be processed. Landowners continue to be keen to proceed into Phase 2 lands.
- No units have been registered in the first half of the year however we expect registrations by year end.

- Staff continue to estimate that we are tracking about three years behind the projections used to prepare the foundational planning, engineering and financial plans for the Secondary Plan areas; adjustments are being made to the Capital Plan to reflect this impact on overall financial planning.

Manage the City's Growth Plan in a manner consistent with the approved financial framework for growth

- The required revisions to Capital projects are complete as of Q2 and the 2021 Capital Plan will reflect a smoothing of spending to ensure the financial sustainability of the City.
- Staff continue to have discussions about alternate funding options
- Changes to the Growth Plan population projections provide for a 2051 horizon year although 2041 total of 253,000 remains unchanged.
- Community Benefit Charge Bylaw details remain outstanding, however changes to the DCs, particularly those related to soft costs, did not materialize and the City's ability to collect the DC's needed to fund growth has improved with the removal of the 10% discount for some services.
- Monitoring and reporting tools continue, and the 2019 snapshot will be presented in Q3. The red flag continues to be slower than projected registered units.
- The new Community Improvement Plan (CIP) first grant intake took place in Q1 2020. Uptake was strong, particularly in the Affordable Housing category; that area is fully allocated.

Complete the final phase of the ERP solution that strengthens processes and provides effective reporting and intelligence

- In the first two quarters of this year staff completed the integration of the City's budget system Questica with SAP. This integration permits the nightly updates of actuals into the budgeting system (Operating and Capital) which will greatly improve staffs' ability to efficiently report on actual results and provide updated forecasting. As well, this integration will improve efficiency in developing annual budgets and business plans.
- At the end of the second quarter, staff completed the automation of Capital Funding within SAP. This automation will save considerable time and will allow for more timely and accurate reporting on reserve balances and capital projects.

Support initiatives to diversify the local economy including developing an open for business culture and fostering effective partnerships

- Startup Ecosystem:
 - The Small Business Centre successfully completed the Digital Main Street program.
 - Through the program, the Digital Service Squad delivered up to 10 hours of digital assistance to 123 businesses.
 - This program became the platform for COVID-19 Response Planning and the implementation of the 'Going Digital' Program which provided free remote assessments of a company's digital presence needs and connect the company with a roster of 18 local digital agencies willing to offer support services.
- Promote the growth of a diverse and sustainable cultural community:
 - Awarded the 2020 Cultural Grant program recipients:
 - Budget was \$339,750

-
- 20 applications were received - 17 applications were successful funding 16 local organizations for both operating and project programming.
 - Mitigating Business Risks – Focus on Pandemic Response
 - Business Response and Business Recovery Action Plans
 - Sector Consultations: 90 Businesses Consulted in addition to stakeholder representation
 - Completed in collaboration with key business service organizations
 - More than 150 businesses and leaders consulted
 - Public and online engagement
 - More than 30 identified actions to support response and recovery
 - Promotion and Perception Management: Invest Barrie website completed and launched (investbarrie.ca)

Enhance our Employee Wellness Program; implementing the CSA Standard for Psychologically Safe Workplaces

- BeWell Barrie survey launched and completed in February. This initiative will look at how we are creating a safe, healthy, supportive and productive workplace for employees.

Review total rewards at the City

- Transitioned to new benefits provider for Extended Health and Dental as well as LTD and Life.
- In response to COVID-19, extended psychological benefits to include certified psychotherapist for all employee groups.

Community & Corporate Services

Support design development initiatives related to strategic and operational projects such as Allandale Train Station redevelopment, Fisher Theatre and Events Centre, Permanent Market and Barrie Farmers' Market, Waste Water Treatment Plant and Oro bio-solids site upgrades, City Hall Intensification, Barrie Simcoe Emergency Services Campus move planning, Ferndale Operations Centre and Environmental Centre upgrades, and ongoing growth planning

- Support for design development initiatives and growth-related facility projects was largely suspended in Q2 due to COVID-19.

Develop and implement an effective and sustainable maintenance and operations strategy using Facility Department's Integrated Workplace Management System.

- The Corporate Facilities service delivery model changed drastically beginning late Q1 in response to COVID-19. Changes included the introduction of enhanced cleaning protocols in facilities that remained open, terminal cleaning of shuttered facilities and the suspension of most contracted maintenance work. Where required, internal resources were reallocated from closed buildings to those that remained operational to meet updated service requirements and City staff assumed suspended contractor maintenance roles.

Monitor Barrie Fire and Emergency Services department response time benchmarking including call taking, turnout time, and road response on a quarterly basis to identify and implement enhancements

- Response time benchmarking is on track

Continue to train all Barrie Fire and Emergency Services department staff to be NFPA 1035 certified public educators;

- 142 staff completed NFA 1035 Public Life Educator Level 1 training

Continue to provide at risk neighbourhoods with information and education regarding smoke and CO alarms;

- On hold due to COVID

Implement a modern, Physician directed Peer Support Program committed to proactively supporting the mental health of all employees

- Committee is formed and trained, roll out committee initiatives in process

Operationalize the new back-up communications centre at the Barrie Simcoe Emergency Services Campus shared with Barrie Police Service

- Completed – waiting on Bell installation infrastructure to finalize project

Continued research and development of the next generation 911 emergency dispatch/communications system, including procurement preparation, and system implementation

- Ongoing, in coordination with IT and stakeholders

Review and update City Emergency Plan to include business continuity, as well as new/emerging risks 145

- Review is completed, business continuity is ongoing

Contribute towards the strategic planning of recreational services to identify current trends and community needs for programming and facilities over the next five to ten years

- This work was put on hold due to the focus on facility closures and re-openings due to COVID-19. Strategic planning efforts will be re-focused on mitigating the impacts of COVID-19 over the next 2-3 years.

Continuous improvement of our upgraded recreation registration system to expand capability of providing services online to our community and leveraging the system to enhance processes and controls and perform data analysis to guide operational decisions

- Due to the shutdown caused by the coronavirus outbreak, ACTIVE Net took the opportunity to develop several system enhancements that will be rolling out over the balance of the year including:
 - Implementation of new Customer User Interface (CUI) within ACTIVE Net which will improve use on mobile devices for customers, streamline search and payment functions, and provide multi-lingual support in English and French.

- The addition of touchless payment at our Recreation Centre's and a mobile fitness app for customers.

Maintain our HIGH FIVE Accreditation which reflects the highest standard of recreational programming quality and safety, apply for Play Work's recognition as a Youth Friendly Community Gold designation and achieve the Safer Spaces designation

- In April, HIGH FIVE suspended all 2020 requirements for maintaining our accredited status until 2021. In response to this decision, our Recreation Programming team took the following action:
 - No Quest 2 program evaluations were conducted in the second quarter due to program cancellations;
 - In preparation for the revised summer camp program, camp staff were coached in the use of the HIGH FIVE principles using the procedural manual developed for staff;
 - Promotion of our HIGH FIVE accreditation continued through a pre-summer camp email program.
- Play Works Youth-Friendly Designation:
 - In January 2020, the working group for the Youth Friendly Submission – January 2021 was formed consisting of: Youth Haven, Barrie Public Library, Gilbert Centre, Mayor's Office, Innisdale Secondary School, YMCA and Barrie Police Services.
 - Due to COVID-19, the working group has not met as each member organization focused on supporting their individual organizations during the pandemic. A request is being made to extend our status to provide time for the preparation of a new submission to Play Works.
- Safer Spaces:
 - The Safer Spaces team met monthly pre COVID-19 and prepared summer training, fall orientation training, June survey (benchmark) and Camps training. Training was delivered to Summer Camp staff with further training opportunities under review.
 - Under the Gilbert Centre Safer Spaces, we are now considered a Champion level. We have ordered signage for all Recreation locations to promote this achievement.

Continue to support and participate in the enhancement of the Enterprise Resource Planning System (ERP)

- In the first two quarters of this year staff completed the integration of the City's budget system Questica with SAP. This integration permits the nightly updates of actuals into the budgeting system (Operating and Capital) which will greatly improve staffs ability to efficiently report on actual results and provide updated forecasting. As well, this integration will improve efficiency in developing annual budgets and business plans
- At the end of the second quarter, staff completed the automation of Capital Funding within SAP. This automation will save considerable time and will allow for more timely and accurate reporting on reserve balances and capital projects.

Continued implementation of proactive tax base assessment management

- As part of Assessment Base Management, a review of anomalous assessment takes place using Real Property Tax Analytics (RPTA) software which identifies any properties that may be incorrectly assessed for follow up with MPAC to make the necessary corrections. Current value assessments as well as ongoing analysis of building permit information and ensuring that MPAC reflects the actual property status, ensures that tax charges are billed accurately and in a timely fashion. Staff is taking an active participatory role in the review of assessments and anomalies, and in Assessment Review Board (ARB) hearings.

Continue the implementation of the e-tendering platform

- The City will continue to utilize more functionality on the bidding website to streamline communication with vendors. The City is in the process of on boarding the contract module for City contracts which will give the City more visibility into contract expiration, expired insurance and WSIB certificates, and renewal terms. The City piloted the RFP evaluation module which gives the City more visibility into the evaluation process and records pertaining to when the evaluation took place and all the associated notes/scores. The City will upgrade to Bids&Tenders PRO in Q3 which provides a significantly improved user interface and enhanced functionality.

Establishment and implementation of Prudent Investor Board

- In January 2020, the City approved the appointment of four citizen representatives, who along with the City Treasurer make up the members of the Investment Board. The Investment Board developed the Investment Policy Statement which was approved by Council in June 2020. The Investment Policy Statement and the Prudent Investment Standard provide the basis for an Investment Plan to be developed, which will be followed by the Investment Board in their control and management of the City's investments. Both the policy statement and plan will be reviewed at least annually.

Continue to implement the long-range financial plan, incorporating impact of Bill 108, growth targets and updated master plans

- Staff engaged Watson to begin work on the long-range financial plan in January of this year. However, the project was stopped as a result of COVID-19 crisis that began in March. With the 2021 capital budget development process underway and the official growth plan work proceeding, along with recent changes from Bill 197, it was agreed to pause work on the long range financial plan until October, whereby an updated draft 2021 capital plan will be incorporated into the analysis, along with any new assumptions driven from Bill 197. It is expected an updated long-range financial plan will be presented to Council early Q2 2021.

Continue the implementation of recommendations from the Corporate Records and Information Program Review/Strategy to increase corporate awareness of the Municipal Freedom of Information and Protection of Privacy Act provisions, corporate records management and access and privacy requirements including the replacement of the RMAIS system

- Continued to implement the new TAB Fusion System.
- Ensured that policies/procedures are in place for protection of records, especially with staff working remotely.

Continue the implementation of the collection policy for unpaid, overdue POA fines

- This initiative has been on hold since March 16th due to the Emergency Order to stop collection and enforcement activity on all POA matters.

Work with Prosecution Services to expand the expedited resolution process

- All major police agencies are now participating in the program; however, all in-court activity has stopped by Order of the Chief Justice due to the pandemic situation.

Continual assistance with the ongoing implementation of various APLI system modules related to enforcement allowing for electronic submissions for permits, applications, inspection requests and complaints

- Projects on hold during COVID-19 enforcement measures due to increased workloads and redirected enforcement measures.

Review opportunities to enhance customer experience related to application of by-laws and educate the community regarding the importance of compliance with municipal laws

- On hold during COVID-19 enforcement. However, COVID-19 and other temporary changes were highly advertised, with the use of social media, interviews, signage in parks through Access Barrie, all to assist with enforcement matters.

Access Barrie

Develop proactive marketing and communications with the community on City initiatives, programs and services through the development of promotional materials including brochures, publications, posters etc. and digital design including web, video, social media graphics and infographics.

Marketing and communications plans and materials were created to support a variety of corporate projects as well as support for COVID related messaging and projects to educate residents on impacts to City services and programs throughout the pandemic.

Support Human Resources in the development and implementation of the next phase of the Staff Strategic Plan including physiological health and safety.

- Staff supported the launch of Be Well Barrie including as part of the Core team, campaign development, material for staff, tools and resources on InSite including the Be Well Barrie indicator and an internal survey for staff.

Lead community engagement opportunities about City services, programs and initiatives; support City staff in their efforts to keep community members informed and ensure opportunity for all to participate in engagement opportunities.

- The City's online platform - BuildingBarrie.ca continued to be a key engagement resource for the Barrie community. The website was used as an engagement hub for Together At Home- A Recreation and Culture initiative to provide residents of all ages with at home activities including fitness, crafts, and gardening tips. BuildingBarrie.ca was also utilized to gather critical feedback from local business owners and residents for the COVID-19 Business Recover Action Plan. Continued moderation of Make a Suggestion (UserVoice) forum.

Continued support for the Official Plan Update engagement and communications strategy through reallocation of a communications resource.

- Continued communications support for the City's new Official Plan as well as developing information updates, assisting with the phase 2 consultation report and discussion papers, updates to buildingbarrie.ca, gathered feedback from stakeholders and residents on which types of buildings, parks, and other developments they want to see more of and less of throughout Barrie, and preparing for phase 3.

Provide strategic direction and governance for the City's audience-specific social media accounts including content and creative on Twitter, Facebook, Instagram and YouTube.

- Supported live-streaming on YouTube and promotion of City Council and committee meetings to help ensure access to Council discussions during the COVID-19 pandemic. Moved towards a centralized

approach to social media management: all Creative Barrie, Invest Barrie, and City of Barrie channels are now managed by the Marketing & Communications Department's Social Media Specialist (exception: City of Barrie LinkedIn page, currently managed by HR for recruitment). Invest Barrie LinkedIn page launched in June 2020 in line with previously developed LinkedIn guidelines.

Lead and facilitate Intergovernmental relations with Municipal, Provincial and Federal Partners.

- Staff prepared correspondence related to COVID for the Premier and Prime Minister.

Lead and be an ambassador for Cultural Change across the corporation with a focus on customer service through the development of Corporate Customer Service guidelines.

- On hold due to COVID

Enhance Customer Service access options through collaboration with departments to transition their customer service delivery effectively and efficiently into Service Barrie, and monitor, track and analyze customer interactions and measure satisfaction levels.

- Many projects are on hold due to the pandemic, but as a result of necessity during the pandemic several new access options have been developed such as
 - Burial Permit electronic process to allow legislated service to continue in a safe manner for staff and customers
 - Transitioning staff to be able to work from home and access and utilize all technologies and systems
 - Development of new monitoring and communications processes to support work at home model
 - Card Not Present (as approved by Finance) credit card processing to allow customer to pay for services safely and allow services to continue smoothly
 - Worked collaboratively with several departments to facilitate payment and customer interactions i.e. ROWA permit payments

Monitor and lead ongoing enhancements of the afterhours call handling service.

- A successful RFP for the After Hours call handling was completed. A new contract will take over in Q3.

Optimize Citizen Engagement Management (CEM) technology to more effectively track and monitor customer interactions.

- Functional configuration of the system that is expected to launch in Q4 is approximately 70% complete. Functional testing is ongoing with final User Acceptance testing expected to commence in Q3

Improve and optimize telephone access for customers through Service Barrie and develop effective monitoring and metrics for the system.

- A new call recording system (Telstrat) with a built in Quality Monitoring system is now live. Design of the Quality Monitoring program is approximately 80% complete and will be part of the overall Quality Assurance plan for Service Barrie. It is expected to begin being utilized in Q3.

Provide reliable and secure connectivity to City systems for smart phones and tablets; enabling faster response times to service requests and reducing unforeseen service disruptions.

- Network upgrades completed in 2019 and 2020Q1 as part of the multi-year plan to modernize the city's computing and voice network made a 10-fold increase in VPN and remote connections

possible in March. This allowed remote staff to continue delivery city services while moving to a remote work locations.

Ensure technology systems and equipment support new project readiness regarding network performance, data storage and server stability; "Always Available" and business continuity initiatives.

- The City's migration to O365 and Microsoft Teams in 2019Q4 through 2020Q1 provide instant video conferencing and remote file collaboration abilities for staff to continue delivering City services while moving to remote work environments.
- Service Barrie call centre applications upgrades completed in 2019 provided the business continuity abilities in March to first split the call center into 2 call centre locations. Then subsequently changed to agents answering from multiple remote work locations. No calls dropped and service was not interrupted for citizens. All this while Service Barrie was seeing increased call volumes.

Maintain compatibility matrices that ensure the City's applications are secure and current; enabling the latest software innovations for delivering City services.

- APLI upgrades included moving to the latest version as well a running on a new server landscape leveraging the City's latest resiliency capabilities. For citizens and staff, the latest version of APLI provide increased browser and mobility support that provides a consistent experience across various mobile and desktop computer.

Provide secure, accessible technology services to the Corporation that align with the City's operational and strategic objectives.

- To accommodate more staff working remotely, a Bring Your Own Device (BYOD) program was created to allow some staff to use personal computer to securely access the City network and applications.

Provide enhanced public access to services through online (web) applications.

- APLI launched ROWA permits on-line in April. This allowed construction permits to continue without any in person contact required. It allowed instant visibility of how a new request may overlap with existing request through traffic modeling

Continue to grow our Geographical Information System (GIS) online presence to provide "user friendly" applications that deliver high quality, reliable information to the public, save staff and citizen time by enabling users to find answers to common questions, and increase transparency across the organization.

- GIS Maps and data have played a key role in visualizing the many changes and closers through the pandemic. From Park and facility closures, to parking changes.
- GIS Maps also provided a virtual Easter egg hunt and Canada Day maps for citizen engagement

Grow our "open data" initiative to provide enhanced municipal data to the business community enabling a diverse and resilient economy.

- The open data continues to be updated according to their weekly or monthly update schedule.
- Recent focus on driving people to Discover Barrie to get the information they need has created a steady increase in traffic month over month.

Work with internal and external stakeholder departments to improve and transform business systems and processes through our business technologies, such as our Enterprise Resource Management system (SAP); Computerized Maintenance Management System; Applications, Licensing, Permits and Inspections (APLI through Accela) and our Customer Experience Management system.

- Dozens of applications were quickly, but securely, made available for staff to access from remote locations. Working with senior leadership, applications were prioritized, and plans developed. Many of these applications were not designed for remote access. IT's innovative approach to problem solving virtualized many of the applications. Although not always able to provide 100% of features remotely (such as printing), the majority of features were available.

Continue to submit all eligible and strategic capital projects for transit to provincial and federal programs to maximize available funding including the Investing in Canada Infrastructure Program (ICIP).

- As part of the first ICIP application intake process, the City of Barrie made submissions for the following 5 projects: 1) Allandale Hub, 2) Downtown Connection Hub, 3) On-Street Infrastructure Improvements, 4) Conventional Fleet Replacement, and 5) Specialized Fleet Replacement. The applications have recently been approved and the City of Barrie will receive approximately \$30M over the next seven years from the federal and provincial governments for these projects.

Upon successful provincial and federal funding approval, partner with Corporate Facilities in the design and eventual build of the relocated transit terminal to the Allandale Waterfront GO station.

- The City of Barrie recently received federal and provincial funding approval on this project. Staff are planning to present a staff report to Council in the fall providing further details on the next steps and timelines associated with this project.

Finalize development of an updated parking strategy with input from key community stakeholders that will identify parking philosophies and make key recommendations on parking inventory, technologies, and integrated pricing strategies to be adopted by Council.

- The Parking Strategy Update was initiated in 2019 with the intent to create a guiding document that identified solutions for existing business problems and laid the foundation for a financially sustainable approach to parking that will manage evolving parking demand in the future. The Parking Strategy Update was led by staff in the Transit and Parking department working closely with transportation consultant IBI Group, who contributed technical expertise and industry knowledge of best practices, based on their extensive experience preparing parking studies for municipal governments across Ontario. A Working Group of key internal stakeholders including representatives from Transit and Parking, Operations, Planning Services, Enforcement Services and Business Development provided guidance on key milestones of the project. Staff had originally planned to present the report to Council in April 2019, but as a result of the COVID pandemic, staff are now planning to deliver the report to Council in the fall of 2020.

Develop a pilot program for Transit on Demand in low ridership areas of the City to determine the feasibility as a viable option as development occurs in the annexed lands.

- Transit on Demand is a service with no fixed schedule or route pattern. The bus operates in a designated geographical area (or zone) where an algorithm optimizes the route pattern and schedule based on the trip requests. Riders choose the closest bus stops to their origin and destination via a mobile app. In June 2020, the City of Barrie awarded RideCo as the preferred software provider of the requested service through a RFP process. RideCo has been assisting City staff on the development

and implementation of this new service model, where the pilot program is planned to be launched on August 17, 2020. Following the pilot program, staff will report back to Council to provide results from the program and recommendations on next steps.

Undertake a comprehensive technology review with a primary focus on the eventual implementation of a smart card program for transit.

- Staff in the transit department have been working with the IBI Group since April 2020 to develop a comprehensive technology review and plan to present a recommendation to Council in the fall on the next steps regarding a transit alternative payment method.

Infrastructure and Growth Management

Continue Implementation of the sustainable waste management strategy

- The curbside waste management contract continues to be a challenge due to industry labour shortages and equipment issues. Staff have been actively performance managing the contractor. We are aware that Simcoe County is experiencing similar issues and we are coordinating with them wherever possible. A review of the recently announced change to recycling legislation will take place before the end of the year as we move towards a producer recycling model.

Complete the pre-design for the Wastewater Advanced Nutrient Management Project

- The pre-design for the Wastewater Advanced Nutrient Management project has been completed. Detailed design and construction phases will be delivered utilizing the Integrated Project Delivery (IPD) model.

Startup Ecosystem

- The Small Business Centre successfully completed the Digital Main Street program
- Through the program, the Digital Service Squad delivered up to 10 hours of digital assistance to 123 businesses
- This program became the platform for COVID-19 Response Planning and the implementation of the 'Going Digital' Program which provided free remote assessments of a company's digital presence needs and connect the company with a roster of 18 local digital agencies willing to offer support services.

Promote the growth of a diverse and sustainable cultural community:

- Awarded the 2020 Cultural Grant program recipients:
 - Budget was \$339,750
 - 20 applications were received
 - 17 applications were successful funding 16 local organizations for both operating a project programming.

Mitigating Business Risks – Focus on Pandemic Response:

- Business Response and Business Recovery Action Plans:
- Sector Consultations: 90 Businesses Consulted in addition to stakeholder representation
 - Completed in collaboration with key business service organizations
 - More than 150 businesses and leaders consulted
 - Public and online engagement

-
- More than 30 identified actions to support response and recovery.

Promotion and Perception Management

- o Invest Barrie website completed and launched (investbarrie.ca)

APPENDIX "E"
Key Performance Indicators (KPI's)

	Annual Target	Q2 YTD Actual
Community and Corporate Services		
Barrie Fire and Emergency Services		
Emergency Call Handling Time for NFPA - Barrie Only	95%	95%
Emergency Response Call Volume - Barrie Only ¹	9,000	3,562
Less Than 6 Minute Road Response - 90% of the time, all calls	91%	91.2%
Home Fire Safety Visits ²	11,000	0
Total Fire Code Inspections – All ³	3,000	1,551
Average Emergency Incident Response Time (minutes)	5.30	5.35
Facilities		
Facility Energy Consumption Per Square Footage (ekWh/ft2) ⁴	29.2	25.6
Wastewater Energy Consumption Per Megalitre (ekWh/mL) ⁵	399	398
Water Energy Consumption Per Megalitre (ekWh/mL) ⁶	1,097	1,135
Cost avoidance dollars per year ⁷	\$350,000	\$630,446
Positive customer satisfaction response rate percentage ⁸	80%	Not Available
Maintenance effectiveness: # of preventative maintenance work orders as a percentage of total maintenance work orders ⁹	70%	30.3%
Average number of back logged work requests per month ¹⁰	35/month	29/month
Back log in weeks ¹¹	3 weeks	2.7 Weeks
Average number of work requests per month ¹²	1,500	876
Facility maintenance cost per square foot ¹³	\$7.8	\$7.38
Finance		
Audited Financial Statement Completion Date ¹⁴	May 2020	June 2020
Quarterly Reports	3	1

¹ Emergency Incidents are trending 10-15% lower than previous years for the first and second quarter.

² Alarmed for Life suspended due to COVID

³ Multiple inspections due to COVID via Zoom

⁴ COVID shut down of City services significantly reduced energy consumption in the majority of facilities, particularly recreational facilities.

⁵ Increased wastewater flows had moderate impact of energy consumption but still exceeding 2020 plan target.

⁶ Energy intensity is trending downward from 2019 actuals but still above target due to natural gas consumption impacts. Optimization activities are targeting natural gas usage.

⁷ Significantly impacted by facility closures

⁸ Survey scheduled for completion in Q4

⁹ Due to COVID-19 many PM work orders were not completed either due to staffing availability or because equipment in closed buildings was shut down eliminating the need. Furthermore, demand maintenance requests have increased significantly for COVID-related support, and this increase is expected to continue until Q4 or beyond.

¹⁰ Average backlog per employee

¹¹ Average backlog per employee

¹² Reduction of work requests generally corresponds with COVID staffing reductions

¹³ Lower costs in Q2 due to COVID

¹⁴ Challenges with staffing and remote work due to COVID made timelines difficult to achieve.

	Annual Target	Q2 YTD Actual
Month End Close by 9 th Business Day ¹⁵	75%	0%
Days to complete a procurement process ¹⁶	80	87
Construction Lien Compliance payments within 28 days	100%	100%
Water and Wastewater Electronic Billing ¹⁷	30%	0%
Percentage of permanent vendors paid with electronic funds transfer ¹⁸	20%	0%
Average Number of Bids received per Bid Process	5	5
Tax arrears as a per cent of current year levy ¹⁹	6.0%	6.44%
Water wastewater arrears as a percentage of last 12 months of billing	3%	5.77%
Return on Investments ²⁰	2.60%	1.98%
Legislative and Court Services		
Number of formal MFIPPA requests received ²¹	60	40
Percentage of MFIPPA requests responded to within legislative framework ²²	100%	100%
Number of meetings supported ²³	130	44
Percentage of minutes published within 4 days after the meeting ²⁴	98%	85%
Number of customers served at court services counter (Barrie Court Services) ²⁵	30,000	N/A
Average customer processing time ²⁶	5:00 min/defendant	N/A
Number of trial requests processed (Barrie) ²⁷	17,000	5,192
Average time to trial - Part I charges (months) ²⁸	5 Months	N/A
Percent of prosecutorial success (Trial Convictions) ²⁹	75%	N/A
Percent of trial requests resolved by XRP (Barrie Court Service Area) ³⁰	10%	N/A

¹⁵ Staffing, remote work and workloads largely due to COVID made targeted close dates unrealistic.

¹⁶ Methodology adjusted to remove outliers.

¹⁷ On track for pilot Aug/Sept, full rollout in Q4.

¹⁸ Planning rollout by end of Q3.

¹⁹ Tax arrears are higher due to COVID-19. Measures in place to aid residents financially such as no penalties/interest until June 30, extended due dates, no water shutoffs and fixed charges credit.

²⁰ Interest rates on investments decreased due to COVID-19. Mitigated due to locked-in rates pre-COVID-19 and increase in value of bond portfolio due to decrease in yields.

²¹ Slight increase in number of FOIs. The increase is not attributed to any particular matter.

²² Numbers consistent with annual plan.

²³ Decrease in meetings attributed to COVID-19.

²⁴ Delays resulting from Committee resources being re-deployed.

²⁵ No Q2 statistics available as courts facility was closed to the public as of March 18th due to the pandemic and remains closed.

²⁶ No Q2 statistics available as courts facility was closed to the public as of March 18th due to the pandemic and remains closed.

²⁷ Requests for trial continue to be received but the setting of trials is on hold due to the closure of in-court operations as of mid-March. Charge volumes significantly decreased at the commencement of the pandemic and as a result fewer requests for trial were anticipated in Q2.

²⁸ Q2 data is not available due to the closure of in-court operations as of mid-March. Time to trial is anticipated to be in excess of 5-6 months once court operations recommence.

²⁹ Data is not available due to court closures.

³⁰ Data is not available due to court closures.

	Annual Target	Q2 YTD Actual
Percent of business licenses renewed by due date ³¹	80%	N/A
Volume of by-law administration files ³²	3,800	1,632
Volume of by-law enforcement files ³³	68,000	34,487
Recreation		
RecACCESS Participation (number of users) ³⁴	1,400	1,649
RecACCESS Participation Rate as a % of Low-Income Population ³⁵	8.3%	9.8%
Number of Camp Registrations ³⁶	8,000	483
Percent of Staff Trained in HIGH FIVE ³⁷	90%	N/A
Community Group Usage of Recreation Facilities (Total Hours) ³⁸	43,000	14,456
Total Visits to Recreation/Community Centres ³⁹	2,400,000	578,639
RecPASS Member Visits ⁴⁰	290,000	64,548
Recreation Services Operating Cost Recovery Rate ⁴¹	51.8%	30.7%
RecPASS Retention Rate ⁴²	50.0%	34.7%
Client Satisfaction Rating ⁴³	75%	N/A
Value of Sponsorships from all Corporate Events ⁴⁴	\$70,000	\$7,179
Number of Special Event Permits Issued ⁴⁵	150	4
Number of Events at Meridian Square ⁴⁶	60	2
Rental Revenue – Five Points ⁴⁷	\$72,000	\$9,245

³¹ Most businesses closed during Q2.

³² Most business closed during Q2 due to COVID-19.

³³ Increase of approximately 10,000 actions by enforcement staff due to COVID-19 regulations/enforcement.

³⁴ Experienced a larger-than-expected influx of recACCESS applications from January-March.

³⁵ Percentage reflects the higher volume of recACCESS memberships as a percentage of the population identified as low-income within the City of Barrie using 2016 StatsCan data. Target was updated from 10.1% to 8.3% as the result of an updated calculation.

³⁶ March Break camps were cancelled due to COVID-19. Summer camp registrations will appear in Q3 results.

³⁷ HIGH FIVE has suspended 2020 program requirements for meeting staff training targets. Efforts will continue to train new staff upon hiring.

³⁸ Facilities were closed as of March 14th due to COVID-19.

³⁹ Facilities were closed as of March 14th due to COVID-19.

⁴⁰ Facilities were closed as of March 14th due to COVID-19. All memberships were suspended until all recreation facilities are re-opened.

⁴¹ No revenue in Q2. Departmental staff were redeployed where possible and layoffs of full-time and part-time were completed.

⁴² Family recPASS represents 68% of all memberships and retention was only 33% versus a year prior. During the Apr-Jun period, almost 30% of recPASS memberships were cancelled by customers or not renewed due to COVID-19 as services and facilities were not available to the public.

⁴³ COVID-19 closures limited survey results.

⁴⁴ Winterfest is the only event that has been held this year. Celebrate Barrie was cancelled.

⁴⁵ Majority of special event permits occur during warmer months. All events were cancelled as of March 14th – September 8th due to COVID-19.

⁴⁶ Majority of Meridian Square events occur during warmer months. All events were cancelled as of March 14th – September 8th due to COVID-19.

⁴⁷ High percentage of booking days occur during the May-September period which was cancelled as of March 14th. Will remained closed until the end of 2020 due to COVID-19. Target was updated from \$85,000 to \$72,000 in order to match approved budget for 2020.

	Annual Target	Q2 YTD Actual
Rental Revenue – Georgian Theatre ⁴⁸	\$131,000	\$10,380
Days of Use – Five Points ⁴⁹	240	28
Days of Use – Georgian Theatre ⁵⁰	145	32
Office of the CAO		
Internal Audit		
% of projects completed from approved plan ⁵¹	100%	14%
% of recommendations accepted	100%	100%
% of recommendations implemented ⁵²	80%	50%
Legal Services		
# of property transactions completed (acquisition, disposition, expropriation, access, easement, lease, and encroachment)	30	9
% of properties acquired by negotiation vs expropriation	60%	75%
External legal costs inclusive of consultants ⁵³	\$910,000	\$73,110
% of insurance claims/incidents handled in-house	95%	94%
Ratio of closed to open files	.90:1	.86:1
Human Resources		
Corporate training \$ spent per permanent employee ⁵⁴	\$75	\$0.52
% Departmental training budget spent ⁵⁵	100%	32%
% turnover in first 2 years of employment ⁵⁶	0.0%	0.11%
Infrastructure and Growth Management		
Infrastructure		
Percent time treatment effluent limits met all requirements (Wastewater)	100%	100%
Number of Customer Complaints per 1,000 Customers (Water)	1.6	1.6
Planning and Building Services		

⁴⁸ High percentage of booking days occur during the May-September period which was cancelled as of March 14th. Will remained closed until the end of 2020 due to COVID-19. Target was updated from \$125,000 to \$131,000 in order to match approved budget for 2020.

⁴⁹ Facilities were closed as of March 14th due to COVID-19. Prior to closure, there were 49 additional days booked at the Five Points up to June 30th that were cancelled.

⁵⁰ Facilities were closed as of March 14th due to COVID-19. Prior to closure, there were 70 additional days booked at Georgian up to June 30th that were then cancelled.

⁵¹ The COVID-19 state of emergency impacted our ability to work with departments and other parties to complete projects in the first half of 2020. Considering additional projects in progress but not yet completed, approx. 45% of Internal Audit's approved plan was underway as of June 30th.

⁵² Implementation status is assessed during follow up reviews. Outstanding recommendations require additional remediation which will continue to be monitored and assessed by Internal Audit until implemented.

⁵³ The Annual Plan includes \$400,000 in reserve funding. COVID-19 related court closures resulted in litigation delays and underspend of budget.

⁵⁴ Corporate training program paused due to COVID-19.

⁵⁵ Departmental training paused due to COVID-19.

⁵⁶ One departure out of 947 permanent positions.

	Annual Target	Q2 YTD Actual
Average number or working days for issuance of draft site plan approval conditions (days)	45 days	N/A
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium)	90%	0
Average number or working days for issuance of draft site plan approval conditions (days)	10	3
Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha) ⁵⁷	18 ha	24.66 ha
Number of new policies, amendments to Planning documents and/or special studies approved by Council.	4	15
Number of Open Houses/Ward Meetings Held for Policy Planning Projects ⁵⁸	25	0
Number of Ward Meetings Held for Development Applications	13	6
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings	400	93
Number of Special Interest Group Presentations (i.e. BILD)	10	3
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)	80	0
Percentage of Low, Medium and High-Density Housing Units Approved through Development Proposals	60%/20%/20%	0%/100%/0%
Percentage of Ownership and Rental Units Approved through Development Proposals	75%/25%	100%/0%
Percentage of Building Permit applications reviewed within legislated timeframes	93%	68.5%
Average # of inspections to approve occupancy for new dwelling units	1.6	2.0
Business Development		
Number of local companies pro-actively engaged for BR+E activities	100	181
Number of talent attraction events delivered or participated in	8	4
Number of local companies participating in talent attraction events/initiatives delivered by Invest Barrie	65	30
Number of Businesses started where Business Development and/or Small Business Centre have been engaged	120	86
Number of Investment/Development Projects facilitated/supported by Business Development	15	13
Number of square feet occupied by investment/development projects facilitated/supported by Business Development	100,000	398,000
Number of new jobs created by investment/development projects facilitated/supported by Business Development	100	0
Creative Economy		
'Number of businesses engaged in one or more of the City's innovation programs.	35	177
Total R&D/Innovation/Investment Funding Raised (reported annually)	3.4 mil	0
Number of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives (incl. incubator programs)	200	63

⁵⁷ Approximately 18 ha identified through recent ZBA approvals for future dedication

⁵⁸ Including online engagements

	Annual Target	Q2 YTD Actual
Access Barrie		
Customer Service		
Number of Service Barrie customer interactions (Phone, Email, Counter)	200,000	95,000
Percentage of Customer Satisfaction rates as moderately high to high ⁵⁹	72%	N/A
Percentage of Service Barrie phone calls answered with 30 seconds ⁶⁰	70%	83%
Communications		
Media exposure (number of times City of Barrie appears in media stories)	650	782
Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	56%
Positive/neutral media coverage	80%	75.2%
Marketing		
Percentage increase in the number of visitors to Barrie.ca	3%	6.87%
Total number of impressions on Twitter and Facebook ⁶¹	5M	4.26M
Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, etc.) in relation to impressions	2.5%	6.8%
Total number of impressions on Instagram ⁶²	400,000	357,122
Transit		
Revenue to cost ratio ⁶³	34%	18.4%
On Time Performance	85%	86%
Percentage of bus stops that are accessible	56%	56%
Annual Ridership ⁶⁴	3.6M	980K
KM's of Transit Service per 100K Population ⁶⁵	2,162,508	892,035
Transit Trips per Capita ⁶⁶	22.6	6.2
Information Technology		
Number of City of Barrie eServices ⁶⁷	19	19
City of Barrie Website Availability (Includes Planned Outages)	99.9%	99.9%
Number of Technology Related Service Delivery Interruptions	10	3
Number of manual business processes that are automated, digitally transformed, or made mobile ⁶⁸	500	522

⁵⁹ Due to lockdown, no customer surveys have been completed for 2020 to date

⁶⁰ During lockdown with limited counter interactions, more agents were on phones resulting in improved answer time

⁶¹ From Q1 2020 Facebook has seen a 83% increase and Twitter has seen an increase of 22%

⁶² 40% increase from Q1 2020

⁶³ As a result of COVID, transit service has been provided without the collection of fares beginning March 20th

⁶⁴ As a result of COVID where businesses and school closures, transit ridership decreased to as low as 20% of pre-COVID numbers

⁶⁵ Km's of transit service is lower than originally planned, due to the fact that service was reduced as impacted by COVID

⁶⁶ As a result of COVID where businesses and school closures, transit ridership decreased to as low as 20% of pre-COVID numbers

⁶⁷ ROWA permits and Online payments for mics items added

⁶⁸ 522 work activities/business processes mobilized by the Digital Transformation team YTD in 2020, includes 332 processes in Q2, and 190 processes in Q1.

