



TO: GENERAL COMMITTEE

SUBJECT: 2019 BUSINESS PLAN STATUS AS AT SEPTEMBER 30, 2019

WARD: ALL

PREPARED BY AND KEY CONTACT: M. JERMEY, MANAGER OF BUSINESS PLANNING AND BUDGET EXT. 4407
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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 2019 Budget and Business Plan Status as of September 30, 2019 be received.
2. That staff be authorized to proceed with existing projects requiring additional funding as identified in Appendix "G" to Staff Report EMT005-19 in the amount of \$749,000, with \$222,250 to be funded from the Tax Capital Reserve, \$381,750 funded from Federal Gas Tax Reserve, \$45,000 from Development Charges (DC) Reserves, and \$100,000 from the Community Benefit Reserve.
3. That a project entitled Secondary Digester Cladding Replacement – Wastewater Treatment Facility (WWTF) be added to the 2019 Capital Plan with a budget of \$120,000 and funded from the Wastewater Capital Reserve.

PURPOSE & BACKGROUND

Report Overview

4. The purpose of this Staff Report is to provide members of Council with a status update on the 2019 Business Plan and summarize the Corporation's financial and non-financial performance up to September 30, 2019.
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. Overall, 99.5% budget accuracy was achieved in the first three quarters of 2019. The following table summarizes the financial variances to September 30, 2019, between planned net operating expenditures and actual results by Division for tax rate based operations. Appendix "A" includes a breakdown of the tax rate based variances by department. The year-end result is expected to be in line with the 3Q results.

	Year-To-Date September 30, 2019			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Council & Mayor's Office	832,532	757,510	75,022	9.0%
Office of the CAO	2,165,709	1,687,565	478,144	22.1%
Community and Corporate Services	33,789,060	32,474,053	1,315,007	3.9%
Infrastructure and Growth Management	29,757,317	29,804,716	(47,399)	(0.2%)
Invest Barrie	2,897,371	3,092,865	(195,494)	(6.7%)
Access Barrie	12,016,678	10,392,287	1,624,391	13.5%
Innovate Barrie	8,827,626	8,465,410	362,216	4.1%
Financial Expenses & Other General Government	48,377,156	49,772,407	(1,395,250)	(2.9%)
Service Partners & Grants	77,591,626	77,514,687	76,939	0.1%
Total Net Expenditures	216,255,076	213,961,500	2,293,576	1.1%
Corporate Revenues	(248,633,068)	(246,183,990)	(2,449,078)	1.0%
Total Variance	(32,377,992)	(32,222,490)	(155,503)	0.5%

7. Key contributors (positive variances) to the Corporation's general tax rate surplus include the following:
- Salary Gapping \$420K (detail below);
 - Utilities \$430K (detail below);
 - Corporate Revenues – Ontario Grant Funding \$328K – Cannabis Legalization (see Appendix B);
 - Corporate Revenues – Investments \$491K (see Appendix B);
 - Corporate Revenues – Interest and Penalties on Taxes \$418K (see Appendix B);
 - Court Services Barrie – Net Revenues \$306K (see Appendix B);
 - Recreation – Revenues \$286K (see Appendix B);
 - Facilities \$678K (see Appendix B);
 - Environmental Operations – Contracted Services Residential \$506K (see Appendix B);
 - Environmental Operations – Contracted Services General \$309K (see Appendix B);
 - Parks & Forestry Operations – Contracted & Other Services \$285K (See Appendix B);

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- Transit – Contracted Services \$717K and Fuel \$413K (see Appendix B);
8. Key offsetting contributors (negative variances) to the Corporation's tax rate general surplus include the following:
- Corporate Revenues – Supplement Tax Revenue \$2.4M (see Appendix B);
 - Corporate Revenues – ARB Decisions \$1.5M (see Appendix B);
 - Planning Services – Revenue \$300K (see Appendix B);
 - Fleet Operations – Contracted & Other Services \$614K (see Appendix B);
 - Roads & Rail Operations – Contracted & Other Services \$555K (see Appendix B);
9. Additional details have been provided in Appendix B that identify the reasons for the positive and negative variances, the continuing impact going forward, and actions taken to mitigate future anticipated variances.
10. While Staff have specifically reported on individually significant variances, divisions such as Infrastructure and Growth Management (IGM) and Community and Corporate Services (CCS) are made up of many individual cost centres and accounts with variances that, when taken together, may drive larger variances. Common themes behind the quarter end variance include the impact of salary gapping at the department level, and the timing of various operating activities. These variances are primarily the result of minor differences in timing between budget and actual, and are not necessarily indicative of a trend that will carry forward to year-end.

Salary Gapping

11. The salary gapping provision approved by Council in the 2019 Business Plan is \$1.275M. This amount includes both permanent staff and casual/part-time salary costs. The City continues to implement a variety of techniques to achieve salary gapping targets. These include delaying rehires for a minimum of 12 weeks or longer when viable, managing overtime costs where possible, and requiring summer students to take at least one week of unpaid vacation during their term.
12. As of September 30th, the City has realized \$1.38M in salary gapping against a third quarter target of \$956K, resulting in a favourable variance of \$420K. Positive variances were achieved in several areas from staff turnover and retirements resulting in short term vacancies during the recruitment process. Minor variations in planned onboarding of seasonal resources also contributed to the variance.

Utilities

13. A favourable variance of \$430K has been achieved at the end of the third quarter. \$258K of the variance is attributed to a reduction in consumption related to conservation initiatives with the remaining \$172k variance due to a lower than anticipated electricity rates.

SUMMARY OF OPERATING RESULTS – WATER

	Year-to-Date September 30, 2019			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Salaries and Benefits	6,136,502	6,068,824	67,678	1.1%
Operating Expenses	4,759,654	4,574,223	185,431	3.9%
Corporate Overhead	6,409,332	6,131,150	278,182	4.3%
Debt Charges	50,055	50,055	0	0.0%
Revenues	(20,512,937)	(20,240,482)	(272,455)	1.3%
Transfer to/(from) Reserve	3,157,394	3,416,231	(258,837)	(8.2)%

14. The Water Operations branch finished the third quarter with an operating surplus of \$259K. The variance related to operating expenditures and corporate overheads for the quarter fell within approximately 4% of budget while revenue was 1% short of target.
15. Corporate overhead recoveries are based on actual work and staff time in support of Water Operations from various departments. This is currently behind plan by approximately \$278K.
16. Water rate revenue is \$272K below plan due to lower than planned consumption. Water rate revenue has significantly recovered from a more than \$700K shortfall at the end of the second quarter which was the result of an extremely wet spring and start to the summer, resulting in less lawn watering.

SUMMARY OF OPERATING RESULTS – WASTEWATER

	Year-to-Date September 30, 2019			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Salaries and Benefits	3,331,085	3,288,087	42,998	1.3%
Operating Expenses	6,740,291	4,738,103	2,002,188	29.7%
Corporate Overhead	5,202,936	4,799,085	403,852	7.8%
Debt Charges	613,025	613,025	0	0.0%
Revenues	(25,981,839)	(25,627,244)	(354,596)	1.4%
Transfer to/(from) Reserve	10,094,503	12,188,944	(2,094,441)	(20.7)%

17. The Wastewater Branch finished the quarter with an operating surplus of \$2.1M. Operating expenditures for the quarter were 30% under budget, corporate overheads were under budget by 8%, and revenue was 1% short of target.

18. The main driver of the positive operating expenditure variance was due to delays in the commencement of several operating projects (Co-Gen rebuild, tank/mixer repairs, de-watering projects, and electrical and mechanical condition assessments). These projects are expected to commence in Q4. Also, due to the wet weather conditions in Q2 & Q3, the bio solids haulage is behind plan which has resulted in a large positive variance for Q3.
19. Sewer rate revenue is \$355K behind plan. Sewer rate revenue is generally correlated with water consumption, which was behind plan for the third quarter.

SUMMARY OF OPERATING RESULTS – PARKING

	Year-to-Date September 30, 2019			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Salaries and Benefits	289,639	284,616	5,023	1.7%
Operating Expenses	214,713	178,505	36,208	16.9%
Corporate Overhead	833,038	489,292	343,746	41.3%
Debt Charges	976,794	976,794	0	0.0%
Revenues	(1,583,444)	(1,826,694)	243,250	15.4%
Transfer to/(from) Reserve	(730,741)	(102,515)	(628,226)	86.0%

20. Parking Operations finished the third quarter with a positive variance of \$628K compared to budget. This can be mainly attributed to the corporate overhead category which includes transfers from Facilities for the Parkade (outside of debt payment), corporate support transfers, and expenditures from Parking Strategy.
21. The majority of the variance is a result of delayed spending for resurfacing of the Parkade (\$200k – to occur in 2020), and timing of the License Plate Recognition operating project (\$65K – to market in Q4).
22. It should also be noted the favourable variance in revenues is primarily driven by variability in the specific timing of parking revenues and it is not expected that this variances will remain at year end.

CAPITAL PLAN STATUS AT SEPTEMBER 30, 2019

23. The Capital Plan presented in Appendix “C” is a high level summary of activity as at September 30, 2019. The total capital budget for 2019 is \$420.3M, including carryover from prior years and new projects. The projected year-end spending plan is \$178.8M due to the multi-year nature of many of the projects. The actual YTD spending at September 30 was \$80.7M, which is 63% of the YTD projected spending plan of \$128.6M. The capital projects that contribute to the key variances between planned and actual spending have been identified in Appendix “D”.
24. A new capital project is required to address urgent repairs at the Wastewater Treatment Facility. The new project will complete a detailed design and cost estimate to rehabilitate or replace failed secondary digester cladding. Water has penetrated through the insulated exterior wall assembly resulting in saturated insulation and masonry. This situation now poses a health and safety risk due to spalling and falling bricks. A short term solution to address the health and safety concern

has been developed but full removal and recladding is required before a long term solution can be implemented (the capital plan includes a provision of the long term solution). A detailed design and cost estimate will identify the underlying cause and provide a permanent design solution complete with detailed cost estimate.

KEY DIVISION SERVICE DELIVERY INITIATIVES & KEY PERFORMANCE INDICATORS

25. Updates on Key Division Service Delivery Initiatives (KSDSI's) and Key Performance Indicators (KPI's) can be found in Appendix "E" and Appendix "F", respectively.

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

26. There are no environmental or climate change matters directly related to the third quarter status update. A number of the projects identified in the capital plan are intended to address environmental or climate change impacts.

ALTERNATIVES

27. The following alternative is available for consideration by General Committee:

Alternative #1 General Committee could decide not to proceed with the request for the new project addressing failed infrastructure at the wastewater treatment facility and increases to capital budgets identified in Appendix "G".

This alternative is not recommend as it would result in the exacerbation of health and safety concerns at the wastewater treatment facility and insufficient funds being available to complete the projects identified in Appendix "G".

FINANCIAL

28. 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 compliance related implications associated with the financial policies set out in the current Financial Policies Framework.

LINKAGE TO 2018-2022 STRATEGIC PLAN

29. 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 September 30, 2019

	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Office of the Mayor and CAO	2,998,241	2,445,076	553,165	18.5%
Council & Mayor's Office	832,532	757,510	75,022	9.0%
Office of Chief Administrative Officer	501,851	374,342	127,509	25.4%
Legal Services	1,399,193	1,061,568	337,625	24.1%
Internal Audit	264,665	251,655	13,009	4.9%
Community and Corporate Services	33,789,060	32,474,053	1,315,007	3.9%
GM of Community and Corporate Services	264,805	260,142	4,663	1.8%
Facilities	1,963,666	1,642,861	320,805	16.3%
Barrie Fire and Emergency Services	19,992,140	20,108,995	(116,855)	(0.6%)
Finance	2,745,634	2,579,049	166,585	6.1%
Legislative and Court Services	2,264,434	1,801,200	463,234	20.5%
Recreation	6,558,380	6,081,805	476,575	7.3%
Infrastructure & Growth Management	29,757,317	29,804,716	(47,399)	(0.2%)
GM of Infrastructure and Growth Management	370,332	360,784	9,548	2.6%
Engineering	1,761,359	1,885,889	(124,530)	(7.1%)
Planning & Building Services	643,253	665,507	(22,253)	(3.5%)
Environmental Services	5,697,010	5,118,905	578,105	10.1%
Roads Operations	9,662,686	10,307,831	(645,145)	(6.7%)
Parks & Forestry Operations	5,236,270	4,424,807	811,463	15.5%
Traffic	3,074,763	3,035,253	39,511	1.2%
Fleet	3,311,643	4,005,740	(694,097)	(21%)
Invest Barrie	2,897,371	3,092,865	(195,494)	(6.7%)
Invest Barrie – Administration	253,605	306,011	(52,406)	(21%)
Business Development	650,631	679,621	(28,991)	(4.5%)
Department of Creative Economy	1,993,136	2,107,233	(114,097)	(5.7%)
Access Barrie	12,016,678	10,392,287	1,624,392	13.5%
Access Barrie - Administration	262,372	267,391	(5,018)	(1.9%)
Customer Service	904,087	905,411	(1,323)	(0.1%)
Communications and Marketing	747,209	713,436	33,772	4.5%



	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Transit & Parking Strategy	10,103,010	8,506,049	1,596,961	15.8%
Innovate Barrie	8,827,626	8,465,410	362,216	4.1%
Innovate Barrie – Administration	318,769	313,733	5,036	1.6%
Centre for Continuous Improvement	641,672	620,062	21,609	3.4%
Human Resources	2,103,288	2,011,764	91,524	4.4%
Information Technology	5,763,898	5,519,851	244,047	4.2%
Other Expenses				
Financial Expenses & Other General Government	48,377,156	49,772,407	(1,395,250)	(2.9%)
Total Net City Services	138,663,450	136,446,813	1,931,797	1.4%
Service Partners and Grants	77,591,626	77,514,687	76,939	0.1%
Total Net Expenditures	216,255,076	213,961,500	2,293,576	1.1%
Net Taxation for own purposes	(240,916,346)	(237,243,158)	(3,673,188)	1.5%
Payments in Lieu of Taxes	(1,502,925)	(1,524,594)	21,669	(1.4%)
Interest Income	(2,467,492)	(3,352,312)	884,820	(35.9%)
Corporate Overheads	(3,723,805)	(4,052,381)	328,576	(8.8%)
Sundry Revenue	(22,500)	(11,546)	(10,954)	49%
Total Revenue	(248,633,068)	(246,183,990)	(2,449,078)	1%
Total Operating Variance	(32,377,992)	(32,222,490)	(155,503)	0.5%

APPENDIX "B"

Detailed Tax Supported Operating Variance Explanations

Service/Driver: Corporate Revenues – Ontario Grant Funding – Cannabis Legalization			
Budget: \$0	Actual: \$328K (net)	Variance \$: \$328K	Variance %: N/A
<p><u>Reason for Variance</u></p> <p>The 2019 operating budget did not include an estimate of the City's share of \$40M in municipal funding announced by the Province to assist municipalities with the implementation costs of recreational cannabis legalization as this information was not available at the time the budget was prepared. The funding was to be distributed over two years (2018 and 2019).</p> <p>Staff Report <i>CCS001-19 - Cannabis Retail Stores and Place of Use</i> provides a full explanation of the legislation passed by Federal and Provincial levels of government.</p> <p>In January 2019, the City received the first installment of \$136,869. Subsequent installments totalling \$237,240 have also been received for a total of \$374,109 under this grant.</p> <p>Motion 19-G-008 directed staff to transfer 1/3 of the first installment to Barrie Police Services. This amounted to \$45,623. The transfer was completed before the end of 3Q resulting in a net budget variance of \$328K.</p>			
<p><u>Impact Going Forward</u></p> <p>The remaining 2/3 funding from the first installment will be used to offset increased costs across the organization as directed by Council in motion 19-G-008.</p> <p>Motion 19-G-008 directed staff to report back to General Committee with recommendations for the allocation of the remaining grant funding. A staff report outlining the recommendations will be presented to General Committee in the near term.</p>			
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>A staff report outlining recommendations for the allocation of the remaining installments received will be brought to General Committee. The direction received through the associated motion will dictate the actions to be taken.</p>			



Service/Driver: Corporate Revenues – Investments			
Budget: \$1.0M	Actual: \$1.5M	Variance \$: \$491K	Variance %: 48%
<u>Reason for Variance</u> <p>Continued improvements to cash flow forecasting contributed to higher than expected allocations to the money-market portfolio which, along with higher than expected interest rates, largely contributed to the outperformance for the period. The City's bond portfolio produced marginally higher income for the period as a result of timing differences of semi-annual coupon payments.</p>			
<u>Impact Going Forward</u> <p>Given the on-going disruptions to global trades and its impact on economic output, the Bank of Canada could possibly follow the US Federal Reserve with a 25 basis point cut in the Fall of 2019; which could potentially reduce the expected income produced from the money-market portfolio in the last quarter of 2019 and reduce the income expectation for 2020. Despite the possibility of lower income, 2019 variances are still expected to be similar to current levels.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>No further action required at this time.</p>			

Service/Driver: Corporate Revenues – Interest and Penalties on Taxes in Arrears			
Budget: \$1.8M	Actual: \$2.1M	Variance \$: \$418K	Variance %: 25%
<u>Reason for Variance</u> <p>Interest and Penalties on Taxes in Arrears are higher than budget because of improved efficiencies in the processing of outstanding water accounts and higher volume of late payments related to new supplementary billings.</p>			
<u>Impact Going Forward</u> <p>Interest and penalty revenues will be above the annual budget.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Based on current and forecasted economic and political conditions, budgets and forecasts will be reviewed and adjusted as required.</p>			



Service/Driver: Court Services Barrie – Net Revenues			
Budget: \$83K	Actual: \$389K	Variance \$: \$306K	Variance %: 368%
<u>Reason for Variance</u>			
<p>The main drivers of this positive variance are due to increased revenues from fines and penalties and savings in contracted services' expenses for collections.</p> <p><i>Fines and Penalties Revenues</i> This positive variance is mainly attributable to an unexpected increase in newly filed charges. New charge volumes have increased by 10.65% in the Barrie Court Services area at end of Q3 over 2018. Barrie Police Services alone have increased their charge volume by 65% at Q3 over 2018. This combined with changes to collection strategies has led to this positive variance.</p> <p><i>Contracted Services – Collection Expenses</i> Reduced charge volumes in 2018 along with a change in collection strategies has led to this variance. A decrease in the annual filed charges in 2018 significantly impacted the number of files usually sent to a collection agency in the following year(s). The unit also engaged in a "Final Notice" campaign to encourage defendants to pay their fines prior to receiving a driver's licence suspension. This has reduced the number of files being sent to the 3rd party collection agencies, thus not incurring collection costs. This change has led to the reduction in collections fees being paid to our 3rd party agencies. As well, fees paid to Service Ontario when those offices accept a payment for a suspended licence fine have also been decreased due to this change in collection strategy.</p>			
<u>Impact Going Forward</u>			
<p><i>Fines and Penalties Revenues</i> It is anticipated this positive variance will remain above plan to the end of the year.</p> <p><i>Contracted Services – Collection Expenses</i> Collection fees are recoverable as they are added to the outstanding fines when sent out to a 3rd party agency. This account amount will fluctuate based on number of charges received annually and the number of charges reaching default status in any one given year.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u>			
<p><i>Fines and Penalties Revenues</i> Charge volumes and collection strategies will continue to be monitored closely to assess future impacts to this line item.</p> <p><i>Contracted Services – Collection Expenses</i> Budget amounts will continue to be projected based on anticipated annual requirements and based on any future changes to collection strategies.</p>			



Service/Driver: Recreation – Revenues			
Budget: \$7.1M	Actual: \$7.4M	Variance \$: \$286K	Variance %: 4%
<u>Reason for Variance</u> <p>The positive variance is primarily driven through summer camp registrations, which were well-attended. Registered programming in summer camps and Inclusion Services continues to grow. In addition, Special Events revenue is exceeding budget substantially, due to increased events at the BMC, and Ice Rentals are up modestly over budget.</p>			
<u>Impact Going Forward</u> <p>Having achieved 74% of the annual budget after 75% of time elapsed in 2019, the balance of programming and rentals booked will help Recreation Services exceed budgeted revenue for 2019.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Budgeted amounts will continue to be projected based on anticipated annual requirements and based on any future changes to collection strategies.</p>			

Service/Driver: Facilities - Contracted & Other Services			
Budget: \$3.5M	Actual: \$2.8M	Variance \$: \$678K	Variance %: 20%
<u>Reason for Variance</u> <p>Collier Street Parkade renewal work budgeted at \$220K was expected to be completed in Q4. However, due to the potential impact this work may have on parking space availability while Dunlop Street is closed for construction, this work will be deferred until spring 2020. These costs would be recovered from the parking user rate which reduces the tax variance to \$458K.</p> <p>In addition, minor delays in works such as sidewalk and entrance paver replacements at City Hall and the Downtown Library contributed an additional \$30K to the variance.</p> <p>Finally, grass cutting operations were late to start this fiscal year and are now expected to be under budget for the season.</p>			
<u>Impact Going Forward</u> <p>With the exception of the parkade renewal work noted above and a favorable variance for grass cutting which will be under budget for the season, management expects the Contracted and Other Service cost variance to normalize by year-end.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>No further action is required at this time.</p>			



Service/Driver: Environmental Operations – Contracted Services - Residential			
Budget: \$3.4M	Actual: \$2.9M	Variance \$: \$506K	Variance %: 15%
<u>Reason for Variance</u> This positive variance is due to less garbage, recycling, and organics weight being collected year to date than expected. Collection contract expenses are based on tonnages collected.			
<u>Impact Going Forward</u> Management expects this variance to normalize by year-end as there are higher tonnages collected over the holiday season.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action is required at this time.			

Service/Driver: Environmental Operations – Contracted Services - General			
Budget: \$729K	Actual: \$419K	Variance \$: \$309K	Variance %: 42%
<u>Reason for Variance</u> This positive variance is due to work being seasonally driven and less demand for screening services than expected. Landfill Site Maintenance work increases in the fall and typically requires contractors to provide the services. However, this year some of the maintenance was conducted with in-house resources instead of contracting out.			
<u>Impact Going Forward</u> Management expects this variance to normalize somewhat by year-end as the fall maintenance costs will increase with the weather changes. We expect a slight positive variance at year end due to the cost savings associated with conducting some of the maintenance in-house in 2019.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action is required at this time.			



Service/Driver: Parks & Forestry Operations – Contracted Services, Repairs & Maintenance			
Budget: \$685K	Actual: \$399K	Variance \$: \$285K	Variance %: 42%
<u>Reason for Variance</u> The positive budget variance is due to the completion of operational projects happening later in the year than expected. This is a result of a very rainy spring that delayed the start of many projects until Q3. There were also delays related to bid results that required retendering, that pushed projects back into Q4.			
<u>Impact Going Forward</u> This positive budget variance is expected to normalize by year end as operational projects are completed in Q4.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action is required at this time.			

Service/Driver: Transit – Contracted Services			
Budget: \$12.7M	Actual: \$12.0M	Variance \$: \$717K	Variance %: 5.6%
<u>Reason for Variance</u>			
<p>Barrie's 20 year transit contract uses Key Performance Indicators to monitor the service. The KPI's are not meant to be fully comprehensive, but rather to provide an indication of the service providers' performance. The output specifications represent the minimum standard of service for which the service provider would be entitled to receive its full monthly payment. Deductions are applied in accordance with the KPI's, where the application is higher than originally anticipated to date. The application of the performance based contract has resulted in the favourable variance year to date.</p>			
<u>Impact Going Forward</u>			
<p>Staff are anticipating the level of performance deductions to decrease as the service provider remedies areas of focus, however the existing variance to date will likely remain at year end.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u>			
<p>City staff continue to work collaboratively with the service provider to monitor and report output specifications and KPI's. This monitoring entails the prevention, detection, diagnosing and correction of deficiencies. Emphasizing advance monitoring should ensure parties can continue to address issues before the services are significantly impacted.</p>			

Service/Driver: Transit – Fuel			
Budget: \$1.95M	Actual: \$1.54M	Variance \$: \$413K	Variance %: 21.1%
<u>Reason for Variance</u>			
<p>Fuel prices have been very volatile over the past year and have reached as high as \$1.12/litre in the summer of 2018 and dropped as low as \$0.83/litre in February of 2019. The existing projection in the 2019 business plan is \$1.12/litre and the recent downswing in fuel prices has resulted in the significant variance year to date. As of September 2019 the fuel prices were \$1.00/litre so it can be anticipated that the favorable variance will continue and likely increase for year end.</p>			
<u>Impact Going Forward</u>			
<p>Staff will continue to monitor fuel trends and adjust future fuel budgets to reflect the most current market conditions.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u>			
<p>Staff are researching the ability to enter into a guaranteed fuel price contract to provide more stability within the annual business plan.</p>			

Service/Driver: Corporate Revenues – Municipal Taxation – Supplement Tax Revenue			
Budget: \$3M	Actual: \$0.6M	Variance \$: (\$2.4M)	Variance %: (80%)
<u>Reason for Variance</u>			
The variance is related to timing of updated tax roll information at MPAC and subsequent billings by the City. It is expected the variance will be eliminated closer to year end.			
<u>Impact Going Forward</u>			
It is expected the variance will be eliminated closer to year end.			
<u>Actions to Mitigate Future Anticipated Variances</u>			
No further action required at this time.			

Service/Driver: Corporate Revenues – ARB Decisions			
Budget: \$375k	Actual: \$1.9M	Variance \$: (\$1.5M)	Variance %: (394%)
<u>Reason for Variance</u>			
The timing of payments to appellants is very unpredictable. Several of the larger appeals settled in 2019 include the following: Georgian Mall 2017-18 \$413K and Bayfield Mall 2017-19 \$590K			
<u>Impact Going Forward</u>			
There are several additional province wide centralized appeals that are ongoing but are not expected to be settled in 2019.			
<u>Actions to Mitigate Future Anticipated Variances</u>			
The City utilizes MPAC's Appeals and Request for Reconsideration Dashboard to better understand assessment at risk, as well as meets quarterly with MPAC staff to update progress. Also, within the current budget, consultants have been engaged to assist staff with proactive management of the property assessment base and selected appeals. Staff will file a Statement of Response during the prescribed time frame when planning to participate in an appeal, and participate in mediation/settlement conferences.			

Service/Driver: Planning Services – Revenue				
Budget: \$1.5M	Actual: \$1.3M	Variance \$: \$0.3M	Variance %: 20%	
<u>Reason for Variance</u>				
<p>The overall projected revenues for planning application fees for 2019 were based on the number of pre-consultation applications and discussions with industry professionals. The Provincial Government has initiated several policy amendments in 2019 to the Provincial Policy Statement, the Growth Plan and the Planning Act. Every policy change requires the industry and planning professional's time to adjust to the proposed changes and this impacts the submission of planning applications while the new policies are being implemented.</p> <p>In addition, Q3 encompasses the summer months, which is traditionally slow for planning activity due to vacations for applicants and their consultants, a lack of Council / Committee dates and not being able to meaningfully engage with residents during the summer months. Many applicants wait to submit planning applications during this time period.</p>				
<u>Impact Going Forward</u>				
<p>It is anticipated that this variance will carry through to the end of 2019. Management has reduced departmental spending to reflect lower revenues for the remainder of the year.</p>				
<u>Actions to Mitigate Future Anticipated Variances</u>				
<p>2020 budgeted revenues have been adjusted to reflect anticipated planning application levels in 2020.</p>				



Service/Driver: Fleet Operations – Contracted & Other Services			
Budget: \$1.2M	Actual: \$1.8M	Variance \$: (\$614K)	Variance %: (52%)
<u>Reason for Variance</u> This negative variance is due to an aging fleet with a number of vehicles being kept in service beyond their economic life.			
<u>Impact Going Forward</u> Management expects this negative variance to continue at year-end.			
<u>Actions to Mitigate Future Anticipated Variances</u> The 2020 budget (adjusted for inflation) has been prepared using average historical costs, this should minimize the budget variance in the short term. The longer term solution is the full implementation of the Fleet Renewal Program which is now moving forward and future cost savings are expected as the average age of the fleet is reduced.			

Service/Driver: Roads & Rail Operations – Contracted & Other Services			
Budget: \$5.5M	Actual: \$6.0M	Variance \$: (\$555K)	Variance %: (10%)
<u>Reason for Variance</u> This negative variance is being driven by overages in Road Lifecycle, Watercourse Detention Pond, and Winter Control expenses. The Road Lifecycle expenses are higher in 2019 due to catch up required from projects not completed as planned in 2018. The bulk of the Watercourse Detention Pond expenses were budgeted to occur in Q4. Therefore, we expect to see the impact of the Watercourse Detention Pond overage minimized by year-end. The Winter Control overage was due to an extended winter season that saw more icy weather events than expected. This caused an increase in sidewalk and road clearing contractor expenses over what was budgeted.			
<u>Impact Going Forward</u> This negative variance is expected to be minimized somewhat by year end due to the Watercourse Detention Pond budget being highest in Q4. However, the Winter Control expenses are highly dependent on the number of winter events we receive in Q4. Management expects the negative winter control variance to continue at year end based on the number of weather events we have historically received in Q4.			
<u>Actions to Mitigate Future Anticipated Variances</u> Management has used an average of historical costs for the 2020 budget (adjusted for inflation). This should help to minimize future variances.			



APPENDIX "C"

Capital Plan Progress Update by Division as at September 30, 2019

Summary of Capital Plan & Forecast	2019 Capital Budget			Performance Reporting					
	Carryover from Prior Year Budgets	New Projects Approved in 2019 Budget	2019 Total Budget with Transfers	Projected YTD Spending Plan	Actual 2019 Spending	Variance to 2019 Projected	% of 2019 Projected Spending Plan Achieved	% of 2019 Total Budget	Planned Spending (Deferred)
Access Barrie	264,516	1,295,835	1,560,351	124,170	100,393	23,777	81%	6%	(1,418,647)
Community and Corporate Services	44,209,639	55,564,225	99,773,864	54,486,160	34,937,583	19,548,577	64%	35%	(28,587,100)
Infrastructure & Growth Management	114,146,377	117,668,232	231,814,610	67,385,510	41,366,394	26,019,116	61%	18%	(134,388,645)
Developer Built Projects	38,405,146	35,038,047	73,443,193	670,809	438,256	232,554	65%	0.6%	(71,048,384)
Innovate Barrie	7,369,416	6,080,666	13,450,082	5,745,365	3,866,030	1,879,335	67%	29%	(5,989,337)
Invest Barrie	500,000	(265,000)	235,000	185,000	19,618.93	165,381	11%	8%	-
Total	204,895,094	215,382,004	420,277,099	128,597,014	80,728,274	47,868,739	63%	19%	(241,432,113)

APPENDIX "D"

Capital Plan Status Variances at September 30, 2019

EN1316 Sunnidale Road Highway 400 Crossing Reconstruction:

2019 Total Budget with transfers	\$1.0M
Projected Spending Plan to end of Q3	\$1.2M
Actual Spending to end of Q3	\$0.1M
Variance to Projected at end of Q3	\$1.1M

Comments:

Modifications to the scope including a dam stability review as a result of the sewer main route resulted in some delays in engaging a design consultant. The design consultant has been retained though and the design is advancing.

EN1239 WwTF Underground Sludge Transfer Pipe Replacement – Administration Building:

2019 Total Budget with transfers	\$1.2M
Projected Spending Plan to end of Q3	\$1.0M
Actual Spending to end of Q3	\$0.1M
Variance to Projected at end of Q3	\$0.9M

Comments:

The actual tendered price was significantly less than the forecast value. The project is moving ahead.

Harvie Road Crossing Projects:

EN1262 Harvie Road ROW Expansion - Essa to Bryne:

2019 Total Budget with transfers	\$10.4M
Projected Spending Plan to end of Q3	\$7.5M
Actual Spending to end of Q3	\$4.9M
Variance to Projected at end of Q3	\$2.6M

EN1287 Harvie Road & Big Bay Point Road Crossing – Highway 400:

2019 Total Budget with transfers	\$22.0M
Projected Spending Plan to end of Q3	\$22.7M
Actual Spending to end of Q3	\$12.7M
Variance to Projected at end of Q3	\$10.0M

EN1277 Bryne Drive Construction – Harvie to North of Caplan:

2019 Total Budget with transfers	\$1.9M
Projected Spending Plan to end of Q3	\$1.2M
Actual Spending to end of Q3	\$0.5M
Variance to Projected at end of Q3	\$0.7M

EN1286 Big Bay Point Road ROW Expansion – Bayview to Huronia:

2019 Total Budget with transfers	\$3.1M
Projected Spending Plan to end of Q3	\$1.9M
Actual Spending to end of Q3	\$1.3M
Variance to Projected at end of Q3	\$0.6M

Comments:

A number of individual projects contribute to the overall Harvie Road Crossing project. The combined underspend at September 30 for this group of projects is \$13.9M

The construction has experienced some delays including ongoing utility relocations, additional scope elements and existing infrastructure conflicts which have impacted the contractor's anticipated schedule. The City staff, consultant staff and the contractor are working together to resolve scheduling elements and ensure overall project is still on track for opening of the Harvie Road/Big Bay Point Road/Highway 400 crossing in the fall of 2020.

EN1143 Mapleview Drive West Sanitary Forcemain Twinning:

2019 Total Budget with transfers	\$15.2M
Projected Spending Plan to end of Q3	\$9.1M
Actual Spending to end of Q3	\$8.3M
Variance to Projected at end of Q3	\$0.8M

Comments:

The construction of the Holly Pump Station has not progressed as expected. The City, the consultant contract administrator and the contractor have gone through a scheduling exercise and the project now has a completion plan.

FC1020 Barrie – Simcoe Emergency Services Campus:

2019 Total Budget with transfers	\$99.9M
Projected Spending Plan to end of Q3	\$43.0M
Actual Spending to end of Q3	\$27.7M
Variance to Projected at end of Q3	\$15.3M

Comments:

Expenditures for both Q2 and Q3 were lower than anticipated, primarily due to strike action by ICI pipefitters and HVAC trades personnel and the knock-on effect their work had on the other trades' ability to complete follow-up work as planned. Additionally, the project team agreed not to release ICL (profit) to team members during this quarter as forecasted. An increase in expenditures as well as releases of profit are expected in Q4 of 2019 and Q1 of 2020.

CC1000 ERP Sustainment Program:

2019 Total Budget with transfers	\$850K
Projected Spending Plan to end of Q3	\$569K
Actual Spending to end of Q3	\$ 51K
Variance to Projected at end of Q3	\$518K

Comments:

The ERP Sustainment project was developed to fund the ongoing support requirements for the ERP system for \$350,000 per year, as well as a one-time budget of \$500,000 to fund the delayed development and enhancements required post-go-live.

The support spending for year one has been delayed as the support in the first year was covered in the support contracts with the integrators. An RFP for support in future years will be developed in Q1 2020.

The funding for delayed development and enhancements was held so the system could be stabilized and to understand the current usage before implementing new functionality.

Spending is expected to start in Q4 2019, and continue into 2020.

APPENDIX "E"

Key Division Service Delivery Initiatives (KSDSI's) at September 30, 2019

Office of the Chief Administrative Officer

Strengthen Financial Management through continued implementation and updating of 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. With the passing of Bill 108, in Q4 this year City staff will begin work on updating the City's Long Range Financial Plan and will report back to Council in the first half of 2020.

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

- Updated Human Resources Strategy completed
- Introductory and Strategy session for SLT on the Psychological Health and Safety Standard (PHS) completed with a focus on Leadership for 2019. The PHS has been rebranded to BeWell Barrie.
- Employee Experience Project is underway with the assistance of Howatt HR and tied to PHS
- Sessions of the Working Mind for both people leaders and staff continue to be delivered
- Next Level Leadership program implemented with a focus on senior level development; 2019 focus areas are Team Cohesion and Strategic Thinking
- Code of Conduct renewal training delivered online to all new and existing employees
- Leader Connect sessions scheduled and delivered bringing together our people leaders to highlight innovative approaches to people and project management
- Implementation of the Citizen Experience Management (CEM) system is progressing.
 - Functional configuration and solution build is underway and expected to continue through 2019/2020
 - Preparations are in place to integrate the CEM with corporate systems – GIS, City Works and Accela
 - Skills transfer workshops are ongoing
- As part of the development of the Citizen Experience Management (CEM) system, extensive discussions have taken place with departments on quantifying service level expectations that will be built into the system and tracked. Consistency of service delivery around similar services regardless of department will be implemented when the CEM is operational.
- The formal Innovatology program awarded an additional 6 Edison awards for staff innovation in the Q3, bringing the annual total to 19.

Implementation of a performance measurement framework that enhances accountability and transparency.

- The certification of the City of Barrie with the World Council on City Data (WCCD) is underway with the gathering of performance information across 100 city data indicators

Oversee the development in the Secondary Plan Areas

- Planning applications in the Salem and Hewitt's Secondary Plan Areas continue to be processed. Approximately 50% of Salem Phase One is under application. 98% of Hewitt's Phase One and 25% of Hewitt's Phase 2 is under application. Building permits for some of the units in Bear Creek Ridge and Bistro 6 developments were issued in Q3. Servicing remains underway in various locations for the associated infrastructure.
- The development industry is asked to provide quarterly forecasts of their registrations and permits. At the end of Q3 525 units have been registered with a forecast of 800 units by the end of 2019. Staff estimate that we are tracking about 2 years behind the projections used to prepare the foundational planning, engineering and financial plans for the Secondary Plan Areas.

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

- Several Infrastructure projects went to tender and awards were delayed because of significant cost increases. This required budget revisions and/or project delays for both City and Developer build projects.
- The Infrastructure Implementation Plan (IIP) Review resulted in an updating project scope and budgets for reflection in the 2020 budget. The timing of several projects had to be adjusted in order to maintain the overall Capital Plan envelop however staff were able to remain focused on projects that tie to the Phase 1 MOU and projects that will facilitate development charge revenue.
- New legislation Bill 108 came into effect in Q3 however key financial aspects of the legislation remain outstanding, specifically the Community Benefit Bylaw details which will have a significant impact on the DC's, particularly those related to soft costs. Staff continue to monitor this and are preparing for discussions about alternate funding options and an updated long term financial plan in 2020.
- Monitoring and reporting tools were reviewed in Q3 and work will continue into 2020 in order to be able to continue to track progress and highlight red flags.

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

- Economic Diversification - As per Council Direction and subsequent 2019 capital budget approval, project funding was allocated to support the completion of a Tourism Sector Master Plan for the City that would identify how the City can leverage the tourism sector as an economic driver. The competitive procurement process closed in Q3, and FLOOR 13 and partners KWL Advisory and GME were the successful bidders to develop the five-year Tourism Master Plan. The Master Plan will identify specific strategies on how tourism could support the City's economic development objectives, including talent attraction/retention, investment attraction, diversification of economic sectors, and the growth of creative industries and knowledge-based sectors. The plan will also identify opportunities aligned with other priorities identified by City of Barrie staff including sport tourism and corporate/conference development.
- Open for Business - Efforts continue to support clusters of businesses, both large and small, with

programs and services that add value and build Barrie's brand as an open for business community. For example, recently the Business Development team, along with its counterparts at the County of Simcoe, City of Orillia, Georgian College, School Boards and industry leaders in manufacturing, have been meeting to explore and develop tools/opportunities to grow the awareness, perception and opportunities in manufacturing both inside and outside the community. The group is expecting to have a marketing and action plan ready in Q4 that will support the talent attraction needs employers in the manufacturing cluster. Additionally, a funding application submitted by the team for the Digital Main Street Program was successful in securing \$40,000 towards providing a digital service squad team of three people, working directly with main street businesses in the BIA geography, as well as businesses located along Bayfield and Essa Corridors. The funding, which will be deployed through the Small Business Centre, also provides for direct grants of \$2,500 to main street businesses to adopt digital solutions. Over 70 local businesses have directly engaged through the main program website.

- Partnerships - Invest Barrie continues efforts to develop and work with a variety of partners in multiple projects. For example, Invest Barrie partnered with the County of Simcoe, City of Orillia, Georgian College, Lakehead University and three local companies from Barrie, Orillia and Simcoe County, to exhibit at the Canadian Manufacturing Technology Show (CMTS) from September 30 – October 3rd at the International Centre in Mississauga. The purpose of exhibiting was to promote the vibrant manufacturing sector in Central Ontario – with a focus on research and innovation, supply chain development, along with business investment/growth attraction, and talent attraction perspective. In addition the City's existing partners, such as Sandbox, are developing new value-add partnerships with organizations like the Toronto Board of Trade, to launch a program called the "Trade Accelerator Program" (TAP). This program is bringing valuable resources and expertise on exporting, logistics and market development to local businesses.

Community & Corporate Services

Successfully deliver strategic and growth related facility projects identified in the 2019 Capital Plan as well as LED conversion projects, water conservation and energy recovery projects

- Construction continues at the Barrie Simcoe Emergency Services Campus, and while construction has been impacted by ICI sector strike action earlier this year, the team is revising work packages to catch up and minimize any overall delay to the move schedule. Move planning and coordination is now underway. The remaining growth-related projects are in various stages of validation, planning, and execution. Energy conservation projects across the City's portfolio of buildings are also underway with annual savings expected to meet or exceed this year's target.

Complete the implementation of the Facility Information Management System - Archibus/FM to the Environmental, Marina and Recreation portfolios

- The Facility Information Management System – Archibus/FM has been implemented across the Corporate Facilities portfolio including the Barrie Marina, with work underway to include the Recreation portfolio's assets by the end of this year.
- Archibus F/M Space module implementation has begun for corporate facilities. City Hall will be the first Facility completed by year end.

Refresh and update the City's Energy Management Plan to establish new five year conservations targets and goals

- Staff have completed the Energy Management Plan and are requesting Council's endorsement (in principle) in the fall. The updated plan targets a corporate-wide energy consumption reduction of 18% that will generate an annual cost avoidance of \$924,407. This target encompasses facilities and operations that account for 85% of the corporate energy consumption and utility costs.

Continue to train all Barrie Fire and Emergency Service (BFES) staff to be NFPA 1035 certified public educators

- All operations staff have completed, or will complete the public educator program by the end of Q4.

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

- Operations staff will attend over 10,000 residential homes to inspect smoke and CO alarms and provide fire safety information.

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

- BFES has partnered with Wounded Warriors and will be implementing a peer support program that includes medical oversight and early intervention to support the mental health of our staff.

Operationalize new joint back-up Communications Centre with Barrie Police Service

- Construction is on schedule to open our new back-up Communications Centre in early 2020.

Assess the impact of Next Generation 9-1-1 and the associated changes to the emergency dispatch system

- BFES continues to research and prepare for the implementation of the Next Generation 911 communication systems.

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

- A comprehensive Outdoor Recreation Facilities Study was completed in collaboration with Engineering, Parks Planning and community user groups to identify opportunities for outdoor recreation facility plans for future population growth both within developed boundaries and the Hewitt's and Salem lands.
- Collaboration with Facility Planning & Development and Parks Planning took place to revise the Corporate Development Charges By-law related to recreational facilities. This involved an assessment of the existing and planned inventory of recreation facilities to address the growing and changing needs of our City's population.
- Developed a plan for a new pricing model for field rentals to create more flexibility for user groups. Five-hour reservation blocks were adjusted to 90-minute blocks that allow users to more specifically book what they need while providing the City with more rental time slots for users to reserve.
- Recreation Services, Corporate Facilities, and the Barrie Public Library began a collaborative effort in September to investigate whether the ICIP grant funding program would be available for the Hewitt's Creek multi-purpose Community Centre and Library.

Energy-saving projects across multiple facilities in collaboration with the Energy Management group.

- Conversion to LED lighting at Community Centres in arenas, parking lots and lobby areas.
- Completion of the Building Automation System at East Bayfield Recreation Centre.

- Installation of soft start motor controllers at BMC and variable speed drives at Holly Community Centre.
- Increased capacity on the refrigeration heat exchanger at the Holly Community Centre.
- East Bayfield received an Energy Savings award from the Mayor's Megawatt Challenge for decreasing consumption by 14.7%.

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

- A new gift card program was developed which provides an opportunity for clients to purchase a physical gift card of any value up to \$1,000. This card can be used to purchase any recreation service offered including rentals, memberships, and registered programs.
- Revamped our user insurance program with a new coverage provider (GameDay) which provides more flexibility for renters and user groups who require insurance coverage. The new program also provides expanded coverage for all rental services provided by Recreation.
- A new Facility Management module was tested and will be launched on November 1st, 2019. This new module streamlines the data entry for creating and modifying permits and provides improved reporting on the use of our facilities. A training manual was developed and sessions have been arranged to train staff in October.

Continue the multi-year process of becoming an accredited High Five organization, a Provincially Accredited Program that ensures all programs for children ages 6-12 meet the Principles of Healthy Child Development

- Recreation Services achieved the HIGH FIVE Accreditation in February of this year and was formally recognized at the Parks and Recreation of Ontario conference in March. The process involved:
 - 145 Quest 2 program evaluations conducted in 2018 and entered into the HIGH FIVE national database. Our average evaluation score was 87%.
 - Internal procedures manual was developed and consolidated to meet the requirements of Accreditation. The key benefit has been developing consistency across all programming areas.
 - Approximately 90% of staff and volunteers who work with children aged 6-12 were trained in the HIGH FIVE principles of healthy child development (300 staff in total, 170 of which were trained in 2018). This includes 9 trained as Quest 1 Evaluators, between 20-25 trained to complete Quest 2 program assessments, and 2 staff trained as trainers. This training process has continued in 2019.
 - Branding and marketing efforts include: adding the HIGH FIVE logo to staff uniforms and customer receipts/permits, including program information in the Recreation Guide and Summer Camp Guide, making promotional rack cards available to parents, and adding a post to our Summer Camp blog.

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, will result in additional revenue for 2019.

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 will on board the contract module for all City contracts which will give the City more visibility into contract expiration, expired insurance and WSIB certificates, and renewal terms. The City will on board the RFP evaluation module which will give the City more visibility into the evaluation process and records pertaining to when the evaluation took place and all the associated notes/scores.

Continued implementation of an active investment and debt management

- In June 2019 the City marked a significant milestone by returning to the Capital Markets with a public debenture of \$30M, at an all-in cost of borrowing of 2.323%, the lowest municipal borrowing rate in the last two years for similar deals.
- During the first half of 2019, Council also approved the Prudent Investor Standard and the establishment of an Investment Board. This will continue to build on the success of the current investment program by increasing returns, reducing risk, and providing solutions unique to the City while enhancing the governance structure.

Support growth management team

- One of the City's guiding principles for growth is that it be undertaken in a financially responsible manner. This involves the coordination of growth and development so that it corresponds with the timing of infrastructure required, and it also involves the need to forecast, manage and balance the flow of revenues and expenditures over time.
- In June of this year, Council approved the updated DC background study and related DC By-law.

Continue to implement the long-range financial plan, incorporating the financial management policies identified in the FIA, and policies to ensure existing assets remain in a state of good repair

- With the passing of Bill 108, release of draft regulations, and changes from updated Growth forecasts, Master Plans and the DC Background Study, an update to the long range financial plan is required. Council approved a capital project for this update to take place in the second half of 2019 and the beginning of 2020.

Provide orientation and guidance for the 2018-2022 Term of Council

- Continue to provide orientation sessions to members of Council through presentations at the Reference Committees. These orientation sessions will continue throughout the remainder of 2019 and into 2020.

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.

- The RMAIS replacement system was selected; staff are currently finalizing an agreement with the Vendor. The implementation is currently underway with planned completion late 2019/early 2020. Staff continue to investigate other systems to assist with records management in conjunction with other departments and IT in particular.

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

- Work on the expanded POA collection project has been steadily underway. By partnering with two of our 3rd party collection agencies, approximately 550 Ontario properties have been potentially matched to defendants who owe POA fines in excess of \$1,000. Letters have been sent to some City of Barrie residents as part of the pilot. Some of the defendants have contacted Court Services and have entered into payment plans/commenced payments without the need to move forward with other civil court remedies. Files for those who have not responded will be further reviewed for potential civil court action.

Work with Prosecution Services to expand the expedited resolution process

- At this time, all major enforcement agencies have indicated they are on board to be part of the Early Resolution program. Court Services is working with Prosecution Services to ensure smooth transitioning with onboarding the last two agencies/units.

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

- Staff continue to work with APLI change team and review additional processes or modules that can be implemented. Business Licensing was reviewed however some budgetary restraints caused the delay in implementation. APLI Steering Committee is continuing to discuss the matter.

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

- Continued use of both print and social media to enhance the knowledge of the community related to current and changing regulations. Media releases on “fines” and how they relate to revenues within the City, new smoking / vaping regulations, are a few examples.

Invest Barrie

Tourism Strategic Alignment – Initiate and oversee the development of a Tourism Master Plan, with a focus on both developing tourism activity in the City, as well as aligning the activities within the plan with key components of the Invest Barrie strategy (such as talent attraction, developing a downtown creative hub, and promoting investment attraction in to the tourism space). The completion of a Tourism Sector Master Plan will effectively define the impact, opportunities, and business trends and will articulate a long-term vision for tourism and destination management in Barrie, which will align the strengths of the City with the opportunity for tourism development.

- As per Council Direction Memo 18-G-150 for TOURISM SERVICE DELIVERY AND MAT ASSESSMENT, and subsequent 2019 capital budget approval, project funding was allocated to support the completion of a Tourism Sector Master Plan for the City that would identify how the City can leverage the tourism sector as an economic driver. The competitive procurement process closed in Q3, and FLOOR 13 and partners KWL Advisory and GME were the successful bidders to develop the five-year Tourism Master Plan. The Master Plan will identify specific strategies on how tourism could support the City’s economic development objectives, including talent attraction/retention,

investment attraction, diversification of economic sectors, and the growth of creative industries and knowledge-based sectors. The plan will also identify opportunities aligned with other priorities identified by City of Barrie staff including sport tourism and corporate/conference development. The consultants reviewed all relevant studies/documents and preparing for their stakeholder engagement program in Q4.

- The Waterfront Operators program partnership between Facilities, Invest Barrie and Parks Departments was further enhanced this year, with a new format of RFP being developed, as well as mechanisms for data sharing on customer base and sales implemented. This was the first year that a requirement for the Waterfront Operators to collaborate with Tourism Barrie was implemented, for joint marketing efforts. Two key marketing campaigns were developed – “no cottage, no car, no problem”, and “leave the car at home” aimed at attracting visitors from the Toronto/GTA area, and using GO Train services. Both vendors reported a more than 20% increase in their sales year over year, and significant increases in number of visitors using the GO and also booking Airbnb’s in Barrie. The mandatory vendor debrief at the end of the season resulted in detailed recommendations for improving the visitor experience on Barrie’s waterfront, and has been shared with Parks, Facilities, Recreation departments, as well as Tourism Barrie and the BIA.

Startup Ecosystem – Continue to collaborate with partner organizations (both existing organizations and new ones such as the Sandbox), that are engaged in the startup ecosystem to deliver programs, services, events and entrepreneurial infrastructure aimed at growing key indicators in the overall ecosystem, and collaboratively update and continue to deliver on the startup ecosystem roadmap.

- The Municipal Innovation Exchange (MIX) project was formally launched, with the Barrie challenge statement being prepared and published to the partner, regional, provincial and national innovation networks. Strong engagement with Procurement Department ensured that existing frameworks were adapted to accommodate engagement with startup companies and co-development processes.
- A funding application for the Digital Main Street Program was successful in securing \$40,000 towards providing a digital service squad team of three people, working directly with main street businesses in the BIA geography, as well as businesses located along Bayfield and Essa Corridors. The funding also provides for direct grants of \$2,500 to main street businesses to adopt digital solutions. Over 70 local businesses have directly engaged through the main program website.

Sector Development - Support key existing employment sectors, include manufacturing, health and construction, through deployment of both targeted services aimed at enabling growth, as well as strategic initiatives aimed at enabling the use of innovation and technology in products, services, processes and business models.

- Invest Barrie partnered to exhibit with the County of Simcoe, City of Orillia, Georgian College and Lakehead University in addition to 3 local companies from Barrie, Orillia and Simcoe County in the Canadian Manufacturing Technology Show (CMTS) from September 30 – October 3rd at the International Centre in Mississauga. CMTS is Canada’s national manufacturing event held once every two years in Toronto. Modeled on a marketplace approach, participants experience a diverse mix of exhibits, networking and education that is unrivaled by any other manufacturing event in Canada. The purpose of exhibiting was to promote the vibrant manufacturing sector in Central Ontario – with a focus on research and innovation, supply chain development, along with business investment/growth attraction, and talent attraction perspective.
- The Trade Accelerator Program (TAP) was launched through Sandbox, in partnership with the Toronto Board of Trade. This program brings valuable resources and expertise on exporting, logistics and market development to local businesses.

Talent and Workforce - Develop and deliver multiple coordinated initiatives, in collaboration with community partners, that help to ensure that the City of Barrie has the necessary workforce today to support both the growth of existing industries and the attraction/development of new and emerging industries. In addition, create plans that will identify, develop and attract the workforce and talent needs of our future economy, including knowledge-based industries such as software (that require a workforce with Science, Technology, Engineering and Math degrees), and the focus on innovation and entrepreneurship within the economy (including entrepreneurs that launch innovation-driven startups).

- On September 18th, Business Development partnered with the local Employment Ontario offices to deliver the bi-annual job fair. In total, 43 employers participated, 31 were Barrie companies. Approximately 460 job seekers attended the job fair.
- Business Development and its counterparts at the County of Simcoe and City of Orillia, along with Georgian College, School Boards and industry leaders in manufacturing have been meeting to explore and develop tools/opportunities to grow the awareness, perception and opportunities in manufacturing both inside and outside the community. The group is expecting to have a marketing and action plan ready in Q4.
- The Business Development Department has been actively partnering with the County of Simcoe on multiple initiatives to address skilled labour needs in Barrie and the broader surrounding area. Specifically, the County of Simcoe and the City of Barrie have partnered with CTV Barrie on an exciting series called "Central Ontario Job Works" to promote local companies and highlight employment opportunities in Central Ontario. This series features a "behind the scenes" look into local key industries, highlighting success stories and serving as a resource for job seekers and employers in the area. The second 2019 series has been filmed and begin airing in October. This initiative is part of a larger contingent of initiatives aimed at building a funnel of skilled talent to

Promotion and Perception Management – Continue growing the Invest Barrie social channels, engaging in content development, partnerships and promotional efforts aimed at managing Barrie's brand and positioning in innovation, entrepreneurship, business leadership, cultural vibrancy, and strategic industry clusters, thereby ensuring that Barrie is a recognizable/desirable destination amongst entrepreneurs, business leaders, talent and influencer groups.

- The City of Barrie continued the growth of its presence at the annual Fireside Conference, a gathering of over 400 of the top influencers in technology, media and investment. The contingent of Barrie business leaders doubled, and the engagement activation provided through Theatre By The Bay's "Improv for Business Leaders" attracted more than 200 participants.
- The City partnered with Airbnb to create an "Experience Package", that provided a limited opportunity for people to purchase packages that included an Airbnb in Barrie, passes to the Troubadour Festival, visits to our local breweries and spending time with the Mayor. The Experience Package had 18 available opportunities, and was sold out in less than a week. Visitors ranged from across Toronto and the GTA, to a few from the northern areas.

Access Barrie

Develop innovative and effective marketing campaigns to increase the City's profile and exposure

- During Q3, more than 15 communications plans were developed. These included comprehensive communications plan for Downtown construction (Dig Downtown), the new Discover Barrie, Kidd's Creek Project (Knight's Inn Demo), DOLRA closure, Transit route changes, Game On event, Communities in Bloom, Barrie Fire's 175 anniversary, Hot Summer nights and other Fire prevention campaigns, new smoking by-laws, promotion of job fair and other Invest Barrie initiatives, Culture Days, emergency communications and media relations, among others.

Continue proactive marketing and communications with the community on City initiatives, programs and services

- Marketing and Communications issued 27 media releases in Q3 in order to proactively communicate with the public on a number of key initiatives outlined above. Marketing and Communications continued to leverage regular radio advertising with Corus Entertainment and This Week in Barrie which is printed in the Barrie Advance each Thursday to communicate with residents and raise the profile of the City. To support IGM initiatives a dedicated resource is working directly with IGM Departments to enhance proactive communications.

Improve internal communications within the corporation among staff by supporting the Staff Strategic Plan

- Marketing and Communications developed internal materials and communications plans for:
 - New phone system
 - Commute Ontario Challenge (Transit Month in September)
 - Library Card campaign
 - Ask Facilities
- Staff also worked with departments across the corporation to support internal communications by leveraging InSite pages, posters, email, etc.

Seek new opportunities for public engagement

- The City's online platform - BuildingBarrie.ca continued to be a key resource for engaging residents. The website was used to showcase Official Plan related reports and helpful resources for the community to stay informed and engaged with the Official Plan. The platform was also leveraged for the Parking Strategy Update to gather feedback.
- Key stats for BuildingBarrie.ca from July 1, 2019-September 30, 2019:
 - 4,700 site visits
 - 63 new registered participants
 - 330 survey responses (Parking Strategy Update Survey)
 - 1,600 document downloads (Land Needs Assessment Report, Official Plan- Phase 2)

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

- Staff prepared briefing materials for several meetings with MPPs at the annual AMO conference. Several provincial consultations occurred during this quarter.

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

- As part of the development of the Citizen Experience Management (CEM) system, extensive discussions have taken place with departments on quantifying service levels expectations that will be built into the system and tracked. Through various discovery workshops there has been a push to get a level of consistency of service delivery around similar services regardless of department.

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

- As part of the startup of the Clear Risk system with Legal services, Service Barrie assisted in the development and setup of the system through consultation and testing. This system will allow citizens to do an online submission of their legal claims to the corporation.

Monitor and lead ongoing enhancements of the afterhours call handling service

- Ongoing refinements to the Knowledge base to support after hour emergency callouts have continued in collaboration with the contractor. This work is expected to continue through 2019.

Provide easily retrievable information for staff when responding to customers through ongoing updates of the knowledge management solution to support Service Barrie and After Hours call service operations

- The in house knowledge system is being vetted and prepared for transition to the new CEM integrated system. The current site of approximate 170 pages is being redesigned allowing for the new system to provide direct linkages to Barrie.ca to ensure consistency and availability of updated information to the public. The new knowledge system will have increased functionality which will include the ability to tag, rank and author content for both internal and public use.

Implement Citizen Experience Management (CEM) technology in collaboration with Innovate Barrie to more effectively track and monitor customer interactions

- Implementation of the Citizen Experience Management (CEM) system is progressing.
 - Functional configuration and solution build is underway and expected to continue through 2019/2020
 - Training and skills transfer workshops are ongoing
 - Preparations are in place to integrate the CEM with corporate systems – GIS, City Works and Accela
- Internal startup of the system is expected in Q1/Q2 2020 with the external Customer Portal to follow. Consistent with Council's priorities, once the new software is live the City will be able to track issues, trends, and be more responsive to our residents. In addition, citizens will be able to track their service requests and report problems, such as potholes, on our website where there will be information available on the estimated service time.

Lead the 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 is well under way and several key accomplishments have been made including the following:
 - Development of refreshed parking principles that reflect current City objectives and goals. TPS005-19 Parking Guiding Principles staff report and accompanying presentation were submitted to the Finance and Corporate Services Committee on June 5th, 2019.
 - Identification of key business problems as collected through in-depth research and expertise from an internal working group consisting of Transit and Parking Strategy, Enforcement Services and Business Development.
 - Development of a comprehensive Request for Proposal issued to the market in June and awarded to a successful proponent in August that will seek professional recommendations for parking on supply, rates, technology, rules and parameters, trends, integration, action plans, and best practices from other municipalities.
 - Rollout of a comprehensive engagement plan including the following:
 - Launch of the Parking Strategy Update on BuildingBarrie.ca
 - Targeted surveys for both members of the Downtown Barrie Business Association (BIA) and the general public including door to door notice and discussion with business owners
 - Stakeholder round table sessions on September 23rd with representation from the BIA; Marina; Library; Allandale Neighborhood Association; Tourism Barrie; Georgian College; and the Royal Victoria Hospital
 - Downtown and waterfront walkabouts with stakeholders following the round table sessions
 - Additional stakeholder and public engagement planned for Q4
 - Cleansing of existing parking data and development of a public parking map that is informative, interactive, and combines parking in both the downtown and waterfront in a single place.

Develop service planning guidelines, an asset management plan, financial strategy, and other key inputs that will feed into the Development Charges Background Study, as well as support the future growth of the transit system

- The first ever Transit Asset Management Plan and Financial Strategy was developed for Transit that meets the new requirements for transit in the Development Charges Act as well as the asset management regulations required by July 1, 2023 for transit services. The plan examined the state of local infrastructure, proposed levels of service for transit from 2019 – 2041, an asset management strategy, and associated financial strategy to meet proposed modal share targets. Staff Report TPS003-19 was approved by Council on May 13th, 2019 and all relevant inputs were synchronized with the Development Charges Background Study.
- In addition, ridership data has been extensively analyzed to optimize existing transit routes at a zero net cost to allocate efficiencies gained to provide additional service to higher ridership areas within the City to benefit the greatest number of riders. Route enhancements were developed and the changes were launched on August 25th with a fulsome communication plan.

Continued partnership with Georgian College on the Universal Transit Pass (UPass) program by enhancing the delivery and efficiency of the program, adapting to changing and increasing ridership and travel patterns, and striving to enhance the program

- City staff continue to meet and work with Georgian College to optimize the U-Pass program for the 21,000 eligible full-time students in the first full school year through a continuing Advisory Committee with representation from the City, the college, and the Georgian College Student Association. After a comprehensive review of potential fare media automation solutions the City has made progress towards the eventual integration of the college's student card with the City's transit fleet fare boxes.
- Promotional resources and information have been increased since the inception of the program and the City and college are looking at an automated next bus display, large printed transit map, and increasing education and material for students at the campus.
- Finally, the revised transit routes will increase frequency and service to the campus to accommodate the increase in ridership and is anticipating to alleviate all capacity issues starting for the fall 2019 semester.

Continue to explore service partnerships and funding opportunities with other government agencies, transit agencies and key community stakeholders, such as the local schoolboards, the County of Simcoe and both federal and provincial governments

- The pilot Field Trip Pass with the local school boards has been completed with positive uptake and feedback. The program is planning to be expanded for the 2019/20 school year and will see approximately 40 elementary schools and 2 high schools that will be eligible to participate; up from the original 10 elementary schools within the pilot. The program utilizes existing transit service to accommodate school field trips to key City facilities and landmarks such as the library, recreation centres, and MacLaren Art Centre, at no cost for students and teachers.
- The new Investing in Canada Infrastructure Program (ICIP) was released in Q1 of 2019 and City staff have submitted capital projects totaling \$41M including the relocation of the existing transit terminal to the Allandale Waterfront GO station. All projects have been approved by the province and staff are waiting on final approval from the federal government.

Innovate Barrie

Review, revise, and enhance the Centre for Continuous improvement Governance framework and report progress updates to Council on a quarterly basis

- Program was implemented to better manage projects, resources and reporting across the City. The Information Technology department is the first department to utilize the system and has provided feedback which will inform that launch to other departments. This will improve the quality and efficiency of project reporting across the City, by standardizing project tracking and automatically generating dashboard reports from this information.

Lead the Innovatology program for 2019, increasing the facilitation support and training offered to departments on innovation tools and processes and continue to support the Edison awards aimed at recognizing innovation at the City

- A new Innovation Analyst was hired in Q3 and will be reviewing the objectives and deliverables of the Innovatology program through a series of stakeholder engagement activities.

Develop cross-functional opportunities for staff across the Corporation to learn about innovation tools and processes and apply them to real world challenges

- There were 6 more Edison awards (divisional awards for staff innovation) given out in Q3 for a total of 19 so far this year. The following are some examples of departmental innovation/solutions that were recognized:
 - A public debt issuance program in Finance that allowed the City to secure the lowest cost of borrowing for any municipality.
 - A real-time bus monitoring system with displays at the terminal that provides clear expectations to riders on bus arrival, improving customer service.
 - A program to improve the capture of waste density at the Landfill using drones to provide accurate month data on our performance to the industry standards. The use of drones has also improved safety, provided operational efficiency and enabled continuous improvement activities.

Continue to enhance our corporate training opportunities and education programs for staff

- Code of Conduct training delivered online to all employees
- Continued Roll out of training for intact teams focused on communication, collaboration and effective leadership
- Training Calendar offerings tied into results from training needs survey conducted in 2018 focused on: Communication, Coaching and leadership
- Participating in two pilot leadership programs for mid management for consideration in future years
- Development of Next Level Leadership focused on senior leader development; 2019 focus areas team cohesiveness and strategic thinking.

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

- Working with Access Barrie on rebranding for tie-in with Psychological Health and Safety Standard (PHS) – Rebranded to BeWell Barrie
- PHS strategy focused in 2019 on Leadership
- Strategic planning session with SLT on PHS and working with Howatt HR on Employee Experience Project

Develop supporting policies, procedures, and tools to support the Compensation Strategy and Wellness initiatives

- Review of Absence Management framework with a focus on making recommendations associated with changes
- Policy review on all Compensation related documents underway
- RFP for Benefits provider complete; transition planning underway

- Sessions of the Working Mind for both people leaders and staff continue to be delivered
- BFES Peer Support program in place with new provider – training plans are being developed by BFES and the provider

Enhance network, computing and mobility environments to meet existing and new business requirements of the City

- New network core is racked and configured with system migrations beginning in November. The new network core is a critical component of our data centre redesign and first big step in our multi-year plan to leverage next generation smart networking capabilities. These will allow us to keep up with the expanding connectivity needs across the City in a secure and reliable manner.

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

- Evaluated and procured a new scalable storage solution with faster storage and expandable for our next 7+ years of growth. This will support the increasing technology footprint of projected systems, include CEM, APLI, website upgrades, future Electronic Document Management System, and more. New System is expected to come on-line in Q4 with system migrations planned throughout 2020.

Identify, implement and manage new and upgraded business application and technology infrastructure solutions to meet service delivery needs

- Working with HR, implemented a new electronic Job Description (JD) service to aid in ensuring consistency across the City's hundreds of job descriptions. The cloud service also allows departments to use external resources to help ensure the JDs use consistent industry language to attract top talent when posting for jobs.

Implement a building permit application solution to support growth in the new lands; this includes increased access and options for constituents who apply for applications, permits, licensing and inspections

- Successfully revamped and launched the Building Code Complaints process Q2 2019. Simplifying and automating steps to reduce the time taken to write the reports and schedule follow-up inspections.
- Building permit type - Designated Structure is targeted to go live in Q4 2019.
- The newly approved Site Plan Exempt process was launched to the citizen portal Q1 2019. It has a shortened technical review cycle and doesn't go for council review.
- The Conformity Review and Pre-consultation process was launched and released online in Q2 2019. The process improves data gathering capability enhancing reporting and includes automated correspondence to all involved parties.
- ROWA Permit and Inspection are at advanced design stages. System pilot targeted for Q4 2019. The process would be combining all the existing permit types under a single permit with improved data classification to aid reporting. The deployment comes with mobility for the inspectors with this build to get enhanced field activity and online/real time tracking.

Upgrade and enhance work order and facilities management solutions

- Mobilization of Cityworks use in Ground Water Supply nearing completion – solutions designed, tested and ready to launch, but delayed until November 2019 due to required Cityworks application server upgrades. Mobility work in the Surface Water Supply area to commence in Q4 2019 as planned, with mobilization of all work activities in Water Operations projected to be completed by mid-2020.
- Implementation of Space Management and Planning module within Archibus complete. Full details built for City Hall (as proof of concept) with other City facilities to be added gradually over the next year (by the operating department).
- Advanced Archibus reporting requirements for the Corporate Facilities identified, and new custom report solutions were developed and launched to help the department track real-time performance.
- Mobilization of first Cityworks processes in Roads, Parks & Fleet has begun. Solutions designed, developed, and tested for various storm water management processes – to launch for next occurrence of these activities in spring of 2020. Mobile solutions for Winter Control Activity recording complete – will be launch in November 2019 as the activities commence for the season.

Enhance the ERP system and ensure process optimization

- The ERP system was successfully launched to business users in Human Resources and Finance (including Purchasing) in Q4 2018 and Q1 2019. The SAP project also delivered improvements to business operations by automating, digitally transforming and/or mobilizing key business activities to improve access, centralize data and improve service delivery.
- In Q3, work has continued in supporting the system and our users, as well as significant effort toward providing reporting on the system and financials.

Implement our Customer Experience Management (CEM); including an upgrade to our phone system to support our new call centre.

- Additional workshops focused on business process design have been completed and configuration of the system has begun. A system upgrade with an enhanced knowledge database and chat feature are expected in Q4.

Infrastructure and Growth Management

Continue with Preparation of the New OP

- The land needs analysis was completed and indicates the need for additional land to accommodate employment growth (approx. 116ha) and possibly land for community growth (residential and population related employment) depending on density policies. The Policy Directions Report was completed in Q3 and will be considered by Council in Q4.
- The OP project remains on track for consideration in Q2 2020.

Update the Corporate Asset Management Strategy and Capital Plan

- IGM's Capital Plan projects continue to be reviewed for scope and schedule certainty. Several budget discrepancies were identified in Q3 and staff continue to work with Finance to recalibrate the IGM Capital Plan with a focus on Secondary Plan Area Phase 1 projects and other critical renewal projects.

Continue Implementation of the sustainable waste management strategy

- The Province announced the move towards a producer recycling model. This will allow staff to move forward with Barrie's waste management plan.

Oversee the implementation of development in the Secondary Plan Areas

- Planning applications in the Salem and Hewitt's Secondary Plan Areas continue to be processed. Approximately 50% of Salem Phase One is under application. 98% of Hewitt's Phase One and 25% of Hewitt's Phase 2 is under application. Building permits for some of the units in Bear Creek Ridge and Bistro 6 developments were issued in Q3. Servicing remains underway in various locations for the associated infrastructure.
- The development industry is asked to provide quarterly forecasts of their registrations and permits. At the end of Q3 525 units have been registered with a forecast of 800 units by the end of 2019. Staff estimate that we are tracking about 2 years behind the projections used to prepare the foundational planning, engineering and financial plans for the Secondary Plan Areas.

APPENDIX "F"

Key Performance Indicators (KPI's)

	Annual Target	Q3 YTD Actual
Community and Corporate Services		
Barrie Fire and Emergency Services		
Emergency Call Handling Time for NFPA - Barrie Only	95%	98%
Emergency Response Call Volume - Barrie Only	9,100	6,544
Less Than 6 Minute Road Response - 90% of the time, all calls	91%	91%
Home Fire Safety Visits	12,000	5,963
Total Fire Code Inspections – All	2,200	2,254
Facilities		
Facility Energy Consumption Per Square Footage (ekWh/ft ²) ¹	30.04	30.11
Wastewater Energy Consumption Per Megalitre (ekWh/mL) ²	371	394
Water Energy Consumption Per Megalitre (ekWh/mL) ³	1,089	1,137
Cost avoidance dollars per year ⁴	\$241,435	\$471,718
Positive customer satisfaction response rate percentage ⁵	80%	Not Available
Maintenance effectiveness: # of preventative maintenance work orders as a percentage of total maintenance work orders ⁶	75%	45%
Average number of back logged work requests per month ⁷	15/month	56/month
Back log in weeks ⁸	4 weeks	1.4 Weeks
Average number of work requests per month	1,100	700

¹ Q3 KPI is trending downward towards the 2019 target. Lighting retrofits at the major recreation facilities and optimization efforts at City Hall and the MacLaren Art Centre have contributed to these results.

² Wastewater energy consumption per megalitre is trending slightly upwards from 2018 actuals. Operational changes to the heating loop during the winter has increased natural gas usage and energy consumption. It is anticipated that optimization activities, such as the removal of the fine grinder system, will reduce the energy intensity moving forward.

³ Water energy consumption per megalitre is trending lower from 2018 actuals, but above targeted value. Significant reductions in electricity consumption at the Surface Water Treatment Plant due to chiller optimization activities have been offset from an increase in natural gas usage over the winter period. The SWTP heating system has been optimized for winter 2019 operations with the anticipation of reduced natural gas usage.

⁴ Cost avoidance has exceeded the target through Q3. A significant reduction in electricity usage at a number of facilities is the main contributor to the trend. These buildings include: Surface Water Treatment Plan (15%), City Hall (24%), Holly Community Centre (14%), East Bayfield Community Centre (14%), MacLaren Arts Centre (32%) and the Library (32%).

⁵ Survey results will be available in Q4.

⁶ Preventative Maintenance (PM) work orders are being added to Archibus on an incremental basis each month based on available resources to complete the work. The volume of PM work orders completed will greatly increase in Q4 following seasonal vacations.

⁷ As defined in the new work order system installation, work requests become 'overdue' when they have not been completed within 7 days of being assigned. Staff are currently working on revising workflows to ensure that work is completed on a first in, first out basis whenever possible to reduce this increase. The Q3 result includes work order backlogs related to limited available staffing resources during the summer months.

⁸ The 2019 departmental backlog is substantially under the original target and has been revised from 12 weeks to 4 weeks. The current departmental backlog is substantially under target and is expected to remain low. The backlog will increase somewhat by Q4 as schedules are adjusted to reduce to the monthly work request backlog. Recognizing significant improvements made year to date to date, the 2020 backlog target has been set at 3 week.



	Annual Target	Q3 YTD Actual
Facility maintenance cost per square foot	\$7.77	\$8.15
Portfolio percentage included	100%	100%
Finance		
Audited Financial Statement Completion Date	May 2019	May 2019
Quarterly Reports	3	2
Days to complete a procurement process ⁹	70	92
Percentage of invoices paid in 30 days ¹⁰	65%	58%
Average number of bids received per bid process	5	5
Tax arrears as a per cent of current year levy ¹¹	6.5%	9.6%
Water wastewater arrears as a percentage of last 12 months of billing ¹²	3%	3%
Return on Investments ¹³	2.25%	2.65%
Legislative and Court Services		
Number of marriage licenses issued ¹⁴	893	687
Number of deaths registered ¹⁵	1,400	1,140
Number of formal MFIPPA requests received ¹⁶	60	57
Percentage of MFIPPA requests responded to within legislative framework ¹⁷	100%	100%
Number of meetings supported ¹⁸	118	115
Percentage of minutes published within 4 days after the meeting ¹⁹	100%	85%
Number of customers served at court services counter (Barrie Court Services) ²⁰	35,000	21,170
Average customer processing time ²¹	4:00 min/defendant	6:00 min/defendant

⁹ Methodology adjusted to remove outliers.

¹⁰ The KPI is lower than 2019 plan due largely to the system change from Great Plains to SAP in February which has meant a learning curve for all, and is also reflective of the change from a 2 way match to a 3 way match where departments are now required to also complete a Goods Receipt once the goods/services are received prior to payment of the invoice by accounts payable.

¹¹ Tax arrears are higher than 2019 plan due to the timing of final bills being due on September 30th, expected to decrease throughout November and December as payments are received.

¹² Water/wastewater arrears are in line with the 2019 plan. Efforts to reduce the arrears are ongoing.

¹³ Improved cash flow forecasting allowed for higher investment balances coupled with higher interest rates resulted in better returns on investment for the period ended September 30, 2019.

¹⁴ Numbers consistent with annual plan.

¹⁵ Numbers consistent with annual plan.

¹⁶ Slight increase in number of FOIs. The increase is not attributed to any particular matter.

¹⁷ Numbers consistent with annual plan.

¹⁸ Increase in meetings, as additional meetings have been added due to the number and scope of matters requiring Council/Committee approval. Advisory and Reference Committees are meeting more regularly.

¹⁹ Timing delays related to follow up required for minutes/reports to ensure proper names were recorded related to Planning Act public meetings and decrease in resources. As well, additional meetings meant some minutes could not be completed within these timelines.

²⁰ The new Q-matic system has had a couple months where the statistics were not available, the Q3 estimate is an average of the other 7 months. As 2018 data was not available, and the fact that charge volume was less than anticipated, the 2019 projection is likely high by a count of 5,000.

²¹ Due to the lack of judicial resources available for public Intake Court, a staff member was removed from the window dedicated to just dealing with those customers (i.e. extensions of time to pay/re-opening applications) 3 days



	Annual Target	Q3 YTD Actual
Number of trial requests processed (Barrie) ²²	16,350	12,574
Average time to trial - Part I charges (months) ²³	6 Months	5 Months
Percent of business licenses renewed by due date ²⁴	80%	82.95%
Volume of by-law administration files ²⁵	4,600	2,813
Volume of by-law enforcement files ²⁶	64,000	52,831
Percentage of cost recovery from fees and fines (Enforcement Services) ²⁷	70%	69%
Recreation		
Community Group Usage of Recreation Facilities (Total Hours) ²⁸	46,000	39,350
Total Visits to Recreation/Community Centres ²⁹	2,400,000	1,628,403
RecPASS Member Visits ³⁰	310,000	204,572
Total RecACCESS Participation ³¹	1,400	1,423
Number of Camp Registrations ³²	7,500	7,438
Recreation Services Operating Cost Recovery Rate ³³	54.4%	54.9%
Office of the CAO		
Internal Audit		
% of projects completed from approved plan	100%	60%
% of recommendations accepted	100%	100%
% of recommendations implemented	90%	70%
Legal Services		

per week. As a result, the remaining staff are completing all walk-in transactions, and as such it has increased service time per customer.

²² Barrie Court Service area Part I charge volume has increased by 10.65% in 2019 over the same period in 2018.

²³ Currently, 95% of our pending caseload have 2019 offence dates and have trials set within 5 months.

²⁴ Spike in Q3 from Adult Entertainment Industry however expect year end to generally meet our annual goal.

²⁵ Transportation Industry Pilot program ended in May 2019 therefore the annual plan was not fully adjusted to show the actual reduction in administration files processed. However, actuals appear to be on track for 2019.

²⁶ Just slightly above expected volume YTD in 2019. Most complaint sectors (property standards, parking, animal control and general enforcement) have all had slight increases again in 2019 (YTD). Appears to be tracking well for annual plan.

²⁷ 2019 annual plan seems to be tracking well YTD.

²⁸ Usage across all community groups (Adult, Youth, and Girls) is trending down versus 2018 primarily in outdoor facilities (ball diamonds and soccer pitches) due to a very wet spring. This decline is offset by increased use of arenas by community groups. Based on current reservations to the end of 2019, staff are forecasting to be up slightly versus last year actuals.

²⁹ Total visits in Q3 were up 1%; YTD visits are still down 1%. Expectations are for Q3's trend to continue, and as a result the year will end slightly below in total visitor count versus 2018.

³⁰ Total visits are up 3% to the end of September, driven primarily by seniors at +12%. Youth visits were up 7% and Adult visits increased 2%. The largest membership group (Family passes) is down 2% versus last year. The forecast is for the current trend to continue which will result in 280,000 visits in 2019.

³¹ The number of individual RecACCESS applicants using our facilities to the end of September continues to grow. This is due to the large increase in applications received to date in 2019. Staff expect this trend to slow somewhat over the next three months and are forecasting 1,800 members by year-end.

³² Most camp registrations occur during the July/August period. Staff are currently projecting to be on plan for camp registrations in 2019.

³³ Year-to-date recovery rate reflects lower-than-expected compensation expenses and YTD savings in utilities expenses. The year-end forecast is 56.0%.



	Annual Target	Q3 YTD Actual
# of property transactions completed (acquisition, disposition, expropriation, access, easement, lease and encroachment)	30	19
% of properties acquired by negotiation vs expropriation	60%	67%
External legal costs inclusive of consultants ³⁴	\$910,000	\$230,000
% of prosecutorial success (Trial Convictions)	70%	77%
% of trial requests resolved by XRP (Barrie Court Service Area)	9%	13%
% of insurance claims/incidents handled in-house	90%	99%
Ratio of closed to opened files (insurance)	.95:1	.95:1
Infrastructure and Growth Management		
Environmental Services		
Number of Customer Complaints – Curbside Collections/1,000 serviced units	25	18.5
Monthly Average Total Phosphorus Effluent Concentration mg/L (Wastewater)	0.10	0.03
Number of Customer Complaints per 1,000 Customers (Water)	1.8	1.6
Planning and Building Services		
Average number or working days for issuance of draft site plan approval conditions (days)	45 days	32.67 days
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium)	90%	11%
Number of development applications approved that incorporate denser residential and/or mixed use development in the Intensification Areas	10	1
Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha) ³⁵	18 ha	13.95 ha
Number of new policies, amendments to Planning documents and/or special studies approved by Council.	4	3
Number of Open Houses/Ward Meetings Held for Policy Planning Projects ³⁶	25	9
Number of Ward Meetings Held for Development Applications	13	21
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings	400	502
Number of Special Interest Group Presentations (i.e. BILD)	10	19
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%	51%/38%/11%
Percentage of Ownership and Rental Units Approved through Development Proposals	75%/25%	100%/0%
Percentage of Building Permit applications reviewed within legislated timeframes	93%	74.95%
Average # of inspections to approve occupancy for new dwelling units	1.6	1.75
Invest Barrie		
Business Development		

³⁴ This number includes \$400,000 from reserves. Delay in litigation may result in less than all of this amount being necessary in 2019

³⁵ Approximately 18 ha identified through recent ZBA approvals for future dedication

³⁶ Including online engagements

	Annual Target	Q3 YTD Actual
Number of Businesses started where Business Development and/or Small Business Centre have been engaged	150	32
Number of Investment/Development Projects facilitated/supported by Business Development	15	51
Number of local companies participating in trade show and trade related activities	15	13
Number of local companies pro-actively engaged for BR+E activities	120	68
Number of talent attraction events delivered or participated in	8	8
Number of local companies participating in talent attraction events/initiatives delivered by Invest Barrie	65	39
Creative Economy		
Number of businesses that engage in one or more of the City's Innovation programs	30	29
Number of Organizations and Businesses engaged at Corporate (cultural) Events	25	47
Total value of sponsorships from all corporate (cultural) events	\$55,000	\$52,500
Track Economic Impact and Community Benefit for Permitted Events	\$3.0M	\$2.3M
Volunteer Hours through permitted events (hours)	4,000	18,277
Access Barrie		
Customer Service		
Number of Service Barrie interactions (phone, email, counter, etc.)	200,000	155,060
Percentage of City of Barrie identified customer service transactions provided by Service Barrie	77%	77%
Communications		
Media exposure (number of times City of Barrie appears in media stories)	625	212
Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	53%
Positive/neutral media coverage	75%	94%
Marketing		
Percentage increase in the number of visitors to Barrie.ca	3%	9.6%
Total number of impressions on Twitter and Facebook	5M	4.3M
Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, etc.) in relation to impressions	2.5%	4.5%
Total number of impressions on Instagram	300,000	458,209
Transit		
Revenue to cost ratio	32.4%	34.1%
On Time Performance	85%	82.3%
Percentage of bus stops that are accessible	54.5%	61.0%
Annual Ridership	2.7M	2.5M
Innovate Barrie		
Human Resources		
Corporate Training Dollars Spent per Permanent Employee	\$75.00	\$69.15
Departmental Training Budget Spent	100%	67%



	Annual Target	Q3 YTD Actual
Turnover in First 2 Years of Employment ³⁷	0.0%	0.76%
Internal Talent Mobility that are Promotions ³⁸	85%	35.7%
Grievance Rate – CUPE ³⁹	4.5%	0.04%
Grievance Rate – BPFPA ⁴⁰	2%	1.2%
Number of Lost Time Incidents	30	8
Total days lost time incidents (excl. OSIs) ⁴¹	30	67
Total Cost of Lost Time Incidents ⁴²	\$500,000	\$35,728
Average Number of Absences per Employee (days)	9	10.9
Quarterly % EFAP Usage	25.0%	18.87%
Information Technology		
Annual Number of Visits to the City of Barrie Website	3.75M	2.98M
Number of City of Barrie eServices	12	14
City of Barrie Website Availability (Includes Planned Outages) ⁴³	99.9%	99.9%
Enterprise Application Availability	99.9%	99.8%
Centre for Continuous Improvement		
Corporate (Strategic) Projects Have Proper Status Reporting into EMT on a Monthly Basis	100%	100%

³⁷ Seven departures within the first two years of employment (3/7 MLEO2).

³⁸ 25 promotions Q3 YTD. Updated calculation to Promotions/(Promotions + Transfers).

³⁹ Two grievances out of 498 permanent CUPE positions.

⁴⁰ Two grievances out of 170 permanent BPFPA positions.

⁴¹ There were two fire fighter injuries with lost time (one ankle injury and one occupational disease).

⁴² The low number is attributable to reduced time away from work, lower salaries, less complex and extended claims as well as a focus on early return to work by way of modified work. This includes net new Lost Time on claims that have occurred in 2019 and not ongoing lost time from previous years.

⁴³ The actual is 99.99%. Our technology enhancements continue to improve availability.

APPENDIX "G"

Capital Projects Requiring Additional Funding

Project Name	Project	Total Approved Budget	Total Project Cost to Date	Additional Funding Required	Funding			Comments
					Tax Capital Reserve	Federal Gas Tax	Other	
NRP Wellington D1 Neighbourhood Reconstruction	EN1238	\$394,350	\$255,493	\$75,000	\$75,000			The utility Relocation and construction years were deferred in order to align and coordinate this project with adjacent projects on Eugenia Street and Wellington D2 Neighbourhood Renewal. The design and construction years have now been aligned which provides efficiencies based on economies of scale as well as decreases the number of years of construction and the disruption within this residential area. The additional funds are needed for staff time to continue to design and coordinate utility designs and relocations to bridge the project one year to the deferred utility relocation year in 2021.
Sophia Creek Culvert Expansion at Grove Street	EN1186	\$120,000	\$88,428	\$329,000	\$82,250	\$246,750		Utilities – The field investigation has been completed for this project. It included subsurface utilities engineering study. It was determined that a gas main along Grove Street needs to be relocated in the vicinity of the Culvert. One hydro pole may also be impacted by the work. Additional budget is required for the Utility relocation. Budget request = \$225,000. Design Budget – The original design budget was insufficient for the project. Additional design funds are necessary to cover a PIC and engineering staff time. Budget request = \$104,000.
Johnson Street: Shanty Bay to Lake Simcoe	EN1110	\$2,039,759	\$1,909,391	\$180,000		\$135,000	\$45,000	Additional fees due to scope change had to be paid to Tatham Engineering for their services for past works. The current retained engineering design fees for EXP was higher than anticipated and by that it reduces the amount for staff time and any contingency. Also the 30% design has been completed, and we have a 30 % cost estimate to complete the construction work. These factors have been used to develop the budget request. Other funding is from DC reserves.
Big Bay Point Road - Painswick Bridge Rehabilitation	EN1324	\$130,000	\$11,953	\$65,000	\$65,000			This project was awarded for the design knowing that we would need additional funds for staff time. Our plan was to request the amount needed. We would need an additional amount of \$ 65,000.00 for Design phase.
Ceremonial Fire Pit	EN1312	\$90,000	\$3,318	\$100,000			\$100,000	Additional budget is required for Design phase based on the current estimate for Project Management, Design, survey, geotech and LSRCA permits. Additional budget to be funded from the Community Benefit Reserve
				\$749,000	\$222,250	\$381,750	\$145,000	