



TO: GENERAL COMMITTEE

SUBJECT: 2023 BUDGET AND BUSINESS PLAN YEAR-END REPORT

WARD: ALL

PREPARED BY AND KEY CONTACT: J. KUEHL, MANAGER OF BUSINESS PLANNING AND BUDGET
C. GILLESPIE, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENTS
C. MILLAR, CHIEF FINANCIAL OFFICER & TREASURER

SUBMITTED BY: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER
D. MCALPINE, GENERAL MANAGER OF COMMUNITY & CORPORATE SERVICES
B. ARANIYASUNDARAN, GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT
R. JAMES-REID, GENERAL MANAGER OF ACCESS BARRIE
I. PETERS, DIRECTOR OF LEGAL SERVICES
M. BANFIELD, EXECUTIVE DIRECTOR OF DEVELOPMENT SERVICES
C. MILLAR, CHIEF FINANCIAL OFFICER & TREASURER

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTIONS

1. That Staff Report EMT002-24 concerning the 2023 Budget and Business Plan Year-End Report be received.

Reserve Transfers

2. That after the following listed adjustment, the remaining Tax Rate surplus of \$3,509,337 be allocated 70% to the Tax Capital Reserve and 30% to the Tax Rate Stabilization Reserve in accordance with the City's Financial Policies:
 - a) \$178,759 be transferred to the Fleet Management Reserve related to capital gains on sale of fleet vehicles.
3. That the Water Rate surplus of \$586,683 be allocated to the Water Capital Reserve.
4. That the Wastewater Rate surplus of \$193,634 be allocated to the Wastewater Capital Reserve.

5. That the Parking Rate surplus of \$786,280 be allocated to the Parking Capital Reserve.

Discretionary Development Charge Discounts Funded by Taxpayers

6. That \$1,477,277 in discretionary Development Charge discounts and exemptions granted during the year be recovered from the related rates as follows:
- a) \$1,032,297 from the 2023 year-end Tax supported operating results;
 - b) \$218,110 from the 2023 year-end Water Rate operating results; and
 - c) \$226,870 from the 2023 year-end Wastewater Rate operating results.

Investment Revenue Allocation

7. That \$3,831,281 of investment revenue be allocated to the non-obligatory reserve balances that contributed to the generation of the revenue, prorated by the average annual balance of each reserve.

Financing Lease Disclosure

8. That pursuant to Ontario Reg. 653/05 and the City's Capital Financing and Debt Management Policy, Staff Report EMT002-21 serve as the method for disclosing outstanding financing leases.

Development Charges Reserves in Deficit That Closed Due to Legislation Funded by Taxpayers

9. That \$5,176,539, which adds up to the total deficit in the DC Social Housing and DC Parking reserves, be funded from the Tax Capital Reserve.

PURPOSE & BACKGROUND

Report Overview

10. This report describes the 2023 year-end financial results that includes a Tax Rate supported operating surplus of \$3.7 million, Water Rate operating surplus of \$587 thousand, Wastewater Rate operating surplus of \$194 thousand, and Parking Rate operating surplus of \$786 thousand.
11. The City's Financial Policies Framework requires the Chief Financial Officer to issue a year-end staff report on finances that compare year-to-date actual results to budget and the previous year. This report reflects activity for the 12 months ended December 31, 2023.
12. The recommendations in this report are reflective of the policies and principles documented in the current Financial Policies Framework.

ANALYSIS

SUMMARY OF OPERATING RESULTS – TAX

13. The 2023 year-end result was a \$3.7 million surplus. Development Charge (DC) discounts and exemptions granted throughout the year totalled \$1.5 million in 2023, with \$1.0 million related to the Tax Rate. These discounts need to be reimbursed to the DC Reserves in accordance with legislation. Prior to adjusting for the discounts, the City had an operational Tax Rate surplus of \$4.7 million.
14. The City’s expenses were \$2.6 million under budget and revenues were \$2.1 million above budget. The following table summarizes the financial variances between planned and actual results by division for tax rate-based operations. Appendix “A” includes a breakdown of the tax rate-based variances by department.

	2023			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Access Barrie	28,122,379	26,423,834	1,698,545	6.0%
CAO & Mayor’s Office	12,729,860	11,272,303	1,457,557	11.4%
Community & Corporate Services	47,500,460	43,272,842	4,227,618	8.9%
Corporate Expenses	53,462,817	56,192,026	(2,729,209)	(5.1%)
Council & Committees	972,459	981,634	(9,175)	(0.9%)
Infrastructure & Growth Management	52,033,846	52,664,915	(631,069)	(1.2%)
Service Partners & Grants	97,971,488	99,396,432	(1,424,944)	(1.5%)
Total Net Expenditures	292,793,309	290,203,986	2,589,323	0.9%
Corporate Revenues	(292,793,309)	(294,924,379)	2,131,070	(0.7%)
Unadjusted: Tax Rate Surplus		(4,720,393)		
Funding of Development Charge Discounts		1,032,297		
Adjusted: Tax Rate Surplus		(3,688,096)		

15. Key contributors (positive variances) to the Corporation’s general tax rate surplus as of December 31st include the following:

Detail in following paragraphs of the report:

- Insurance \$1.0M;
- Salary Gapping \$502K;

- Utilities \$230K.

Department specific items explained in Appendix "B":

- Corporate Revenues – Interest & Penalties, and Tax Levy \$1.4M;
- Corporate Revenues – Sundry Revenue, and Sale of Fixed Assets \$742K;
- Recreation & Culture – Rental Revenues, User Fees & Service Charges \$626K;
- Development Services – Net Revenues \$616K;
- Information Technology – Contracted and Other Services \$608K;
- Legislative & Court Services – Licenses, User Fees & Service Charges \$460K;
- Legal Department – Consultants & Legal Services \$372K;
- Solid Waste Operations – Contracted Services - General \$362K;

16. Key offsetting contributors (negative variances) to the Corporation's tax rate general surplus include the following:

Detail in following paragraphs of the report:

- Service Partners \$1.4M

Department specific items explained in Appendix "B":

- Fleet Operations – Repairs & Maintenance - Vehicles \$1.3M;
- Roads, Stormwater, Rail & Fleet Operations – Contracted Services - General \$1M;

Insurance

17. In June 2023, the City changed insurance providers due to rising insurance costs. The total cost under the new provider decreased, and the allocation of the insurance costs changed considerably. Overall, the net surplus for insurance across all rates due to the change in provider is \$300 thousand. However, the tax rate impact is a positive variance of \$1.0 million as the allocation of premiums by the new provider resulted in lower general liability premiums, but higher premiums for property. This resulted in a shift of premiums from the tax rate to the water and wastewater rates due to higher premiums for the key facilities related to water and wastewater. The 2024 budget reflects the anticipated costs under the new provider. The tax rate departments with the most significant change in premiums are as follows:

- | | |
|--------------------------|--------|
| a) Corporate Expenses: | \$669K |
| b) Recreation & Culture: | \$207K |
| c) Facilities | \$95K |
| d) Operations: | \$80K |

Salary Gapping

18. The salary gapping provision approved by Council in the 2023 Business Plan is \$2.8 million. This amount includes both permanent staff and casual/part-time salary costs. The City typically implements a variety of techniques to achieve salary gapping targets, including delaying rehires when viable, managing overtime costs, and reducing the number of paid weeks for summer students.
19. At year-end the City realized \$3.3 million salary gapping. When compared to the annual budget of \$2.8 million the result is a favourable variance of \$502 thousand. The majority of this variance relates to delaying rehires to achieve salary gapping targets. For 5 months of 2023 a mandatory 90-day hiring delay was implemented for most vacant positions. The remainder of the year included

a mandatory 30-day hiring delay. While the hiring delays were successful in reaching the salary gapping target set by Council, the extended vacancies placed a strain on existing employees and have had a negative impact on staff's capacity to support growth, respond to customer expectations, address capital and operating needs, and implement Council Priorities.

20. Some of the significant drivers of the \$3.3 million salary gapping variance were as follows:
- a) Legislative & Court Services: \$871K
 - b) Operations: \$767K
 - c) Recreation & Culture Services \$661K
 - d) Information Technology: \$491K
 - e) Barrie Fire & Emergency Services: \$371K
 - f) Corporate Asset Management: \$240K

Utilities

21. The favourable variance of \$230K was driven by a lower than budgeted electricity rate and a moderate reduction in electricity consumption compared to budget. Additional savings were achieved due to a significant reduction in natural gas usage of 18% compared to anticipated values. These savings were driven by reductions realized at the East Bayfield Community Centre and Peggy Hill Team Community Centre facility due to optimization activities undertaken by staff.

Service Partners

22. The Service Partners deficit of \$1.4 million was largely driven by the County of Simcoe. The major contributor to the unfavourable variance was Long Term Care (\$604K), Paramedics Services (\$591K) and Social Housing (\$361K) with offsetting favourable variances from Ontario Works (\$100K) and Children & Community Services (\$77K).
23. Long Term Care homes are struggling to retain staff in most health care settings in Ontario, including the County of Simcoe. This has resulted in overtime premiums, short-term leaves, and higher administration costs as agency staff are used to fill shifts in order to maintain appropriate staffing levels where County of Simcoe employees are not available.
24. Paramedics staffing costs were higher due to recent collective bargaining agreement amendments, as well as overtime to cover staffing vacancies.
25. Social Housing costs are higher due to an increased turnover rate of units compounded by higher average move out costs. In addition, several evictions have significant damage to repair with the turnover of tenants. Higher insurance premiums have also been a pressure on 2023 operating results.

RESERVE TRANSFERS

Fleet Management Reserve

26. As part of the City's ongoing Fleet Financing strategy, vehicles were purchased and delivered in 2023 to replace aging vehicles. This resulted in a number of fleet disposals in 2023. Consistent with the City's Fleet Financing strategy, it is recommended that the \$179 thousand related to the sale of these vehicles be transferred to the Fleet Management Reserve. It should be noted that the planned increase to the tax supported contribution to this reserve was deferred in the 2023 budget as amended.

SUMMARY OF OPERATING RESULTS – WATER

27. The 2023 year-end result for the Water Rate was a \$587 thousand surplus. Development Charge (DC) discounts and exemptions granted throughout the year related to the Water Rate totalled \$218 thousand. These discounts need to be reimbursed to the DC Reserves in accordance with legislation. Prior to adjusting for the discounts, the City had an operational Water Rate surplus of \$805 thousand.

	2023			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	8,657,057	7,993,137	663,920	7.7%
Operating Expenses	5,955,779	6,898,993	(943,214)	(15.8%)
Transfers to Reserves	8,543,834	8,543,834	-	0.0%
Corporate Support	8,343,610	8,224,365	119,245	1.4%
Total Net Expenditures	31,500,280	31,660,329	(160,049)	(0.5%)
Revenues	(31,500,280)	(32,465,092)	964,812	(3.1%)
Unadjusted: Surplus		(804,763)	804,763	
Funding of DC Discounts		218,110		
Adjusted: Surplus		(586,653)		

28. The Water Operations branch ended the year with an operating surplus of \$805 thousand. Net expenditures were \$160 thousand (0.5%) over budget and revenues were \$965 thousand (3.1%) over budget.
29. Salaries and Benefits were under budget primarily due to the mandatory rehiring delay implemented to support salary gapping targets.
30. Operating expenses were over budget due to higher costs for chemicals (\$315 thousand), supplies (\$429 thousand) and repairs & maintenance (\$181 thousand). Chemical costs have increased significantly and there were several large repairs of equipment at the Surface Water Treatment Plant such as the repair of LLPS motor 4 and sluice gate. Field & other supplies have come in higher due to higher costs for disposal of excess soils and higher costs for supplies required for regular maintenance.
31. Corporate support is based on actual work and staff time in support of Water Operations from various departments and is under budget by 1.4% at the end of 2023.
32. Water rate volumetric and fixed user fees had a positive variance of \$385 thousand. Residential water billings were 5.3% higher than 2022 with residential consumption up 0.8% over 2022. Non-residential billings were 7.5% higher than 2022 with non-residential consumption use up 3.8% over 2022. Other key drivers of increased revenues include higher water meter installation charges for new accounts related to growth (\$153 thousand), and higher revenues from metered hydrant use by contractors resulting from increased construction activity (\$203 thousand).



SUMMARY OF OPERATING RESULTS – WASTEWATER

33. The 2023 year-end result for the Wastewater Rate was a \$194 thousand surplus. Development Charge (DC) discounts and exemptions granted throughout the year related to the Wastewater Rate totalled \$227 thousand. These discounts need to be reimbursed to the DC Reserves in accordance with legislation. Prior to adjusting for the discounts, the City had an operational Wastewater Rate surplus of \$421 thousand.

	2023			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	6,231,319	5,749,258	482,061	7.7%
Operating Expenses	10,457,834	11,044,076	(586,242)	(5.6%)
Transfers to Reserves	18,659,398	18,659,398	-	0.0%
Corporate Support	5,888,981	6,211,189	(322,208)	(5.5%)
Total Net Expenditures	41,237,532	41,663,921	(426,389)	(1.0%)
Revenues	(41,237,532)	(42,084,425)	846,893	(2.1%)
Unadjusted: Surplus		(420,504)	420,504	
Funding of DC Discounts		226,870		
Adjusted: Surplus		(193,634)		

34. The Wastewater Operations branch finished the year with an operating surplus of \$421 thousand. Net expenditures were \$426 thousand (1.0%) over budget while revenues were \$847 thousand (2.1%) over budget.
35. Salaries and Benefits were under budget primarily due to the mandatory rehiring delay implemented to support salary gapping targets. To compensate for the delays in backfilling vacancies, operations and maintenance staff had to work an increased amount of overtime hours, partially offsetting the savings.
36. Operating expenses for wastewater were \$586 thousand over budget, primarily as a result of higher spending on contracted services, due to a 90% increase in sanitary lateral repairs completed by contractors.
37. Corporate support is based on actual work and staff time in support of Wastewater Operations from various departments and is above budget at the end of 2023. The main driver of the variance is insurance premiums that were higher for Wastewater by \$374 thousand. This was a result of changing to a new insurance provider which resulted in a shifting of premiums. While the overall insurance premiums for the City were lower, Wastewater received a larger property premium than was the case with the previous provider.
38. Wastewater rate volumetric and fixed user fees had a positive variance of \$640 thousand. Residential sewer billings were 6.9% higher than 2022 with residential consumption up 0.8% over 2022. Non-residential billings were 8.8% higher than 2022 with non-residential consumption up

3.5% over 2022. In addition, Wastewater Operations began accepting septage in 2022 and significantly expanded the program in 2023 resulting in additional fees collected of \$104 thousand.

SUMMARY OF OPERATING RESULTS – PARKING

39. The 2023 year-end result for the Parking Rate was a \$786 thousand positive variance compared to budget.

	2023			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	617,137	502,139	114,998	18.6%
Operating Expenses	459,133	440,052	19,081	4.2%
Transfers to/(from) Reserves	(684,004)	(682,992)	(1,012)	0.1%
Corporate Support	1,306,474	1,397,613	(91,139)	(7.0%)
Total Net Expenditures	1,698,740	1,656,812	41,928	2.5%
Revenues	(1,698,740)	(2,443,092)	744,352	(43.8%)
Surplus		(786,280)	786,280	

40. Parking revenue had a favourable variance of \$786K in 2023, which is a 23% increase over 2022 revenue results. The increase in parking revenue is from both the downtown and waterfront areas. This favourable trend to pre-pandemic levels is critical to Parking Operations sustainability as the Parking Rate Reserve is currently in a deficit of more than \$3M at the end of 2023.

41. The Parking Rate has relied on a draw from the Parking Rate Reserve to balance the budget in recent years, including the 2023 budget. As a result of the \$786 thousand favourable variance at year-end, the budgeted draw of \$684 thousand from the reserve will essentially be returned, and the difference (\$102 thousand) will be a net contribution to the Parking Reserve for 2023.

42. The increase in annual parking revenue and the retirement of the Collier Parkade debenture in 2024 will enable parking operations to make annual contributions to the parking rate reserve fund to address the existing Parking Reserve deficit and help to fund the annual capital paid parking lot renewal and parking devices replacement programs.

DEVELOPMENT CHARGE (DC) DISCOUNTS

43. In 2023, DC discounts in the amount of \$1,477,277 were granted. The previous City-Wide DC By-law 2019-055 included discretionary discounts relating to non-residential development for non-profit institutions, accessory buildings to an existing industrial building, and a 40% discount of the development charges otherwise applicable for the first 1.5 million square feet of development for a list of targeted uses within the City.

44. Section 5(6)3. of the DC Act states: "If the development charge by-law will exempt a type of development, phase in a development charge, or otherwise provide for a type of development to have a lower development charge than is allowed, the rules for determining development charges may not provide for any resulting shortfall to be made up through higher development charges for other development." This means that in the case of discretionary discounts, the DC reserves must

be replenished by an alternate funding source. It is recommended that the discounts be funded \$1,032,297 by the Tax Rate, \$218,110 by the Water Rate, and \$226,870 by the Wastewater Rate.

INVESTMENT REVENUE AND RESERVE ALLOCATION

- 45. The City’s investment portfolio earned a total return of 6.92%, compared to its benchmark of 6.59%, an outperformance of 0.33%. The strong performance was attributable to active investment management which included buying high yielding short and long-term securities.
- 46. The City’s investments are made from available balances of reserve funds and reserves, while ensuring that there are adequate funds available for day-to-day operations and capital expenditures. The investment and interest income generated by balances from obligatory reserve funds must be allocated to those reserve funds as outlined in the City’s financial policies.
- 47. At year end, the result for realized investment revenues was \$20.1 million. After Public Sector Accounting Board (PSAB) required adjustments for amortization and accretion of bonds, \$19.1 million is reflected in the operating results for 2023. \$14.0 million of the revenue is allocated to the obligatory reserve funds. The remaining \$3.8 million is recommended to be applied to the non-obligatory reserve balances which contributed to the investment revenue, consistent with the approach used for obligatory reserves. \$1.3 million of revenue remains as part of the 2023 operating results as budgeted. The following table shows a summary of the amounts and allocations discussed.

Description	Amount
Realized Investment Revenue	\$ 20,130,000
Less: PSAB adjustments	\$ (1,031,001)
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PSAB Income Statement amount	\$ 19,098,999
Less: Obligatory Reserve allocation	\$ (13,966,881)
Less: Non-obligatory Reserve allocation	\$ (3,831,281)
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Remainder in 2023 operating results	\$ 1,300,836

OTHER – FINANCING LEASES

- 48. Financing leases are agreements the City entered into for the purpose of obtaining long-term financing of capital undertakings, with contractual payments extending beyond the term of the approving Council.
- 49. The Capital Financing and Debt Management Policy adopted by Council in March 2018, in accordance with Ontario Regulation 653/05, requires the Treasurer to disclose to Council any outstanding financing leases subsisting in the fiscal year and provide the following details:
 - a) Estimates of the proportion of financing leases to the Corporation's total long-term debt.
 - b) A statement that in his or her opinion all financing leases were made in accordance with this policy.
 - c) Any other information that, in the Treasurers opinion, should be recorded.
- 50. The following table summarizes the list of outstanding financing leases and the proportion related to long term debt as of December 31, 2023:

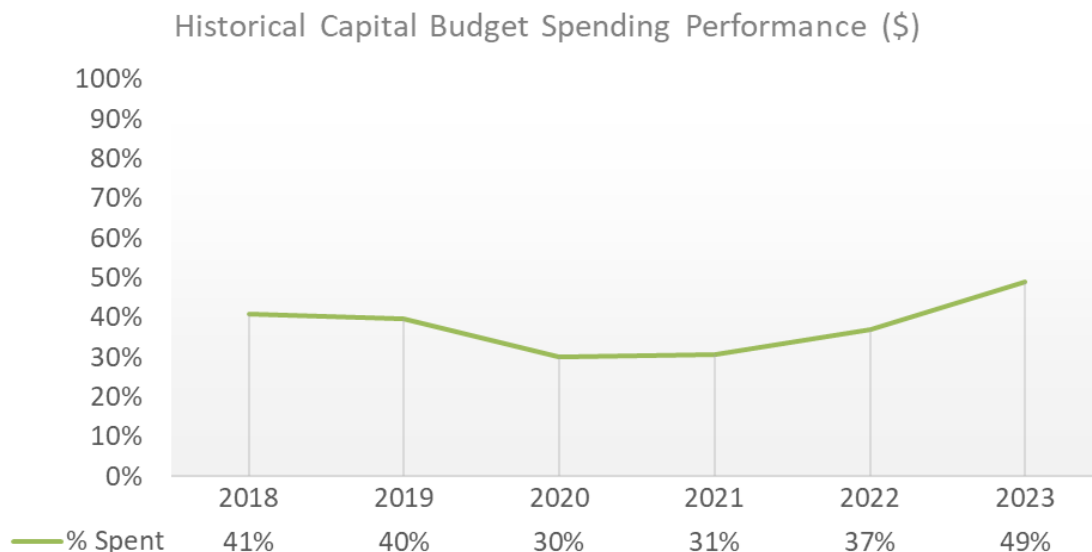
	Amount (\$)

Outstanding Financial Leases	Dec 31, 2023	Dec 31, 2022
Equipment	26,768	46,937
Water Operations	996,720	1,245,900
Building and Facilities	5,792,867	6,498,963
Total Outstanding Financial Leases (TOFL)	6,816,355	7,791,800
Total Long-Term Debt (LTD)	299,078,056	327,275,630
TOFL to LTD ratio	2.28%	2.38%

- 51. The total outstanding financial leases decreased by \$975 thousand from \$7.8 million in 2022 to \$6.8 million in 2023. The decrease was primarily the result of reduction in the remaining life of outstanding lease payments.
- 52. A list of the outstanding leases is shown in Appendix “C”.
- 53. In the opinion of the Treasurer, all lease financing agreements entered into by the City, since the adoption by Council of the Capital Financing and Debt Management Policy, were in accordance with said policy.

CAPITAL PLAN STATUS AT DECEMBER 31, 2023

- 54. The Capital Plan presented in Appendix “D” is a high-level summary of activity as of December 31, 2023, and it also includes key projects that contributed to the variance of budget to actual spending for the year. The total capital budget for 2023 was \$312.1 million, including carryover from prior years and new projects. Actual spending was \$152.3 million for the year which represents 49% of the total capital budget for 2023.
- 55. The table below shows the historical capital budget spending performance. As can be seen, the COVID pandemic impacted the spend rates in 2020 and 2021:



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56. This improvement in the spend rate from 2022 to 2023 is important for the City. Improved accuracy of forecasted budgets provides the treasury team with better information to cashflow match the investments. This means that the City's reserves will be put to work, earning a better return. When the actual results are lower than what was budgeted, this means that money has been held back unnecessarily and therefore not invested optimally.

RESERVES AND RESERVE FUNDS

Total Reserve Balance Highly Dependent on Meeting Development Charges Collections Forecasts

- 57. Reserves are a critical component of a municipality’s long-term financing plan. They fund capital asset spending and help to smooth tax levy and user rate requirements as well as provide financial flexibility in the event of unanticipated expenditures or a drop in revenue. In addition, because reserves consist of both cash and cash equivalent assets, they promote investor confidence and help to preserve the City’s credit rating when adequate balances are maintained.
- 58. The City’s reserves are funded through Development Charges (DCs), User Rates, Tax Levy, grants and investments. The table below shows that if spending occurs as forecast, the balance in the reserves will drop from \$372 million to just over \$87 million in the next three years.

Funding Source	2023	2024	2025	2026
Development charges	\$74,867,117	\$17,047,596	\$(11,212,947)	\$(28,944,836)
User rates	\$98,403,660	\$86,319,192	\$74,926,293	\$75,684,297
Gas Tax	\$25,340,896	\$14,761,619	\$12,346,442	\$9,906,631
Tax Levy	\$174,211,065	\$86,947,857	\$55,442,565	\$30,752,124
Total	\$372,822,738	\$205,076,265	\$131,502,353	\$87,398,217

- 59. Appendix “E” provides a list of the City’s reserves as well as their present commitments and the uncommitted (or overcommitted) balances as at 2023 year-end.

Barrie’s Tax Funded Reserves are Lower than Comparator Municipalities

- 60. BMA consultants produce a Municipal Study annually, which compares the statistics of over 100 municipalities. Included in this are following three financial indicators for a municipality’s tax-based reserve levels:

2023 Vulnerability Indicators	Barrie	Total Survey Average
Reserves		
Tax Reserves (less WWW) as % of Taxation	45%	104%
Tax Reserves as % of Own Source Revenues	37%	79%
Tax Reserves / Capita	758	1,077

- 61. These indicators highlight that the level of tax funded reserves are low when compared to the average municipality in the survey.
- 62. The main risk from having lower tax reserves is that there may be insufficient funds to cover an unexpected expenditure if an emergency arose. In such an event, the City would still be able to issue debt, however this may have an impact on the City’s credit rating.



The Tax Capital Reserve is below its target funding level when commitments are considered

- 63. The City’s Financial Policy Framework targets a minimum threshold cash balance in the Tax Capital Reserve equivalent to one year’s worth of the 5-year average of the non-growth tax-supported capital expenditure requirements which is currently estimated at \$35 million. This ensures that one year of tax-based funding is available in reserves to maintain liquidity. Currently, based on the level of commitments, the Tax Capital Reserve is short of this target at \$20.1 million.
- 64. Included as part of the recommended motion are contributions to reserves resulting from the allocation of year-end surpluses after the various adjustments recommended in this report. The allocations are as prescribed by the City’s Financial Policies (70% for capital reserves). However, because the Wastewater and Water Rate Stabilization Reserves are within their target range, staff are recommending that the surplus for these rates be entirely allocated to their capital reserves. The amounts are as follows:
 - a) \$2,456,534 to the Tax Capital Reserve;
 - b) \$193,634 to the Wastewater Capital Reserve; and
 - c) \$586,683 to the Water Capital Reserve.
- 65. The City’s Financial Policy Framework targets a positive balance for DC reserves, and staff will continue to monitor the pace of revenues and expenses in an effort to maintain this balance.

Two DC reserves closed due to legislation and have a deficit of \$5.2 million that need to be funded.

- 66. As a result of recent legislation changes, municipalities can no longer collect development charges to fund growth related parking or housing services capital costs. The City’s DC parking reserve has a negative balance of \$1.7 million, and the housing reserve has a negative balance of \$3.5 million. The housing DC funds were used to fund social housing projects administered by Simcoe County as the area Service manager.
- 67. These two reserves need to be funded and closed. However, the Development Charges Act (DCA) does not permit funding the deficits from other Development Charge reserves, another funding source must be used. As a result, staff are recommending funding from the City’s Tax Capital Reserve, as the existing parking reserve is in deficit balance of \$3.1 million, and the City’s County reserve has an insufficient balance to fund existing commitments.

Rate Stabilization Reserves

- 68. The December 31, 2023 Rate Stabilization Reserve balances are as follows:

	Balance at Dec. 31, 2023 (\$)	Commitments at Dec. 31, 2023 (\$)	Recommended Motion (\$)	Non-Committed/(Over committed) Balance at Dec. 31, 2023 (\$)	2023 Target Balance Range (\$)
Tax Rate Stabilization Reserve	(998,925)	(215,044)	1,052,801	(161,168)	17.0M – 33.9M
Wastewater Rate Stabilization Reserve	3,312,548	-		3,312,548	2.1M – 4.1M
Water Rate Stabilization Reserve	3,745,954	-		3,745,954	1.6M – 3.2M

* 2023 Target Balance Range as per the Financial Policies Framework

69. Stabilization reserves are maintained in order to fund unexpected one-time, non-recurring expenditures, and to address any potential deficits. As per the Financial Policies Framework, the target range is 5% to 10% of total own source revenues for Stabilization Reserves. These reserves provide Council with the flexibility to stabilize the impact of economic volatility on City programs. In the absence of healthy stabilization reserve balances, the tax levy and user rates feel the impact of unforeseen events, one-time expenditures and revenue shortfalls. The non-committed balance at December 31, 2023 shows that Tax Rate Stabilization Reserve has been fully depleted and will still be in a small deficit position after the allocation of the 2023 year-end surplus. The Wastewater and Water Rate Stabilization Reserves are in better condition and are within or above their target balance range.
70. Included as part of the “Recommended Motion” column of the table above are contributions to or draws from reserves after the various adjustments recommended in this report. These contributions or draws come from the allocation of year-end surpluses, or the funding of year-end deficits. The allocations for surpluses are as prescribed by the City’s Financial Policies (30% for rate stabilization reserves) and 30% of the Tax Rate surplus has been allocated as such. However, because the Wastewater and Water Rate Stabilization Reserves are within their target range, the surplus for these rates shall be allocated to their capital reserves.

ENVIRONMENTAL AND CLIMATE CHANGE MATTERS

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

ALTERNATIVES

72. The following alternatives are available for consideration by General Committee.

Alternative #1

General Committee could alter the proposed recommendations in paragraphs 2 to 5 by directing staff to allocate the adjusted surplus in some other manner.

This is not recommended for the following reasons:

- A.) The funds being transferred to/from the reserve are directly related to operating results (i.e. Fleet disposals funding the Fleet Reserve).
- B.) The current Financial Policies Framework specifies that year-end surpluses will be split 70/30 between capital reserves and rate stabilization reserves. In the 2023 budget, Council reduced funding to the Tax Capital Reserve which reduced funds available for the City’s Capital Plan. Although the IIF has increased by an additional 1%, this does not cover the 2023 reduction and so allocating 70% of the adjusted surplus to the Tax Capital reserve will help to replace a portion of the lost contributions to this reserve.

FINANCIAL

73. The information in the analysis section explains the impact of the recommendations in this report as they relate to the Tax, Water, Wastewater, and Parking Reserves, as well as the compliance of

those recommendations with the financial policies set out in the current Financial Policies Framework.

LINKAGE TO 2022-2026 STRATEGIC PLAN

74. The recommendations included in this Staff Report support the following goals identified in the 2022-2026 Strategic Plan:

- Responsible Governance

APPENDIX A

Tax Supported Operating Budget Variance by Department as of December 31st, 2023

	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Access Barrie	28,122,379	26,423,834	1,698,545	6.0%
Access Barrie Admin	385,057	374,169	10,888	2.8%
Customer Service	1,390,664	1,144,930	245,734	17.7%
Information Technology	9,614,723	8,224,374	1,390,349	14.5%
Marketing & Communication	1,184,144	1,174,928	9,216	0.8%
Transit & Parking Strategy	15,547,791	15,505,433	42,358	0.3%
CAO & Mayor's Office	12,729,860	11,272,303	1,457,557	11.4%
Business Performance & Internal Audit	1,174,305	999,940	174,365	14.8%
Finance	4,712,782	4,505,550	207,232	4.4%
Human Resources	3,784,233	3,498,813	285,420	7.5%
Legal Services	2,036,023	1,482,116	553,907	27.2%
Office of the CAO	759,020	540,363	218,657	28.8%
Office of the Mayor	263,497	245,521	17,976	6.8%
Community & Corporate Services	47,500,460	43,272,842	4,227,618	8.9%
Barrie Fire & Emergency Services	28,907,701	28,354,863	552,838	1.9%
Facilities	2,397,502	2,589,727	(192,225)	(8.0%)
GM of Community & Corporate Services	274,271	268,551	5,720	2.1%
Legislative & Court Services	4,735,036	3,067,520	1,667,516	35.2%
Recreation & Culture Services	11,185,950	8,992,181	2,193,769	19.6%
Other Expenses	53,462,817	56,192,026	(2,729,209)	(5.1%)
Corporate Expenses	53,462,817	56,192,026	(2,729,209)	(5.1%)
Council & Committees	972,459	981,634	(9,175)	(0.9%)
City Council	882,369	921,311	(38,942)	(4.4%)
Committees	90,090	60,323	29,767	33.0%
Infrastructure & Growth Management	52,033,846	52,664,915	(631,069)	(1.2%)
Building Services	-	-	-	-
Corporate Asset Management	1,421,498	1,227,740	193,758	13.6%
Development Services	7,140,580	6,574,286	566,294	7.9%
Economic & Creative Development	2,274,038	2,146,022	128,016	5.6%
GM of Infrastructure & Growth Management	344,267	310,974	33,293	9.7%



	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Infrastructure	1,477,149	1,399,307	77,842	5.3%
Operations	30,799,812	32,952,732	(2,152,920)	(7.0%)
Waste Management & Environmental Sustainability	8,576,502	8,053,854	522,648	6.1%
Total Net City Services	194,821,821	190,807,554	4,014,267	2.1%
Service Partners & Grants	97,971,488	99,396,432	(1,424,944)	(1.5%)
Total Net Expenditures	292,793,309	290,203,986	2,589,323	0.9%
Corporate Recoveries	(4,624,644)	(4,624,644)	-	0.0%
Corporate Revenues	(475,785)	(1,226,695)	750,910	(157.8%)
Investment Revenue	(4,653,908)	(5,367,695)	713,787	(15.3%)
Net Taxation for Own Purposes	(281,002,672)	(281,667,633)	664,961	(0.2%)
Payments in Lieu of Taxes	(2,036,300)	(2,037,712)	1,412	(0.1%)
Total Revenue	(292,793,309)	(294,924,379)	2,131,070	(0.7%)
Unadjusted: Tax Rate Surplus	-	(4,720,393)		
Funding of Development Charge Discounts		1,032,297		
Adjusted: Tax Rate Surplus		(3,688,096)		

APPENDIX B

Detailed Tax Supported Operating Variance Explanations

Service/Driver: Corporate Revenues – Interest & Penalties, and Tax Levy				
	Budget	Actuals	Variance \$	Variance %
Interest & Penalties	(\$2.9M)	(\$3.6M)	\$687K	23%
Tax Levy	(\$281.0M)	(\$281.7M)	\$665K	0.2%
Total	(\$283.9M)	(\$285.3M)	\$1.4M	0.5%

Reason for Variance

Interest & Penalties: Interest and penalty revenue results from overdue property taxes receivable. 2023 year-end taxes receivable were \$7.7M higher than 2022, an increase of 1.6% as a % of taxes levied in each of those years. The increase in interest and penalties was due in large part to the economic impacts of increased mortgage costs and other inflationary pressures, as well as a period of significant growth in taxable assessment.

Tax Levy: Of the \$665k positive variance, approximately \$427k is due to lower than planned decreases to property assessment values and related tax refunds resulting from taxpayer appeals to the Assessment Review Board. There have been fewer appeals by property owners as assessment values have remained the same since the last reassessment in 2016. The remaining \$238k is due to the collection of an increased amount of taxes as a result of assessment growth.

Impact Going Forward

Interest & Penalties: Higher interest and penalties are anticipated again in 2024 as the ability to meet payment obligations continues to be negatively impacted by economic conditions. This impact is being felt by many municipalities across the province.

Tax Levy: Property assessment appeals will continue to remain low until MPAC carries out their next province wide reassessment when assessment values will change. Steady increases in taxable assessment due to growth are expected to continue through 2024.

Actions to Mitigate Future Anticipated Variances

Interest & Penalties: Staff will continue to monitor outstanding property tax receivable trends and will continue to inform property owners of overdue tax balances.

Tax Levy: Staff will continue to review and update the new assessment tax growth and assessment appeals forecasts during budget preparations. Staff have been working with MPAC and internal departments to improve forecasting models.



Service/Driver: Corporate Revenues – Sundry Revenue, and Sale of Fixed Assets

	Budget	Actuals	Variance \$	Variance %
Sundry Revenue	\$0	(\$416K)	\$416K	N/A
Sale of Fixed Assets	\$0	(\$326K)	\$326K	N/A
Total	\$0	(\$742K)	\$742K	N/A

Reason for Variance

Sundry Revenue: Approximately \$200k of sundry revenue relates to the recovery of HST previously paid, found through an in-depth review initiated by Finance, of various City services and related HST amounts. The remaining variance relates primarily to the investigation and write-off of old holdback balances that were determined to be no longer outstanding.

Sale of Fixed Assets: This variance relates primarily to the sale of 694 Mapleview which was deemed surplus during the year through motion 23-G-146.

Impact Going Forward

These specific items will not have an impact going forward.

Actions to Mitigate Future Anticipated Variances

None.



Service/Driver: Recreation & Culture – Rental Revenues, User Fees & Service Charges			
Budget: (\$10.06M)	Actual: (\$10.69M)	Variance \$: \$626K	Variance %: 6.2%
<u>Reason for Variance</u> <p>User Fees & Service Charges revenue variance is reflective of higher registration volumes for summer camps, strong drop-in programs attendance, increased indoor facility rental revenues that were possible due to the support provided by converting three part-time Client Service staff to full-time to address the growth in demand for recreation facility rentals, and increased field rentals both at in-town fields and at the Sports Complex.</p> <p>Rental revenue variance is reflective of strong ice and arena floor facility rental demand across all eight arenas due to maximizing efficient allocation of space and aggressively implementing facility space utilization strategies.</p>			
<u>Impact Going Forward</u> <p>The demand for registered, drop-in, and rental-based recreation opportunities continues to be stronger than expected, a trend staff expect to see continue into 2024. Recreation and Culture staff will continue to generate a high volume of facility rental permits, aquatic program registration revenue, and summer camp revenue. The conversion to the full-time staff referenced above will assist with the continued growth in facility rental demand and provide an opportunity for increasing non-prime time rental revenues. Along with approved fee increases for 2024, staff expect to see strong revenue figures throughout the next fiscal year as well.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Continued strong demand for programs and services have been reflected in the 2024 budget to mitigate variances in the following fiscal year.</p>			



Service/Driver: Development Services - Net Revenues			
Budget: (\$2M)	Actual: (\$2.6M)	Variance \$: \$616K	Variance %: 30.8%
<u>Reason for Variance</u> In 2023, revenues were budgeted based on an estimated percentage increase over the previous year's budgeted revenues. Increase in revenues was driven by higher fees collected for Engineering and Subdivision & Condo reviews due to the number of development applications exceeding expectations in 2023. Offsetting the increase were lower than anticipated ROWA and other permit fees primarily due to diminished activity on the "Bell Fibre to the Home" initiative.			
<u>Impact Going Forward</u> Variances in these revenues can fluctuate depending on the level of development activities and other construction activities within the City's ROW.			
<u>Actions to Mitigate Future Anticipated Variances</u> When budgeting for these revenues, consideration will be given to using a percentage increase on prior year actual revenues, as opposed to prior year budgeted revenues. Accurate Fee deferrals can also reduce variances.			



Service/Driver: Information Technology – Contracted and Other Services			
Budget: \$4.3M	Actual: \$3.7M	Variance \$: \$608K	Variance %: 14%
<u>Reason for Variance</u> <p>Telephone services (land based and cellular) had a savings of \$437K. The largest impact was migrating the legacy phone services to modern SIP Trunking. This impact is followed by migrating contracts as they expire to Provincial Vendor of Record agreements for both land based and cellular services, which has resulted in further savings. Contracted services had a savings of \$137K, which was due to contract renewals coming under budget and the delay in the NG9-1-1 licensing costs.</p>			
<u>Impact Going Forward</u> <p>2024's budget reflects the saving in cellular voice and data contracts.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Telephone services' 2024 budget reflects the favourable saving from the Vendor of Record agreement.</p>			



Service/Driver: Legislative & Court Services – Licenses, User Fees, Service Charges			
Budget: (\$615K)	Actual: (\$1.08M)	Variance \$: \$460K	Variance %: 75%
<u>Reason for Variance</u> <p>Council previously approved additional Enforcement Resources to allow for violations related to unkempt lawns/properties to be addressed on a proactive basis. Through those additional resources, this proactive approach has resulted in additional revenues being generated related to both enforcement activities and licensing.</p>			
<u>Impact Going Forward</u> <p>Over time, it is expected that increased compliance with the City’s by-laws will occur as owners and tenants take a more active approach to managing their properties in response to the proactive and zero tolerance enforcement.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Revenues vary based on enforcement approach as well as resident behavior. It is anticipated that revenues will normalize in the 2024 budget year as resident behavior shifts.</p>			



Service/Driver: Legal Department – Consultants & Legal Services			
Budget: \$510K	Actual: \$138K	Variance \$: \$372K	Variance %: 73%
<u>Reason for Variance</u> Legal expenses will fluctuate based on the progress of litigation and the number of matters before the courts. In 2023, the CGI appeal, a major litigation matter that was budgeted for and ongoing for several years, was resolved and the year-end variance was anticipated.			
<u>Impact Going Forward</u> Significant litigation is highly uncertain and not possible to forecast reliably.			
<u>Actions to Mitigate Future Anticipated Variances</u> The 2024 budget was reduced by \$100K through budget deliberations to reduce variances in 2024 and beyond. The legal contingency reserve is in place to assist with large fluctuations in legal costs year-over-year. The 2024 budget approved a \$130K transfer to the legal contingency reserve to bring the balance to its maximum, \$500K.			



Service/Driver: Solid Waste Operations – Contracted Services - General			
Budget: \$1.9M	Actual: \$1.6M	Variance \$: \$362K	Variance %: 18.6%
<u>Reason for Variance</u>			
<p>Household Hazardous Waste (HHW) \$164K - As a result of ongoing changes to Producer Responsibility legislation previous fees for the transportation and disposal of several material types are no longer being charged, a legislative change that was not known during 2023 budget preparation. In addition, estimated tonnages received at the HHW depot were not consistent with historical averages from previous years.</p> <p>Landfill Gas Collection \$99K – Consulting and contracted services associated with the Landfill gas collection system were underspent due the current contractor’s lack of resources to undertake the work. As such, some of this work was completed via assistance from qualified Wastewater Operations staff while Landfill Operations staff worked to obtain the training and certification needed to ultimately bring this work “in-house”.</p> <p>Landfill Site Maintenance \$37K – Funds budgeted for repairs and upgrades of the waste and recycling (upper) depot were not spent as it was determined the work required an engineered solution with the use of external consultant and contractors. As a result, this work was deferred to 2024.</p> <p>Compost Operations \$89K – As a result of material volumes and condition, budget estimates for the grinding of leaf and yard waste exceeded the actual cost required to complete the processing of leaf and yard waste in the fall of 2023 resulting in this positive variance.</p>			
<u>Impact Going Forward</u>			
No significant impact.			
<u>Actions to Mitigate Future Anticipated Variances</u>			
A review of HHW tonnages and associated costs for the development of the 2025 budget should aid in addressing future variances associated with this contracted service.			



Service/Driver: Fleet Operations – Repairs & Maintenance - Vehicles			
Budget: \$1.5M	Actual: \$2.8M	Variance \$: (\$1.3M)	Variance %: (89.2%)
<u>Reason for Variance</u> <p>Supply chain challenges, during and following COVID 19, have led to delays in receiving replacement vehicles and equipment. Repair costs of existing assets have increased due to more frequent and extensive repairs to ageing assets that are well beyond their useful life.</p>			
<u>Impact Going Forward</u> <p>Unanticipated costs for repairs and rentals will continue to be incurred until the ageing assets can be replaced with new assets.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Fleet Operations is working with Corporate Asset Management to forecast fleet needs well in advance of operational requirements to accelerate procurement of replacement assets and mitigate the effects of supply chain delays. New contracts have been re-structured for better pricing and extended warranties where appropriate.</p>			



Service/Driver: Roads, Stormwater, Rail & Fleet Operations – Contracted Services - General			
Budget: \$2.2M	Actual: \$3.2M	Variance \$: (\$1M)	Variance %: (39.5%)
<u>Reason(s) for Variance</u>			
<ol style="list-style-type: none">1. The variance in Rail Operations - Contracted Services (\$312K) is due to the Barrie Collingwood Railway (BCRY) service invoices that were adjusted for previous years (2021-2023) to account for the correct revenue thresholds. Paying for these arrears increased expenditures in 2023.2. The variance in Roads & Rail Administration – Contracted Services (\$237K) is due to the emergency excavation and repair of a storm sewer on Cundles Road in September 2023 .3. The variance in Winter Control Operations – Contracted Services (\$212K) is due to haulage of recycled winter sand from the City of Barrie landfill to various solid waste management sites within County of Simcoe. It is noted that the disposal was at no cost to the City and the removal from the City’s landfill freed up space and resulted in savings in disposal costs.			
<u>Impact Going Forward</u>			
Budgeted costs and invoicing from the BCRY will reflect adjustments allowed under the Agreement and therefore no significant unanticipated expenditures are expected.			
<u>Actions to Mitigate Future Anticipated Variances</u>			
<ol style="list-style-type: none">1. BCRY Contract expires with current vendor in 2024. Future contract will optimize threshold payments and increase revenues.2. Staff will continue to assess and identify renewal projects that may need to be moved up on the Capital Project priority list.3. With the construction of the new sand storage facility and the restart the street sweeping recycling program, haulage costs for used winter sand would be reduced.			

APPENDIX C

Financing Leases as at December 31, 2023

Lease	Operating or Capital	Total
Barrie Fire Station 5 - King Street	Operating Lease	\$ 1,790,523.24
POA Barrie, 45 Cedar Point- Europro	Operating Lease	\$ 3,225,817.25
POA Orillia 575 West Street - Don Mills MF Holding formerly 2511765 Ontario Inc.	Operating Lease	\$ 62,985.00
Legislative Services (Printer)	Operating Lease	\$ 26,767.71
Suez Water Technologies Inc.	Contract	\$ 996,720.00
Holly Library Satellite Location	Operating Lease	\$ 713,541.40
Total		\$ 6,816,354.60



APPENDIX D

Capital Plan Progress Update by Division as of December 31st, 2023

Summary of Capital Plan & Forecast	2023 Capital Budget			Performance Reporting Q4					Budget Deferral to Future Years
	Carryover from Prior Year Budgets	New Projects Approved in 2023 Budget	2023 Total Budget	Projected YTD Spending Forecast	Actual 2023 Spending	Variance to 2023 Projected	% of Spending Forecast Achieved	% of 2023 Total Budget Spent	
Access Barrie	\$ 13,900,976	\$ 8,306,551	\$ 22,207,527	\$ 12,150,043	\$ 8,277,465	\$ 3,872,578	68.1%	37.3%	\$ 13,930,062
CAO & Mayor's Office	\$ 2,104,583	\$ 1,211,874	\$ 3,316,457	\$ 1,233,364	\$ 354,770	\$ 878,594	28.8%	10.7%	\$ 2,961,687
Community & Corporate Services	\$ 58,230,642	\$ 17,367,568	\$ 75,598,210	\$ 30,626,534	\$ 23,495,749	\$ 7,130,785	76.7%	31.1%	\$ 52,102,462
Council & Committees	\$ -	\$ 250,000	\$ 250,000	\$ 83,334	\$ -	\$ 83,334	0.0%	0.0%	\$ 250,000
Developer Built Projects	\$ 24,548,745	\$ 11,620,140	\$ 36,168,884	\$ 24,169,415	\$ 16,022,433	\$ 8,146,982	66.3%	44.3%	\$ 20,146,452
Infrastructure & Growth Management	\$ 127,402,570	\$ 36,979,822	\$ 164,382,392	\$ 127,573,796	\$ 98,760,879	\$ 28,812,917	77.4%	60.1%	\$ 65,621,512
Service Partners	\$ 1,551,226	\$ 8,588,000	\$ 10,139,226	\$ 10,139,226	\$ 5,344,283	\$ 4,794,943	52.7%	52.7%	\$ 4,794,943
Total	\$ 227,738,742	\$ 84,323,954	\$ 312,062,696	\$ 205,975,711	\$ 152,255,578	\$ 53,720,133	73.9%	48.8%	\$ 159,807,118



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Project	2023 Total Budget (\$)	Projected 2023 Spending Forecast (\$)	Actual 2023 Spending (\$)	Variance to 2023 Projected (\$)	% of Spending Forecast Achieved	% of 2023 Total Budget Spent	Budget Deferral to Future Years (\$)	COMMENTS
EN1172 - Gunn St ROW Repl - Peel to St. Vincent	4,148,789	4,331,261	3,500,680	830,581	80.8%	84.4%	648,109	The expenditures on the project came in less than expected. The project is substantially complete with minor works in 2024. Excess funding will be returned on the Capital Status report and Capital budget as appropriate.
EN1185-Sidewalk Infill Program	1,677,744	1,912,491	541,021	1,371,471	28.3%	32.2%	1,136,724	This Contractor for this project has been procured and awarded, Construction will begin in April, 2024.
EN1238 - NRP- Wellington D1 Neighb Reconstruction	2,221,974	1,256,899	573,916	682,983	45.7%	25.8%	1,648,058	Due to internal resource constraints, the tender was delayed by a few months and construction will be initiated in 2024.
EN1251 - McKay Rd New Inter - Highway 400 (City)	6,297,298	6,297,298	(103,328)	6,400,626	-1.6%	-1.6%	6,400,626	The allocated budget in 2023 was for Property purchases that have been deferred as the project is scheduled to resume in 2031.
EN1255 - Huron Rd Trunk Sanit-Lockh- McKay (City)	3,009,990	1,254,132	609,162	644,970	48.6%	20.2%	2,400,828	The variance is due to delays in expenditures primarily related to property expropriation.
EN1257 - McKay Rd ROW Exp - Reid- W Hwy 400 (Dev)	14,442,990	12,652,226	9,169,890	3,482,336	72.5%	63.5%	5,273,101	The forecasted schedule was impacted due to delays of utility relocations and will be completed Summer 2024.
EN1271 - M-view Dr E R Exp- Yonge to P Wllm(City)	7,872,012	7,872,012	712,167	7,159,845	9.0%	9.0%	7,159,845	The forecasted schedule has been impacted by delays from expropriations needed for the stormwater pond and design changes requested by Metrolinx.
EN1274-Bunkers Cr Culvert Exp-Innisfil-Bradford	5,429,139	2,615,038	552,122	2,062,916	21.1%	10.2%	4,877,017	The major part of this project has been delayed as the project team works through environmental investigations with Provincial Ministries. Additionally, two small preparatory work packages were tendered and both came in below budget estimates.
EN1280 - NRP- HNS Queens Park A1 Neighb Recon	6,008,437	1,068,873	52,799	1,016,074	4.9%	0.9%	5,955,638	Due to internal resource constraints the tender was delayed in 2023. The project is currently out for procurement and construction will be initiated in 2024.
EN1289 - Road Resurfacing Program	9,016,584	8,956,585	7,414,359	1,542,226	82.8%	82.2%	1,602,225	Ongoing resurfacing program including Blake Street (\$1.4M) carried over into 2024. Work is expected to be completed in Q2 2024.
EN1468 - SWTP Control System Upgrade	2,806,625	3,151,156	1,004,842	2,146,314	31.9%	35.8%	1,801,782	The project team is working through the conceptual design and proof-of-concept to be completed in May 2024. Following this, the project will move into the system installation and integration phase over the next 18 months.
EN1498 - Bayfield Street Right of Way Expansion - Cundles to Coulter	2,231,235	1,840,569	848,121	992,448	46.1%	38.0%	1,383,114	Project was awarded in Q3 2023 and is now underway. Project expenditures will continue over the next 24 months.



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Project	2023 Total Budget (\$)	Projected 2023 Spending Forecast (\$)	Actual 2023 Spending (\$)	Variance to 2023 Projected (\$)	% of Spending Forecast Achieved	% of 2023 Total Budget Spent	Budget Deferral to Future Years (\$)	COMMENTS
RP1093 - Alectra Pole Betterment & Capital Upgr Prog	1,029,349	200,000	94,444	105,556	47.2%	9.2%	934,905	<p>The City of Barrie has a “third party agreement” with Alectra to allow us to place our streetlights on their poles. The Alectra Betterment program is an Alectra led capital program to upgrade their pole lines and was coordinated between the City of Barrie and Alectra in 2018. The project scope and timelines were determined by Alectra and would require the City of Barrie to relocate our streetlight equipment once Alectra had completed their work. Alectra delayed some of the project during COVID, and once it started the scope and construction methodology changed resulting in a scope that was spread across several more years. City of Barrie also worked with Alectra permitting and approvals to find efficiencies that resulted in less permit and design costs.</p> <p>The program will be ongoing for a few year as Alectra improves their network. The scope of the project from year to year will be identified by Alectra and the city is required to relocate as part of our third-party contract. Legislation does not allow Alectra to perform the street lighting work on behalf of the municipalities.</p>
RP1156 - Fleet Replacement Program	6,853,542	4,220,502	3,509,062	711,440	83.1%	51.2%	3,344,480	A significant amount of the approved funds is committed through Purchase Orders. The fleet industry was experiencing long lead times and reduced supply. Vehicles ordered late in 2022 or in 2023 are not expected to be delivered until 2024.
RP1168 - Capital Purchases- New Vehicles from Inta	1,951,566	-	1,829	(1,829)	0.0%	0.1%	1,949,737	The majority of the approved funds are committed through Purchase Orders. The fleet industry was experiencing long lead times and reduced supply. Vehicles ordered late in 2022 or in 2023 are not expected to be delivered until 2024
RP1180 - Roads Operations New Fleet to Service Gr	1,068,000	-	1,353	(1,353)	0.0%	0.1%	1,066,647	All of the approved funds are committed through Purchase Orders. The vehicles are expected to be delivered in 2024
FC1124 - Operations Centre Building Renovation	15,634,895	4,285,462	5,102,618	(817,156)	119.1%	32.6%	10,532,277	Construction has started earlier than anticipated in 2023. Construction of this phase is anticipated to be completed by end of 2024.



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May 29, 2024

Project	2023 Total Budget (\$)	Projected 2023 Spending Forecast (\$)	Actual 2023 Spending (\$)	Variance to 2023 Projected (\$)	% of Spending Forecast Achieved	% of 2023 Total Budget Spent	Budget Deferral to Future Years (\$)	COMMENTS
FC1206 - Allandale & Downtown Transit Mobility	8,293,271	1,741,909	1,596,258	145,651	91.6%	19.2%	6,697,013	Project is currently in construction, total approved budget (in 2025) is \$29.6M. Anticipated completion is Q2-2025.
FC1215 - WWTF Administration & Garage Building Re	6,849,504	404,587	144,013	260,574	35.6%	2.1%	6,705,491	The project was staffed later than anticipated in 2023. The project is currently in design phase and on schedule. The total approved budget (in 2027) is \$30M. Anticipated completion is Q4-2026.
FC1230 - Holly Community Centre Roof Replacement	1,647,909	127,306	52,423	74,883	41.2%	3.2%	1,595,486	2023 spending is slightly lower than forecasted due to unexpected weather. The balance of the forecasted spending for 2023 will be executed in Q1 2024. The remaining budget is for phase 2 of the project which involves replacing a large roof section. The design and construction procurement are pending. Anticipated to be completed by end of 2024.
FC1262 - Operations Centre Master Plan - Land Pur	13,985,125	66,560	6,611	59,949	9.9%	0.0%	13,978,514	Given Council direction during the 2024 Budget, alternative options are being explored .
FC1271 - SWTP - Solar PV Installation	1,386,556	1,115,000	2,466	1,112,534	0.2%	0.2%	1,384,090	Staff resource availability has affected project progress. Design RFP is anticipated for Q1 2024. Project completion is scheduled for 2025.
TR1018 - Bus Stop Infrastructure Replacement/Impr	1,433,565	109,264	172,451	(63,187)	157.8%	12.0%	1,261,114	Delay in spending is tied to the launch of the new transit network (which is tied to the completion of the Barrie Allandale Transit Terminal). The first phase is planned for summer of 2024 and the second phase is planned for summer of 2025. Work is planned and funds will be spent over the course of these phases.
TR1029 - Conventional Transit Bus Replacemen 2020	3,344,140	2,043,067	2,061,589	(18,522)	100.9%	61.6%	1,282,551	Delay in delivery of buses from OEM, due to supply chain issues. Funds will be spent in spring and fall of 2024.
TR1035 - Battery Electric Bus (BEB) and Charger	3,342,471	500,000	184,571	315,429	36.9%	5.5%	3,157,899	Delay in spending as a result of longer than anticipated funding approval under the ZETF program. Both chargers and ebuses have been procured, with the delivery of the ebuses in late 2024, all funds should be spent by late 2024 or early 2025.
TR1037 - Renewal - Paid Public Parking Lots	1,068,180	1,644,389	111,158	1,533,231	6.8%	10.4%	957,022	This project was to rejuvenate the Chase McEachern/15 Bayfield parking lots, and was originally scheduled to be completed in the fall of 2023, however the project has since been put on hold.



Reserve Fund Balances December 31, 2023

	Ending Balance (\$)	Commitment*	Balance after commitments (\$)
User Rate Reserves			
Water Rate Capital	8,089,271	11,799,734	(3,710,463)
Water Rate Capital Holding	337,993	94,967	243,026
Water Rate Stabilization	3,745,954	0	3,745,954
Water Total	\$12,173,218	\$11,894,701	\$278,517
Wastewater Rate Capital	92,015,229	8,637,345	83,377,884
Wastewater Rate Capital Holding	1,056,216	4,902	1,051,314
Wastewater Rate Stabilization	3,312,548	-	3,312,548
Wastewater Total	\$96,383,993	\$8,642,247	\$87,741,746
Parking Rate Capital	(3,104,987)	1,427,298	(4,532,285)
Parking Capital Holding	9,937	8,979	958
Parking Total	-\$3,095,050	\$1,436,276	-\$4,531,326
Total Reserve Funds	\$105,462,161	\$21,973,225	\$83,488,936

*Commitments are as of December 31, 2023 and do not reflect subsequent approval commitments

Reserve Balances December 31, 2023

Tax/Other Funded Reserves	Ending Balance (\$)	Commitment*	Balance after commitments (\$)
WSIB	719,654	-	719,654
Sick Leave Credits	2,886,356	-	2,886,356
Vacation Pay	2,961,532	-	2,961,532
Marina	757,383	495,604	261,779
Lakefront Development	47,179	-	47,179
Commercial/Industrial Land	811,904	-	811,904
Urban Renewal	1,665	-	1,665
Community Improvement Plan	4,296,190	-	4,296,190
Building Code Surplus	3,536,663	1,253	3,535,409
Orillia POA	37,687	-	37,687
Barrie POA	43,065	-	43,065
Tax Capital	65,709,812	52,934,446	12,775,365
Corporate Fleet	4,646,071	-	4,646,071
Tax Rate Capital Holding	3,066,665	(1,994)	3,068,660
Simcoe County Capital	2,577,739	550,988	2,026,752
Sanitary Landfill	1,582,082	-	1,582,082
Landfill Site Closure	5,641,127	29,520	5,611,607
Property Purchases	112,701	-	112,701
Tax Rate Stabilization	(998,925)	215,044	(1,213,969)
Early Retirement	540,099	-	540,099
Assessment Appeal	100,039	-	100,039
Election	182,439	-	182,439
Public Art	174,502	-	174,502
Growth Management	(35,175)	-	(35,175)
Legal Contingency	379,551	0	379,551
Strategic Priority	155,955	55,094	100,860
Reinvestment	4,989,683	509,952	4,479,731
Rental Properties	268,833	-	268,833
Fleet Management	12,688,279	2,277,394	10,410,885
Tourism	1,540,708	263,172	1,277,535
Community Facility Improvement	15,946	-	15,946
DC Discounts & Exemptions	2,710	(1,615)	4,325
International Relations Committe	20,542	-	20,542
Theatre Reserve	5,101,628	-	5,101,628
Ecological Offsetting	325,067	-	325,067
Tax-Funded Stormwater Capital	3,091,329	-	3,091,329

Total **\$127,978,683** **\$57,328,860** **\$70,649,823**

Total Global Reserves **\$372,822,746** **\$148,081,788** **\$224,740,958**

*Commitments are as of December 31, 2023 and do not reflect subsequent approval commitments

APPENDIX F

Key Division Service Delivery Initiatives (KSDSI's) at December 31, 2023




To achieve Council's Vision of a progressive, diverse, and prosperous City with opportunities for all citizens to build a healthy and vibrant community, Barrie sets priorities over each four-year term of Council through the Strategic Plan.

On December 3, 2022, Council approved their 2022–2026 Strategic Plan. These key priorities are:

-  Affordable Place to Live
-  Community Safety
-  Thriving Community
-  Infrastructure Investments
-  Responsible Governance

The remainder of this section highlights how a particular Strategic Plan area is tackled through the goals a Division has. These short-term goals of the Division are broken down into Departmental Performance Measures and as such are easier to provide progress reports on.

CAO & Mayor's Office Division

Strategic Plan Area	Key Division Service Delivery Initiatives	Performance Measures
	Become an Employer of Choice and strive to attract and retain top talent.	<ul style="list-style-type: none"> % turnover in first 2 years of employment Number of lost time incidents
	Foster a culture of inclusion, diversity, and accessibility to promote a sense of belonging for all staff.	<ul style="list-style-type: none"> Corporate training \$ spent per permanent employee
	Continuous improvement of development approval processes involving site plan and subdivision applications, committee of adjustment decisions, and related agreements	<ul style="list-style-type: none"> % of Site Plan and Subdivision Agreements in circulation for review within 15 business days following receipt of instructions and payment

KEY PERFORMANCE INDICATORS

	Annual Target	2023 Actual
Internal Audit recommendations accepted by management	100%	100%
Fraud awareness sessions delivered	5	10
Foster a culture of continuous improvement across the corporation (% of process improvements that tie to Council's Strategic Priorities)	90%	100%
% of properties acquired by negotiation vs expropriation ¹	60%	85%
% of insurance claims/incidents handled in-house ²	95%	86%
% of Site Plan and Subdivision Agreements in circulation for review within 15 business days following receipt of instructions and payment ³	95%	88%
Corporate training \$ spent per permanent employee	\$75	\$96.17
% turnover in first 2 years of employment ⁴	2%	4.8%
Number of lost time incidents ⁵	5	16
Audited Financial Statement Completion Date	May	May
Tax arrears as a percent of current year levy ⁶	6%	7.1%
Return on Investments ⁷	2%	6.92%

¹ 20 property acquisitions completed in total with 17 being negotiated Agreements of Purchase and Sale and 3 being expropriations.

² Staff turnover in insurance and litigation resulted in greater referral of matters to insurer.

³ 19 of 22 site plans, 4 of 4 subdivisions within timelines. Late circulation of 2 site plans due to staff turnover in Q1. Staffing issue rectified by Q2.

⁴ City of Barrie permanent full time active staff (902) voluntary departures from Jan 1-December 31, 2023

⁵ Target not met. Higher number of 1 day lost time incidents. Sprains/strains highest incident rate followed by mental health.

⁶ Our arrears are reflecting what is occurring in the economy and the financial struggles people are facing. We have seen an uptake in power of sales and bankruptcies the last quarter of the year.

⁷ The City's investment portfolio earned a total return of 6.92% or \$27.41 million in 2023. The strong performance was attributable to active investment management which included higher yielding, short-term and long-term securities.

ACHIEVEMENTS TO DECEMBER 31

Become an Employer of Choice and strive to attract and retain top talent.

- Delivered our annual Leading Together Event for all People Leaders in partnership with our neighbouring municipalities.
- Created a website for Labour Relations at the City of Barrie .
- Commenced bargaining with the Barrie Fire Fighters Association.
- Created and facilitated a Career and Learning Development Plan as well as Strategic Onboarding Workshops.
- Promoted Federal Funding Opportunities for Summer Student with People Leaders.
- Attend the City of Barrie Community Fair.
- Completed Fire Fighter Recruitment Process with candidates starting in May 2024.
- Completed work on our 2024 Learning and Organizational Development Catalogue that was rolled out in early 2024.
- Launched improved new hire onboarding process using automation and DocuSign technology
- Offered an improved, staff-focused Service Awards ceremony

Foster a culture of inclusion, diversity, and accessibility to promote a sense of belonging for all staff.

- Hosted Flu Clinic and Biometric Screening
- Various wellness activities/sessions including Yoga, The Working Mind, Building Emotional Intelligence, Goosechase Holiday Scavenger Hunt, etc.





Continuous improvement of development approval processes involving site plan and subdivision applications, committee of adjustment decisions, and related agreements.

- Implemented process improvements to the development approval process by migrating Part Lot Control and Deeming By-law legal fee payment to APLI.
- Collaborated with staff in Infrastructure, Development Services and Finance to document and implement updates to the City's infrastructure planning for the Secondary Plan Areas.
- Completed further acquisitions of lands through negotiated agreement and expropriation for infrastructure projects on Mapleview, Yonge, Lockhart and Huronia.
- Worked with staff in Court Services and Development Services on the negotiation and completion of agreements related to Automated Speed Enforcement.
- Registered a development agreement for the former YMCA property on Grove Street.

Advance the corporate Lean Six Sigma program

- The Business Performance team develops and facilitates Lean Six Sigma training to ensure staff have the knowledge, skills, tools and coaching to improve processes within their own areas.
- In Q4, an additional 38 White Belts (for a total of 100 in 2023) and 17 Yellow Belts (for a total of 66 in 2023) were trained in Lean Six Sigma.
- Launched 2 Lean IDEAS Department Teams in Q4 2023.
- 6 Collect and Share Improvement submissions in Q4 (for a total of 30 improvements reported across the organization in 2023).

Community and Corporate Services

Strategic Plan Area	Key Division Service Delivery Initiatives	Performance Measures
	Provide opportunities for all Barrie residents to participate in and access recreation and cultural activities through high quality facilities and programs as well as identifying and seeking to eliminate barriers to participation.	<ul style="list-style-type: none"> Registered Programming Occupation Rate recACCESS Participation Rate as a % of Low-Income Population Days of Use: Five Points Theatre & Georgian Theatre
	Continue monitoring and evaluation of facilities, services, programs, systems, and processes to support operational decisions that: <ul style="list-style-type: none"> Improve the health, safety, and well-being of the community, Enhance the customer experience, Expand online services to the community, Increase openness and transparency, Reduce community risk, and Improve response timelines. 	<ul style="list-style-type: none"> Barrie Fire and Emergency Services Road Response Time Fire and Building Code Inspections by Barrie Fire and Emergency Services Emergency Call Processing Time Ratio of Scheduled to Unscheduled Maintenance Work Number of motions and by-laws passed to enable Council's decisions Average time to trial - Part 1 charges Average days to close files from receipt Yard Maintenance/Property Standards Files/Complaints
	Develop a comprehensive process to meet facility asset management and capital planning needs based on information from Facility Condition Assessments and updated master planning documents.	<ul style="list-style-type: none"> Renewal Needs Against Audited Renewal Needs
	Contribute to an environmentally sustainable and cost-effective community through the design, maintenance, rehabilitation/renewal, and construction of strategic and operational facilities projects.	<ul style="list-style-type: none"> Annual Utility Cost Avoidance

KEY PERFORMANCE INDICATORS

	Annual Target	2023 Actual
Road Response Time - 90% of the time less than 6 minutes for all emergency types ⁸	90%	89%
Fire and Building Code Inspections ⁹	5,000	3,363
Emergency Call Processing Time - % of time less than 60 seconds ¹⁰	95%	97%
Renewal Needs Against Audited Renewal Needs ¹¹	85%	N/A

⁸ In Q4, 89% of response times were less than 6 minutes.

⁹ 3,363 total for 2023, of which 767 inspections were completed in Q4. Target impacted by multiple vacancies in the Prevention branch and subsequent salary gapping.

¹⁰ In Q4, 97% of emergency call processing time was less than 60 seconds.

¹¹ Facility Condition Assessment program audit process has not yet started due to resource availability. Anticipated start is Q2 of 2024.

	Annual Target	2023 Actual
Annual Utility Cost Avoidance ¹²	\$444,617	\$219,603
Ratio of Scheduled to Unscheduled Maintenance Work ¹³	75%	74%
Number of motions and by-laws passed to enable Council's decisions	500	466
Average time to Trial – Part 1 charges ¹⁴	145 days	150 days
Average days to close files from receipt Yard Maintenance/Property Standards Files/Complaints ¹⁵	7 days/36 days	13 days/36 days
Days of Use: Five Points Theatre / Georgian Theatre*	220/160	181/106
RecACCESS Participation Rate as a % of Low-Income Population	9%	15.4%
Registered Programming Occupancy Rate	83%	87.5%

* Based on monthly utilization data, we are noticing a shift in usage. Georgian Theatre is recovering well, however mid-week performances and summer productions are less frequent than expected after the effects of the pandemic and the partial re-opening in 2022. Bookings requests for late in 2023 and 2024 have increased and appear that they will exceed pre-pandemic levels in 2024

ACHIEVEMENTS TO DECEMBER 31



Recreation & Culture

Recreation and Culture Services is working collaboratively across all branches and with external stakeholders to provide facility space, programs, and resources to meet the needs of residents by:

- Planning and execution of high-quality City-led events such as Downtown Countdown and 2024 events such as Black History Month (February) and Family Day events.
- Maintaining excellent skating conditions at Circle at the Centre and Will Dwyer Park Outdoor Rink despite challenging environmental factors.
- Continuing the development of existing and innovative recreational and sport programming that will meet the existing and emerging needs of residents.
- Financially supporting Inclusion Services programming and the recACCESS financial assistance program to provide opportunities for all Barrie residents to participate in recreational activities.
- Maintaining the department's HIGH FIVE Accreditation.
- Administering the Recreation and Sport Community Grant process and evaluating the success of funded initiatives.
- Championing the Bright Futures Barrie Grant submission to provide innovative approaches to addressing the underprivileged and at-risk youth in our community.
- Expanding youth-friendly programming and initiatives through grant funding.

¹² Cost avoidance was driven by a significant reduction in natural gas usage of 20% compared to budgeted values. These savings were led by reductions achieved at the East Bayfield Community Centre and Peggy Hill Team Community Centre of 40% and 29% respectively. Cost avoidance did not achieve target due, in part, to the impact of utilization of 29 Sperling in 2023. Staff had assumed the building would be unoccupied and budgeted the utilities accordingly.

¹³ Upgrade of the City's Facility Information Management System is now complete. Updated data indicates 75% will be maintained going forward.

¹⁴ There was a 12.7% increase in Part I charges filed and 55 Part I trial courts did not proceed due to lack of judicial resources.

¹⁵ Additional resources hired later in 2023 have resulted in a reduction in the timelines to address these violations and for properties to be in compliance with the City's by-laws. Proactive enforcement has increased overall volume of files.

- Partnering with the school boards to strategically expand City programming in underserved neighborhoods using underutilized school spaces.
- Building strong partnerships with recreation and cultural community groups to maximize participation and usage of recreation centres and theatre venues.

Recreation and Culture Services is enhancing the customer experience and expanding online services to the community by:

- Successfully launching online recPASS membership sales
- Working towards launching automated account creations by leveraging existing GIS and Postal Code databases.
- Launching real-time translation services at Community Centre Client Services Desks.
- Working with Service Barrie to sell and issue waterfront parking passes at the Community Centres in addition to providing on-site Hotspot Support.
- Piloting a skate-rental business at Circle at the Centre to offer an improved level of service to visitors at the skating rink.

Recreation and Culture Services is improving the customer response timelines in the following ways:

- Expanding the use of shared email inboxes and deploying a Shared Inbox Management Strategy to ensure that our 48hr customer response timeline is adhered to during operating hours, inclusive of evenings and weekends.
- Working with IT to establish MS Teams as a hub for knowledge base articles, resources, and frequently referenced data for our Client Services teams.

Legislative & Court Services

- Continued reduction in time to address property standards and yard maintenance violations. The Council target of 25% proactive enforcement was met.
- In Q4 the Joint Processing Centre for processing of Automated Speed Enforcement violations opened. This is the first Joint Processing Centre opened in Ontario outside of Toronto.
- Development of a Lobbyist Registry Tool for launch on January 1, 2024. The Lobbyist Registry will increase openness and transparency of lobbyist activities with members of Council and staff.

Facilities

Staff anticipate updates to the Facility Condition Assessments (FCA) to begin in Q2 2024. Development of an updated FCA process in collaboration with Corporate Asset Management has been delayed due to resourcing constraints.

The Energy Management Branch is actively participating in a number of construction projects to embed environmental and low carbon considerations, including the Transit Hub, Operation's Centre Renewal, Fire Station #6, Wastewater Innovation Centre, Wastewater Treatment Facility Membrane Upgrade Project, and the Anne Street Booster Station upgrade.




Barrie Fire and Emergency Services

-
- Implementation of NG 9-1-1 in conjunction with the IT department is on track with funding received from the Provincial government to offset a significant portion of the costs incurred to date
 - Acquired the land and completed the design for new Fire Station #6 that will start construction in 2024 and open in 2025
 - Completed the Comprehensive Community Risk Assessment to support and inform the 2025-2035 Master Fire Plan.
 - Responded to and dispatched a record number of emergency incidents in Barrie and for our partner agencies

Access Barrie

**Strategic
 Plan Area**

Key Division Service Delivery Initiatives

	Initiate Barrie Transit’s network redesign planning activities for the relocation of the main terminal to the new Allandale Transit Mobility Hub.
	Next Generation 911 (NG 911) Design and Implementation.
	Implementing digital submission standards to streamline development approvals.

KEY PERFORMANCE INDICATORS

	Annual Target	2023 Actual
% Of Customer Interactions in Service Barrie that are resolved at first contact ¹⁶	75%	88%
% Of Customer Satisfaction rates as moderately high to high ¹⁷ (ranked as 9 or 10 out of 10)	85%	90%
% Of positive/neutral media coverage ¹⁸	80%	87%
Transit On Time Performance ¹⁹	86%	79%
Annual Ridership ²⁰	3M	3.9M
Transit Revenue to Cost Ratio	30%	32%
Technology Condition Index (Computers, Servers, switches, and other hardware) ²¹	75	74
Application Systems Condition Index (Applications and Standard Software)	75	75
Digital Transformation Project Delivery (Degree IT projects meet Ontario Digital Service Standards, 2021)	75	75

¹⁶ We have exceeded our target for first contact resolution – some of the increase can be attributed to continuous improvement of processes, and regular updates to our knowledge base with our partner departments.

¹² In prior years, the survey was done in November. In 2023, we moved to doing the survey in Q2 and Q4. Final results are 5% above our target for the year.

¹⁸ Some examples of positive news stories in Q4 include, City winning Communities in Bloom awards, YMCA closing in on a deal for new facility, the City's credit rating being maintained, the Manufacturing Innovation Summit, Art on Transit launch, City giving \$10K to Salvation Army, City updating Affordable Housing Strategy, Ecological Offsetting policy approved, Allandale lawsuit resolved, Mayor's Innovation Awards, Downtown Countdown event.

¹⁹ Transit On Time Performance has been impacted more than originally anticipated with ongoing/new construction projects across the City as well as increased ridership.

²⁰ Transit ridership continued to recover from the pandemic at a quicker rate than originally anticipated and has now surpassed pre-pandemic levels by approximately \$600K.





²¹ Equipment planned for replacement in 2023 has arrived, however resource availability to configure and deploy the equipment has been a challenge. Resource levels are expected to return to full complement levels by end of year. With resource levels at full complement, the hardware lifecycle management should be nearly caught up by the end of 2024.

ACHIEVEMENTS TO DECEMBER 31



- The City of Barrie continues to build a blueprint for growing our existing transit system to best meet the needs and goals of today's city, while developing a long-term plan for a future network. Barrie's New Transit Network focuses on creating:
 - A New Transit Network Plan in coordination with the timelines for the new Allandale Mobility Hub that is adding an express service and increasing transit coverage,
 - A Bus Stop Infrastructure Plan to place stop amenities when and where they are needed, and
 - Implementation of a mobile fare transit app that enhances the customer experience by providing a contactless payment, convenience of buying fares anywhere/anytime, reduces barriers (ex, exact change) to board the bus, and expedites boarding the bus.
- NG9-1-1 is a Nationwide mandate from the CRTC to modernize emergency calling systems. With the detail design work substantially completed, equipment orders have been placed. Equipment deliveries are currently scheduled into early 2024. Implementation and testing are also planned for early 2024 with a go-live in 2024. NG9-1-1 will bring modern technologies to emergency calling systems which includes more accurate GPS location data, real-time texting and lays the technology foundation for future capabilities like real-time picture and video sharing.
- The Digital Transformation team has recently been working with Environmental Services focusing on digitalizing processes, driving efficiencies, and maintaining our regulatory obligations. Some recent successes include digital tools for daily household hazardous waste inspections, capturing compost temperature and moisture data, allow attendants to report full materials bins to be removed and for Community Centres to request delivery of recycling and green bins. Launching soon will be tools to help manage collection complaints.

Infrastructure and Growth Management

Strategic Plan Area	Key Division Service Delivery Initiatives	Performance Measures
	<p>Make it easier to do business and help businesses grow</p> <p>Improve the Development Approvals and Building Permitting processes</p>	<ul style="list-style-type: none"> • Number of Approved Developments that received a building permit within one year • Number of businesses receiving service, support, or engaged in programs and initiatives of the Economic and Creative Development, demonstrating engagement and value-add services to foster the retention and growth of the City’s business, entrepreneur and creative organizations • Number of square feet occupied by new investment/development projects facilitated/supported by Economic and Creative Development, demonstrating growth in employers and investment into the City • Maintain an open for business approach by ensuring that issuance of permits complies with provincially mandated timeframes • Maintain an open for business approach by ensuring that inspections are completed within provincially mandated timeframes • Improve the customer experience by providing educational information in the form of builder and resident bulletins
	<p>Address speeding and aggressive driving to ensure street and pedestrian safety</p>	<ul style="list-style-type: none"> • Frequency of collisions per Barrie’s total population
	<p>Develop a vibrant downtown economic hub, including west-end revitalization</p> <p>Improve customer experience through engagement and responsiveness.</p>	<ul style="list-style-type: none"> • Total Non-Municipal Public Funding secured and leveraged by arts & culture organizations funded through the Arts & Culture Investment Fund supporting capacity building for arts organizations in the City
	<p>Manage the Infrastructure & Growth Management capital Plan</p> <p>Proactively adapt and integrate climate change considerations into IGM decision-making processes</p> <p>Implement strategies and programs that influence the 3 principles of a Circular Economy</p>	<ul style="list-style-type: none"> • Average time to between approval and registration to first building permit • Amount of new length constructed (in kilometres) as related to different types of active transportation routes • Reduce the effects of climate change by increasing the urban tree canopy via trees planted through Community Planting Partnerships • Reduce the risk of flooding by increasing the percentage of major culverts that can handle extreme events • Implement an effective Circular Economy Program as demonstrated through the reduction in annual garbage generation rate



<p>Advance the Barrie WwTF Upgrade Program with cost certainty</p> <p>Reduce operating costs in our water and wastewater facilities through optimization, technological advances, and new operating strategies</p> <p>Operate and maintain Wastewater system to eliminate environmental risks</p> <p>Optimize chemical usage in the treatment processes</p> <p>Fix roads that need attention</p>	<ul style="list-style-type: none"> Minimize environmental contamination by increasing proactive engagement with land use owners Protect the quality of Lake Simcoe by eliminating non-compliant/sewage discharges to environment (occurrences) <ul style="list-style-type: none"> Maintain City-wide road condition as noted by the average network pavement condition index
<p>Reduce the occurrences of adverse water quality incidents</p> <p>Strive for customer interactions</p> <p>Deliver capital projects with cost certainty and schedule certainty</p> <p>Utilize a collaborative approach to deliver all project phases to leave a positive legacy from stakeholders</p>	<ul style="list-style-type: none"> Deliver capital projects with cost and schedule certainty (Actual Spend as a % of total budget)

KEY PERFORMANCE INDICATORS

	Annual Target	2023 Actual
Number of Approved Developments that received a building permit within one year	4	5
Average time, in number of days, between approval and registration to first building permit	12 days	3 days
Frequency of collisions per Barrie's total population of 159,521	1,126	2,470
Amount of new length constructed (in kilometres) as related to different types of active transportation routes	18.9 km	8.21 km
Maintain an open for business approach by ensuring that issuance of PERMITS complies with provincially mandated timeframes.	90%	79.2%
Maintain an open for business approach by ensuring that INSPECTIONS are completed within provincially mandated timeframes	95%	96.9%
Improve the customer experience by providing educational information in the form of builder and resident bulletins	8	12
Maintain City-wide road condition as noted by the average network pavement condition index	75	71
Reduce the risk of flooding by increasing the percentage of major culverts that can handle extreme events	63	63
Deliver capital projects with cost and schedule certainty. (Actual Spending as a % of Total Budget).	90%	81.8%
Protect the quality of Lake Simcoe by eliminating non-compliant/sewage discharges to environment (occurrences)	0	1
Number of businesses receiving service, support, or engaged in programs and initiatives of the Economic and Creative Development, demonstrating engagement and value-add services to foster the retention and growth of the City's business, entrepreneur and creative organizations	1,250	4,835
Number of square feet occupied by new investment/development projects facilitated/supported by Economic and Creative Development, demonstrating growth in employers and investment into the City	300,000	194,608 ²²
Total Non-Municipal Public Funding secured and leveraged by arts & culture organizations funded through the Arts & Culture Investment Fund supporting capacity building for arts organizations in the City	\$2.5 Million	\$3.2 Million
Ensure safe and efficient travel for vehicles and pedestrians by maintaining the projected winter maintenance service level compliance	97%	100%
Reduce the effects of climate change by increasing the urban tree canopy via trees planted through Community Planting Partnerships	750	930 ²³
Implement an effective Circular Economy Program as demonstrated through the reduction in annual garbage generation rate (kg/person)	136	128
Minimize environmental contamination by increasing proactive engagement with land use owners (% of total environmental inspections completed vs. annual planned inspections)	90%	49%

²² This number represents number of square feet occupied. There are several projects that are at or near completion of construction and anticipate occupancy in early 2024 totaling more than 150,000 sf, in addition to projects currently under construction.

²³ Note: An additional 1,982 trees planted with the assistance of our community partners.



ACHIEVEMENTS TO DECEMBER 31

- **Implement the Council-endorsed Strategic Asset Management Policy to comply with Provincial regulation.**
 - The City continues to advance our compliance against the Provincial AM regulation (O.Reg. 588/17) through the completion of Asset Management Plans (AMPs). These AMPs provide valuable information to staff and Council to help inform decisions about how we look after our assets, where to direct spending, and how to manage risk.
 - Asset Management Plans for the City's core assets including water, wastewater, stormwater, and transportation were completed in 2021. An Asset Management Plan focusing on facilities, parks, and recreation, was complete in 2023. An AMP for the City's fleet of vehicles and equipment is currently underway and will be completed in advance of the July 1, 2024 deadline.
 - Staff have also initiated an update to the City's Asset Management Plans for all assets to comply with the additional content requirements for the 2025 regulatory deadline. This update will enable a substantial advancement of the City's asset management program by identifying proposed service levels that balance affordability, risk, regulatory requirements, and community expectations.
- **Infrastructure Master Plans to 2051**
 - Master Plans are required to determine the infrastructure needed as the City experiences population and employment growth to 2051.
 - Consultants have been retained and water, wastewater and transportation master plans are underway and projected to be complete in 2026.
- **Make it easier to do business and help businesses grow**
 - 4 job fairs delivered – 1285 job seekers, 142 companies participated
 - Invest Barrie participates in trade shows to promote the city as an investment destination, facilitate networking opportunities, market expansion, and help promote local companies. In 2023, Staff participated and included some local companies, where appropriate, in CANSEC, Collision, Canadian Manufacturing Technology Show, the Battery Show, and Vehicle & Transportation Innovation Meetings.
- **Develop a vibrant downtown economic hub, including west-end revitalization**
 - Brightening Barriers returned, along with the busking program and the Young Musicians Showcase at Meridian Place with the support of Invest Barrie.
- **Improve the Building Permitting Process**
 - Major upgrade to Accela permitting system including auto email notifications and workflow enhancements which will improve our communication and efficiencies through automation.
 - Formalized revision process with standardize forms to streamline revision reviews and approval.