

**TO:** MAYOR LEHMAN AND MEMBERS OF GENERAL COMMITTEE

**FROM:** D. MCKINNON, CPA, CGA, DIRECTOR OF FINANCE, ext. 5130 *McKinnon*

**NOTED:** P. ELLIOTT-SPENCER, MBA, CPA, CMA  
GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES *ES*  
CARLA LADD, CHIEF ADMINISTRATIVE OFFICER *CL*

**RE:** BUSINESS PLAN STATUS AS AT SEPTEMBER 30, 2014

**DATE:** DECEMBER 8, 2014

**PURPOSE & BACKGROUND**

The purpose of this memo is to provide Council with a status update on the 2014 Business Plan and summarize the Corporation's financial and non-financial performance up to September 30, 2014.

The Corporation's Financial Policies Framework requires the Director of Finance to issue quarterly reports on finances that compare year-to-date actual results to budget.

**ANALYSIS**

The Corporation's financial results to September 30, 2014, along with the projected year end surplus or deficit by fund are as follows:

Fund	Year to Date Favourable (Unfavourable) Variance to September 30, 2014 (\$)	Year End Forecasted Surplus (Deficit) (\$)
Tax	5,212,823	165,134
Water	(70,097)	(274,639)
Wastewater	57,898	(272,210)
Parking	(515,618)	(667,904)

Financial results for each fund are discussed in more detail below.

**TAX RATE**

The following table summarizes the financial variances at the end of 3Q between budgeted net operating expenditures and actual results for tax rate supported operations.

	Year-to-Date to Sept 30, 2014		
	Budget	Actual Results	Variance
Council & Mayor's Office	587,978	548,066	39,911
Office of Chief Administrative Officer	563,010	417,614	145,396
Community and Corporate Services	25,353,038	24,752,937	600,101
Infrastructure & Growth Management	32,498,341	32,171,232	327,111
Invest Barrie	2,019,334	1,794,870	224,464
Access Barrie	975,978	933,302	42,676
Innovate Barrie	5,509,067	5,160,750	348,317
Financial & Other General Government Expenses	29,934,295	30,802,124	(867,829)
Service Partners and Grants	72,213,919	69,239,423	2,974,496
<b>Total Net Expenditures</b>	<b>169,654,960</b>	<b>165,820,318</b>	<b>3,834,642</b>
Corporate Revenues	(196,727,743)	(198,105,924)	1,378,181
<b>Total Variance</b>	<b>(27,072,783)</b>	<b>(32,285,606)</b>	<b>5,212,823</b>

Budget vs Actual variances and forecasted year-end surplus/deficit by department are found in Appendix A.

The forecasted year-end tax supported surplus is largely related to a favourable variance from the County of Simcoe, whereas Municipal Services are anticipating a deficit at year-end. The two largest contributors to this deficit are Winter Control and Transit ridership. As indicated in the 2Q report, the harsh winter conditions affected the 2014 budget and this cannot be mitigated. Also, as previously reported in the 2Q report, transit ridership was less than originally forecast in 2014. Transit will mitigate a portion of their deficit through Gas Tax funding, however other key factors, such as winter control, cannot be mitigated. As per the City's Financial Policies Framework, any year-end operating deficit will be funded by the Tax Rate Stabilization Reserve.

#### **Corporate Level variances – Tax Rate**

##### Service Partners

Payments to Service Providers have a \$2.9M favourable variance at 3Q (Child Care, Ontario Works, Social Housing, Land Ambulance and Homes for the Aged). \$1.6M of the variance is attributable to capital projects budgeted but not yet spent. It is anticipated that any surplus at year end related to the County's capital program will be transferred the Simcoe County Capital Reserve. The remainder of the variance is the result of a year to date savings in operating expenditures, and the reversal of 2013 forecasted expenses that were not realized by year-end. It is anticipated that the surplus will be reduced to \$2.4M at year-end.

##### Assessment Growth

Each year, supplementary assessments are provided by MPAC which reflect the incremental taxes associated with new homes, buildings or changes at properties. The revenues associated with the supplementary assessments are difficult to estimate because MPAC controls the timing of assessment. However, one of the objectives of the assessment maximization initiative is to assist MPAC in accelerating the assessment process through early provision of data and providing them with advance notice of significant developments. As of the third quarter, the capture of assessment growth through supplementary assessments is \$1.4M ahead of plan. It is anticipated that there will be one more supplementary assessment billing processed in 2014 but at the time of writing this report the financial impact of that billing is not yet known.

Debt Servicing Costs

Year to date debt servicing costs reflect the budgeted amounts as of September 30; however a surplus of \$1M is expected at year-end. The 2014 debenture issuance was budgeted for June 2014, with the first principal and interest payment to occur in December; however, the issuance has been delayed until December, with the first payment to occur in June 2015. Debt was budgeted at an interest rate of 3%, whereas the actual interest rate will be 2.75%. In addition, it was anticipated that six tax-supported projects totalling \$17.6M would be included in the issuance. The actual debt issuance in December will consist of three tax-supported projects totalling \$11.9M.

Salary Gapping

The salary gapping provision approved by Council in the 2014 Business Plan is \$1.17M. At September 30, salary gapping is under realized by \$298k, with the actual savings from staff vacancies being \$577k or 66% of the 3Q target of \$875k. Key contributors to the salary gapping achieved YTD include Barrie Fire and Emergency Services (\$350k) and Building (Non-code) and By-law Services (\$180k).

The gapping level will continue to be tracked throughout the remainder of the year. It is important to recognize that several factors influence the level of salary gapping achieved and YTD savings may not be an accurate reflection of gapping to be achieved for the remainder of 2014.

**Department Level variances – Tax Rate**

Department-wide Contracted Services

Contracted services have a favourable variance of \$1.1M at September 30, the largest component being a \$957k variance for watercourse and detention pond maintenance. Work was delayed at the beginning of the season due to wildlife issues in the ponds as a result of the late spring weather. It is anticipated that this favourable variance will be eliminated by year-end.

Transit Services

As previously reported, due to harsh winter conditions and drop in ridership post launch in August 2013, the transit service has realized bus pass and fare revenues below plan \$(1.5M). Council approved changes to the routes which launched on June 27th 2014 as well as utilizing the Provincial Gas Tax Reserve to fund up to \$800k of this shortfall. It is anticipated that ridership will increase in 4Q with the seasonal return of students and improved transit routes; however, a year-end deficit of \$1.3M is still anticipated.

Roads, Parks & Fleet

At September 30, Roads, Parks & Fleet have a favourable variance of \$903k, largely due to delays in pond maintenance work and in contracted services spending. A deficit of \$1.4M is anticipated at year-end, primarily due to higher than planned fuel usage (majority attributed to heavy winter operations) and higher vehicle repair costs due to the lack of wash bay facilities, heavy winter conditions, delay in hiring the two new technicians (Sept vs April) and costly maintenance work on older model fire trucks. A significant driver of the over expenditure in the fleet vehicle repairs account is the maintenance work on a few fire trucks. The expense as of September YTD has been \$473K with a year-end estimate of \$660K. Two of the most costly trucks for repair costs are included at this time in the 2015 capital plan to address the escalating costs of maintaining these highly utilized vehicles.

Recreation

Recreation Services has an unfavourable variance at September 30 of \$419k at September 30. While year to date program participation through Q3 is generally close to levels seen in 2013, revenues have not reached budget estimates for the 2014 – which were increased over actual revenues from last year. After analyzing actual revenues from both 2013 and 2014, and budgeted revenue amounts remaining for 2014, the program revenue gap is expected to increase somewhat in Q4, and therefore Recreation Services net performance is anticipated to fall short of budget by \$500k at year end.

Other departmental variances are explained in detail in Appendix A.

**USER RATES**

The following tables summarize the variances at the end of 3Q between planned net operating expenditures and actual results for user rate based operations. Given that the user rate budgets must be self-funded, the variances reported reflect the difference between planned and actual transfers to reserve funds.

**Water Operations:**

	Year-To-Date September 30, 2014				Explanation/Comments
	Budget	Actual Results	Variance	Year End Forecasted Surplus (Deficit)	
Salaries and Benefits	4,838,652	4,379,630	459,022	640,396	Favourable variance due to vacancies in permanent and casual salaries. Staff are working with HR to fill vacancies.
Operating Expenses before Corporate Overhead and Debentures	5,147,988	5,032,910	115,078	(176,519)	Favourable variances across a number of accounts but most significant savings in chemical usage at SWTP and a high number of chemical container credits helping to off-set groundwater chemical costs. The hydrant painting contract work has started late but is now underway. Forecast to end year with unfavourable variance due to higher than average annual costs for main breaks, frozen services, snow removal from hydrants and water stations and additional flushing as a result of lower water consumption levels.
Corporate O/H	2,988,818	2,941,198	47,620	(76,768)	
Debt Charges	2,629,984	2,629,984	0	0	
Revenues	18,694,466	18,002,649	(691,817)	(661,748)	Revenue from water consumption is tracking at 96% for the year and revenue from other operational sources is

					tracking at 104% for the year. This trend will continue for year-end as 4Q is not a high consumption period for water.
Transfers to Reserve	3,089,023	3,018,926	(70,097)	(274,639)	

**Wastewater Operations:**

	Year-To-Date as of September 30, 2014				Explanation/Comments
	Budget	Actual Results	Variance	Year End Forecasted Surplus (Deficit)	
Salaries and Benefits	2,824,520	2,820,053	4,467	102,720	Change in variance for year-end is a staff allocation correction between storm and sanitary maintenance.
Operating Expenses before corporate overhead and debentures	7,635,725	6,506,587	1,129,138	275,190	Favourable variances mainly in small parts, equipment repairs, chemicals and contracted services. The small parts budget is expected to be used by year end as some parts on order have not been received and other parts are ready to be purchased. Equipment repairs are currently in progress. The sludge haulage transfer of supernatant and cleaning of the biosolids storage tanks are behind schedule. Rent money for external space to address accommodate issues will not be fully spent in 2014.
Corporate Overhead	2,458,464	2,289,367	169,097	806	
Debt Charges	2,658,695	2,621,271	37,424	672,300	Favourable variance at year-end is the result of delaying the June 2014 debenture issuance to December.
Total Revenue	22,943,755	21,661,528	(1,282,228)	(1,323,226)	The variance for Wastewater revenue is aligned with Water rate revenue as expected. Unlike Water; Wastewater operations has only a small amount of non-consumption revenue to offset the variance from rate revenue.
Transfers to Reserve	7,366,351	7,424,249	57,898	(272,210)	

Department Level Variances – Water & Wastewater

A cool spring and heavy rainfall in the summer has resulted in lower consumption in water and wastewater compared to plan for an average year. This has resulted in lower revenue from water consumption billing. However, other sources of revenue from water operations are tracking higher than planned and savings in staff and operational costs are helping to reduce the overall unfavourable transfer to reserves.

**Parking Operations:**

	Year-to-Date to September 30, 2014				Explanation/Comments
	Budget	Actual Results	Variance	Year End Forecasted Surplus (Deficit)	
Salaries and Benefits	270,055	264,506	5,549	19,653	Savings in facility staff cost at the Collier St. Parkade
Operating Expenses before corporate overhead and debentures	525,279	668,021	(142,742)	(63,597)	Higher than planned snow removal from parking lots and parkade. Unbudgeted expense for the strategic real estate study completed in 2014.
Corporate Overhead	214,390	205,761	8,629	0	
Debt Charges	789,311	790,414	(1,103)	(1,103)	
Total Revenue	1,556,114	1,170,163	(385,951)	(622,858)	See below for explanation
Parking Rate Deficit	(242,920)	(758,538)	(515,618)	(667,904)	

Department Level variances – Parking Rate

Actions were taken as part of the 2014 Business Plan in an effort to ensure Parking Operations could be self-sustaining. Additional revenue was budgeted for the parking service based on the decision to charge non-residents for parking at the waterfront starting in 1Q. However, with the implementation of the new parking fees occurring July 1, the anticipated parking meter revenues have not been realized to the extent expected in the plan. It is anticipated that the variance will not be resolved by year end which means the fund will experience an operating deficit for 2014.

The 2014 parking budget included \$685k in revenue associated waterfront paid parking, where only \$105k has materialized. It also included \$100k for the sale of a parking lot which has not taken place in 2014. The factors affecting the waterfront meter revenue include free passes for the residents, free events parking, and free parking for users at the Southshore Centre. A more detailed report on the status of the parking rate will be presented to Council in 2015.

**Staffing**

The following table illustrates complement levels as at the end of 3Q by Division. A vacancy is defined as a permanent complement that does not currently have a specific employee assigned to it. The vacancies are generally of a short-term nature and in many instances the City will have engaged alternative resources to fulfill the requirements of the vacant complement. For example, a vacancy may require that work be completed by contract staff, overtime, or an increase in part-time hours.

	Approved FTE	Actual FTE	Vacant Positions
Community & Corporate Services	420	395	25
Infrastructure & Growth Management	347	323	24
Access Barrie	10	10	0
Invest Barrie	11	11	0
Innovate Barrie	47	46	1
Office of the Mayor & CAO	4	4	0
<b>Total</b>	<b>839</b>	<b>789</b>	<b>50</b>

19 of the 50 vacant positions have since been filled. The remaining 31 are either in the recruitment process, or are short term absences that are being managed by the respective department.

**Capital Plan status at September 30**

The City's 2014 Capital Budget is comprised of 371 projects. It is noteworthy to recognize the total value of approved capital project budgets included in this report is approximately \$643M and that 98.9% of the projects are currently underway.

The Capital Plan presented in Appendix B is a high level summary of activity to the end of Q3. The total capital budget for 2014 is \$160M including carryover from prior years and new projects, and the projected year-end spending plan is \$94M due to the multi-year nature of many of the projects. Actual YTD spending is \$35.4M, which is 61% of the YTD projected spending plan. The difference between planned and actual spending was driven mainly by the following projects:

**a. Duckworth St at Highway 400 & Cundles Road:**

2014 Total Budget with transfers	\$34.4M
Projected Spending Plan to end Q3	\$9.9M
Actual Spending to end Q3	\$10.6M
Variance to Projected to end Q3	\$0.7M

This is a multi-year project with planned spending through the construction period and into the warranty period ending in 2017. Spending is essentially as forecasted, and the project is proceeding on schedule.

**b. Bayview Drive – Burton to Glenridge**

2014 Total Budget with transfers	\$1.1M
Projected Spending Plan to end Q3	\$0.8M
Actual Spending to end Q3	\$0.1M
Variance to Projected to end Q3	(\$0.7M)

The scope of this project was expanded to include further road works in addition to the water main replacement, leading to extended timelines for design and construction. Watermain installations will be completed in 2014 thereby addressing the emergency element of this project, and roadworks will follow in Spring 2015..

**c. Lakeshore Drive – Toronto to Tiffin:**

2014 Total Budget with transfers	\$13.1M
----------------------------------	---------

Projected Spending Plan to end Q3	\$8.1M
Actual Spending to end Q3	\$3.7M
Variance to Projected to end Q3	(\$4.4M)

This is a multi-year project for the design and construction of the Lakeshore Drive bridges at Dymont's and Bunker's creeks, and the realigned Lakeshore Drive. Work on the Lakeshore Drive bridges at Dymont's and Bunker's creeks was completed on schedule in the second quarter of 2014. Tendering of the second contract for the realignment of Lakeshore Drive was delayed in order to remove the Centennial Park components of the work for rebudgeting in a future year. In addition, the contractor has undertaken a protracted testing process for the helical pile supports for the underground infrastructure which has resulted in delayed spending.

**d. Essa Road – Ferndale to Coughlin:**

2014 Total Budget with transfers	\$0.6M
Projected Spending Plan to end Q3	\$0.4M
Actual Spending to end Q3	\$0.3M
Variance to Projected to end Q3	(\$0.1M)

Property negotiations were concluded in the spring. After the March 17th approval of the property purchase Staff Report final agreements were signed with all affected property owners. The closing of some deals were delayed due to mortgager approvals. Major Hydro utility relocations are complete. Design will be complete by the end of 2014.

**e. WwTF Expansion:**

2014 Total Budget with transfers	\$2.8M
Projected Spending Plan to end Q3	\$3.2M
Actual Spending to end Q3	\$0.6M
Variance to Projected to end Q3	(\$2.6M)

Under spending was due to delays in contractor re-mobilization. This issue has been resolved and work is underway.

**f. Surface Water Treatment Plant:**

2014 Total Budget with transfers	\$1.0M
Projected Spending Plan to end Q3	\$0.6M
Actual Spending to end Q3	(\$0M)
Variance to Projected to end Q3	(\$0.6M)

Under spending was due to contractor delays in re-mobilizing to complete final deficiencies and warranty work. It is expected that the outstanding work will be completed by the end of 2014.

**g. County Road 27 – Harvie to Hubbard Watermain:**

2014 Total Budget with transfers	\$0.9M
Projected Spending Plan to end Q3	\$0.8M
Actual Spending to end Q3	\$0M
Variance to Projected to end Q3	(\$0.8M)



Tendering of this project was delayed to coordinate with the County of Simcoe County Road 27/Mapleview Drive intersection realignment and watermain installation. The construction contract was awarded in early September, and the work is expected to be substantially performed by the end of 2014.

**h. Sunnidale Road – Anne to Letitia Water main Lining:**

2014 Total Budget with transfers	\$0.9M
Projected Spending Plan to end Q3	\$0.9M
Actual Spending to end Q3	\$0.8M
Variance to Projected to end Q3	(\$0.1M)

Tendering on this project was delayed by the late addition of the Garrett Crescent water main relining to the Sunnidale Road relining tender package per the June Capital Status Report. The work is now underway and is expected to be substantially performed by the end of 2014.

**i. ERP System:**

2014 Total Budget with transfers	\$5M
Projected Spending Plan to end Q3	\$4.4M
Actual Spending to end Q3	\$0.8M
Variance to Projected to end Q3	(\$3.6M)

Project initiation was delayed due to having to re-issue the RFP. The new RFP process is nearing completion. The funds will have to carry over to 2015.

**j. Landfill Reengineering:**

2014 Total Budget with transfers	\$13.3M
Projected Spending Plan to end Q3	\$5.2M
Actual Spending to end Q3	\$3.5M
Variance to Projected to end Q3	(\$1.7M)

Waste screening suspended over summer months to reduce potential off-site impacts during peak outdoor season for area residents. Storm water design for south and west sides of landfill complete, Provincial approvals and procurement processes have commenced.

Key Division Service Delivery Initiatives

**Office of the CAO**

*Develop a comprehensive strategic plan for the Corporation which includes Council priorities, organization goals, and strategies for people and tools.*

- A new Made in Barrie performance measurement system was developed during 3Q and presented to Finance Committee on November 10, 2014.

*Provide oversight of a process leading to Cultural Change across the corporation with a focus on leadership.*

- Work continues on the Staff Strategic Plan and the Management Leadership Program through additional staff forums and leadership training sessions in Q3.

*Implement Growth Management Strategy, including financial tools for the expanded area of the municipality*

- During the third quarter of 2014, the focus of the growth management program was on process. Council's adoption of the Salem and Hewitt's Secondary Plans and related Official Plan Amendments on June 16, 2014 resulted in 22 appeals to the Ontario Municipal Board. WeirFoulds LLP was retained to assist with managing the file and preparations began for the first OMB prehearing conference scheduled for January 6, 2015. City staff completed a comprehensive growth coordination process mapping exercise involving all departments that will be involved in the development review and approval process. The Growth Management Coordination Committee met on a biweekly basis throughout the third quarter.

*Continue program development and advocacy to secure a University campus.*

- City staff assisted in providing information to support the formal submission completed by Laurentian University and was sent to the Province in September, 2014

### **Access Barrie Division**

*Develop and Implement a Corporate Customer Service Strategy, Corporate Communications Policy Manual and Social Media Policy*

- Access Barrie has updated the Corporate Communications Policy Manual and the social media policy is presently under review.
- The Customer Service Strategy which was presented to Council September 8th, 2014. Work is underway to develop a business case for Council's consideration as part of the 2015 Budget and Business Case discussions.

*Seek new opportunities for public engagement through the creation of a Community Engagement Strategy; Keep abreast of communication trends (i.e. online, social media) in an effort to increase dialogue with residents*

- As a result of the input from the Ideas in Motion business forum, the Invest Barrie Marketing and Branding Strategy RFP went to market and has been awarded. Work is underway in partnership with Invest Barrie to develop a clear and concise brand for Invest Barrie.
- The launch of the City's first mobile app, Ping Street, has been very successful in engaging the public with over 1,440 unique users between June 1 and November 1, with 4,155 event listing views, 3,040 curbside collection views and 252 problems reported. Social media continues to be a growth area of engagement in our community with Twitter gaining 1,530 new followers, 1,752 @cityofbarrie mentions and 1,028 retweets during this time period.

### **Innovate Barrie Division**

*Create a Portfolio Governance strategy and implement for the 2015 Business Planning cycle, including project management tools and templates*

- The framework for the integrated plan is being used in the development of the 2015 Budget and Business Plan by focusing prioritization on resourcing for both the operating and capital budget proposed projects.

*Rollout a consistent Corporate Change Management framework*

- The Corporate change management charter is complete and 2 of 3 change management training sessions have been successfully completed.

*Implementation of the Corporate Technology Strategy:*

- Implementation of the Corp Tech Strategy remains ongoing. Some highlights of accomplishments to date include:
  - Refreshing the entire corporate pc fleet (amounting to approx. 1100 computers) with new computers and upgraded software to ensure staff are equipped with current technology platforms to efficiently and effectively deliver services to the community
  - Completion of a corporate GIS strategy to ensure the City builds mapping services into service delivery areas to effectively manage the City
  - Procurement processes for a new ERP and a new building permit application solution are in full swing. These new systems, planned for implementation by the City in 2015 will offer tremendous improvements to the community in accessing information and processing online requests.

*Ensure the development and implementation of an ERP solution that strengthens processes and provides effective reporting and intelligence.*

- The Enterprise Resource Planning (ERP) Project RFP document was completed. The RFP was posted on the 17<sup>th</sup> of July. Four proponents responded to the RFP. The RFP process is nearing completion. The stages, and completion levels, are outlined below:
  - Stage 1: Mandatory Requirement Review – Completed 22 Sep 2014
  - Stage 2: Functional/Technical Requirements Review - Completed 20 Oct 2014
  - Stage 3: Demonstrations and Interviews – Underway- Completion Target: 11 Nov 2014
  - Stage 4: Site Visits and Price Evaluation – Completion Target: 02 Dec 2014
  - Stage 5: Blueprinting - Completion Target: 30 Jan 2014

*Implement the CUPE job evaluation tool*

The timelines associated with this project were extended from June 2014 to October 31, 2014. All of the 200+ CUPE jobs have now been evaluated. The next phase of the project will focus on identifying any irregularities or discrepancies with the assistance of the consultants, appeals and consideration of design. It is anticipated that this project will extend well into 2015.

*Implement a Staff Strategic Plan*

- Results from the forums conducted in Q1 and Q2 were reviewed and themed to provide foundations for additional staff consultations in Q4. The project team is on schedule and budget to meet the expected delivery of the staff strategic plan to senior leaders by the end of Q4.

**Invest Barrie Division**

*Develop strategy for the creation of a start-up business culture in Barrie including launch of a small business virtual portal and potential model for the business synergy centre and/or incubator*

- Planning is underway to launch Barrie Entrepreneurs Connect (BEC), a web portal that is geared towards helping local entrepreneurs start and grow their businesses, on Oct 3 during the Startup Weekend at Georgian College. BEC was developed as a collaborative effort between the City and Georgian College's Henry Bernick Entrepreneurship Centre. The launch will show the first phase of the BEC portal. Following go-live, the team will track analytics and will look for ways to enhance functionality and grow the number of users.

*Implement and “go live” with Business Ambassador Program*

- The City has been working closely with the business-led “Barrie Business Ambassadors” committee to “go live”, and the official launch of the Barrie Business Ambassadors will be held on Tuesday, November 18<sup>th</sup>. Following the launch, an ambassador selection process will begin, with training expected to take place early in the New Year.

*Complete a new process to succeed in leasing space within the renovated train station and attracting a compatible and vibrant development to the vacant lands*

- Two RFP processes were executed and completed. The first RFP focused on non-local organizations and did not yield any results. The second RFP, which focused on the local broker community, is currently being evaluated.

*Strengthen GBBEC within new Invest Barrie portfolio and under new management model including regionalizing service in collaboration with Simcoe County*

- The Greater Barrie Business Enterprise Centre (GBBEC) is in the process of executing its new commitment to expand services throughout Simcoe County (supported by funding from the County), as well as to offer specialized services to youth – supported by new funding from the Province. In addition, collaboration with Georgian College’s Henry Bernick Entrepreneurship Centre on program and service delivery is being explored where value for both organizations and program recipients can be increased.

*Encourage Culture as an economic driver and the creation of related economic opportunities to serve the entire Barrie Community*

- Special workshops were conducted to offer opportunities to local arts organizations to work on their strategic plans.

*Nurture Culture as an opportunity to advance Council’s priority for Revitalization of the City Centre*

- Staff hosted the Municipal Event Planners from the region for an annual conference, introducing many to our downtown for the first time. This activity aligns with our continued role in key downtown initiatives such as the market feasibility study, strategic integration of waterfront businesses, and the plan for nurturing creative spaces downtown, that become the crossroads for entrepreneurship, creativity, ideas exchange and business creation.
- The Mady Centre was occupied by community programmers 167 days to the end of Q3.

**Infrastructure and Growth Management Division**

*Continue to investigate the condition of historic waste disposal sites*

- Completed field work associated with the supplemental environmental investigation of historical waste disposal sites along Dymont and Bunker’s Creeks to better understand potential environmental impact and the required delineation of the D-4 Assessment Area for inclusion in the City’s Official Plan. No further remediation work is planned for 2014 unless the MOE does not accept the submitted action plan. Plan is to continue with on-going monitoring of gas levels and drill more wells for further monitoring.

*Work towards implementation of sustainable waste management strategy*

- Landfill Re-engineering Project proceeding on plan.

**Community and Corporate Services Division**

*Prepare a business case for consideration by Council supporting the future investment in an electronic registration/information system for Recreation Services to replace/improve the existing legacy system*

- Following a thorough review and evaluation of available options (with the assistance of Information Technology Department), negotiated a scope of work with the existing software vendor to upgrade the current legacy registration system to next generation technology. Negotiations included ensuring the upgrade will be implemented at no up-front cost to the City. Migration planning will begin in January 2015, with implementation of system components phased in from May through October, 2015.

*Increase drop in program participation and remain current with the latest in program trending*

- Introduced new registered program schedules beginning in the Fall 2014 and Winter 2015 seasons, which will see three 8-week program sessions introduced where previously two 10-week sessions were offered. This change will see an increase from 20 weeks of available programs through the fall and winter sessions, to a new total of 24 weeks.

*Planning and delivery of the 2014 Municipal election including promotion of revised ward boundaries, Inaugural Ceremony, Councillor orientation and Committee appointments*

- Planning and preparations for the 2014 Municipal Election occurred with equipment ordered, voting dates and locations finalized, voter notification letters processed for mailing and communications plans developed in conjunction with Access Barrie and Information Technology. Planning related to the Inaugural Ceremony, Councillor Orientation and Committee appointments is underway and will be finalized with input from the 2014-2018 Council-elect.

*Implement financing strategies for growth management, including an update to the City's Development Charges By-law*

- The update to the City's Development Charges By-law was approved by Council on August 25. Three appeals have been filed, two of which are site specific and the third is challenging the analysis supporting the Development Charges Background Study. Staff have worked closely with the appellant who is challenging the analysis to provide clarification and responses to his concerns.

*Work with MPAC and other City departments to develop a process accelerating the timing for capturing assessment growth and to improve the ability to forecast assessment growth*

- A framework for assessment maximization has been established and has been effective at establishing stronger relationships between City staff and MPAC to ensure the timely exchange of information that is supporting activities to protect the City's assessment base and maximize assessment growth.

Key Performance Indicators can be found in Appendix C.

**APPENDIX A**  
**Tax-Supported Operating Budget Variance as at Sept 30, 2014**

	Budget YTD Sept 30	Actual YTD Sept 30	Variance to Budget	Forecasted Y/E Surplus (Deficit)	Explanation/Comments
Council & Mayor's Office	587,978	548,066	39,911	7,288	Variance is due to under spending in Conferences and Trade Shows (\$8k) and Councillor Expense Accounts (\$13k)
Office of Chief Administrative Officer	563,010	417,614	145,396	236,328	\$69k in Salary and Benefits budgeted within CAO's Office for Emergency Planner, complement reallocated to IT for 2014. Favourable variance is offset by salary costs within IT. \$80k favourable variance in CAO Contingency. This budget has not been required YTD but represents the only source of corporate emergency funding.
<b>Community and Corporate Services</b>	<b>25,353,038</b>	<b>24,752,937</b>	<b>600,101</b>	<b>40,183</b>	
General Manager of Community and Corporate Services	224,488	223,576	912	4,542	
Fire	16,138,990	15,626,823	512,167	38,132	Savings in staff costs due to position vacancies are partially offset by higher than planned facility maintenance costs including building repairs to Fire Stations 2 and 3 and higher contracted service costs for 24/7 bare pavement requirement for snow removal and a change in the facility cleaning contract. By the end of year the staff costs savings will be further reduced by extra overtime to cover the vacancies and potential final payouts on the arbitration award. The facility maintenance cost will be further over plan due to the increase in contracted services.

	Budget YTD Sept 30	Actual YTD Sept 30	Variance to Budget	Forecasted Y/E Surplus (Deficit)	Explanation/Comments
Finance	2,480,867	2,440,616	40,251	29,365	
Legislative and Court Services	277,216	336,724	(59,508)	97,296	YTD Budget and Actuals are presented net of \$7M in POA Fine revenue. Barrie POA fine revenue has been experiencing an approximately 20% reduction as a result of decreased Barrie Police Service charge volumes. This has materialized into a \$(121k) shortfall as of Q3 but is expected to persist into 2015. This has been offset by \$45k savings realized through salary gapping, and \$35k favourable variance in postage. A surplus of \$97k is anticipated at year end resulting from continued salary gapping and postage savings.
Legal Services	1,096,150	817,501	278,649	199,623	Favourable variance includes \$131k in cost recoveries from a plaintiff on several interlocutory matters, which could not be predicted during the business plan. In addition, document disclosure and discoveries in a major lawsuit are currently scheduled for late October and November, with a projected cost of \$150k. Finally, several appeals to the OMB were successfully settled, thereby avoiding the cost of hearings.

	Budget YTD Sept 30	Actual YTD Sept 30	Variance to Budget	Forecasted Y/E Surplus (Deficit)	Explanation/Comments
Building & Bylaw Enforcement	826,819	616,085	210,734	184,417	Higher than normal staff vacancies resulted in reduced patrol hours, reduced costs \$175k and reduced revenues associated with patrols. Some customer-driven applications have varied from past averages affecting the actual revenues compared to budget.
Recreation	4,269,965	4,688,916	(418,951)	(513,193)	Lower than budget program revenue (\$535k) as a result of lower than estimated program registration. This has been somewhat offset by delayed facility spending and gapping.
<b>Infrastructure &amp; Growth Management</b>					
	<b>32,498,341</b>	<b>32,171,232</b>	<b>327,111</b>	<b>(2,499,950)</b>	
General Manager of Infrastructure and Growth Management	235,196	233,601	1,594	10,875	
Facilities & Transit	7,650,531	9,310,712	(1,660,180)	(1,336,839)	Consistent with Q2, due to harsh winter conditions and a drop in ridership post changes made in 2013, we have realized bus pass and fare revenue shortfalls of \$1.516M. It is anticipated that ridership will increase in Q4 with the seasonal return of students and improved transit routes. As part of the Staff Report FACTR-002-14, Council has approved \$800K of this shortfall to be funded from the Gas Tax Reserve.



	Budget YTD Sept 30	Actual YTD Sept 30	Variance to Budget	Forecasted Y/E Surplus (Deficit)	Explanation/Comments
Engineering	1,072,650	680,024	392,626	330,185	Favourable variance is a result of salary gapping and higher than expected engineering fees. In anticipation of the new DC's fee site plan and subdivisions registered earlier than anticipated therefore generating higher engineering fee revenue
Planning	718,927	783,824	(64,896)	(274,879)	Unfavourable variance due to lower than anticipated development application revenue.
Environmental Services	4,155,465	3,626,109	529,356	57,556	The variance at the end of Q3 is reflective of savings in historic landfill remediation work (\$206k increasing to \$250k by year end). Based on recommendations from the consultants review, a plan has been submitted to the MOE not to complete further remediation work and continue with risk assessment work (on-going monitoring and drilling more wells). Revenue from Stewardship Ontario is ahead of plan (\$133k) at Q3 but will be below plan (\$184k) by the end of the year due to the reduced level of Stewardship subsidy expected. Revenue from tipping fees that was expected from an increase to the rate will not be achieved (\$60k under at Q3 and \$123k under plan by year end).

	Budget YTD Sept 30	Actual YTD Sept 30	Variance to Budget	Forecasted Y/E Surplus (Deficit)	Explanation/Comments
Roads, Parks & Fleet	17,913,269	17,010,275	902,995	(1,368,242)	<p>Largest driver of the variance is delayed contracted services spending in pavement marking paint (\$214k), storm (\$149k) water, detention ponds (\$957k), and road maintenance (\$1.3M). Cleaning of oil grit separators has proven to be more difficult for the contractor than expected as each device is uniquely designed and built. The City is working with the contractor to address these issues. The pond maintenance work was delayed due to wildlife issues and on-going design issues that have been encountered with the 4 ponds in the plan this year. Road life cycle and maintenance work was tendered later than planned but is expected to be complete by year end. The underspend in contracted services at Q3 will balance out by year end with the majority of the year end unfavorable variance due to overspending in winter operations (\$750k to date and \$1.2M forecasted by YE). Q3 YTD and YE results are also impacted by higher than planned fuel usage (majority attributed to heavy winter operations) and higher vehicle repair costs due to the lack of wash bay facilities, heavy winter conditions, delay in hiring the two new technicians (Sept vs April) and costly maintenance work on older model fire trucks.</p>

	Budget YTD Sept 30	Actual YTD Sept 30	Variance to Budget	Forecasted Y/E Surplus (Deficit)	Explanation/Comments
Corporate Asset Management	752,303	526,687	225,616	81,395	Favourable variance is a result of salary gapping and misalignment on the calendarization related to the spending and funding on contracted services and consultants.
<b>Invest Barrie</b>	<b>2,019,334</b>	<b>1,794,870</b>	<b>224,464</b>	<b>(129,835)</b>	
Invest Barrie – Administration	192,655	153,842	38,813	(66,729)	Salary gapping from Executive Director's salary of approx. \$57k plus \$20k expense not incurred from delay of position start date. Expected \$125k in advertising revenue from a new sponsorship consultant will not materialize until 2015 but \$25k expense budgeted for the sponsorship consultant will not be incurred until Nov/Dec.
Business Development	589,063	413,704	175,359	58,814	Favourable variance is due to delayed timing in consulting fee processing, and delayed projects regarding Branding and other market research projects.
Culture	1,237,616	1,227,324	10,292	(11,724)	Winterfest budget being reduced by the value of our Celebrate Ontario grant without recognition of the additional expense to execute the enhancement for which the grant was allocated. Succeeded in securing a sponsorship of Celebrate Barrie. Revenue from rentals at Georgian Theatre did not meet expectations.
<b>Access Barrie</b>	<b>975,978</b>	<b>933,302</b>	<b>42,676</b>	<b>(888)</b>	
Access Barrie - Administration	329,307	327,363	1,944	(460)	

	Budget YTD Sept 30	Actual YTD Sept 30	Variance to Budget	Forecasted Y/E Surplus (Deficit)	Explanation/Comments
Customer Service	188,880	180,202	8,678	(352)	
Communications and Strategic Initiatives	457,791	425,737	32,054	(76)	YTD spending in Advertising has resulted in a positive variance as of Sept 30. Several corporate initiatives are expected for Q4 and the favourable variance is not anticipated to continue for year end.
<b>Innovate Barrie</b>	<b>5,509,067</b>	<b>5,160,750</b>	<b>348,317</b>	<b>(52,237)</b>	
Innovate Barrie – Admin	221,799	212,137	9,662	19,235	
Human Resources	1,178,498	1,146,530	31,968	(80,481)	The favourable variance is primarily due to the forecasting and timing of Corporate training initiatives. The forecasted deficit is mainly attributed to outstanding legal bills associated with the Fire Award and associated unresolved matters.
Information Technology	4,108,770	3,802,083	306,687	9,008	The favourable variance is primarily attributed to the forecasting and timing of vendor invoices, which will resolve itself by the end of Q4; and recruitment delays in the hiring of a technical supervisor.
<b>Other Expenses</b>	<b>29,934,295</b>	<b>30,802,124</b>	<b>(867,829)</b>	<b>(624,352)</b>	
Financial Expenses & Other General Government	29,934,295	30,802,124	(867,829)	(624,352)	The unfavourable variance is primarily due to salary gapping, of which the majority is offset by the salaries and wages savings within the branches. Total salary gapping variance is \$298k unfavourable. Unanticipated WSIB Claims also account for \$147k of the unfavourable variance.
<b>Total Net City Services</b>	<b>97,441,041</b>	<b>96,580,895</b>	<b>860,146</b>	<b>(3,023,463)</b>	

	Budget YTD Sept 30	Actual YTD Sept 30	Variance to Budget	Forecasted Y/E Surplus (Deficit)	Explanation/Comments
Service Partners and Grants	72,213,919	69,239,423	2,974,496	2,414,756	2013 year end accruals were higher than subsequent billing received in 2014, resulting in favourable variances in Child Care, Ontario Works, Social Housing, and Land Ambulance. These accruals account for a portion of the year-end surplus, and the remainder is due to the timing of capital expenditures.
<b>Total Net Expenditures</b>	<b>169,654,960</b>	<b>165,820,318</b>	<b>3,834,642</b>	<b>(608,707)</b>	
Net Taxation for own purposes	(188,584,301)	(189,980,905)	1,396,603	964,706	Favourable variance is attributable to supplemental billing that was much higher than budgeted.
Payments in Lieu of Taxes	(1,645,895)	(1,641,516)	(4,379)	(113,310)	
Interest Income	(2,807,144)	(2,801,735)	(5,408)	(179,506)	Small unfavourable variance at Sept 30. Interest income is expected to be higher than planned at year-end due to increased interest on temporary investments in a high yield savings account (HYSA); however this interest will be allocated to Reserves & Reserve Funds and is partially offset by interest and penalty write-offs.
Corporate Overheads	(2,173,556)	(2,164,927)	(8,629)	0	
Sundry Revenue	(1,516,847)	(1,516,841)	(6)	(29)	

	Budget YTD Sept 30	Actual YTD Sept 30	Variance to Budget	Forecasted Y/E Surplus (Deficit)	Explanation/Comments
Total Revenue	(196,727,743)	(198,105,924)	1,378,181	773,841	
Total Operating Variance, Sept 30	(27,072,783)	(32,285,606)	5,212,823	165,134	

APPENDIX B										
Capital Plan Progress Update to Sept 30, 2014										
Summary of Capital Plan & Forecast	2014 Capital Spending Plan					Performance Reporting				
	Carryover from Prior Year Budgets	New Projects Approved in 2014 Budget	In Year 2014 Additions / (Reductions)	Total 2014 Spending Plan	Actual Spending Plan to Sept 30	YTD Forecast as of Sept 30	% of Plan as of Sept 30	Projected Year End Spending	Projected as a % of 2014 Plan	Spending Deferred
Community & Corporate Services	\$ 22,489	\$ 490,000	\$ (400,000)	\$ 112,489	\$ 26,821	\$ 114,400	23.4%	\$ 114,400	101.70%	\$ 1,911
Infrastructure & Growth Management	\$ 88,817,786	\$ 55,214,200	\$ 5,004,298	\$ 149,036,284	\$ 32,006,200	\$ 50,352,790	63.6%	\$ 84,541,399	56.73%	\$ (64,494,885)
Innovate Barrie	\$ 5,179,451	\$ 4,561,100	\$ 799,127	\$ 10,539,678	\$ 3,361,188	\$ 7,645,598	44.0%	\$ 9,272,558	87.98%	\$ (1,267,119)
Total	\$ 94,019,725	\$ 60,265,300	\$ 5,403,425	\$ 159,688,450	\$ 35,394,209	\$ 58,112,788	60.91%	\$ 93,928,357	58.82%	\$ (65,760,094)

**APPENDIX C  
KEY PERFORMANCE INDICATORS**

**Access Barrie**

*Communications – Media Releases (2014 Plan of 70) and Communications Strategies (2014 Plan of 25)*

In an effort to better inform and engage residents on City initiatives, Access Barrie is on target to exceed the 2014 target for media releases issued and has already surpassed the target for communication strategies. As of September 30, 2014 there has been 31 communication strategies and 60 media releases developed and issued. This can be attributed to an increase in the amount of City projects and initiatives so far in 2014.

*Communications – Social media followers (2014 Plan of 9,000)*

Social media continues to be a growth area in our online communications efforts. This can be attributed to increased interaction with the community and significant progress towards the City of Barrie website and mobile application. Currently, the City has 12,600 followers which surpass our target for 2014 of 9,000.

*Marketing – Percentage of visitors from mobile device (2014 plan 35%) and Percentage of new visitors to Barrie.ca (2014 Plan of 25%)*

There have been 608,860 visitors to Barrie.ca between January 1 and September 30 and 37% of those visiting are from a mobile device, and 68% of them are new visitors. This increase of new visitors reflects on the traction of marketing materials driving residents to Barrie.ca for more information and that we are successfully reaching new audiences.

*Customer Service – Number of enhanced service initiatives (2014 Plan of 12)*

Enhancing Customer Service through "Quick Wins" as identified through staff and customers was targeted to begin with the presentation to Council in September 2014. Opportunities were identified early in 2014 and implemented. These include redesign of the Customer Service Area on the 1st floor, introduction of QR codes for service in facilities, improved signage, parking pass pickup options and after hours leave a message capability. Most recently, residents and businesses are now able to pick up green bins and recycling bins at all our community centres and with support from the Downtown BIA and Tourism Barrie, a Downtown and Waterfront Ambassador pilot program was launched to provide residents and visitors with information on festivals, events, the new parking regulations and construction projects.

*Customer Service – Number of service requests received through Mobile Application (2014 Plan of 500)*

Ping Street launched their analytics portal in August 2014 which provides data dating back only to June 2014, between this time and September 30 the City has received over 252 customer service requests through our Mobile Application Ping Street. This is above our YTD target of 250. Increased participation is expected moving forward as residents become familiar with the various functionalities of Ping Street.

*Yearly training opportunities for Customer Service (2014 Plan of 10)*

Engaging staff at all levels will be key to increasing the culture of customer service across the Corporation. Six focus groups were held with front line and management staff to inform staff of the work to date and to get their input into the customer service plan. During Customer Service Week in October additional focus groups and training opportunities will be provided. It is expected that we will exceed the target of 10 sessions in 2014.



**Innovate Barrie**

Information Technology – Number of visits to Municipal Website per Capita (140k) (2014 Plan of 17.5)

The number of visits to the City's website by the public is tracking well ahead of the planned forecast. Increases in the public's use of the City's website is attributed to the municipal elections and the growing trend of 'internet first' communication.

Human Resources – Number of lost-time accidents (2014 Plan of 8)

As of Q3, the City has experienced only 5 lost-time accidents. This can be attributed to an increase in early intervention methods for return to work.

Human Resources – Cost of lost-time accidents (2014 Plan of \$40k)

YTD amounts as of September 30 are \$42,397. The lost time claim costs have increased as two employees underwent surgeries.

Human Resources – Average number of Sick/STD/LTD/WSIB days per employee (2014 Plan of 9.0)

Currently, the City is experiencing an average of 7.28 sick days per employee. This is a result of a significant increase in LTD and a slight increase in sick leave. WSIB related days have increased due to above-noted surgeries.

Human Resources – Build Respectful Relations with Unions (2014 Plan Grievance Rate 3% CUPE and 1% BPPFA)

At the end of Q3, the YTD Actual Grievance Rate for CUPE was 4.5% with a variance of 1.50% and for BPPFA it was 0.6% with a variance of -0.41%.

**Invest Barrie**

Business Development – Manufacturing – Support and Facilitate Growth (2014 Plan – 4)

- Manufacturer Outreach Program (with a related survey), in progress and ongoing. Approximately 20 have been completed to date.
- Working with the County of Simcoe and other regional municipal partners on a survey to gather feedback from companies regarding the interest of co-exhibiting with the municipalities at future trade show events similar to the successful experience with the Global Petroleum Show.

Business Development – Small Medium Enterprises (SME's) - Support and Facilitate Growth (2014 Plan – 4)

- Greater Barrie Business Enterprise Centre is in the process of executing its new commitment to expand services throughout Simcoe County following approval from Simcoe County Council for a 2-year pilot project to support a Mobile Small Business Consultant through GBBEC in order to provide in-market business support service regionally. New staff (supported by the new funding) will be hired.
- GBBEC partnered with numerous other local organizations including the Greater Barrie Chamber of Commerce and Georgian College to plan and execute Barrie Business Week. The event included

experts and industry leaders that provided tools and techniques on a variety of subjects such as social media, marketing and sales, and business development.

- Collaboration with Georgian College's Henry Bernick Entrepreneur Centre on research, program and service delivery, and ecosystem development explored where collaboration increases overall outcomes/benefit for the community.

*Business Development - Information Technology and Data Security – Analysis and Strategy Framework*

- Currently conducting a study to look at the cost of doing business in Barrie (in software, R&D and other businesses) as compared against other cities in Ontario and Canada, which will form part of a comprehensive technology business value proposition.
- Exploratory meetings held with IBM and Cisco. Major strategic framework will occur after an analysis is completed to look at the ecosystem available to support technology companies (ranging from talent to digital infrastructure).

*Business Development – Engage local businesses that have a global reach in leveraging their networks in order to lead, facilitate, and support foreign investment*

- The formal launch of Business Ambassadors, slated for mid November 2014 will provide more foreign reach.
- Plans to engage with global network of trade commissioners – both Federal and Provincial. Awaiting completion of the "cost of doing business" research, which will finalize the Barrie Value Proposition and will allow it to be sent to the trade commissioner network.
- Ongoing dialogue with a number of Barrie based companies.

*Business Development – Review and evaluate benefits of China Trade Mission and consider other missions for strengthening our FDI program (2014 Plan – 1)*

- FDI missions will be placed on temporary hold until we have more firmly evaluated local opportunities for new investment attraction and economic diversification - which traditionally lead to significantly higher returns in terms of job numbers – making use of micro-targeting techniques. Once we are comfortable that we are doing what we need to at home to attract investment, we can look at participating in foreign missions that have historically lead to results.
- In the meantime, ongoing activity includes presentations to GTA based brokers, lawyers, and other Chinese professionals who make monthly trips to mainland China to review investment opportunities with their clients.

*Business Development – Entrepreneurial Eco System - Explore best practices and determine model to execute (2014 Plan – 1)*

- Working with Georgian College and other regional stakeholders to determine best and most appropriate model for execution. This includes existing collaborations on certain initiatives, including the BEC Portal (see below) and preparing the startup ecosystem.
- The executive Director of Invest Barrie has started developing a list of specific initiatives that will enhance the environment for the startup cluster. These initiatives are being organized into a strategic framework for growing the ecosystem, attracting startups, and supporting the growth of local entrepreneurial ventures.

- Discussions held with both local growth startups, as well as global technology companies, to identify opportunities for specialization and collaboration.

Business Development – Initiate discussions to explore a single portal as a virtual one stop for entrepreneurs (2014 Plan – 1)

- Barrie Entrepreneurs Connect Portal (BEC) will be launched early in Q4. BEC was developed as collaboration between the City and Georgian College's Henry Bernick Entrepreneurship Centre. Following go-live, the team will track analytics and will look for ways to enhance functionality and grow the number of users in 2015 and beyond.

Business Development – Study the feasibility and value of co-locating existing services (2014 Plan – 1)

- GBBEC move to City Hall complete. However, there is still separation between GBBEC, Business Development and Culture. Benefits of closer collaboration, alignment and cross-pollination of resources will be realized once the entire group can be located in a single place.

Business Development – Review current land sale policy and provide recommendations to improve process with the primary objective of selling and developing city owned land for jobs (2014 Plan – 1)

- In progress – working with outside firms and various departments to develop recommendations (anticipated completion Q1 2015).

Business Development – Create lot profiles with specs for marketing and development (2014 Plan – 1)

- Template complete and in use.
- The team has engaged the newly formed GIS team's manager to discuss opportunities for creating an enhanced site selection GIS tool, where land can be mapped and shown with value-add data layers (such as workforce availability) and digital property profiles & specs for easy public/investor access. This work will proceed in phases (incrementally), in order to allow for the enhanced GIS application to be in-place that can support the vision.

Culture – Number of attendees of Corporate Events (2014 Plan – 125,000)

- The number of Corporate Events attendees as of September 30<sup>th</sup> reached 100,000 surpassing the third quarter target of 93,750.

Culture – Net cost per resident of Corporate Events (2014 Plan – \$2.07)

- The net cost per resident at the end of the third quarter equalled \$1.21 per resident.

Culture – Number of people who participate in arts education (2014 Plan – 170,000)

- The number of arts education participants has already met its annual target of 170,000 as of September 30<sup>th</sup>.

Culture – Gross culture spending per capita (2014 Plan – \$15.90)

- Gross culture spending per capita is at 11.86, which is just short of its third quarter target of \$11.93.

Culture – Arts grants per capita (2014 Plan – \$2.30)

- The number of arts grants per capita has met its annual target of \$2.30 at the end of the third quarter.

Culture – Number of people attending cultural events (2014 Plan – 700,000)

- The number of cultural events attendees as of September 30th reached 607,200 surpassing the third quarter target of 525,000.

Culture – Number of people attending partnered events (2014 Plan – 260,000)

- The number of partnered events attendees as of September 30th reached 201,000 surpassing the third quarter target of 195,000.

Culture – Number of days occupancy of Mady Centre (2014 Plan – 250)

- The days of occupancy at the Mady Centre has reached 167, which is behind the third quarter target of 187.5 days.

Culture – Number of days occupancy of Georgian Theatre (2014 Plan – 130)

- The days of occupancy at the Georgian Theatre has reached 99, which is just ahead of the third quarter target of 97.5 days.

Culture – Number of Special Event Permits issued

- The number of special events permits issued as September 30<sup>th</sup> has reached 121 permits.

**Infrastructure and Growth Management Division**

Energy Management – Administration Building Consumption (2014 Plan of 386.07ekWh/m<sup>2</sup>/yr)

The 2014 target has been exceeded to date by 9% (currently at 350 ekWh/m<sup>2</sup>/yr). This is a reflection of the implementation of phase 1 & 2 HVAC modernization, facility optimization and increased operator knowledge through re-training.

Roads – Operational Spending per lane KM (2014 Plan of \$11,767)

As of the end of September the operational spending per lane kilometre is \$7,932 compared to a YTD plan of \$8,979. The variance is a result of planned work starting later than planned and outstanding invoicing for work completed.

Fleet – Vehicle utilization (based on 8,000km/yr) (2014 Plan of 92%)

As of the end of September the vehicle utilization rate is 98%. The rate is higher in the summer months due to the increase in the number casuals and students using vehicles. The year-end utilization rate is expected to be higher than plan due to an existing shortage of vehicles. There are some branches renting vehicles to meet business needs and these rental requirements are currently being validated. Alternatives for access to vehicles for business needs are being investigated.

Environmental Operations – Residential Waste Diversion Rate (2014 Plan of 47.7%)

YTD rate as of the end of September is 46%.

Wastewater Operations – Cost per Mega Litre (ML) of Treated Sewage (2014 Plan of \$863.46)

The cost per mega litre of treated sewage as of the end of September is \$773.65. YE forecast will be closer to plan as there is still a significant amount of spending on parts, equipment repairs and contracted services. Flow rate is expected to be 18,600 for the year, which is lower than the plan of 18,807.

Wastewater Operations – Percent Time Compliance Limits Met (2014 Plan of 100%)

To date the business has been 100% with compliance limits.

Water Operations – Cost per Mega Litre (ML) of Treated Water (2014 Plan of \$1,000)

The cost per mega litre of treated water as of the end of September is \$1,209.70. Expenses are tracking close to budget while water production levels are tracking lower. This is a combination of cooler and wetter than normal weather as well as consumers utilizing the Customer Dashboard to monitor their water consumption via the AMI system. Production levels are based on maintaining system pressures and flows and as the consumption declines the water in the system does not move, becomes un-potable, and has to be flushed to the storm system.

Water Operations – Number of Customer Complaints per 1,000 Customers (2014 Plan of 5.0)

Year-to-date result is 1.43. This is based on a total of 207 complaints to date. January (25), February (30) and March (48) were the highest months, primarily a result of “no water” calls received due to frozen services and meters.

## **Community and Corporate Services**

Recreation – Utilization rate for directly provided registered programs (2014 Plan of 77.0%)

KPI tracking indicates that registered program participation is trending toward the goal established for 2014, and permit (rental) participation is trending slightly beyond the established 2014 goal, while drop-in participation seems to be slightly lower than seen in 2013. Net operating cost recovery is trending slightly below the 2014 goal, due to lower than project revenue. Program utilization has increased to 80.8% through the end of Q3, and is ahead of the established target of 77%

Legal Services – Percentage of Prosecutorial Success (2014 Plan of 65%)

We have met that target and anticipate maintaining it throughout 2014.

Legal Services – Number of insurance claims/incidents received (2014 Plan of 290)

As of September 30<sup>th</sup> we are at 218, which translate into 24.22 per month over 9 months. All things remaining the same 24.22 per month x 12 months generates a forecast of 291 in 2014.

Legal Services – Number of insurance claims/incidents handled in-house (2014 Plan of 80%)

We have met that target and anticipate maintaining it throughout 2014.

Finance – Minimum Savings from Assessment Maximization (2014 Plan of \$70,000)

The KPI of generating additional tax revenue has been exceeded and reached \$230,000.

Finance – Percentage of invoices paid in 30 days (2014 Plan of 65%)

We have paid 83.7% of our invoices within 30 days.

Finance – Percentage of Goods/Services Purchased through a Procurement Process (2014 Plan of 75%)

The percentage of goods/services purchased through a procurement process or spend under contract demonstrates value for tax payers dollars; as the organization can achieve significant strategic benefits for the organization such as increased leverage of spend, improved pricing, higher discounts, reduced risk of supply failure or contractual disputes.

As anticipated, the work competed on and the establishment of new Standing Agreements for commonly purchased goods and services in 2014 (21 new SAs) has had a positive effect.

Fire – Emergency Response Call Volumes:

KPI tracking indicates that response call volumes for 2014 Q3 are 6,057, an increase of 794 incidents over the same 2013 Q3 results. This is an increase of 15.1% for 2014. A majority of this can be attributed to the implementation of Simultaneous Dispatch with the MOHLTC in September of 2013.

Fire – Less than a 6 minute road response – 90% of the time:

KPI tracking indicates that we are exceeding the Council direction of a less than 6 minute road response to emergency calls, 90% of the time. Q3 shows we have a 94.4% rate of achieving this, despite the 15.1% increase in call volumes.

Building & By-Law Services – Operating cost for Building Permits per \$1,000 of Construction Activity (2014 Target of \$12.00) / Percentage of Building Permit applications reviewed within legislated timeframes (2014 Target of 95%)

Construction permit activity in 2014 has been lower than originally expected, primarily driven by the limited supply of land for development. Permits are being processed within the required time frames 95% of the time. Costs have been contained to just under \$12.00/\$1,000 of construction value of permits issued.

Building & By-Law Services – Business License Renewals Issued by Due Date (2014 Target of 85%) / Number of inspections per Specified By-Law Complaint (2014 Target of 1.5)

The compliance rate for business license renewals by due date is currently at 81%, slightly lower than our expectation. The number of inspections per complaint has dropped to 1.43. We are anticipating some service delivery cost reductions and some lower ticket revenues due to several staff vacancies.