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**TO:** GENERAL COMMITTEE

**SUBJECT:** BUSINESS PLAN STATUS AS AT JUNE 30, 2015

**WARD:** ALL

**PREPARED BY AND KEY CONTACTS:** M. JERMEY, DEPUTY TREASURER, EXTENSION #4407  
H. MILLER, SUPERVISOR BUDGET & TREASURY, EXTENSION #4923

**SUBMITTED BY:** C. MILLAR, DIRECTOR OF FINANCE *cm*

**GENERAL MANAGER APPROVAL:** P. ELLIOTT-SPENCER, GENERAL MANAGER OF COMMUNITY & CORPORATE SERVICES *PES*

**CHIEF ADMINISTRATIVE OFFICER APPROVAL:** C. LADD, CHIEF ADMINISTRATIVE OFFICER *for. C.A.O.*

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**RECOMMENDED MOTION**

1. That the 2015 Budget and Business Plan Status as of June 30, 2015 be received.
2. That staff be authorized to proceed with existing projects with an expanded scope as identified in Appendix G – Capital Projects Requiring Additional Funding, and add the funding commitments in the amount of \$140,982.
3. That staff be authorized to engage a consultant to facilitate the Whiskey Creek Area-Specific Development Charges Background Study Update with a total project cost not to exceed \$30,000 and that the project be funded 90% from the Administration DCs Reserve Fund with the remaining 10% funded from the 2015 Operating Budget.
4. That staff be authorized to draw \$29,855.38 from the Library Ramp-up Reserve to partially fund Purchasing and Funds Management ERP modules for the Library as approved by the Library Board on June 25, 2015 via motion #15-26 (see Appendix H).

**PURPOSE & BACKGROUND**

Report Overview

5. The City's Financial Policies Framework requires the Director of Finance to issue quarterly memos and a year-end staff report on finances that compare year-to-date (YTD) actual results to budget. This report reflects activity for the six months ended June 30, 2015. The report also provides updates on key department service delivery initiatives, and key performance indicators. With the exception of certain specific items, this report does not contain forecast information as this information is gathered as part of the business planning process and is not available at the time this report is written. The report for the third quarter will contain forecast information.
6. In addition, this report seeks approvals needed to address various housekeeping items in the Operating and Capital budgets.

**ANALYSIS**

**SUMMARY OF OPERATING RESULTS - TAX**

8. The following table summarizes the financial variances to June 30, 2015 between planned net operating expenditures, and actual results by Division for tax rate based operations. Appendix A includes a breakdown of the tax rate based variances by department.

	Year-To-Date June 30, 2015		
	Budget	Actual	Variance
Council & Mayor's Office	433,823	335,484	98,339
Office of the CAO	377,093	224,001	153,092
Community and Corporate Services	17,326,495	16,773,398	553,097
Infrastructure and Growth Management	22,921,713	22,328,576	593,137
Invest Barrie	1,439,246	1,312,512	126,734
Access Barrie	691,953	658,944	33,009
Innovate Barrie	4,821,606	3,960,932	860,674
Financial Expenses & Other General Government	30,475,502	30,893,566	(418,064)
Service Partners & Grants	67,438,051	67,082,823	355,228
<b>Total Net Expenditures</b>	<b>145,925,482</b>	<b>143,570,236</b>	<b>2,355,246</b>
Corporate Revenues	(202,592,395)	(203,653,986)	1,061,591
<b>Total Variance</b>	<b>(\$56,666,913)</b>	<b>(\$60,083,750)</b>	<b>3,416,837</b>

9. Key offsetting contributors (negative variances) to the Corporation's general tax rate surplus include the following:
- Rail Operations – Contracted Services (\$160K) - (see Appendix B);
  - Winter Control (\$323K) - (see Appendix B);
  - Transit Revenue (\$323K) - (see Appendix B);
  - Recreation Revenue (\$250K) – (see Appendix B); and,
  - Salary Gapping Shortfall (\$142K) - (detail below).
10. Key contributors (positive variances) to the Corporation's tax rate general surplus include the following:
- Human Resources - Corporate Provision for Labour Relations that will be distributed to departments and paid in subsequent periods \$433K;
  - Information Technology – Invoice Timing \$423K (see Appendix B);
  - Watercourse and Detention Pond Maintenance – Contracted Services - \$211K (see Appendix B);
  - Service Partners – \$396K (detail below); and,
  - Corporate Revenue - \$1,046K (detail below).

11. Additional details have been provided in Appendix B that identifies the reasons for the negative and positive variances, the continuing impact going forward, and actions taken to mitigate future anticipated variances.
12. While Staff have specifically reported on individually significant variances; divisions such as IGM and CCS are made up of many individual sub-departments and accounts with variances that, when taken together, may drive larger variances. Common themes behind the generally positive variance include the impact of salary gapping at the department level, the timing of various operating activities, and certain revenue streams materializing earlier than expected. These variances are primarily the result of minor differences in timing between budget and actual and are not necessarily indicative of a trend that will carry forward to year-end.

#### Service Partners

13. The overall year-to-date positive variance for service partners is driven primarily by Nottawasaga Valley Conservation Authority (\$164K), Physician Recruitment (\$60K), and Barrie Public Library (\$172K). These variances are not operational and will be eliminated as requests for payment of grants are received and/or funded by corresponding reserves.

#### Salary Gapping

14. The salary gapping provision approved by Council in the 2015 Business Plan, as amended, is \$1.28M. This amount includes both permanent staff and casual/part-time salary costs. The City continues to implement a variety of techniques to achieve salary gapping targets. These include four month or longer hiring delays when viable, and managing overtime costs where possible.
15. As of June 30<sup>th</sup>, salary gapping is under realized by \$142K with actual savings from staff vacancies being \$499K, or 78% of the 2<sup>nd</sup> Quarter target of \$641K. Increased overtime costs are the main driver of this negative variance.
16. It should be noted the corporate wide budget for salary gapping is held centrally while the actual results of salary gapping are realized in the operating results of individual departments. This mismatch of budget and actuals results in a negative variance on the "Financial Expenses & Other General Government" line (\$641K at June 30<sup>th</sup>) in the table above with offsetting variances on the other lines. The City's current financial systems do not support the distribution of the gapping budget in a manner that would facilitate improved analysis.
17. 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 gapping achieved and year-to-date savings may not be an accurate reflection of gapping to be achieved for the remainder of 2015.

#### Corporate Revenues

18. The overall corporate revenue variance is driven primarily by positive variances associated with payments in lieu of taxes (\$713K); tax write-offs (\$291K); and vacancy rebates (\$323K). These positive variances are offset by a negative variance associated with interest revenue on the Barrie Hydro Holdings note receivable (\$281K). With the exception of the positive variance for payments in lieu of taxes which is tied to the early receipt of payment from Georgian College and others; these variances are resultant from timing differences associated with accruals made at period end and will reverse in subsequent periods.

**SUMMARY OF OPERATING RESULTS – WATER**

	Year-To-Date June 30, 2015			
	Budget	Actual Results	Variance	%
Salaries and Benefits	3,328,564	3,107,098	221,466	93.3%
Operating Expenses	3,706,411	3,552,970	153,441	95.9%
Corporate Overhead	3,156,859	2,967,175	189,684	94.0%
Debt Charges	3,983,768	3,983,768	0	100.0%
Revenues	-15,245,151	-15,686,089	440,938	102.9%
<b>Transfer to Reserve</b>	<b>-1,069,549</b>	<b>-2,075,078</b>	<b>1,005,529</b>	<b>194.0%</b>

19. The Water Operations Branch completed the first six months of the year with an operating surplus of \$1M. Expenditures are tracking at 96% and revenue is tracking at 102.9%.
20. Employee costs were below plan due to vacancies that management is working diligently to fill now that the Water Branch restructuring and the job evaluation processes are complete.
21. Staff in the Water Customer and Distribution Services groups was delayed in starting operating maintenance work due to the high number of frozen services and water main breaks in the first part of 2015. The financial impact of the frozen water services and main breaks are off-set by operational savings to date.
22. Water rate revenues are \$441K ahead of plan. This year is trending as a more normal consumption year compared to the previous two years. Water consumption for 2015 was calculated on an average trend of the prior 24 months.

**SUMMARY OF OPERATING RESULTS – WASTEWATER**

	Year-To-Date June 30, 2015			
	Budget	Actual Results	Variance	%
Salaries and Benefits	2,037,020	1,948,860	88,160	95.7%
Operating Expenses	5,071,598	3,485,953	1,585,645	68.7%
Corporate Overhead	1,764,061	1,624,469	139,592	92.1%
Debt Charges	4,079,018	4,075,884	3,134	99.9%
Revenues	-18,064,803	-18,394,656	329,853	101.8%
<b>Transfer to Reserve</b>	<b>-5,113,106</b>	<b>-7,259,490</b>	<b>2,146,384</b>	<b>142.0%</b>

23. The Wastewater Operations Branch completed the first six months of the year with an operating surplus of \$2.1M. Expenditures are tracking at 86% and revenue is tracking at 101.8%.

24. The primary drivers of the operating expenditure variance are a change in management personnel in early April, planning issues that resulted in delays in procuring required parts and supplies and resourcing demands of capital project work in 2015.
25. Sewer rate revenue is \$330K ahead of plan. Sewer rate revenue is directly correlated to water consumption usage, which is up in 2015 compared to the previous two years. Rate revenue for 2015 was calculated on an average trend of the prior 24 months.

**SUMMARY OF OPERATING RESULTS - PARKING**

	Year-To-Date June 30, 2015			
	Budget	Actual Results	Variance	%
Salaries and Benefits	192,068	205,746	-13,678	107.1%
Operating Expenses	356,093	303,374	52,719	85.2%
Corporate Overhead	153,844	161,040	-7,196	104.7%
Debt Charges	488,397	488,397	0	100.0%
Revenues	-743,924	-792,350	48,426	106.5%
<b>Transfer from Reserve</b>	446,478	366,207	80,271	82.0%

26. Parking Operations completed the first six months with a surplus of \$80K. Expenditures are tracking at 97.3% and revenue is tracking at 106.5%
27. Employee costs are tracking ahead of plan due to parking staff having to work a significant amount of overtime in the first half of 2015 repairing old transit equipment that was not replaced due to the changeover in July to the new contract.
28. The biggest driver of the operating expenditure variance is a timing difference between budget and actual spending on the driving surface rehabilitation at the Collier Street Parkade. This variance will net out by year end when the work is complete.
29. Parking revenues were \$48K ahead of plan for 2015. Revenue is tracking \$23K ahead of plan in special event revenue and \$25K from parking meter revenue.

**CAPITAL PLAN STATUS AT JUNE 30, 2015**

30. The Capital Plan presented in Appendix C is a high level summary of activity as at June 30, 2015. The total capital budget for 2015 is \$171M, including carryover from prior years and new projects, with a projected year-end spending plan of \$125M due to the multi-year nature of many of the projects. The actual YTD spending at June 30 was \$21.4M, which is 108% of the YTD projected spending plan of \$20M. The capital projects that contribute to the key variances between planned and actual spending have been identified in Appendix D.
31. Four projects included in the 2015 approved capital project have been identified as requiring additional funding. The details of the funding change are included in Appendix G.

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**WHISKEY CREEK AREA SPECIFIC DEVELOPMENT CHARGE BY-LAW**

32. The Whiskey Creek Area-Specific Development Charge By-Law 2011-096, encompassing Whiskey Creek stormwater management works and downstream conveyance works, expires on June 27, 2016. To be compliant with the provisions of the *Development Charges Act, 1997*, a new background study must be completed and a replacement by-law passed prior to that date in order for the City to continue to levy these area-specific development charges. Historically this background study, along with all City-wide background studies, has been completed under the guidance of Watson & Associates Economists Ltd. In order to meet the June 2016 deadline, a consultant must be retained and data preparation for the updated background study must commence in 2015.

Key Division Service Delivery Initiatives/Key Performance Indicators

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

**ENVIRONMENTAL MATTERS**

34. There are no environmental matters related to the recommendations.

**ALTERNATIVES**

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

**Alternative #1**

General Committee could decide not to approve the additional funding requested for the capital projects noted in Appendix G.

This alternative is not recommended as the additional funding is needed for the continuation of the projects in question.

**Alternative #2**

General Committee could decide not to approve funding for the update of the Whiskey Creek Area Specific Development Charges Background Study.

This alternative is not recommended as it would result in the City no longer having the ability to collect development charges (area specific) to fund storm water management works and downstream conveyance works for the area specified in the Whiskey Creek Area Specific Development Charges Study.

**Alternative #3**

General Committee could decide not to authorize the draw from the Library Ramp-up Reserve as requested by the Library Board.

This alternative is not recommended as it may result in the Library Board failing to realize needed functionality from the City's ERP system.

**FINANCIAL**

36. The information in the analysis section adequately 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. No additional financial analysis is required.

**LINKAGE TO 2014-2018 COUNCIL STRATEGIC PLAN**

37. The recommendations in this report are operational, and are not specifically related to the goals identified in the 2014-2018 Strategic Plan.

APPENDIX A

**Tax-Supported Operating Budget Variance by Department as at June 30, 2015**

	Budget	Actual	Variance
Council & Mayor's Office	433,823	335,484	98,339
Office of Chief Administrative Officer	377,093	224,001	153,092
<b>Community and Corporate Services</b>	<b>17,326,495</b>	<b>16,773,398</b>	<b>553,097</b>
GM of Community and Corporate Services	169,616	160,775	8,841
Fire	11,334,676	11,155,793	178,883
Finance	1,682,797	1,556,714	126,083
Legislative and Court Services	270,238	204,042	66,196
Legal Services	774,744	697,691	77,053
Building & By-law Enforcement	388,238	442,568	(54,330)
Recreation	2,706,186	2,555,815	150,371
<b>Infrastructure &amp; Growth Management</b>	<b>22,921,713</b>	<b>22,328,576</b>	<b>593,137</b>
GM of Infrastructure and Growth Management	160,567	216,176	(55,609)
Facilities	1,058,244	1,062,836	(4,592)
Transit	5,086,147	5,264,579	(178,432)
Engineering	735,783	400,481	335,302
Planning	785,529	872,538	(87,009)
Environmental Services	2,805,563	2,683,261	122,302
Roads	7,821,487	7,744,580	76,907
Parks	1,980,350	1,746,495	233,855
Fleet	2,179,034	2,125,073	53,961
Corporate Asset Management	309,009	212,557	96,452
<b>Invest Barrie</b>	<b>1,439,246</b>	<b>1,312,512</b>	<b>126,734</b>
Invest Barrie – Administration	89,912	156,991	(67,079)
Business Development	315,945	271,608	44,337
Culture	1,033,389	883,913	149,476
<b>Access Barrie</b>	<b>691,953</b>	<b>658,944</b>	<b>33,009</b>
Access Barrie - Administration	148,760	148,922	(162)
Customer Service	137,383	123,795	13,588
Communications and Strategic Initiatives	405,810	386,227	19,583



APPENDIX A (Continued)

**Tax-Supported Operating Budget Variance by Department as at June 30, 2015**

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
Innovate Barrie	<b>4,821,606</b>	<b>3,960,932</b>	<b>860,674</b>
Innovate Barrie - Admin	171,810	167,666	4,144
Human Resources	1,371,497	938,330	433,167
Information Technology	3,278,299	2,854,936	423,363
<b>Other Expenses</b>			
Financial Expenses & Other General Government	30,475,502	30,893,566	(418,064)
<b>Total Net City Services</b>	<b>78,487,431</b>	<b>76,487,413</b>	<b>2,000,018</b>
Service Partners and Grants	67,438,051	67,082,823	355,228
<b>Total Net Expenditures</b>	<b>145,925,482</b>	<b>143,570,236</b>	<b>2,355,246</b>
Net Taxation for own purposes	(198,159,358)	(198,787,637)	628,279
Payments in Lieu of Taxes	(572,073)	(1,285,171)	713,098
Interest Income	(1,967,500)	(1,695,101)	(272,399)
Corporate Overheads	(1,737,550)	(1,737,550)	0
Sundry Revenue	(155,914)	(148,527)	(7,387)
<b>Total Revenue</b>	<b>(202,592,395)</b>	<b>(203,653,986)</b>	<b>1,061,591</b>
<b>Total Operating Variance</b>	<b>(56,666,913)</b>	<b>(60,083,750)</b>	<b>3,416,837</b>

APPENDIX B

**Detailed Tax Supported Operating Variance Explanations**

<b>Service/Driver:</b> Rail Operations – Contracted Services			
<b>Budget:</b> \$6,332	<b>Actual:</b> \$166,734	<b>Variance \$:</b> (\$160,402)	<b>Variance %:</b> (2533%)
<p><b><u>Reason for Variance</u></b></p> <p>The bid for the contracted rail services was received after the 2015 budget input was completed and the bid received was significantly higher than expected.</p> <p>The budget for Rail Operations contracted services includes the cost of rail operations, track maintenance, and external contracted assessments net of carload and car storage revenues. Contract operating costs are escalating for the operator (ex. fuel, asset replacements, and increased regulations) and revenues have been decreasing. Carload revenues have decreased significantly as the big businesses that used rail operations have moved from Barrie. Car storage was a large source of revenue when ACDC had a large number of storage areas and there were excess storage cars to store. The number of rail cars has normalized as older assets have been retired and the rail industry is focused on niche style cars that are in regular use.</p>			
<p><b><u>Impact Going Forward</u></b></p> <p>The forecasted 2015 year end budget variance is \$454K.</p>			
<p><b><u>Actions to Mitigate Future Anticipated Variances</u></b></p> <p>Staff is working on a plan to sell a portion of the excess rail track that is currently being stored at the Vine and Utopia yards to help offset the budget variance in 2015. The rail track inventory needs to be used or sold as it will lose value physically due to weather impacts.</p>			

APPENDIX B (Continued)

**Detailed Tax Supported Operating Variance Explanations**

<b>Service/Driver:</b> Roads Operations – Winter Control			
<b>Budget:</b> \$3.4M	<b>Actual:</b> \$3.8M	<b>Variance \$:</b> (\$323,381K)	<b>Variance %:</b> (-9%)
<b><u>Reason for Variance</u></b>			
<p>The snowfall total of 164cm was higher than the climate normal for Barrie and resulted in mobilizing winter control operations 68 times from January to the end of March.</p> <p>The period from mid-January to mid-March 2015 was exceptionally below average temperatures. In fact, Barrie went 43 consecutive days with temperatures below zero °C from January 25th to March 8th. The low temperatures resulted in additional winter operations and de-icing materials to provide the level of service required.</p> <p>Notable account variances:</p> <ul style="list-style-type: none"> <li>• Sidewalk contracted services \$237</li> <li>• Employee costs \$45K;</li> <li>• Winter sand and cold mix \$38K; and</li> <li>• Increase in fuel usage and maintenance on plow equipment (expenses captured under Fleet Operations).</li> </ul>			
<b><u>Impact Going Forward</u></b>			
<p>Annual Winter Control budgets are not adjusted year over year in response to previous year's weather rather they are based on a five year historical trend average and known commodity price changes. The trend over the last five years has been an increase in the cost providing of winter control services. This budget pressure was identified in the 2016 budget directions report and the 2016 budget has been increased for winter sand, road salt and contracted services.</p> <p>An 'El Nino' winter is expected for the 2015-2016 winter season. Although this could result in less snow it may increase the number of freeze-thaw incidents which require an increase in manpower to apply anti-icing materials to roads and sidewalks.</p> <p>The tax rate stabilization reserve is used to offset variances to budget for this seasonal business area as there is no specific winter control reserve.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
<p>Contractor equipment hourly standby charges represent the largest portion (50%) of contracted winter control costs. The City controls contractor costs by signing multi-year contracts with extension options to obtain the lowest hourly rates.</p> <p>Salt, sand and de-icing materials represent 27% of the winter control budget. The City is part of a larger buying group which has resulted in significant unit rate savings. Staff is also performing review of the mix of materials and application efficiencies for cost savings and protection of the environment.</p> <p>Review of other winter service performance by staff occurs during and post winter season to look for ways to improve service operations and control spending. For example, route mapping reviews to accommodate changes (e.g. bus routes and future growth) and reduce travelling and waiting time for sand.</p>			

APPENDIX B (Continued)

**Detailed Tax Supported Operating Variance Explanations**

<b>Service/Driver:</b> Roads Operations – Watercourse and Detention Pond Maintenance – Contracted Svs			
<b>Budget:</b> \$210,995	<b>Actual:</b> \$0	<b>Variance \$:</b> \$210,995	<b>Variance %:</b> 100%
<p><b><u>Reason for Variance</u></b></p> <p>Technical operations staff was working on the railway contract and didn't have excess capacity to complete work on the detention pond contract for 2015 until the Spring. Pond cleanout and repair work completed to date has been the completion of the 2014 contract and this was funded by a carry-over of funds from 2014. Early spring work that had been planned was delayed due to inadequate capacity to do both carry over work and 2015 planned activities.</p> <p>Storm staff that work on watercourse and storm water detention maintenance work is the same staff that has been working on other storm water system and drainage emergency repairs as a result of a number of spring storms.</p>			
<p><b><u>Impact Going Forward</u></b></p> <p>The approval of a third Operations Project Coordinator will greatly improve the capacity staff has for development and oversight of contracted work such as pond cleanouts. Staff has met to develop a plan for the remainder of 2015 and is confident the planned work will be complete before the end of the year.</p> <p>The addition of two storm/winter positions in 2015 have provided dedicated storm staff to work on watercourse work that in previous year would not have been available to get on top of maintenance work.</p>			
<p><b><u>Actions to Mitigate Future Anticipated Variances</u></b></p> <p>No future anticipated variances at this time.</p>			

APPENDIX B (Continued)

**Detailed Tax Supported Operating Variance Explanations**

<b>Service/Driver:</b> Transit Revenue			
<b>Budget:</b> (\$3.1M)	<b>Actual:</b> (\$2.79M)	<b>Variance \$:</b> (\$322,615K)	<b>Variance %:</b> (10.36%)
<b><u>Reason for Variance</u></b>			
<p>2015 budget was based on Q4 trending of 2014 (latest available data) which was 13% higher than the 2013 year results. Currently, the trend for 2015 is a 5% increase over 2014 levels.</p> <p>Unrealistic sales mix projections due to a lack of adequate information system used for budgeting.</p>			
<b><u>Impact Going Forward</u></b>			
<p>All else constant, should this trend continue we are projecting approximately a \$650K variance by year end. However, with the change in service providers and improved service, the hope is ridership will improve.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
<p>With the new service contract commencing Q3 2015 the performance contract will ensure consistent service quality with enhanced customer service levels than provided previously. We will also have greater data, controls, working relationship and integration with the service provider than in the past which will help expedite service modifications to better service the customer. Transit is also implementing several capital projects this year to increase their customer data through the installation of new validating fare box system which will track travel patterns and boarding's at each stop location. The installation of a new passenger counting system will be used to track alighting's at each stop location. The new technology being installed will help to provide for information based decision making around time of day ridership levels as well as stop demographics to ensure they are in the most optimized location. We will be rightsizing the 2016 budget to compensate for under realized revenue projections which will be offset by current gas price savings being realized although not to be counted on as a continued trend.</p>			

APPENDIX B (Continued)

Detailed Tax Supported Operating Variance Explanations

Service/Driver: Recreation Revenue

Budget: \$ 4.8M

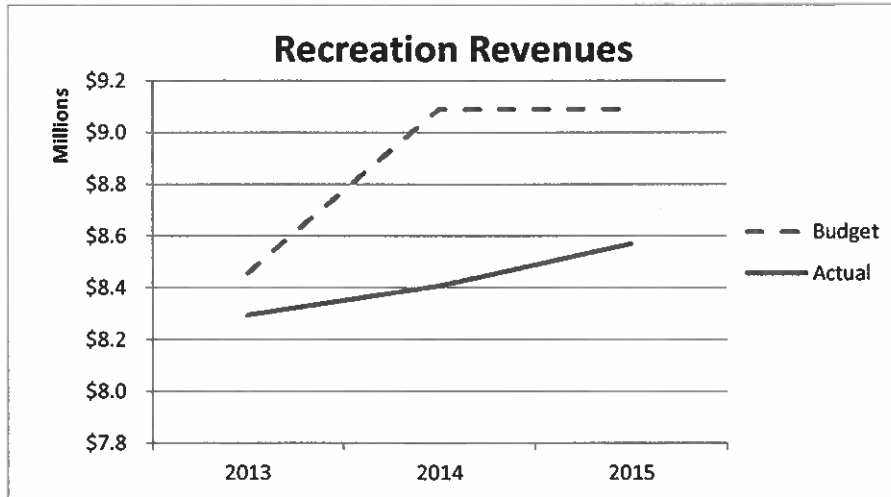
Actual: \$ 4.6M

Variance \$: (\$250,459)

Variance %: (5.2%)

Reason for Variance

Revenues have been steadily increasing since 2013 and have increased by \$120k in the first 6 months of 2015 compared to the same period in 2014. However, the annual revenue budget targets have not been aligned to actual performance as demonstrated in the below chart. The 2014 budget was developed based on overly optimistic forecast data and not historical trending. The 2015 budget also contains unrealistic revenue targets of approximately \$500k and two budgeting errors of \$255k for sport fields and recACCESS revenues. As of Q2 2015 this has resulted in an unfavourable variance of \$250k.



Impact Going Forward

Recreation Services had a \$(954k) deficit for 2014 year end. Anticipated increases in revenue of \$200k and controlled spending will partially offset the variance in 2015 however the department is still expected to finish 2015 with a \$(600k) deficit.

Actions to Mitigate Future Anticipated Variances

Several steps have been taken through the 2016 business planning process to realign the department's budget to set a realistic and achievable target for 2016. These include:

1. Realigning revenue targets based on actual performance and trending data
2. Increasing user fees where appropriate
3. Decreasing PT/Casual/Overtime salary costs where feasible
4. Offsetting significant increases in utility costs (9.8% Hydro, 6.0% Gas) through energy conservation efforts to reduce consumption

APPENDIX B (Continued)

**Detailed Tax Supported Operating Variance Explanations**

<b>Service/Driver:</b> IT Department			
<b>Budget:</b> \$ 3.3M	<b>Actual:</b> \$ 2.9M	<b>Variance:</b> \$ 423,363	<b>Variance%:</b> 12.9%
<b><u>Reason for Variance</u></b>			
Favorable variance attributed to the timing of vendor invoices associated with software and hardware maintenance and licensing contract payments.			
<b><u>Impact Going Forward</u></b>			
No direct impact to the Corporation for this variance, as it will resolve itself by year-end.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
Staff bases their monthly forecasting of vendor invoicing on the previous year's experiences. Staff are unable to control when vendors submit their invoicing for payment.			





**APPENDIX D**

**Capital Plan Status Variances at June 30, 2015**

The Capital Plan presented in Appendix C is a high level summary of activity to the end of June 2015. The total capital budget for 2015 is \$171 million including carryover from prior years and new projects, and the projected YTD Q2 spending plan was \$20 million due to the multi-year nature of many of the projects. Actual end of Q2 spending is \$21.4 million, which is 108% of the projected spending plan. The difference between planned and actual spending was driven mainly by the following projects:

**Duckworth Street at Highway 400 and Cundles Road:**

2015 Total Budget with transfers	\$21.9M
Projected Spending Plan to end Q2	\$3.4M
Actual Spending to end Q2	\$3.4M
Variance to Projected to end Q2	\$53K

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. Stormwater issues related to the Highway 400 improvements are being actively managed through close consultation with City staff, MOE, MTO and NVCA.

**Bayview Drive – Burton Avenue to Glenridge Road**

2015 Total Budget with transfers	\$649.7K
Projected Spending Plan to end Q2	\$95.8K
Actual Spending to end Q2	\$488.4K
Variance to Projected to end Q2	\$392.6K

The scope of this project was expanded to include further road works in addition to the water main replacement. Watermain installations were completed in 2014 thereby addressing the emergency element of this project, and roadworks were ongoing in Spring 2015.

**Lakeshore Drive – Toronto Street to Tiffin Street:**

2015 Total Budget with transfers	\$11.1M
Projected Spending Plan to end Q2	\$4.9M
Actual Spending to end Q2	\$5.0M
Variance to Projected to end Q2	(\$0.08M)

This is a multi-year project for the design and construction of the Lakeshore Drive bridges at Dyment's and Bunker's creeks, and the realigned Lakeshore Drive. Work has continued through the winter and spring of 2015 and a revised schedule has been implemented to ensure completion in Fall 2015 as originally intended. Staff report providing project update and proposed components to be completed in 2016 to be presented to General Committee in October.

**Essa Road – Ferndale Drive to Coughlin Road:**

2015 Total Budget with transfers	\$5.3M
Projected Spending Plan to end Q2	\$0.9M
Actual Spending to end Q2	\$1.2M
Variance to Projected to end Q2	(\$0.2M)

Construction commenced starting after winter conditions subsided. Construction progressing on schedule with based asphalt anticipated in Fall.

APPENDIX D (Continued)

Capital Plan Status Variances at June 30, 2015

**Highland/Mountbatten/Rodney Reconstruction:**

2015 Total Budget with transfers	\$5.3M
Projected Spending Plan to end Q2	\$0.7M
Actual Spending to end Q2	\$2.3M
Variance to Projected to end Q2	\$1.7M

Construction commenced after winter conditions subsided. Construction is progressing ahead of schedule. Project anticipated to be completed by end of 2015.

**Dunlop Street – Anne Street to Eccles Street:**

2015 Total Budget with transfers	\$1.7M
Projected Spending Plan to end Q2	\$0.9M
Actual Spending to end Q2	\$1.3M
Variance to Projected to end Q2	\$0.4M

Construction commenced in 2014 with sanitary main lining. Work continued in Spring of 2015 with majority of the underground work completed on schedule. Road reconstruction to continue in 2015 and works to include additional sanitary lateral linings.

**Landfill Reengineering:**

2015 Total Budget with transfers	\$13.1M
Projected Spending Plan to end of Q2	\$2.5M
Actual Spending to end of Q2	\$1.7M
Variance to Projected at end of Q2	(\$0.8M)

Project proceeded on plan even with the impact of extreme winter conditions in January to April 2015. The variance to forecasted spending is primarily due to the deferral of equipment purchases. The operation of the landfill waste pile will run differently than before the project began so different equipment will be required. The decision on what equipment will be required and the timeline to order the equipment is under review.

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APPENDIX E

**Key Division Service Delivery Initiatives (KDSDI's) at June 30, 2015**

Office of the Chief Administrative Officer

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

City Council's Strategic Priorities and related strategic actions have been completed and communicated to the organization and community. These priorities will be included in a new comprehensive strategic plan framework that will include corporate strategic priorities/actions both of which will be monitored through an aligned measurement system.

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

- Components of the Staff Strategic Plan (completed in 2014) are currently in the implementation stage;
- A detailed business case for the Customer Service Strategy, approved in principle by Council in 2014, is underway for submission to Council in the fall of 2015;
- In addition to the Management Development Program, which is in its second year with a second cohort, a new All Management Forum will be held to support and grow management competencies throughout the organization in alignment with the City's leadership model and corporate values.

***Strengthen Financial Management through the continued implementation of long-term financial plan and exploration of operating efficiencies and new sources of revenue***

- Council approved a new 'Dedicated Infrastructure Renewal Fund' through the 2015 Business Plan to increase the City's investment in managing and renewing our aging infrastructure;
- Work will commence on the examination of a 'Storm Water Utility' model to move this serviced from the tax base to a rate based model;
- Recent Audit recommendations will be reviewed and implemented to strengthen management accountability.

***Implement a Performance Measurement Framework that enhances accountability and transparency***

- A made in Barrie performance management framework has been developed that will monitor performance against both financial and results based indicators. Performance indicators will be included in the Strategic Plan and a reporting system will be developed for regular updates to Council and the community.

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APPENDIX E (Continued)

**Key Division Service Delivery Initiatives (KSDI's) at June 30, 2015**

***Oversee the implementation of the City's Growth Plan in a manner consistent with the approved financial framework for growth***

- An internal restructuring to support the implementation of the growth management plan has resulted in a dedicated team that will oversee all growth in the annexed lands including development, infrastructure, and financing.

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

- In response to an RFP issued in 2014 for an ERP solution, IBM was awarded the project which will involve the implementation of SAP as the enterprise tool. A large team from IBM in partnership with an internal ERP team will oversee the implementation throughout 2015;
- The implementation of the ERP will include a program of robust process mapping to ensure maximum automation and efficiencies. This process will also assist in achieving non-automated results.

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

- In the spring of 2015, the City and Laurentian University were notified by the Minister of Training, Colleges and Universities, that we were not successful on our submission under the Major Capacity Expansion (MCE) Program. Notwithstanding the Province's announcement that it would support three MCE's, only one was successful;
- Advocacy continues with the province for the growth of degree programs in the City.

**Infrastructure & Growth Management**

***Manage the implementation of the Secondary Plan for the Annexed Lands***

- During the second quarter of 2015, the focus of the growth management program was the Ontario Municipal Board processes associated with the appeals that had been filed against the Secondary Plans for the Annexed Lands. A total of six Pre-Hearing Conferences were held and significant progress was made towards sorting out logistics. This included establishing hearing dates for the Natural Heritage System and Land Budget appeals later in the year. The Growth Management Coordination Committee met on a biweekly basis and the Developer Liaison Working Group on a monthly basis throughout the second quarter.

***Undertake Special Studies for Development Permit System, Brownfield Policies, Affordable Housing and Sustainable Development***

- The Brownfield Study has been completed and incorporated into the Official Plan. Staff is currently working on developing a comprehensive CIP to provide financial incentives to a variety of Council strategic priorities that will include a component related to Brownfields, which has been discussed with EMT. A report on the matter is anticipated to go to Council early in Q4;

**APPENDIX E (Continued)**

**Key Division Service Delivery Initiatives (KDSDI's) at June 30, 2015**

- The Affordable Housing strategy has been approved and several action items have been completed or are currently underway including the final stages of a report from the Built Form Task Force;
- The Sustainable Development strategy and the Development Permit System are in progress. An inter-departmental committee on sustainable development has met and staff is also investigating securing a grant to retain external consultant to assist with the development of the by-law portion of the DPS.

***Begin implementation on a new Official Plan***

- A public meeting was held on the new Official Plan in June of 2015. As indicated in the outline of 'next steps' staff has begun a stakeholder engagement process by reaching out to local school boards, the Health Unit, the Seniors Advisory Committee and others. Work will continue through 2015-2017.

***Manage and promote the new multi-hub transit route model***

- During the second quarter of 2015 transit focus was shifted from promoting the new multi-hub system to managing the outgoing service contractor to ensure that service levels did not drastically reduce as the existing contract began their transition out phase. A lot of focus was spent on managing service levels and fleet condition assessments but service levels were impacted and trips were missed due to insufficient fleet vehicles being available to meet service. This resulted in lower than anticipated revenue as compared to our projections which were seeing a 10% increase in Q4 2014. With our new service provider in place commencing Q3 2015 we hope to get back to regular service levels and continuously improve service levels as a result of the performance based contract.

***Work Towards implementation of the Sustainable Waste Management Strategy***

- Reduced ICI bag limit from 10 to 6 bags;
- Reduced collection of garbage to bi-weekly to encourage diversion;
- Four-day collection cycle to reduce shifting collection days on holiday weeks;
- Mattress pilot is still in operation;
- Intake Form has been submitted for elimination of the annual 100kg free load of garbage for residents;
- Started textile collection at landfill.

***Reduce energy usage at all facilities***

- Energy Management has had a number of initiatives that are reducing energy use in facilities in 2015, some highlights are:
  - Energy Awareness- Arena competition among multi use centres, finished in February 2015, reduction efforts have continued and in some cases increased throughout the year, reduction of over 10% in electrical use achieved at Allandale and East Bayfield;

**APPENDIX E (Continued)**

**Key Division Service Delivery Initiatives (KSDSI's) at June 30, 2015**

- Operating initiatives- Eastview Arena, Operations Centre and Surface Water Treatment Plant have all achieved significant energy reduction through low cost operating changes;
- Capital Projects - LED streetlight conversion 50% complete as of September 4, 2015, anticipating project to be under budget, projected completion date of Sept 30, billing changes to reflect conversions will start on September bill.

**Community & Corporate Services**

***Implement the policy for unpaid, overdue POA fines deemed uncollectible***

- A number of pilot files have been processed using additional collection tools to inform the draft policy. The draft policy has been reviewed by the Director of Finance and a staff report will be presented in late fall of 2015 for approval.

***Develop expertise and provide internal support to expropriation process and handling of liability and cost issues on remediation and sale of environmentally contaminated property***

- Ongoing activity to pursue Record of Site Condition for 10-14 Collier Street;
- Internal management and successful completion of several expropriation matters.

***Implement financing strategies for growth management***

- In working with the growth management Committee, which includes Legal and Engineering, supported the completion of the front end financing agreements with Salem and Hewitt's Landowners Group. Initial front end funds received to support environmental and design works. Also, completed the hiring process for the new Supervisor of Development Charges who will be an integral part in managing the growth management financing strategies.

***Implement the upgraded recreation database system to improve the experience for patrons, expand available marketing and communication tools, and enhance data analysis opportunities to guide operational decisions to realize process efficiencies and service improvements***

- The new cloud based ACTIVE Net registration system went live on August 17th at all recreation facilities with residents being able to register for fall / winter programs as of August 25th. The core implementation team, Recreation Services staff, and several others across the corporation have been working hard to ensure a seamless transition between systems and to mitigate any impact on the customer. Positive feedback has been received by the public on the customer friendly interface and ease of use to register for activities, update profiles, and complete financial transactions.

***Prepare for residential development in the annexed lands***

- Finalization of the Second Suites By-law;
- Development of the EA Process & Engineering Design Funding and Development Charge Credit Agreement with the Hewitt's Creek and Salem Landowner's Groups.

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APPENDIX E (Continued)

**Key Division Service Delivery Initiatives (KSDSI's) at June 30, 2015**

***Implement the process recommendations from the Purchasing Services Review***

- On-going extensive contributions to the Purchasing Service Review process (Legal);
- Substantial work completed and plan on bringing forward the new purchasing by-law to Council in the fall with related internal training completed in early 2017 (Finance).

***Develop a long-term financial plan, incorporating the financial management policies identified in the FIA.***

- In order to deliver on an updated long-term financial plan, as well as continue supporting current City strategic projects, the Finance division will be seeking some funding options to procure the services of a Consultant to ensure the plan is delivered in the spring of 2017.

**Invest Barrie**

***Develop a competitive economic development strategy and align resources behind the strategic direction***

- The integrated Invest Barrie strategy is a competitive strategy that is currently under development, and is expected to be completed by late Q3 or early Q4.

***Create a plan for increasing the level of engagement with the broader business community, and begin implementation, in support of the economic development strategy and several departmental initiatives***

- The engagement plan is being included as part of the Invest Barrie strategy, which is currently under development. In the meantime, Invest Barrie has begun to reach out formally to different business groups. Formal outreach started with a technology industry roundtable where ideas regarding growth of the sector were discussed. As an outcome of this initial meeting, Invest Barrie has initiated a regular speaker series which will feature recognized industry leaders to speak to our local businesses about a variety of value adding topics;
- We are also pursuing more content-based marketing with articles being written to promote Barrie. Invest Barrie also continues to support the Barrie Business Ambassadors. This group had their official launch in Q4 of 2014 and has now reached 40 members as of Q2 2015. The Business Ambassador Program supports Invest Barrie by bringing in leads and leveraging their networks to drive out information and content about the City of Barrie;
- Invest Barrie is also currently planning a large business engagement event that will see the business community engage in specific projects of interest (e.g. entrepreneurship, workforce alignment, infrastructure), thereby multiplying the effort that Invest Barrie could have alone. A good example of this is the pursuit of a downtown entrepreneurship centre, which is being pursued vigorously by a member of the business community with support from Invest Barrie.

APPENDIX E (Continued)

**Key Division Service Delivery Initiatives (KSDSI's) at June 30, 2015**

***Initiate a number of key initiatives aimed at growing the start-up ecosystem and start-up culture. The ecosystem includes elements associated with mentorship, incubation and acceleration, access to seed capital, access to talent, anchor companies, etc. In addition, the creation of a start-up culture, with the excitement and creativity that goes along with it, will be a key component of the initiative***

- A Start-up Ecosystem plan was developed, which will act as a foundation to attract and support start-ups as well as connect entrepreneurs, businesses, and institutions in the City. The plan outlines a number of phases, and associated initiatives, that will help grow the ecosystem as part of a larger effort to create a vibrant entrepreneurship hub in Barrie. As per the start-up plan, several start-up related initiatives have already launched in Q2. These include hosting or supporting several start-up events including a mentorship event called Mentor Mash, supported local programs such as smoffice (the "smallest office" competition) and girls learning code, running a workshop with high school students to understand how to engage youth in start-up initiatives, received youth entrepreneurship programming funding from the provincial government to run a weekend workshop for high school students, increased the level of engagement with VentureLAB (a member of the "Ontario Network of Entrepreneurs" and a "Regional Innovation Centre") to deliver specialized programming in Barrie, and engaged with external partners to explore new entrepreneurship cluster pursuits such as "artpreneur" and "foodpreneur" initiatives.

***Create and support a number of solutions that address the question of access to talent in both existing and emerging clusters, taking into consideration key inputs such as the results of the Provincial Major Capacity Expansion Framework, the needs of the industries that will be most strongly pursued, and the focus of the start-up ecosystem program***

- A major component of the Invest Barrie strategy is the development of a talent plan. This is a comprehensive plan that will focus on active talent attraction and talent engagement and will also explore options for ongoing talent development. In the meantime, Invest Barrie has focused on future talent development by focusing on increasing interest and pursuit of STEM (Science, Technology, Engineering, and Math) based education and careers. For example, Invest Barrie has paired up with the City of Barrie Library to introduce Lego Robotics. The purpose of creating and delivering Lego Robotics is to promote an interest in computer software, hardware, and automation among Barrie's youth. Through this program, participants learn not only how to develop logic-based robotics processes, but also how to solve challenging real-world problems using creativity and teamwork. They also gain the motivation to pursue STEM education and career paths;
- Invest Barrie is also working with the local schoolboards and local high school students to bring them more opportunities to gain real life experience through co-operative education with local technology companies. These positions will expose students to career options in the technology sector. Through an organized program, Invest Barrie will facilitate the relationships to make these co-op positions possible. Invest Barrie will also participate directly in co-operative education by taking on a high school student to give them an introduction to the world of entrepreneurship and start-up culture by engaging the student in our entrepreneurship plans.



**APPENDIX E (Continued)**

**Key Division Service Delivery Initiatives (KSDI's) at June 30, 2015**

***Complete the strategic implementation plan for the disposition of city owned lands in the City Centre in accordance with the strategic real estate strategy***

- The implementation plan was completed and passed by Council during Q2 of 2015. Currently, the Invest Barrie team is Developing a surplussing Matrix, which will identify data that is available (and missing) in order to proceed with surplussing of parking lots. Concurrently, the team is moving forward with the review of the affordable housing strategy with the Planning department as part of the "Affordable Housing" category of lots as identified in the plan. Finally, the team is developing strategic evaluation criteria for one of the lots in conjunction with the Legal department given significant interest from the marketplace regarding the particular lot.

***Deploy a robust accountability framework for culture-based grants and other investments***

- Culture continues to evolve its accountability framework for the Cultural Grants process. Participants involved in our support program will be asked to report midway through their granting cycle and then again at the very end of the cycle in order to better understand and document the effectiveness of the program and its impact. This approach coupled with measurement of audience growth and percentage completion of intended project outcomes will provide staff and leadership with increased transparency.

***Take a leadership role in overseeing the development, and subsequent deployment, of a sponsorship methodology and culture throughout the corporation***

- In order to fulfil Council's objective of creating a sponsorship program that will achieve at least \$200K per annum, staff hired the Centre for Excellence in Public Sector Marketing, an Ottawa based firm, to assess existing sponsorships and create a plan for future success in this area. At the present, we have completed an inventory of assets, a strategic plan for maximizing benefits, and an action plan for implementation.

**Access Barrie**

***Enhance Customer Service access options by planning for the implementation of the Corporate Customer Service Plan as approved by Council***

- In depth departmental reviews of customer service systems and transactions have been completed and the business case for the implementation of the Customer Service Plan is nearing completion. A presentation to EMT will be done in September to receive approval to proceed to Council in fall 2015. Intake forms to support start-up of the phased implementation 2016 – 2020 have been submitted as part of the 2016 business planning cycle.

***Develop a new service delivery method for the handling of After Hours calls***

- An RFI was completed in April 2015 to further define and understand the opportunities available through a new system. A cross departmental working group developed the RFP. Six proposals were received and a vendor (@Liveconx) was awarded a two year contract with three single year renewal options in July. A go-live date to transfer from Barrie Fire to @Liveconx is anticipated for September 28, 2015.

**APPENDIX E (Continued)**

**Key Division Service Delivery Initiatives (KSDSI's) at June 30, 2015**

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

- Developed and executed marketing campaigns for 2015 Communities in Bloom, Movies by Moonlight, Hot Summer Nights, Active Net launch, Rec Birthday Party Packages, Summer Camps, Emergency Preparedness Week, LED Streetlights, Source Water Protection, Spring into Clean, Culture Grows Here conference, Pan Am Games Torch Relay, Canada Day event, Celebrate Barrie, Street Performers, and Rhythmfest. Attracted positive media attention for the City with a number of press events including: New Meridian Place/Memorial Square, Plaque Honouring First Nations' Contribution in War of 1812, and Bell Box Murals.

***Continue proactive communications externally with the community on City initiatives and improve internal communications within the corporation***

- Issued 14 media releases promoting variety of City initiatives, events, information; replied to 473 social media inquiries (Facebook & Twitter). Created informative tax inserts to educate public on the 2015 Budget distributed to approximately 50,000 residents in May tax bills and available at all City facilities. Developed internal communications for corporate projects including Project Connect, Our Playbook, and the HR ASP update. Continued to work with Departments to promote corporate news on InSite through web banners, newsfeed, content updates, etc.

**Innovate Barrie**

***Portfolio Governance***

- Portfolio Governance is a business model designed to ensure strategic initiatives will return the most value to the City. The Portfolio Governance model is the decision making process for all corporate projects, whether they are operational and/or capital funded. The objectives are to determine the best use of staff resources to successfully achieve an organization's operational and financial goals, as included in the 2015 Business Planning process.
- In 2015, City staff has initiated and are currently managing over 200 capital and corporate projects across 60 lines of business along with managing delivery of core services. Twenty-nine strategic projects related to Council's Strategic Plan and initiatives were identified as high priority on the basis of three criteria: they were visible by and significant to the Community; they would have an enterprise impact on the organization; or, they were identified as high priority by Council through a resolution.
- The Portfolio Governance Committee and Working Groups have developed a comprehensive project ranking framework that considers human resourcing requirements and scheduling in addition to financial requirements and affordability. Project leaders provide detailed work effort estimates for each project by resource, which is used to create an organizational level view of the overall project work effort. This holistic view is used with the financial information to balance resourcing and improve service delivery by ranking, prioritizing, and scheduling projects across the City

**APPENDIX E (Continued)**

**Key Division Service Delivery Initiatives (KDSDI's) at June 30, 2015**

***Enhance Network, Computing and Mobility Environments to Meet Existing and New Business Requirements of the City***

- Construction and fit-up of the first of two new computing data centres is well underway. This new data centre for the corporation, expected to be operational late fall of 2015, will support continued growth, redundancy, and high availability for staff and members of the public to access City services electronically;
- A corporate mobility enablement plan has been initiated with planned completion by Q4 of 2015. This enablement plan will focus on leveraging various mobile devices and types to support productivity improvements and service delivery enhancements to the community.

***Identify, Implement and Manage New and Upgraded Business Application and Technology Infrastructure Solutions to Meet Service Delivery Needs***

- Upgrades to the City's recreation registration system are now complete; improving performance and staffs' ability to manage the municipality's recreational registrations and other related services;
- Implementation of a new building permitting application solution is well underway. This new web solution comes equipped with an online view/portal access for members of the public to electronically submit building permit applications and documents. This new solution will be launched to the public in Q1 of 2016.

***Provision and support technology (communications and computing equipment) for the 2014-2018 Council members***

- New computing and smartphone technology equipment was successfully deployed to members of Council by early January 2015.

***Support and Manage Technology Systems (Hardware, Software) for Fire Dispatch Services***

- Upgrades were completed to the software and hardware for various components of the technology infrastructure associated with fire dispatch services. Improvements resulted in improved system performance and increased technology redundancy, which minimized downtimes associated with potential hardware and software failure.

***Implement the New ERP System***

- The ERP system software and integrator were awarded – IBM as the integrator and SAP as the software. The project is currently within the planning phase and is targeting the second quarter of 2016 for go-live.

***Implement the Staff Strategic Plan***

- The Staff Strategic Project Plan Steering committee has been formed and met twice. Priorities for 2015 have been identified and an action plan developed.

***Implement the new CUPE Job Evaluation tool to effectively assess internal value for every unionized position***

- The project was completed and supported by CUPE and EMT by the end of the quarter.

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**SUNSHINE PUBLIC SECTOR**  
NavLife

Account 331825-159506

- Accounts receivables
- Consumption
- WA WATER SERVIC
- Credit history data
- Deposits

Print

Cancel

OK

Exit

Next customer

Select customer

Next location

Select location

Cus/loc function

Consumption history

Combined history (L...

Service orders

Customer master

Customer letters

General location info

Jump setup

**Customer Information**

Customer name: LINKERT, BARRY & MARY  
 Billing address: 55 NORTHVIEW CRES  
 BARRIE, ON L4N 9T5

Delivery point:  
 Phone number: (705) 792-1589  
 Customer status: ACTIVE  
 Social security:  
 Driver's license:

**Customer Alerts**

Confidential: No  
 Cash only: No  
 IDB account:  
 Special code:  
 Budget billing: Yes  
 Special notes: No  
 NSF count:  
 Reinstate owner: No

**Customer Account Information**

Current balance: 81.82-  
 Deferred amount: 61.82-  
 Amount due: 20.00-  
 Pending: 40.00-  
 Delinquent amount: 0.00  
 Last notice:  
 Cutoff date:  
 Cycle/route: 01 / 03

**Service Summary**

Service address: 55 NORTHVIEW CRES. BARRIE.  
 Initiation date: 8/15/2013  
 Account status: ACTIVE  
 Customer type: OWN OWNER  
 Auto Pay: CHECKING ACCOUNT TD Canada

Service	Rate Group	Status	Meter

**Pending Service Orders**

Trn Type	Type	Trn Date	Description	Bill Date	Due Date	Amount	Running Balance
BW	Bill	9/16/15	CYCLE BUDGET AUTO PA	9/17/15	10/22/15	80.00	20.00-
BD	Pmt	9/01/15	AUTO PAY PAYMENT			50.00-	100.00-
BD	Pmt	8/01/15	AUTO PAY PAYMENT			50.00-	50.00-
BW	Bill	7/15/15	CYCLE BUDGET AUTO PA	7/16/15	8/20/15	100.00	0.00
BD	Pmt	7/01/15	AUTO PAY PAYMENT			50.00-	100.00-
LB	Pmt	6/02/15	LOCKBOX 06021599			100.00-	50.00-
BD	Pmt	6/01/15	AUTO PAY PAYMENT			50.00-	50.00-
BW	Bill	5/20/15	CYCLE BUDGET AUTO PA	5/21/15	6/25/15	100.00	100.00
BD	Pmt	5/01/15	AUTO PAY PAYMENT			50.00-	0.00
BD	Pmt	4/01/15	AUTO PAY PAYMENT			50.00-	50.00-
BW	Bill	3/18/15	CYCLE BUDGET AUTO PA	3/19/15	4/23/15	100.00	100.00
BD	Pmt	3/01/15	AUTO PAY PAYMENT			50.00-	0.00
BD	Pmt	2/01/15	AUTO PAY PAYMENT			50.00-	50.00-
BW	Bill	1/21/15	CYCLE BUDGET AUTO PA	1/22/15	2/26/15	100.00	100.00

APPENDIX F

Key Performance Indicators (KPI's)

	Annual Target	YTD June Actual
<b>Community and Corporate Services</b>		
<b>Fire</b>		
Emergency Response Call Volumes <sup>1</sup>	8,200	4,152
Less than 6 minute Road Response - 90% of the time <sup>2</sup>	95%	92.35%
<b>Finance</b>		
Number of Tax, Water and Wastewater Calls Dropped	1,800	388
Tax Arrears as a Percentage of Current Year Levy	6.6%	8.54%
Percentage of Invoices Paid in 30 days	75%	70%
Water Wastewater Arrears as a percent of last 12 months of billing	10.0%	16.8%
Days to Complete a Procurement Process	77	78
Percentage of Goods/Services Purchased through a Procurement Process <sup>3</sup>	75%	77%
Average Number of Bids Received per Bid Process <sup>4</sup>	5	4.6
Benefits of Tendering Process <sup>5</sup>	10%	7.3%
<b>Legislative and Court Services</b>		
Number of Customers Served at Counter <sup>6</sup>	39,000	20,797
Average Customer Processing Time <sup>7</sup>	3:50	4:04
Number of Meetings Supported <sup>8</sup>	180	71
Percentage of Minutes Published within 4 Days after the Meeting <sup>9</sup>	100%	93%
Number of Trial Requests Processed (Barrie) <sup>10</sup>	19,000	11,137
Average Time to Trial - Part I Charges (months) <sup>11</sup>	6	5
Number of Marriage Licenses Issued <sup>12</sup>	870	412
Number of Deaths Registered <sup>13</sup>	900	506
Number of Formal MFIPPA Requests Received <sup>14</sup>	35	22
Percentage of MFIPPA Requests Responded to within Legislated Framework <sup>15</sup>	98%	100%
<b>Legal Services</b>		
Number of Property Transactions Completed <sup>16</sup>	21	8
Percentage of Properties Acquired by Negotiation vs Expropriation <sup>17</sup>	80	100
Percentage of Insurance Claims/Incidents Handled In-house <sup>18</sup>	80	77
Ratio of Closed to Opened Files <sup>19</sup>	.95:1	.87:1
<b>Building &amp; By-law Enforcement</b>		
Average Number of Inspections to Approve Occupancy for New Dwelling Units	1.7	1.8
Percentage of Business Licenses Renewed by Due Date	85%	82.5%
Volume of By-law Administration Files	9,300	7,050
Volume of By-law Enforcement Files	52,000	30,288
Operating Cost for Building Permits per \$1000 of Construction Activity	\$12.00	\$10.50

APPENDIX F (Continued)

**Key Performance Indicators (KPI's)**

	Annual Target	YTD June Actual
Percentage of Cost Recovery from Fees and Fines (Building Services)	100%	100%
Percentage of Cost Recovery from Fees / Fines (By-law Services)	45%	61.2%
Percentage of Building Permit Applications Reviewed within Legislated Timeframes	96%	92%
<b>Recreation</b>		
Total RecACCESS Participation <sup>20</sup>	n/a	1037
Utilization Rate for Directly Provided Registered Programs <sup>21</sup>	80%	79.9%
Recreation Services Operating Cost Recovery Rate <sup>22</sup>	57.7%	64.3%
<b>Infrastructure and Growth Management</b>		
<b>Engineering</b>		
Capital Expenditures as a percentage of forecasted expenditures <sup>23</sup>	100%	120%
<b>Transit</b>		
Revenue to Cost Ratio (TRNT315) <sup>24</sup>	40%	36.11%
<b>Environmental Services</b>		
Residential Diversion Rate <sup>25</sup>	48.5%	54.0%
Number of Service Complaints - Curbside collections / 1000 serviced units <sup>26</sup>	10	8.21
<b>Planning</b>		
Number of Ward Meetings held for Development Applications <sup>27</sup>	13	2
<b>Energy Management</b>		
Facility Cost Consumption per square footage (\$/ft <sup>2</sup> ) <sup>28</sup>	\$3.00	\$2.87
Wastewater Energy Consumption per Megalitre (ekWh/mL) <sup>29</sup>	603.00	510.00
<b>Invest Barrie</b>		
<b>Business Development</b>		
Number of New Business-led Groups or Initiatives Engaged in Activities Supporting Economic Development	4	3
Percentage Increase in GBEC Response Rate to Client Survey	10%	62%
Number of New, Prospective Start-up Entrepreneurs Engaged with the City through Start-up Cluster Initiatives	100	27
<b>Culture</b>		
Total Value of Sponsorships from all Corporate Events	\$125,000	\$64,500
Number of Community Volunteer and Student Hours Spent in DOC Work	2,349	306
Gross Culture Spending Per Capita	\$15.90	\$7.92
Rental Revenue – Mady Centre for the Performing Arts	\$104,000	\$28,701
Rental Revenue – Georgian Theatre	\$160,000	\$95,725

APPENDIX F (Continued)

**Key Performance Indicators (KPI's)**

	Annual Target	YTD June Actual
<b>Access Barrie</b>		
<b>Customer Service</b>		
Number of Self-Serve Activities Completed on Barrie.ca	18,000	N/A
Number of PingStreet "Report a Problem" Submitted	500	278
Number of Recycle Containers picked up at Alternative Locations	5,000	3,956
<b>Communications</b>		
Number of Communication Strategies Written and Implemented	35	32
<b>Marketing</b>		
Percentage Increase in the Number of Visitors to Barrie.ca	12%	7.79%
Total Number of Impressions of Twitter and Facebook	12,000,000	4,608,169
<b>Innovate Barrie</b>		
<b>Human Resources</b>		
Percentage of Departmental Training Budget Spend <sup>30</sup>	100%	39%
Internal Promotion Rate	4.0%	3.1%
Number of Lost Time Accidents	5	7
Cost of Lost Time Accidents <sup>31</sup>	\$40,000	\$41,538
Grievance Rate – CUPE	5%	2.5%
Grievance Rate – BPPFA	2%	0%
Percentage EFAP Usage <sup>32</sup>	19%	7.67%
<b>Information Technology</b>		
Ratio of Virtual to Physical Servers	75:25	5:1
Annual Number of Visits to the City of Barrie Website	2.9 million	1.5 million
Corporate Network Availability	99.99%	99.995%
City of Barrie Website Availability	99%	99.65%

<sup>1</sup> On target to meet plan.

<sup>2</sup> Slightly lower than Plan, but still above Council direction of 90%. Will continue to monitor.

<sup>3</sup> The implementation of the Purchasing System and better reporting capabilities has provided the ability to achieve more accurate reporting.

<sup>4</sup> Average number of bids received is trending around the same level compared to the last report.

<sup>5</sup> Pricing competition was reduced in part by the reduction in the average number of bids received, the timing the requirements went to market, and the highly specialized requirements.

<sup>6</sup> The number of customers served at the counter is on track given that the first half of the year is the busiest.

<sup>7</sup> Higher than average processing time for entire year, as the first half of the year is the busiest and anticipate being on track for average of the entire year.

APPENDIX F (Continued)

**Key Performance Indicators (KPI's)**

- 8 Lower than anticipated due to the timing of appointments to Advisory Committees.
- 9 The percentage is lower than planned but staff will be increasing the efforts to finalize and publish within 4 days.
- 10 Higher than anticipated processing of trial requests due to decreased charge volumes.
- 11 Due to fewer charges resulting in a faster time to trial.
- 12 Slightly lower than anticipated based on 2014 actuals and seasonality.
- 13 This is on track given the seasonality associated with deaths.
- 14 Higher than anticipated, although 5 have been abandoned by the requesters and 2 were for other organizations.
- 15 Achieved through the establishment of tighter timelines to provide requested records to Legislative Services Branch.
- 16 Anticipating a greater number of property transactions will be completed in Q3 and Q4 to meet plan.
- 17 Properties acquired were for less contentious projects, which contributed to the success rate of negotiated acquisitions.
- 18 A higher percentage of claims received in Q1 and Q2 were for personal injuries exceeding our deductible which are handled by our insurance broker and external counsel.
- 19 High influx of claims experienced late in Q2 skewed the ratio but it's anticipated the 2015 plan will be met by year end.
- 20 Participation in the recACCESS program has increased significantly with 1,037 members as of Q2 with subsidies totaling \$113k compared to 686 members and subsidies of \$73k for the same period in 2014.
- 21 Utilization in Registered Programs is on target for 2015 and up from 2014 resulting in an additional \$120k in revenue for the first 6 months of 2015.
- 22 The Q2 Cost Recovery Rate may be overstated as a result of delayed spending in minor capital and outstanding retro payments for staff. The 2015 year end Cost Recovery Rate is projected at 55.3%.
- 23 On target for forecasted expenditures, however only 22% of total annual spend.
- 24 Lower than anticipated ridership offset by lower than budgeted fuel prices.
- 25 The residential diversion rate was higher than planned due to a higher than planned increase in organics and recycling volumes at the curb. A carpet recycling pilot at the landfill has also contributed to the higher diversion numbers.
- 26 It was expected that there would be a higher number of complaints when the curbside collection frequency was changed to every other week as the weather got warmer but our promotion, education and outreach campaigns had a lot of helpful information for residents. Fewer complaints can be attributed to the successful promotion and education tactics.
- 27 Annual target, YTD August - 9 meetings have been held.



**APPENDIX F (Continued)**

**Key Performance Indicators (KPI's)**

- <sup>28</sup> Energy management initiatives to reduce consumption as well as gas rates are approx. 9.2% and electricity is 1.9% lower than budgeted.
- <sup>29</sup> Electricity consumption is down 20% from budgeted due to optimization of the Co-Generator as well as slightly reduced treated volume by 2.8%.
- <sup>30</sup> Potentially behind plan due to CUPE negotiations; training tends to increase in the Fall.
- <sup>31</sup> BFES and IT both had employees off from previous accidents in 2014 for surgical repair of the injuries. This lead to an approximate increase of \$4,500 in BFES and \$19,000 for IT.
- <sup>32</sup> This is on the projected numbers as heavier utilization occurs in the 4th Quarter.

APPENDIX G

Capital Projects Requiring Additional Funding

Project Name	Total Approved 2015 Budget	Estimated Total Project Costs	Additional Funding Required	Funding Sources Tax Capital Reserve	Comments
Sunnidale Park Community Garden New Parking Lot and Walkway Expansion - Coulter Street	\$44,500	\$74,532	\$30,032	\$30,032	<p>The budget for both the design and construction are in the 2015 Business Plan and Capital Budget. The work was tendered on three separate occasions and a total of thirteen bids were received.</p> <p>The reasons for the project costs exceeding the budget are:</p> <ol style="list-style-type: none"> <li>1. The construction values were placed in the budget prior to any preliminary design and site investigation being completed;</li> <li>2. The depth of the topsoil in the proposed parking lot area and walkway are deeper than anticipated;</li> <li>3. The topsoil quantity of excavation used to provide a construction budget is exceeded because more than the expected topsoil needs to be removed;</li> <li>4. The estimated quantity of backfill material required to construct the granular parking lot is exceeded to replace the volume of topsoil removed and maintain the parking lot grades for proper drainage; and</li> <li>5. The contract item quantities are relatively small compared to typical construction contracts issued by Barrie, and the unit rates for several items are larger than used in the budget preparation.</li> </ol>
Crane Truck Replacement - Forestry	\$145,000	\$180,000	\$35,000	\$35,000	<p>Four bids were received for this truck replacement. The increase in the project cost is a result of two variables.</p> <ol style="list-style-type: none"> <li>1. The US\$ exchange rate is \$0.30 different than when the replacement budget for this truck was calculated and submitted.</li> <li>2. The scope of the project has changed as a result of a pre-consultation meeting with Forestry staff. Staff mentioned that they are being utilized more often by the Roads group to move concrete New Jersey barriers during emergency events when a contractor cannot be found. As a result the lifting capacity of the existing truck was under rated to lift the barriers safely so the bid was altered to ensure the new truck is built with a crane rated to lift them safely.</li> </ol>
Sanitary Servicing - Foster, Merrett, Garson	\$ 86,000	\$ 139,950	\$ 53,950	\$ 53,950	<p>The scope of the project was modified to include a Stormwater Management Class EA evaluation (by City staff). The objective was to comply with the Lake Simcoe Protection Plan and establish the first low impact development neighborhood retrofit to address phosphorus loadings to Lake Simcoe and erosion in Whiskey Creek. The additional funds over the approved budget amount is for staff costs to complete this evaluation. The scope of work included the development, evaluation, hydrologic and hydraulic modeling of alternatives to address stormwater management. This work included a standalone report and public information display boards. As property was identified for a stormwater management pond, a Schedule 'B' Class EA was required. Cost savings are realized as the stormwater Class EA component was rolled into Foster Drive Sanitary Servicing Class EA study.</p>
Sunnidale Park New DOLRA Bridges – Kidds Creek	\$32,000.00	\$54,000.00	\$ 22,000	\$ 22,000	<p>Through the procurement process the consultant costs for this design were higher than expected. This is in part due to the potential for more stringent environmental aspects that may be required for approval agencies than was originally planned for. There is the potential that scope for this environmental work could be decreased from that currently planned as the design progresses and the environmental aspects are better understood.</p>

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APPENDIX H

Reserve Transfer Request



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**DATE:** June 25, 2015

**MEETING:** #15-06 (Board Meeting)

**MOTION:** #15-26

**MOVED BY:** \_\_\_\_\_

**SECONDED BY:** \_\_\_\_\_

*Rebecca Palmer*

**THAT**

That the Barrie Public Library Board approves the transfer of \$29,855.38 from the Barrie Public Library Ramp-Up Reserve and \$27,816.62 from the Barrie Public Library Technology Systems Reserve to fund the one time implementation fees for Purchasing and Funds Management modules of City of Barrie's Enterprise Resources Management Computer System.

**CARRIED:** \_\_\_\_\_

*[Signature]*

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