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**TO:** GENERAL COMMITTEE

**SUBJECT:** BUSINESS PLAN STATUS AS AT JUNE 30, 2019

**WARD:** ALL

**PREPARED BY AND KEY CONTACT:** M. JERMEY, MANAGER OF BUSINESS PLANNING AND BUDGET  
EXT. 4407

J. COWLES, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENT EXT. 5347

**SUBMITTED BY:** C. MILLAR, DIRECTOR OF FINANCE AND TREASURER

**GENERAL MANAGER APPROVAL:** D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

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

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**RECOMMENDED MOTION**

1. That the 2019 Budget and Business Plan Status as of June 30, 2019 be received.
2. That staff be authorized to proceed with existing projects requiring additional funding as identified in Appendix "G" to Staff Report EMT004-19 in the amount of \$810,000, with \$205,000 to be funded from the Tax Capital Reserve, and \$605,000 from the Water Capital Reserve.
3. That staff be authorized to undertake a new capital project 2019 Development Charge Appeal, in the amount of \$150,000 to be funded 90% from the Development Charge Reserves and 10% from the Tax Rate Stabilization Reserve.
4. That \$289,670, representing the 2018 Barrie Police Services operating surplus, be transferred from Barrie Police Services to the City's Tax Capital Reserve to be used toward the Barrie Simcoe Emergency Services Campus project in accordance with motion 2019-034 of the Barrie Police Services Board Minutes dated April 18, 2019.

**PURPOSE & BACKGROUND**

Report Overview

5. The purpose of this Staff Report is to provide members of Council with a status update on the 2019 Business Plan and summarize the Corporation's financial and non-financial performance up to June 30, 2019.
6. The City's Financial Policies Framework requires the Director of Finance to issue quarterly memos and a year-end staff report on finances that compare year-to-date (YTD) actual results to budget.

**ANALYSIS**

**SUMMARY OF OPERATING RESULTS - TAX**

7. Overall, 96.9% accuracy was achieved with expenditures related to the tax rate based budget for the first two quarters of 2019 and tax rate revenues were slightly higher than forecasted. The following table summarizes the financial variances to June 30, 2019, between planned net operating expenditures and actual results by Division for tax rate based operations. Appendix "A" includes a breakdown of the tax rate based variances by department.

	Year-to-Date June 30, 2019			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Council & Mayor's Office	575,645	453,762	121,883	21.2%
Office of the CAO	1,408,679	997,139	411,540	29.2%
Community and Corporate Services	22,409,909	20,229,607	2,180,302	9.7%
Infrastructure and Growth Management	19,757,385	17,909,748	1,847,637	9.4%
Invest Barrie	2,010,929	2,147,495	(136,566)	(6.8)%
Access Barrie	7,840,382	7,127,041	713,341	9.1%
Innovate Barrie	6,106,719	5,602,016	504,703	8.3%
Financial Expenses & Other General Government	44,324,746	44,770,559	(445,813)	(1.0)%
Service Partners & Grants	72,471,954	72,211,106	260,848	0.4%
<b>Total Net Expenditures</b>	<b>176,906,348</b>	<b>171,448,473</b>	<b>5,457,875</b>	<b>3.1%</b>
Corporate Revenues	(243,726,586)	(244,100,062)	373,476	(0.2)%
<b>Total</b>	<b>(66,820,238)</b>	<b>(72,651,589)</b>	<b>5,831,351</b>	<b>(8.7)%</b>

8. Key contributors (positive variances) to the Corporation's general tax rate surplus include the following:

- Salary Gapping \$576K (detail below);
- Utilities \$360K (detail below);
- Legal Services \$166K (see Appendix B);
- Facilities \$774K (see Appendix B);
- Environmental Operations – Contracted services, and Consulting \$648K (see Appendix B);
- Traffic Services – Equipment, Materials and Supplies \$171K (see Appendix B);
- Parks & Forestry – Contracted Services, Repairs & Maintenance \$228K (see Appendix B);
- Transit – Contracted Services \$478K and Fuel \$330K (see Appendix B);
- Investment Revenue – Investments \$353K (see Appendix B);
- IT – Contracted Services & Licences \$206K (see Appendix B).

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9. Key offsetting contributors (negative variances) to the Corporation's tax rate general surplus include the following:
- Invest Barrie Administration – Advertising Revenue \$136K (see Appendix B);
  - Business Development – Revenues \$149K (see Appendix B);
10. Additional details have been provided in Appendix B that identify the reasons for the positive and negative variances, the continuing impact going forward, and actions taken to mitigate future anticipated variances.
11. While Staff have specifically reported on individually significant variances, divisions such as Infrastructure and Growth Management (IGM) and Community and Corporate Services (CCS) are made up of many individual cost centres and accounts with variances that, when taken together, may drive larger variances. Common themes behind the generally favourable variance include the impact of salary gapping at the department level, and the timing of various operating activities. These variances are primarily the result of minor differences in timing between budget and actual, and are not indicative of a trend that will carry forward to year-end.

#### Salary Gapping

12. The salary gapping provision approved by Council in the 2019 Business Plan is \$1.275M. This amount includes both permanent staff and casual/part-time salary costs. The City continues to implement a variety of techniques to achieve salary gapping targets. These include delaying rehires for a minimum of 12 weeks or longer when viable, managing overtime costs where possible, and requiring summer students to take at least one week of unpaid vacation during their term.
13. As of June 30<sup>th</sup>, the City has realized \$1.21M in salary gapping against a second quarter target of \$638K, resulting in a favourable variance of \$576K. This variance is temporary and will resolve itself by year-end. Positive variances were achieved in several areas from staff turnover and retirements resulting in short term vacancies during the recruitment process. Minor variations in planned onboarding of seasonal resources also contributed to the variance.

#### Utilities

14. A favourable variance of \$360K has been achieved at the end of the second quarter. This variance was primarily due to reduced consumption in electricity (13%) compared to budget. A secondary driver of the variance has been lower than anticipated electricity rates (10%) through the first six months of the year.



**SUMMARY OF OPERATING RESULTS – WATER**

	Year-to-Date June 30, 2019			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Salaries and Benefits	3,970,614	3,862,721	107,893	2.7%
Operating Expenses	3,282,541	3,292,082	(9,541)	(0.3)%
Corporate Overhead	4,661,376	4,907,788	(246,412)	(5.3)%
Debt Charges	25,027	25,027	0	0.0%
Revenues	(12,857,983)	(12,140,309)	(717,674)	5.6%
Transfer to/(from) Reserve	918,426	52,691	865,735	94.3%

15. The Water Operations branch finished the second quarter with an operating deficit of \$866K. Operating expenditures for the quarter were within 1% of budget, corporate overheads exceed plan by 5%, and revenue was 6% short of target.
16. Corporate overhead recoveries are based on actual work and staff time in support of Water Operations from various departments. This is currently over plan by approximately \$246K.
17. Water rate revenue is \$718K below plan due to lower actual consumption than budgeted throughout the second quarter. This was a result of an extremely wet spring and start to the summer, resulting in less lawn watering.

**SUMMARY OF OPERATING RESULTS – WASTEWATER**

	Year-to-Date June 30, 2019			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Salaries and Benefits	2,125,762	2,150,064	(24,302)	(1.1)%
Operating Expenses	4,472,892	3,140,795	1,332,097	29.8%
Corporate Overhead	3,525,333	3,589,551	(64,218)	(1.8)%
Debt Charges	306,513	306,513	0	0.0%
Revenues	(16,593,548)	(15,851,482)	(742,066)	4.5%
Transfer to/(from) Reserve	6,163,048	6,664,560	(501,512)	(8.1)%

18. The Wastewater Branch finished the quarter with an operating surplus of \$502K. Operating expenditures for the quarter were 30% under budget, corporate overheads exceeded budget by 2%, and revenue was 5% short of target.

19. The main driver of the positive operating expenditure variance was due to delays in the commencement of several operating projects (such as the Hydromantis GPX upgrades, clarifier rebuilds, odour control studies, and electrical and mechanical condition assessments). These projects are expected to commence in Q3 and Q4.
20. Sewer rate revenue is \$742K behind plan. Sewer rate revenue is directly correlated with water consumption, which was behind plan for the second quarter.

**SUMMARY OF OPERATING RESULTS – PARKING**

	Year-to-Date June 30, 2019			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
<b>Salaries and Benefits</b>	189,872	188,818	1,053	0.6%
<b>Operating Expenses</b>	170,518	121,704	48,814	28.6%
<b>Corporate Overhead</b>	593,080	259,060	334,020	56.3%
<b>Debt Charges</b>	488,397	488,397	0	0.0%
<b>Revenues</b>	(1,055,629)	(996,929)	(58,701)	5.6%
<b>Transfer to/(from) Reserve</b>	(386,237)	(61,050)	(325,186)	84.2%

21. Parking Operations finished the second quarter with an operating deficit of \$61K, which is \$325K better than planned. Operating expenditures for the quarter were 14% under budget, corporate overheads were 56% under budget, and revenues were 6% short of target.
22. Corporate overhead recoveries are based on actual work and staff time in support of Parking from various departments. This work is tracking behind plan in the second quarter (\$334K).

**CAPITAL PLAN STATUS AT JUNE 30, 2019**

23. The City's 2019 DC By-law has been appealed. As a result, the City will require the services of outside Consultants to obtain essential information, provide additional analysis, offer expert advice and make representations on behalf of the City. No funds have been allocated in the 2019 budget for the defence of an appeal. Staff request that a capital project in the amount of \$150,000 funded 90% from Development Charges Reserves and 10% from the Tax Rate Stabilization Reserve for the DC Appeal be created.
24. The Capital Plan presented in Appendix C is a high level summary of activity as at June 30, 2019. The total capital budget for 2019 is \$420.1M, including carryover from prior years and new projects. The projected year-end spending plan is \$178.8M due to the multi-year nature of many of the projects. The actual YTD spending at June 30 was \$45M, which is 75% of the YTD projected spending plan of \$60.2M. The capital projects that contribute to the key variances between planned and actual spending have been identified in Appendix D.

**OTHER ITEMS**

25. The Barrie Police Services Board passed motion 2019-034 approving the transfer of the Services' 2018 operating surplus to City. These funds are intended to offset the communication centre funding shortfall at the Barrie Simcoe Emergency Services Campus. Staff are recommending the

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operating surplus, in the amount of \$289,670, be transferred to the City's tax capital reserve for use in accordance with the motion passed by the Barrie Police Services Board.

#### **KEY DIVISION SERVICE DELIVERY INITIATIVES & KEY PERFORMANCE INDICATORS**

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

#### **ENVIRONMENTAL MATTERS**

27. There are no environmental matters related to the recommendation.

#### **ALTERNATIVES**

The following alternatives are available for consideration by General Committee:

**Alternative #1** General Committee could refuse the request for increases to capital budgets identified in Appendix G.

This alternative is not recommend as it would result in insufficient funds being available to complete the projects in question.

#### **FINANCIAL**

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

#### **LINKAGE TO 2018-2022 STRATEGIC PLAN**

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

APPENDIX "A"

**Tax-Supported Operating Budget Variance by Department as at June 30, 2019**

	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
<b>Office of the Mayor and CAO</b>	<b>1,984,324</b>	<b>1,450,901</b>	<b>533,423</b>	<b>26.9%</b>
Council & Mayor's Office	575,645	453,762	121,883	21.2%
Office of Chief Administrative Officer	322,323	242,353	79,969	24.8%
Legal Services	918,260	591,660	326,600	35.6%
Internal Audit	168,096	163,126	4,971	3.0%
<b>Community and Corporate Services</b>	<b>22,409,909</b>	<b>20,229,607</b>	<b>2,180,302</b>	<b>9.7%</b>
GM of Community and Corporate Services	166,017	160,920	5,097	3.1%
Facilities	1,500,081	275,116	1,224,966	81.7%
Barrie Fire and Emergency Services	13,265,027	12,925,100	339,927	2.6%
Finance	1,799,373	1,779,872	19,501	1.1%
Legislative and Court Services	1,492,750	1,390,541	102,209	6.8%
Recreation	4,186,661	3,698,060	488,601	11.7%
<b>Infrastructure &amp; Growth Management</b>	<b>19,757,385</b>	<b>17,909,748</b>	<b>1,847,637</b>	<b>9.4%</b>
GM of Infrastructure & Growth Management	243,025	236,771	6,254	2.6%
Engineering	1,043,518	551,983	491,535	47.1%
Planning & Building Services	354,092	343,353	10,739	3.0%
Environmental Services	3,874,118	3,198,492	675,626	17.4%
Roads Operations	6,900,007	6,836,510	63,497	0.9%
Parks & Forestry Operations	2,911,932	2,496,040	415,892	14.3%
Traffic	2,064,448	1,921,627	142,821	6.9%
Fleet	2,365,545	2,324,971	40,574	1.7%
<b>Invest Barrie</b>	<b>2,010,929</b>	<b>2,147,495</b>	<b>(136,566)</b>	<b>(6.8)%</b>
Invest Barrie – Administration	164,443	198,831	(34,389)	(20.9)%
Business Development	380,092	431,821	(51,730)	(13.6)%
Department of Creative Economy	1,466,395	1,516,843	(50,448)	(3.4)%
<b>Access Barrie</b>	<b>7,840,382</b>	<b>7,127,041</b>	<b>713,341</b>	<b>9.1%</b>
Access Barrie - Administration	173,141	178,272	(5,131)	(3.0)%
Customer Service	583,550	591,141	(7,590)	(1.3)%
Communications and Marketing	486,976	507,359	(20,382)	(4.2)%
Transit & Parking Strategy	6,596,714	5,850,269	746,444	11.3%
<b>Innovate Barrie</b>	<b>6,106,719</b>	<b>5,602,016</b>	<b>504,703</b>	<b>8.3%</b>
Innovate Barrie – Administration	213,720	222,666	(8,946)	(4.2)%
Centre for Continuous Improvement	441,714	362,344	79,370	18.0%
Human Resources	1,401,312	1,313,285	88,027	6.3%
Information Technology	4,049,974	3,703,721	346,252	8.5%
<b>Other Expenses</b>				
Financial Expenses & General Government	44,324,746	44,770,559	(445,813)	(1.0)%
<b>Total Net City Services</b>	<b>104,434,395</b>	<b>99,237,367</b>	<b>5,197,027</b>	<b>5.0%</b>
Service Partners and Grants	72,471,954	72,211,106	260,847	0.4%
<b>Total Net Expenditures</b>	<b>176,906,348</b>	<b>171,448,473</b>	<b>5,457,875</b>	<b>3.1%</b>



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	<b>Budget</b>	<b>Actual</b>	<b>Variance \$</b>	<b>Variance %</b>
Net Taxation for own purposes	(238,544,346)	(237,909,573)	(634,773)	0.3%
Payments in Lieu of Taxes	(1,001,950)	(965,434)	(36,516)	3.6%
Interest Income	(1,682,753)	(2,250,833)	568,080	(33.8)%
Corporate Overheads	(2,482,537)	(2,685,574)	203,037	(8.2)%
Sundry Revenue	(15,000)	(288,648)	273,648	(1824.3)%
<b>Total Revenue</b>	<b>(243,726,586)</b>	<b>(244,100,062)</b>	<b>373,476</b>	<b>(0.2)%</b>
Total Operating Variance	<b>(66,820,238)</b>	<b>(72,651,589)</b>	<b>5,831,351</b>	<b>(8.7)%</b>



**APPENDIX "B"**

**Detailed Tax Supported Operating Variance Explanations**

<b>Service/Driver:</b> Legal Department – Legal Services expense net of reserve contributions			
<b>Budget:</b> \$209K	<b>Actual:</b> \$43K	<b>Variance \$:</b> \$166K	<b>Variance %:</b> 79.5%
<b><u>Reason for Variance</u></b>			
This positive variance is related primarily to delay by opposing counsel in responding to a City motion resulting in deferral of the court schedule.			
<b><u>Impact Going Forward</u></b>			
The variance is expected to normalize by year-end.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
No further action required at this time.			

<b>Service/Driver:</b> Transit – Fuel			
<b>Budget:</b> \$1.3M	<b>Actual:</b> \$970K	<b>Variance \$:</b> \$330K	<b>Variance %:</b> 25.5%
<b><u>Reason for Variance</u></b>			
Fuel prices have been very volatile over the past year and have reached as high as \$1.12/litre in the summer of 2018 and dropped as low as \$0.83/litre in February of 2019. The existing projection in the 2019 business plan is \$1.12/litre and the recent downswing in fuel prices has resulted in the significant variance year to date. As of July 2019 the fuel prices were \$0.97/litre so it can be anticipated that the favourable variance will continue and likely increase for Q3.			
<b><u>Impact Going Forward</u></b>			
Staff will continue to monitor fuel trends and adjust fuel budgets in the 2020 Business Plan to reflect the most current market conditions.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
Staff are researching the ability to enter into a guaranteed fuel price contract to provide more stability within the annual business plan.			

<b>Service/Driver:</b> Transit – Contracted Services			
<b>Budget:</b> \$8.6M	<b>Actual:</b> \$8.1M	<b>Variance \$:</b> \$478K	<b>Variance %:</b> 5.6%
<b><u>Reason for Variance</u></b>			
<p>Barrie's 20 year transit contract uses Key Performance Indicators to monitor the service. The KPI's are not meant to be fully comprehensive, but rather to provide an indication of the service providers' performance. The output specifications represent the minimum standard of service for which the service provider would be entitled to receive its full monthly payment. Deductions are applied in accordance with the KPI's, where the application is higher than originally anticipated to date. The application of the performance based contract has resulted in the favourable variance year to date.</p>			
<b><u>Impact Going Forward</u></b>			
<p>Staff are anticipating the level of performance deductions to decrease as the service provider remedies areas of focus, however the existing variance to date will likely remain at year end.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
<p>City staff continue to work collaboratively with the service provider to monitor and report output specifications and KPI's. This monitoring entail the prevention, detection, diagnosing and correction of deficiencies. Emphasizing advance monitoring should ensure parties can continue to address issues before the services are significantly impacted.</p>			

<b>Service/Driver:</b> Environmental Operations – Contracted Services - Residential			
<b>Budget:</b> \$2.4M	<b>Actual:</b> \$1.89M	<b>Variance \$:</b> \$515K	<b>Variance %:</b> 21.4%
<b><u>Reason for Variance</u></b>			
<p>This positive variance is due to less garbage, recycling, and organics weight being collected year to date than expected. Collection contract expenses are based on tonnages collected.</p>			
<b><u>Impact Going Forward</u></b>			
<p>Management expects this variance to normalize by year-end as there are higher tonnages collected over the holiday season.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
<p>No further action is required at this time.</p>			



<b>Service/Driver:</b> Environmental Operations – Consultants – Admin & Inspection/General			
<b>Budget:</b> \$163K	<b>Actual:</b> \$30K	<b>Variance \$:</b> \$133K	<b>Variance %:</b> 81.0%
<b><u>Reason for Variance</u></b> This positive variance is due to some operational costs coming in under budget while other works have been deferred to the 3 <sup>rd</sup> and 4 <sup>th</sup> quarter.			
<b><u>Impact Going Forward</u></b> Management expects this variance to normalize somewhat by year end, however, with some consulting costs coming in lower than expected for some operational projects, we expect to see a slight positive variance at year end.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b> No further action is required at this time.			

<b>Service/Driver:</b> Facilities - Contracted Services			
<b>Budget:</b> \$2.6M	<b>Actual:</b> \$1.9M	<b>Variance \$:</b> \$774K	<b>Variance %:</b> 29.2%
<b><u>Reason for Variance</u></b> This significant variance is related to timing of expenditures. Collier Street Parkade of \$220K is expected to be completed in Q4. Sidewalk and entrance paver replacements at City Hall and the Downtown library of \$30K will be completed in Q3. Grass cutting expenses were late to start this fiscal year and are now expected to be under budget for the season.			
<b><u>Impact Going Forward</u></b> Management expects most of this variance to normalize by year-end with the exception of a favorable variance for grass cutting which will be under budget for the season.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b> No further action is required at this time.			



<b>Service/Driver:</b> Investment Revenue – Investments			
<b>Budget:</b> \$716K	<b>Actual:</b> \$1,069K	<b>Variance \$:</b> \$353K	<b>Variance %:</b> 49%
<b><u>Reason for Variance</u></b> <p>Continued improvements to cash flow forecasting contributed to higher than expected allocations to the money-market portfolio which, along with higher than expected interest rates, largely contributed to the outperformance for the period. The City's bond portfolio produced marginally higher income for the period as a result of timing differences of semi-annual coupon payments.</p>			
<b><u>Impact Going Forward</u></b> <p>Given the on-going disruptions to global trades and its impact on economic output, the Bank of Canada could possibly follow the US Federal Reserve with a 25 basis point cut in the Fall of 2019; which could potentially reduce the expected income produced from the money-market portfolio in the last quarter of 2019 and reduce the income expectation for 2020. Despite the possibility of lower income, 2019 variances are still expected to be similar to current levels.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b> <p>No further action required at this time.</p>			



<b>Service/Driver:</b> Parks & Forestry Operations – Contracted Services, Repairs & Maintenance			
<b>Budget:</b> \$443K	<b>Actual:</b> \$216K	<b>Variance \$:</b> \$227K	<b>Variance %:</b> 51%
<b><u>Reason for Variance</u></b> <p>The positive budget variance is due to the completion of operational projects happening later in the year than expected. This is a result of a very rainy spring that delayed many projects until Q3.</p>			
<b><u>Impact Going Forward</u></b> <p>This positive budget variance is expected to normalize by year end as operational projects are completed in Q3 and Q4.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b> <p>No further action is required at this time.</p>			



<b>Service/Driver:</b> Traffic & Parking Services – Equipment & Capital Purchases, and Materials & Supplies			
<b>Budget:</b> \$604k	<b>Actual:</b> \$434K	<b>Variance \$:</b> \$171K	<b>Variance %:</b> 28.2%
<b><u>Reason for Variance</u></b> The positive budget variance is due to delays in procuring traffic system equipment and supplies. The purchases will occur later in the year than expected.			
<b><u>Impact Going Forward</u></b> This positive budget variance is expected to normalize by year end as projects are expected to be complete in the fall.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b> No further action is required at this time.			

<b>Service/Driver:</b> Business Development - Revenues			
<b>Budget:</b> \$279K	<b>Actual:</b> \$130K	<b>Variance \$:</b> \$149K	<b>Variance %:</b> 53.5%
<b><u>Reason for Variance</u></b> The Small Business Centre has not yet received payment from the Province for the contracted services for Core Operating, Starter Company or Summer Company programs.			
<b><u>Impact Going Forward</u></b> The variance is expected to normalize by year-end with the receipt of Provincial funding.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b> No further action required at this time.			



<b>Service/Driver:</b> Invest Barrie Administration – Advertising Revenue			
<b>Budget:</b> \$136K	<b>Actual:</b> NIL	<b>Variance \$:</b> \$136K	<b>Variance %:</b> 100%
<b><u>Reason for Variance</u></b> <p>The advertising revenue represents the budgeted sponsorship revenue associated with the corporate sponsorship program. A temporary part-time sponsorship coordinator was hired in August to implement the corporate sponsorship pilot program.</p>			
<b><u>Impact Going Forward</u></b> <p>The sponsorship coordinator has started and is expected to generate revenue in 2019.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b> <p>No further action is required at this time.</p>			

<b>Service/Driver:</b> IT – Contracted Services & Licences			
<b>Budget:</b> \$1.6M	<b>Actual:</b> \$1.4M	<b>Variance \$:</b> \$206K	<b>Variance %:</b> 12%
<b><u>Reason for Variance</u></b>			
<i>Contracted Services</i> The SMI services were taken over by the Transit service provider, leaving approximately \$100K of contracted services in the IT budget.			
<i>Licences</i> The SQL environment equipment was expected to be replaced earlier in 2019, which would have resulted in higher licensing costs. This has now been pushed to 2020 due to other infrastructure priorities.			
<b><u>Impact Going Forward</u></b>			
<i>Contracted Services</i> No additional spending related to this contract is expected.			
<i>Licences</i> The licence costs for SQL will increase in 2020 as new equipment is utilized.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
<i>Contracted Services</i> The budget for contracted services related to the Transit contract has been removed from future budget years, as no actual spending related to this is expected in future years.			
<i>Licences</i> The IT Department is planning to replace the SQL environment equipment in 2020, and the budgeted licensing costs will be updated accordingly in 2020 and subsequent years.			





APPENDIX "C"

**Capital Plan Progress Update by Division as at June 30, 2019**

Summary of Capital Plan & Forecast	2019 Capital Budget			Performance Reporting					
	Carryover from Prior Year Budgets	New Projects Approved in 2019 Budget	2019 Total Budget with Transfers	Projected YTD Spending Plan	Actual 2019 Spending	Variance to 2019 Projected	% of 2019 Projected Spending Plan Achieved	% of 2019 Total Budget	Planned Spending (Deferred)
Access Barrie	264,516	1,295,835	1,560,351	107,170	100,393	6,777	94%	6%	(1,418,647)
Community and Corporate Services	44,209,639	55,414,225	99,623,864	27,891,925	23,843,786	4,048,139	85%	24%	(28,672,100)
Infrastructure & Growth Management	114,146,377	117,668,232	231,814,610	28,027,121	18,464,979	9,562,142	66%	8%	(134,388,645)
Developer Built Projects	38,405,146	35,038,047	73,443,193	361,598	262,809	98,788	73%	0.4%	(71,048,384)
Innovate Barrie	7,369,416	6,080,666	13,450,082	3,763,151	2,355,735	1,407,416	63%	18%	(5,754,337)
Invest Barrie	500,000	(265,000)	235,000	40,000	-	40,000	0%	0%	-
<b>Total</b>	204,895,094	215,232,004	420,127,099	60,190,964	45,027,702	15,163,262	75%	11%	(241,282,113)

APPENDIX "D"

**Capital Plan Status Variances at June 30, 2019**

**EN1097 Mapleview Drive East Improvements - Country Lane to Yonge:**

2019 Total Budget with transfers	\$15.9M
Projected Spending Plan to end of Q2	\$2.3M
Actual Spending to end of Q2	\$1.6M
Variance to Projected at end of Q2	\$0.7M

**Comments:**

The 2019 Construction season was delayed due to the cooler and wetter than normal conditions in May. This project did have some additional elements added to the scope of the works due to site conditions as well as the watermain break at Yonge Street and Big Bay Point Road. The break impacted when the existing watermain in Mapleview Drive could be taken out of service to complete work to tie-in the new and existing watermains.

**EN1166 Duckworth Street Watermain & ROW Expansion - Bell Farm to St. Vincent:**

2019 Total Budget with transfers	\$5.9M
Projected Spending Plan to end of Q2	\$1.3M
Actual Spending to end of Q2	\$0.5M
Variance to Projected at end of Q2	\$0.8M

**Comments:**

The 2019 Construction season was delayed due to the cooler and wetter than normal conditions in May. This pushed the anticipated contract payments in Q2 into Q3.

**EN1262 Harvie Road ROW Expansion - Essa to Bryne:**

2019 Total Budget with transfers	\$10.4M
Projected Spending Plan to end of Q2	\$1.5M
Actual Spending to end of Q2	\$0.7M
Variance to Projected at end of Q2	\$0.8M

**Comments:**

The 2019 Construction season was delayed due to the cooler and wetter than normal conditions in May. Ongoing utility relocations have impacted the contractors anticipated schedule as well. The overall project is still on track for opening of the Harvie Road/Big Bay Point Road/Highway 400 crossing in the fall of 2020.

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

2019 Total Budget with transfers	\$22.0M
Projected Spending Plan to end of Q2	\$7.8M
Actual Spending to end of Q2	\$5.0M
Variance to Projected at end of Q2	\$2.8M

**Comments:**

The 2019 Construction season was delayed due to the cooler and wetter than normal conditions in May. Ongoing utility relocations have impacted the contractors anticipated schedule as well. The overall project is still on track for opening of the Harvie Road/Big Bay Point Road/Highway 400 crossing in the fall of 2020.



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**FC1020 Barrie – Simcoe Emergency Services Campus:**

2019 Total Budget with transfers	\$99.9M
Projected Spending Plan to end of Q2	\$21.7M
Actual Spending to end of Q2	\$19.9M
Variance to Projected at end of Q2	\$1.8M

**Comments:**

Expenditures for the months of May and June were lower than anticipated, primarily due to strike action by ICI pipefitters and HVAC trades personnel and the knock-on effect their work had on the other trades' ability to complete follow-up work as planned. Expenditures for the month of July 2019 will also be lower than anticipated. With all ICI collective agreements now ratified the project team has revised the project work schedule to 'catch up', and expenditures for Q3 and Q4 are anticipated to be greater than planned to offset this variance.

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APPENDIX "E"

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

Office of the Chief Administrative Officer

**Strengthen Financial Management through continued implementation and updating of the Long Range Financial Plan and increased automation of financial data to support accurate and timely reporting.**

- Staff continue to work together and with the development community to address a guiding principle that growth is undertaken in a financially responsible manner. The coordination of growth and development so that it corresponds with the timing of infrastructure, and forecasting, managing and balancing the flow of revenues and expenditures over time are integral to this effort. The framework for evaluating the timing of infrastructure investment to support growth, while protecting the City from potential financial risks continues to evolve. With the passing of Bill 108, later this year City staff will begin work on updating the City's Long Range Financial Plan and will report back to Council in the first half of 2020.

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

- Updated Human Resources Strategy under development
- Introductory and Strategy session for SLT on the Psychological Standard (PHS), focus for 2019 is Leadership
- Sessions of the Working Mind for both people leaders and staff continue to be delivered
- Next Level Leadership program implemented with a focus on senior level development 2019 focus areas are Team Cohesion and Strategic Thinking
- Code of Conduct renewal training delivered online to all new and existing employees
- Leader Connect sessions scheduled and delivered bringing together our people leaders to highlight innovative approaches to people and project management
- Implementation of a new telephone system has streamlined access, provided more effective monitoring of customer service volumes and has extensive availability of data on the handling of the calls within Service Barrie. Understanding and developing new metrics for Service Barrie is underway. The system has also been leveraged to provide callers with city information during wait times through pre-recorded messages specific to various city services.
- Implementation of the Citizen Experience Management (CEM) system is progressing. Details can be found under the Access Barrie section.
- The formal Innovatology program awarded 13 Edison awards for staff innovation in the first half of 2019. Details can be found under the Innovate Barrie section.

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

- Key Performance Indicators (KPI's) to support the 2018-2022 Council Strategic Priorities KPI's are being identified by departments and will be shared with Council in Q3.
- The certification of the City of Barrie with the World Council on City Data (WCCD) is underway with the gathering of performance information across 100 city data indicators

#### **Oversee the development in the Secondary Plan Areas**

- The Salem and Hewitt's Secondary Plans are being implemented as planned. The first registration in the Salem Secondary Plan Area (Bear Creek Ridge) took place in Q1 of 2019 and all associated payments, including development charges, were collected for this plan of subdivision. It is anticipated that building permits for the Bear Creek Ridge and Bistro 6 developments will be issued in Q3 and Q4 subject to availability of servicing.
- In the first two quarters of 2019, 2 conformity review applications were submitted (one in Hewitt's and one in Salem). Redline revisions for 2 plans of subdivision have been received and 3 new subdivision and zoning by-law amendment applications have been received. Tree Removal Permits (3 have been issued in Hewitt's) and 2 Site Alteration Permits (in Hewitt's) have been issued. Further permit applications are expected as developments in both secondary plan areas progress. Additional conformity review, draft plan of subdivision and zoning by-law amendment applications are continuing to be submitted and processed throughout the remaining two quarters of 2019.

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

- Infrastructure and the costs of managing growth continues to be a multi-disciplinary endeavour involving Planning, Engineering and Finance. Several projects are moving through the detailed design stages and several are moving into the tender packages being released and likely awarded in Q3 and Q4 with construction underway or soon to be underway.
- The IIP projects for timing and budget were examined in greater detail in Q1 and Q2 in preparation for the 2020 budget framework and the background work for the new development charges by-law. This is particularly important as the City enters into development charges agreements with the developers in the secondary plan areas for development charges credits. Financial framework for growth as it relates to proposed development in the urban growth center and intensification nodes and corridors is also important to support additional people and jobs within the existing built boundary.
- New legislation was released by the Province (Bill 108) in Q2. This will have a significant impact on the DC's, particularly soft costs. This impact is dramatically different than what is proposed in the financial framework for growth. Staff continue to monitor this, and participate on technical groups that feed into the Province. Regulations and implementation of the new legislation is expected by Q4.
- While there has been a lot of planning activity/approvals across the City and this includes the planning in the Secondary Plan Areas, construction activity has been significantly lower than the financial framework modelled and also lower than the forecasts leading into 2019. This impacts matters such as revenues coming in from development charges. The timing of infrastructure is also impacted as shifts to both City and Developer led projects must be considered in order to balance the Capital Plan.
- A large part of the growth management program in Q2 and beyond relates to monitoring and proposing modifications to respond to the timing shifts.

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

- The ERP system was successfully launched to business users in Human Resources and Finance (including Purchasing) in Q4 2018 and Q1 2019. Details can be found under the Innovate Barrie section.

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

- Economic Diversification - For economic diversification into new industries, Invest Barrie along with County partners are pursuing business opportunities in the aerospace industry leveraging the Lake Simcoe Regional Airport as a catalyst. Identified as one of 11 regional airports in the Southern Ontario Airport Network (SOAN) to support industrial and corporate airside needs as growth in scheduled passenger service grows at Pearson Airport, combined with the strategic plan for the LSRA that targets aerospace-related industry and corporate air service as primary business opportunities, the LSRA is poised to leverage opportunities in aerospace. As part of this opportunity, the City and its' partners are pursuing specific aerospace-related business attraction initiatives. In addition, Mayor Lehman and the Business Development Department also participated in a delegation of SOAN in June, with the purposes of positioning the LSRA for investment on its employment lands and to assess and drive market interest to the area. Beyond aerospace, the Invest Barrie team continues to work on knowledge industry development efforts, including the integration of technology and robotics into the economy. Through programs such as the MIS (the Manufacturing Innovation Summit, held for the first time at the Advanced Technology Centre at Georgian College this year with a record attendance), Invest Barrie and its partners provide strategic engagement opportunities fostered between the companies attending, industry-academic research programs at Georgian, and robotics/technology industry experts
- Open for Business - Business Development Staff are engaged with the Chamber of Commerce Development Committee and Planning and Building Services on supporting open for business initiatives and industrial development applications. Business Development is also strengthening its integration through the APLI system to better align communications between businesses and the development process, and are actively working through several industrial development applications with Planning and Building Services. The Creative Economy team has also been focused on open for business improvements. For example, the City's Events Permitting functions were launched on the digital E-Proval platform in April, removing the manual paper processing and circulation required for over 175 events annually. Circulation to multiple City departments participating in the Barrie Events Action Team (Parks, Municipal Law, Police, Fire) are now managed through online workflows, increasing overall processing time and delivering better service to organizations submitting event permit applications.
- Partnerships - The Invest Barrie team continues to build and engage in multiple partnership-focused initiatives. For example, the Business Development Department has been actively partnering with the County of Simcoe on several initiatives to address skilled labour needs in Barrie and the broader surrounding area. Specifically, the County of Simcoe and the City of Barrie have partnered with CTV Barrie on an exciting series called "Central Ontario Job Works" to promote local companies and highlight employment opportunities in Central Ontario. This series features a "behind the scenes" look into local key industries, highlighting success stories and serving as a resource for job seekers and employers in the area. The company features that aired in the spring on <https://barrie.ctvnews.ca/works> . A second series is scheduled for the fall. This initiative is part of a larger contingent of initiatives aimed at building a funnel of skilled talent to support local employers. In addition, April 8th was the official launch of the Sandbox Entrepreneurship and Innovation Centre, on the 2nd Floor of the Transit Terminal, a partnership-based collaborative effort that included the City, business and community leaders, the County of Simcoe, Georgian College, Georgian Angel Network and more than 30 local businesses.

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Community & Corporate Services

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

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

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

- The Facility Information Management System – Archibus/FM has been implemented across the Corporate Facilities portfolio including the Barrie Marina, with work underway to include the Recreation portfolio's assets by the end of this year.

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

- Energy Management are working to develop targets and goals to update the City's CDM plan as required through regulation. Staff will seek formal Council endorsement of the plan in the fall of 2019.

**Continue to train all staff to be NFPA 1035 certified public educators**

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

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

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

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

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

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

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

**Assess the impact of next generation 9-1-1 and the associated changes to the emergency dispatch system**

- BFES continues to research and prepare for the implementation of the next generation 911 communication systems.

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



- A comprehensive Outdoor Recreation Facilities Study was completed in collaboration with Parks Planning and community user groups to identify opportunities for outdoor recreation facility plans for future population growth both within developed boundaries and the Hewitt's and Salem lands.
- Collaboration with Facility Planning & Development and Parks Planning took place to revise the Corporate Development Charges By-law related to recreational facilities. This involved an assessment of the existing and planned inventory of recreation facilities to address the growing and changing needs of our City's population.

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

- A new gift card program was developed which provides an opportunity for clients to purchase a physical gift card of any value up to \$1,000. This card can be used to purchase any recreation service offered including rentals, memberships, and registered programs.
- Developed, documented, and implemented an Accounts Receivable Procedures manual which details and standardizes our payment processes across all lines of business. A regular A/R follow-up process was also put in place and a training program was developed and delivered to staff.
- A new Facility Management module has been tested and will be launched in September 2019. This new module streamlines the data entry for creating and changing permits and provides improved reporting on the use of our facilities. A training manual is being developed and sessions will be arranged to train staff.

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

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

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

- SAP, the City's new ERP system, went live at the end of December 2018 for payroll, and on February 19, 2019 for the remainder of the modules. Staff were trained on the various modules prior to go live, and continue to receive additional training and support since the go live date. Processes and security



levels continue to be monitored and changes are being made as deemed necessary to provide efficient service delivery while continuing to maintain and improve internal controls and segregation of duties.

#### **Continued implementation of proactive tax base assessment management**

- As part of Assessment Base Management, a review of anomalous assessment takes place using Real Property Tax Analytics (RPTA) software which will identify any properties that may be incorrectly assessed for follow up with MPAC to make the necessary corrections. Current value assessments as well as ongoing analysis of building permit information and ensuring that MPAC reflects the actual property status, will result in additional revenue for 2019.

#### **Continue the implementation of the e-tendering platform**

- The City will continue to utilize more functionality on the bidding website to streamline communication with vendors. The City will on board the contract module for all City contracts which will give the City more visibility into contract expiration, expired insurance and WSIB certificates, and renewal terms. The City will on board the RFP evaluation module which will give the City more visibility into the evaluation process and records pertaining to when the evaluation took place and all the associated notes/scores.

#### **Continued implementation of an active investment and debt management**

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

#### **Support growth management team**

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

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

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

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

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

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

- The RMAIS replacement system was selected, staff are currently finalizing an agreement with the Vendor. The implementation is planned for Q3 2019. Staff continue to investigate other systems to assist with records management in conjunction with other departments and IT in particular.

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

- Work on the expanded POA collection project has been steadily underway. Although delayed due to staffing constraints, a letter campaign to encourage debtors to pay their fines is anticipated to be underway in August 2019. The first letters to be sent involve City of Barrie property owners who owe past due fines.

**Work with Prosecution Services to expand the expedited resolution process**

- The expansion of the expedited resolution process for POA fines is a multi-stakeholder initiative involving Prosecution Services of the Legal Services Department, Court Services, judiciary, and enforcement agencies. Court Services was approached in the second quarter by the two remaining enforcement agencies (Southern Georgian Bay OPP and Collingwood OPP) to discuss the possibility of joining in on the initiatives. It is anticipated they may be on board with the program in the 3rd quarter once Prosecution Services determines if they have capacity.

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

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

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

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

#### Invest Barrie

**Investment Attraction - Build on the work done in 2018 to identify target industries through the Manufacturing Sector Study, as well as the Trade and Investment Mission, to deliver targeted business attraction efforts. In addition, leverage site selectors, realtors, Provincial/Federal FDI representatives and other key attraction influencers to drive opportunities where Barrie’s general value proposition and proposed strategic focus most closely aligns with the business drivers/needs/challenges within specific lines/business sectors.**

- Invest Barrie continues to pursue a number of concurrent business attraction opportunities in the industrial sector. Most recently the Business Development team have been pursuing leads in the aerospace sector, which are linked to opportunities created by the Lake Simcoe Regional Airport and its inclusion in the Southern Ontario Airport Network (SOAN). In June, Mayor Lehman and the

Business Development Department participated in a delegation of the Southern Ontario Airport Network to the Paris Air Show, with the purposes of positioning the LSRA as poised for investment on its employment lands and to assess and drive market interest to the area.

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

- The Sandbox Centre for Entrepreneurship officially launched their facility on the 2nd floor of the downtown transit terminal in April. The Sandbox offers innovative programming, high value events, and facilitation of synergistic connections, touch mentorship, peer-to-peer groups, and other forms of business support. In the first three months of operations, Sandbox has hosted over 2,000 business people from across Central and Southern Ontario, C-level leaders from major financial services institutions, the Premiere of Ontario, and others. More broadly, the City continues to see growth in the startup ecosystem. The collaboration between businesses, Georgian College, the City's Small Business Enterprise Centre and Entrepreneurship programs have provided an integrated network of resources to assist businesses in accessing grant and investment funding to support growth. In 2018, the funding secured by companies and organizations increased to \$6.9 M. The small business centre, now co-located with the Sandbox, continues to deliver services to small businesses and startups, providing over 400 consultations annually. Finally, the ecosystem partners are working towards providing aggregate statistics on startups and entrepreneurship (collecting data from multiple organizations that provide services in the ecosystem) in Barrie and the region.

**Innovation Economy - Continue to provide opportunities, resources, knowledge and networks to existing businesses, enabling them to create a culture of innovation and to harness that innovation as a significant driver for growth, profitability, competitiveness, new product development and access to global markets. In addition, collaborate with partners and influencers to support the growth and development of an innovation and research hub in Barrie, leveraging the investments in the Advanced Technology Centre at Georgian College, the Sandbox Entrepreneurship Centre, and fostering partnerships and connections with strategic Canadian innovation organizations.**

- The City has continued to foster strong partnerships between private sector leaders, post-secondary institutions, funding agencies and sector thought leaders to drive innovation in Barrie. In Q2 of this year, The City led the establishment of a high profile Committee for the Sandbox initiative, drawing from new partnerships established with strategic innovation organizations across Canada. These partnerships include, McMaster Innovation Park (Hamilton), the McCain Institute (New Brunswick), Bergeron Centre of Excellence for Science, Technology and Engineering (York University), the Calgary Innovation Coalition, Celestica, Fireside Conference Founders, the Ontario Centers of Excellence, StartUp Canada, Next Generation Manufacturing Canada Supercluster, TechConnex and the national centre of excellence for engineering processes, ReMAP. These partnerships benefit the businesses in Barrie from sharing knowledge and connections, while also raising the visibility and profile of the City with key organizations across the country.
- In addition, in 2018 Georgian College officially opened the Peter B. Moore Advanced Technology Centre (ATC) - a game-changing \$30-million, 56,000-square-foot new facility at the Barrie Campus. The City has been collaborating with Georgian College on efforts to drive projects focused on industry-academic partnerships and use of industry 4.0 technologies (big data, inclusion of sensors in products and processes, etc). As part of this effort, in April the City moved the annual Manufacturing Innovation Summit to the Advanced Technology Centre Georgian College, and aligned the date to coincide with the College's industry research programs showcase. The combined events drew more than 350 participants from the business community.

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**Promote the growth of a diverse cultural community:**

- Review Cultural Grants allocations in terms of the support for existing organizations and the support for new projects, emerging groups and prioritized areas for development. In addition, begin to develop assessment and reporting frameworks to ensure alignment to strategic objectives, and explore innovative funding models to create sustainability.
- Continue to raise the profile of the arts community by recognizing their contributions through an awards program and special exhibits highlighting local artists and musicians, and promoting the role of culture in key efforts such as talent attraction and retention, tourism development, and building the downtown creative hub.
- Ensure availability of supportive frameworks, and accessible channels, for young and emerging artists/creatives.
- The Creative and Cultural Sector statistics for 2018 were compiled and reviewed, with a 49% year-over-year growth in total funding secured in 2018 by sector organizations participating in the City's Cultural Grants Program. Growing from \$3.5 M in funding through private sponsorship, sales revenue and federal/provincial grants in 2017 to \$5.3M in 2018, the sector contributed to employment locally. The Creative Economy team is now working on identifying and tracking relevant NAICS codes for the cultural sector as well as for creative industries, so that employment levels and additional investment channels can be tracked.
- Promotion and Perception Management – Continue growing the Invest Barrie social channels, engaging in content development, partnerships and promotional efforts aimed at managing Barrie's brand and positioning in innovation, entrepreneurship, business leadership, cultural vibrancy, and strategic industry clusters, thereby ensuring that Barrie is a recognizable/desirable destination amongst entrepreneurs, business leaders, talent and influencer groups.
- Open for Business - Continue implementation and measurements aimed at improving servicing methods for working with businesses and investors. This will be achieved through continued company engagement and development facilitation services, provided by Invest Barrie in collaboration with Planning & Building Services. The approach will build on internal messaging and programming across the Corporation that fosters an Open for Business culture.
- Business Development Department Staff are engaged with the Chamber of Commerce Development Committee and Planning and Building Services on supporting open for business opportunities and industrial development applications. Business Development is also strengthening its integration through APLI to better align communications between businesses and the development process and are actively working through several industrial development applications with Planning and Building Services.

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

- The Business Development Department has been actively partnering with the County of Simcoe on multiple initiatives to address skilled labour needs in Barrie and the broader surrounding area. Specifically, the County of Simcoe and the City of Barrie have partnered with CTV Barrie on an

exciting series called “Central Ontario Job Works” to promote local companies and highlight employment opportunities in Central Ontario. This series features a “behind the scenes” look into local key industries, highlighting success stories and serving as a resource for job seekers and employers in the area. The company features that aired in the spring can be found on <https://barrie.ctvnews.ca/works> . A second series is scheduled for the fall. This initiative is part of a larger contingent of initiatives aimed at building a funnel of skilled talent to support local employers.

- In addition, in response to company visits conducted as part of the Business Retention and Expansion (BR+E) program, and the identified need of local manufacturers for talent, the Business Development Department delivered a Manufacturing Job Fair on June 19th at the Holly Recreation Centre. Eighteen local manufacturers were in attendance seeking qualified candidates for a variety of opportunities. The event was overall well received with 271 job seekers attending. 100% of the employers that participated were satisfied with the event and are interested in participating in future events with all employers receiving applications from qualified candidates. This job fair was conducted in addition to the 2 larger job fairs (which include non-manufacturing employers) that are run in spring and fall with the local Employment Ontario Offices.

**Strategic Transportation Assets – Continue to collaborate with partners, as well as engage with stakeholders and prospects, to understand the economic impacts of the Lake Simcoe Regional Airport and Barrie Collingwood Railway (short-line), implement various recommendations from studies and strategic plans (based on short, medium and long-term timelines, priorities and strategic fit), and to support their vitality by leveraging business opportunities associated with (or driven by) these assets.**

- Several opportunities have emerged to leverage the Lake Simcoe Regional Airport as a catalyst for industry diversification into the aerospace sector. Identified as one of 11 regional airports in the Southern Ontario Airport Network (SOAN) to support industrial and corporate airside needs as growth in scheduled passenger service grows at Pearson Airport, combined with the strategic plan for the LSRA that targets industry and corporate air service as primary business opportunities in Phase 1, the LSRA is poised to leverage opportunities in aerospace. This has been validated by the recent business leads that the City of Barrie is partnered with the LSRA and County of Simcoe in working with to try and secure investment. Mayor Lehman and Business Development also participated in a delegation of SOAN in June, with the purposes of positioning the LSRA as poised for investment on its employment lands and to assess and drive market interest to the area.
- In addition, Invest Barrie along with the County of Simcoe have recently completed a rail feasibility study and action plan for BCRY, to increase the use of the rail by existing companies and targeting new companies. A staff report will be coming forward to Council with recommendations.

#### Access Barrie

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

- During Q2, more than 21 communications plans were developed. These included I Love Barrie contest, Reno Blitz, Source Water Protection, Fire prevention campaigns, Harvie Road Project, Dogs at waterfront consultation, Celebrate Barrie, Canada Day, Asset Management/Road projects, new smoking by-laws, Public Art Guide, Council priorities roll out to the public, emergency communications and media relations, among others.



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

- Marketing and Communications issued 34 media releases in Q2 in order to proactively communicate with the public on a number of key initiatives outlined above. Marketing and Communications continued to leverage regular radio advertising with Corus Entertainment and This Week in Barrie which is printed in the Barrie Advance each Thursday to communicate with residents and raise the profile of the City.

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

- Marketing and Communications developed internal materials and communications plans for:
  - New phone system
  - Records and Information Month
  - Library Card campaign
  - Ask Facilities
- Staff also worked with departments across the corporation to support internal communications by leveraging InSite pages, posters, email, etc. The team also launched a new staff video series to highlight the work of several different staff members. These videos are also being leveraged on the City's public channels and used internally to build staff morale and pride by promoting the great work they do.

**Seek new opportunities for public engagement**

- Marketing & Communications, in partnership with Planning & Building Services, continued to use the BuildingBarrie.ca online engagement platform to generate community feedback and participation during Phase 1 and 2 of the Official Plan Project. From January 2019-June 2019 there were a series of online engagement initiatives completed through BuildingBarrie.ca that included Map Your Barrie (a youth focused initiative where youth could pin their favourite places in Barrie and share comments using a digital mapping tool) and a Places Survey (participants viewed pictures of different types of buildings and shared what they want to see more and less of in Barrie). BuildingBarrie.ca was also used to promote and provide information for upcoming in-person engagement events that included drop-in workshops, the Waterfront City Walk, and Envision Barrie: An Interactive Screening. Registrants signed up to BuildingBarrie.ca received email newsletters that included Official Plan Project updates.
- Expanded BuildingBarrie.ca to include community engagement for Transit Services' Vision Transit Project. This involved an online survey for participants to provide feedback on Barrie's future transit system. From January 1 to June 30, 2019, BuildingBarrie.ca had:
  - 4,200 site visits
  - 209 new registered participants
  - 214 survey responses

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

- Staff prepared briefing materials for several provincial consultations including: the Province's Regional Government Review consultations, Infrastructure Funding, Changes to Colleges and University Ancillary fees as it relates to UPASS, and correspondence and briefing materials re: Province's Audit & Accountability Fund.

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

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

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

- Implementation of a new telephone system has streamlined access, provided more effective monitoring of customer service volumes and has extensive availability of data on the handling of the calls within Service Barrie. Understanding and developing new metrics for Service Barrie is underway. The system has also been leveraged to provide callers with city information during wait times through pre-recorded messages specific to various city services.

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

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

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

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

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

- Implementation of the Citizen Experience Management (CEM) system is progressing.
  - Software has been deployed onto internal systems,
  - Discovery workshops with partner departments has been completed,
  - Exploration of Integrations with both CityWorks and APLI is well underway,
  - Functional configuration and solution build is underway and expected to continue through 2019
  - Training and skills transfer workshops are ongoing.
- Internal startup of the system is expected in Q1 2020 with the external Customer Portal to follow. Consistent with Council's priorities, once the new software is live the City will be able to track issues, trends, and be more responsive to our residents. In addition, citizens will be able to track their service requests and report problems, such as potholes, on our website where there will be information available on the estimated service time.

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

- The parking strategy update is well under way and several key accomplishments have been made including the following:
  - Development of refreshed parking principles that reflect current City objectives and goals. TPS005-19 Parking Guiding Principles staff report and accompanying presentation were submitted to the Finance and Corporate Services Committee on June 5th, 2019.
  - Identification of key business problems as collected through in-depth research and expertise from an internal working group consisting of Transit and Parking Strategy, Enforcement Services and Business Development.
  - Development of a comprehensive Request for Proposal issued to the market in June and awarded to a successful proponent in August that will seek professional recommendations for parking on supply, rates, technology, rules and parameters, trends, integration, action plans, and best practices from other municipalities.
  - Preliminary intercept surveys completed with data compiled and summarized for input into the Parking Strategy update.
  - Creation of an engagement plan to be delivered by both a professional consultant and internal communication staff that will communicate, educate, and capture feedback through the Building Barrie website, surveys both on-line and in person, Public Information Centres (PICs), communication video and messaging, pop up centres, etc.
  - Cleansing of existing parking data and development of a public parking map that is informative, interactive, and combines parking in both the downtown and waterfront in a single place.

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

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

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



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

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

- The pilot Field Trip Pass with the local school boards has been completed with positive uptake and feedback. The program is planning to be expanded for the 2019/20 school year and will see 49 elementary schools and 2 high schools that will be eligible to participate; up from the original 10 elementary schools within the pilot. The program utilizes existing transit service to accommodate school field trips to key City facilities and landmarks such as the library, recreation centres, and MacLaren Art Centre, at no cost for students and teachers.
- The new Investing in Canada Infrastructure Program (ICIP) was released in Q1 of 2019 and City staff have submitted capital projects totaling \$41M including the relocation of the existing transit terminal to the Allandale Waterfront GO station. All projects have been approved by the province and staff are waiting on final approval from the federal government.

Innovate Barrie

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

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

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

- The formal Innovatology program was put on hold in Q4 2018 for the delivery of the SAP project, but will resume in Q3 2019.

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

- There were 13 Edison awards (divisional awards for staff innovation) given out in the first half of 2019. The following are some examples of departmental innovation/solutions that were recognized:

- A collaboration between Barrie Fire and Emergency Services (BFES) and the Innovate Barrie Geographic Information Systems (GIS) team delivered a critical response dashboard to accurately measure and manage BFES service delivery.
- A new Online Store and In-stock Shop led by Access Barrie improved efficiencies and strengthened brand integrity across the City of Barrie
- A joint brainstorming session between Roads, Stormwater and Rail Operations branch and the Traffic Services branch of Roads, Parks and Fleet led to a new solution for implementing Road Weather Information Systems on traffic signal poles, reducing costs and improving service coverage through the City.

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

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

**Enhance our corporate project system and processes including project governance, and project templates.**

- MS Project Server 2016 system build is complete and launched to the IT Department in 2019-Q2 as planned. Will be rolled-out to CCI managed projects in 2019-Q4, with expansion to all projects reported through the EMT/SLT dashboard by January 2020. This will improve the quality and efficiency of project reporting across the City, by standardizing project tracking and automatically generating dashboard reports from this information.

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

- Working with Access Barrie on rebranding for tie in with Psychological standard (PHS)
- PHS strategy focused in 2019 on Leadership
- Strategic planning session with SLT on PHS

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

- Review of Absence Management framework with a focus on making recommendations associated with changes
- Policy review on all Compensation related documents underway
- Sessions of the Working Mind for both people leaders and staff continue to be delivered
- Planning for implementation of BFES Peer Support program with new provider

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

- Migrated to a new phone system that included new Call Centre capabilities for Service Barrie that provides easier queue management and real-time stats. All part of the longer-term Service Barrie Strategy to have a one stop shop for City Services.

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

- SAP went live in 2019Q1 as planned, followed by a post live support initiative, then culminating in a steady state environment as of 2019Q2. Employee electronic pay stubs, PO approvals and self-serve access to current Time Banks from anywhere with an internet connection has been received very well among staff.
- Water Billing system upgrades added support for additional browsers and enhanced user experience from mobile devices

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

- Added bus arrival/departure screens at the downtown terminal that leverage the buses GPS in real-time, so riders know when a bus is arriving, and their next bus will be departing.

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

- End of Q2 launched the new Discover Barrie GeoHub making it easier and more intuitive to find and use the City's spatial data and maps. Technology upgrade also works with more browsers and mobile devices. Allowing Citizens and business to consume the data the way they want.

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

- Successfully revamped and launched the Building Code Complaints process Q2 2019. Simplifying and automating steps to reduce the time taken to write the reports and schedule follow-up inspections.
- Building permit type - Designated Structure is targeted to go live on Q3 2019
- The newly approved Site Plan Exempt process was launched to the citizen portal Q1 2019. It has a shortened technical review cycle and doesn't go for council review.
- The Conformity Review and Pre-consultation process was launched and released online Q2 2019. The process improves data gathering capability enhancing reporting and includes automated correspondence to all involved parties.
- ROWA Permit and Inspection are at advanced design stages. Launch targeted for Q4 2019. The process would be combining all the existing permit types under a single permit with improved data classification to aid reporting. The deployment comes with mobility for the inspectors with this build to get enhanced field activity and online/real time tracking.

**Upgrade and enhance work order and facilities management solutions.**

- Mobilization of Cityworks use in Ground Water Supply continuing through the end of Q2-2019. Work in other areas of Water will commence in Q4-2019, with mobilization of all work activities in Water Operations projected to be completed by mid-2020.
- Expansion of Archibus within Corporate Facilities Department completed – the application is now used to manage all preventative, planned and reactive maintenance within Surface Water Treatment Plant, Wastewater Treatment Facility, Operations Centre, Environmental Centre, Marina and waterfront buildings. As of the end of Q2, Archibus is now being used to manage all work within all buildings managed by Corporate Facilities. This project included the introduction of mobile technology for Corporate Facilities staff to manage their work.
- Automated data integration built between Burnside Mobile road patrol application, and Cityworks, allowing for the direct, real-time creation of work orders in Cityworks for deficiencies identified and recorded by road patrol staff.
- Mobilization of Cityworks processes has begun as of the end of 2019-Q2 in Roads, Parks & Fleet – to continue through the end of 2020.

#### **Enhance the ERP system and ensure process optimization.**

- The ERP system was successfully launched to business users in Human Resources and Finance (including Purchasing) in Q4 2018 and Q1 2019. The SAP project also delivered improvements to business operations by automating, digitally transforming and/or mobilizing key business activities to improve access, centralize data and improve service delivery.
- Some of the highlights of the process improvements include the online access to pay statements for all city employees, removing the need to print and distribute pay statements bi-weekly; the standardization of purchasing approvals to meet financial oversight objectives, while improving access by digitising and mobilizing the workflow for approvers; the optimization of inventory processes in Stores; and up to the day access to financial spending and commitments for budget managers throughout the city.

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

- Design workshops were completed at the end of Q2 2019. Configuration build expected to commence through Q3 with user testing for Q4 2019.

#### Infrastructure and Growth Management

##### **Continue with Preparation of the New OP**

- The land needs analysis is complete and policy direction recommendations will be presented in the fall. There may be the need to expand the urban settlement boundary (post 2031 lands) if built form/density options can't accommodate projected growth within the current settlement boundary.

##### **Update the Corporate Asset Management Strategy and Capital Plan**

- IGM's Capital Plan projects are under review given overall affordability constraints across the Capital Plan. Several budget increases were requested (Dunlop Streetscape, Kidd's Creek) due to higher than expected tender results. As a result, the 2019 IGM Capital Plan has been reworked to accommodate these projects.

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**Continue Implementation of the sustainable waste management strategy**

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

**APPENDIX "F"**  
**Key Performance Indicators (KPI's)**

	Annual Target	Q2 YTD Actual
<b>Community and Corporate Services</b>		
<b>Barrie Fire and Emergency Services</b>		
Emergency Call Handling Time for NFPA - Barrie Only	95%	98%
Emergency Response Call Volume - Barrie Only	9,100	4,292
Less Than 6 Minute Road Response - 90% of the time, all calls	91%	91.1%
Home Fire Safety Visits	12,000	Starts Aug 1
Total Fire Code Inspections – All	2,200	1,489
<b>Facilities</b>		
Facility Energy Consumption Per Square Footage (ekWh/ft <sup>2</sup> ) <sup>1</sup>	30.04	30.66
Wastewater Energy Consumption Per Megalitre (ekWh/mL) <sup>2</sup>	371	374.4
Water Energy Consumption Per Megalitre (ekWh/mL) <sup>3</sup>	1,089	1,038
Cost avoidance dollars per year <sup>4</sup>	\$241,435	\$119,705
Positive customer satisfaction response rate percentage <sup>5</sup>	80%	Not Available
Maintenance effectiveness: # of preventative maintenance work orders as a percentage of total maintenance work orders <sup>6</sup>	75%	45%
Average number of back logged work requests per month	15/month	56/month
Back log in weeks	12 weeks	1.4 Weeks
Average number of work requests per month	1,100	700
Facility maintenance cost per square foot	\$7.77	\$8.15
Portfolio percentage included	100%	100%
<b>Finance</b>		
Audited Financial Statement Completion Date	May 2019	May 2019
Quarterly Reports	3	1

<sup>1</sup> Major recreation facilities have shown considerable savings thru Q2 – 10% less than budget despite a cooler spring. As a result gas KPI is slightly up due to the increased number of heating degree days. Additionally, a number of construction projects have limited conservation/set back efforts. Despite these issues, consumption per square foot should continue to decrease through Q4. All major facilities have been retrofitted with HO T5 lights representing a step reduction in baseload electrical demand.

<sup>2</sup> Wastewater energy consumption per Megalitre is trending down slightly. Efforts to optimize pumping systems have not yet been realized. Conservation around facility pumps/motors will continue into Q3, Q4, as this area represents greatest energy use and potential savings.

<sup>3</sup> Water energy consumption per megalitre is trending lower due to a reduced electrical demand. This is the result of the installation of a split unit air conditioning system at the surface water treatment plant that enabled significant scheduling setbacks for the main facility chiller. Thru Q2 this project has shown an overall 14% energy reduction over Q2 2018.

<sup>4</sup> Mid-year cost avoidance is in line with 2019 targets. Thru Q2, 49% of total cost avoidance has been reached. This number is predicted to increase as we enter the summer season and realize global adjustment savings from our efforts at the waste water treatment plant.

<sup>5</sup> Survey scheduled for completion in Q3.

<sup>6</sup> Preventative Maintenance (PM) work orders are being added to Archibus on an incremental basis each month based on available resources to complete the work. The volume of PM work orders completed will greatly increase in Q3 following seasonal vacations.

	Annual Target	Q2 YTD Actual
Days to complete a procurement process <sup>7</sup>	70	92
Percentage of invoices paid in 30 days <sup>8</sup>	65%	57%
Average number of bids received per bid process	5	5
Tax arrears as a per cent of current year levy <sup>9</sup>	6.5%	8.2%
Water wastewater arrears as a percentage of last 12 months of billing <sup>10</sup>	3%	3.2%
Return on Investments <sup>11</sup>	2.25%	2.60%
<b>Legislative and Court Services</b>		
Number of marriage licenses issued <sup>12</sup>	893	384
Number of deaths registered <sup>13</sup>	1,400	799
Number of formal MFIPPA requests received <sup>14</sup>	60	35
Percentage of MFIPPA requests responded to within legislative framework <sup>15</sup>	100%	100%
Number of meetings supported <sup>16</sup>	118	90
Percentage of minutes published within 4 days after the meeting <sup>17</sup>	100%	90%
Number of customers served at court services counter (Barrie Court Services) <sup>18</sup>	35,000	14,988
Average customer processing time <sup>19</sup>	4:00 min/ defendant	6:34 min/ defendant
Number of trial requests processed (Barrie) <sup>20</sup>	16,350	9,007

<sup>7</sup> Methodology adjusted to remove outliers.

<sup>8</sup> The KPI is lower than 2018 actual and 2019 plan due to the system change from Great Plains to SAP in February which has meant a learning curve for all, and is also reflective of the change from a 2 way match to a 3 way match where departments are now required to also complete a Goods Receipt once the goods/services are received prior to payment of the invoice by accounts payable.

<sup>9</sup> Tax arrears are slightly higher than 2019 plan due to final bills issued in May, expected to decrease as year progresses. Trend is in line with Q2 reporting of previous years.

<sup>10</sup> Water/wastewater arrears are in line with the 2019 plan. Continued efforts to reduce the arrears are monitored regularly through more consistent processes to mitigate the arrears such as transferring overdue balances to tax accounts.

<sup>11</sup> Improved cash flow forecasting allowed for higher investment balances coupled with higher interest rates resulted in better returns on investment during the first half of 2019.

<sup>12</sup> Numbers consistent with annual plan.

<sup>13</sup> Numbers consistent with annual plan.

<sup>14</sup> Slight increase in number of FOIs. The increase is not attributed to any particular matter.

<sup>15</sup> Numbers consistent with annual plan.

<sup>16</sup> Increase in meetings, as additional meetings have been added due to the number and scope of matters requiring Council/Committee approval. Advisory and Reference Committees are meeting more regularly.

<sup>17</sup> Timing delays related to follow up required for minutes/reports to ensure proper names were recorded related to Planning Act public meetings. As well additional meetings meant some minutes could not be completed within these timelines.

<sup>18</sup> New Q-matic system became operational and as such we now have statistics commencing in 2019. With the decrease in charge volume in 2018 and without accurate 2018 statistics, our 2019 year end projection is high by 5,000.

<sup>19</sup> Due to the lack of judicial resources available for public Intake Court, the staff member was removed from window #5 who was dedicated to just dealing with those customers (i.e. extensions of time to pay/re-opening applications) 3 days per week. As a result the remaining staff are completing all walk-in transactions and as such it has increased service time per customer but we have fewer staff at the customer service windows.

<sup>20</sup> Barrie Court Service area Part I charge volume has increased by 7.91% in 2019 over the same period in 2018. Requests for trial increased to 42% from 41%.



	Annual Target	Q2 YTD Actual
Average time to trial - Part I charges (months) <sup>21</sup>	6 Months	7 Months
Percent of business licenses renewed by due date <sup>22</sup>	80%	79.95%
Volume of by-law administration files <sup>23</sup>	4,600	1,798
Volume of by-law enforcement files <sup>24</sup>	64,000	36,885
Percentage of cost recovery from fees and fines (Enforcement Services) <sup>25</sup>	70%	69%
<b>Recreation</b>		
Community Group Usage of Recreation Facilities (Total Hours) <sup>26</sup>	46,000	16,927
Total Visits to Recreation/Community Centres <sup>27</sup>	2,400,000	1,152,698
RecPASS Member Visits <sup>28</sup>	310,000	150,690
Total RecACCESS Participation <sup>29</sup>	1,400	1,035
Number of Camp Registrations <sup>30</sup>	7,500	1,290
Recreation Services Operating Cost Recovery Rate <sup>31</sup>	55.2%	55.8%
<b>Office of the CAO</b>		
<b>Internal Audit</b>		
% of projects completed from approved plan	100%	33%
% of recommendations accepted	100%	100%
% of recommendations implemented <sup>32</sup>	90%	N/A
<b>Legal Services</b>		

<sup>21</sup> Currently, 88% of our pending caseload have 2019 offence dates and have trials set within 4 months. 12% of our pending caseload have offence dates from 2018 with a few having 2017 offence dates. The average time to trial is skewed by adjournments and re-openings.

<sup>22</sup> The Transportation Industry Business Licensing has reduced the number of licenses to be issued however numbers appear to be balancing out.

<sup>23</sup> Transportation Industry Pilot program ended in May 2019 therefore the annual plan was not fully adjusted to show the actual reduction in administration files processed. However, actuals appear to be on track for 2019.

<sup>24</sup> Just slightly above expected volume YTD in 2019. Most complaint sectors (property standards, parking, animal control and general enforcement) have all had slight increases again in 2019 (YTD).

<sup>25</sup> 2019 annual plan seems to be tracking well YTD.

<sup>26</sup> Usage across all community groups (Adult, Youth, Girl's) was down versus Q2 2018 primarily in ball diamond reservations. Tennis court bookings were also lower. Based on current reservations to the end of 2019, we are forecasting to be up slightly versus last year actuals.

<sup>27</sup> Total visits were down 2%. Expectations are for a stronger 2nd half driven by the Fall/Winter programming. The forecast is to hit 2,375,000 visits.

<sup>28</sup> Total visits are up 4.3% to end of June driven primarily by Seniors at +12%. Youth visits were also up 12% and Adult visits increased 4%. The largest membership group (Family passes) were flat with last year to June. The forecast is for the current trend to continue which will result in 280,000 visits in 2019.

<sup>29</sup> The number of individual RecACCESS applicants using our facilities to the end of June grew by 33% over 2018. This is due to the large increase in applications received to date in 2019. We expect this trend to slow somewhat over the next six months and are forecasting 1,800 members by year-end.

<sup>30</sup> Most camp registrations occur during the July/August period. We are currently projecting to be on plan for camp registrations in 2019.

<sup>31</sup> Year-to-date recovery rate reflects lower-than-expected compensation expenses and YTD savings in utilities expenses. Our year-end forecast is 56.2%.

<sup>32</sup> Follow up audits will take place in Q3 and Q4 which will allow the implementation of recommendations made in prior audits to be assessed.



	Annual Target	Q2 YTD Actual
# of property transactions completed (acquisition, disposition, expropriation, access, easement, lease and encroachment)	30	14
% of properties acquired by negotiation vs expropriation	60%	100%
External legal costs inclusive of consultants <sup>33</sup>	\$910,000	\$78,553
% of prosecutorial success (Trial Convictions)	70%	79%
% of trial requests resolved by XRP (Barrie Court Service Area)	9%	11%
% of insurance claims/incidents handled in-house	90%	99%
Ratio of closed to opened files (insurance)	.95:1	.91:1
Ratio of Closed to Open Files	.95:1	.83:1
<b>Infrastructure and Growth Management</b>		
<b>Environmental Services</b>		
Number of Customer Complaints – Curbside Collections/1,000 serviced units	10	10.5
Monthly Average Total Phosphorus Effluent Concentration mg/L (Wastewater)	0.10	0.03
Number of Customer Complaints per 1,000 Customers (Water)	1.8	0.41
<b>Planning and Building Services</b>		
Average number or working days for issuance of draft site plan approval conditions (days)	45 days	32.67 days
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium)	90%	40%
Number of development applications approved that incorporate denser residential and/or mixed use development in the Intensification Areas	10	1
Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha) <sup>34</sup>	18 ha	0 ha
Number of new policies, amendments to Planning documents and/or special studies approved by Council.	4	2
Number of Open Houses/Ward Meetings Held for Policy Planning Projects <sup>35</sup>	25	9
Number of Ward Meetings Held for Development Applications	13	7
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings	400	405
Number of Special Interest Group Presentations (i.e. BILD)	10	18
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)	80	0
Percentage of Low, Medium and High Density Housing Units Approved through Development Proposals	60%/20%/20%	47%/37%/16%
Percentage of Ownership and Rental Units Approved through Development Proposals	75%/25%	100%/0%
Percentage of Building Permit applications reviewed within legislated timeframes	93%	75.14%
Average # of inspections to approve occupancy for new dwelling units	1.6	1.75

<sup>33</sup> This number includes \$400,000 from reserves. Delay in litigation may result in less than all of this amount being necessary in 2019.

<sup>34</sup> Approximately 18 ha identified through recent ZBA approvals for future dedication

<sup>35</sup> Including online engagements



	Annual Target	Q2 YTD Actual
<b>Invest Barrie</b>		
<b>Business Development</b>		
Number of new businesses started or grown through programs delivered by/through Invest Barrie (ie. Starter Company Plus Program, Artrepreneur, Sprout, Summer Company, etc.)	40	42
Number of Investment/Development Projects facilitated/supported by Business Development	15	33
Number of local companies participating in trade show and trade related activities	15	7
Number of local companies pro-actively engaged for BR+E activities	120	45
Number of talent attraction events delivered or participated in	8	7
Number of local companies participating in talent attraction events/initiatives delivered by Invest Barrie	65	2
<b>Creative Economy</b>		
Number of Strategic Partnerships with Stakeholders	5	2
Number of special event permits issued	150	154
Number of film permits issued	10	5
Rental revenue - Five Points	\$80,000	40,000
Rental revenue - Georgian	\$130,000	99,000
Days of use - Five Points	200	113
Days of use - Georgian	140	89
Attendance at Meridian Place	100,000	50,000
<b>Access Barrie</b>		
<b>Customer Service</b>		
Number of Service Barrie interactions (phone, email, counter, etc.)	200,000	96,670
Percentage of City of Barrie identified customer service transactions provided by Service Barrie	77%	77%
<b>Communications</b>		
Media exposure (number of times City of Barrie appears in media stories)	625	222
Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	55%
Positive/neutral media coverage	75%	91%
<b>Marketing</b>		
Percentage increase in the number of visitors to Barrie.ca	3%	9%
Total number of impressions on Twitter and Facebook	5M	1.9M
Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, etc.) in relation to impressions	2.5%	3.4%
Total number of impressions on Instagram	300,000	152,847
<b>Transit</b>		
Revenue to cost ratio	32.4%	33.5%
On Time Performance	85%	85.3%
Percentage of bus stops that are accessible	54.5%	54.8%



	Annual Target	Q2 YTD Actual
Annual Ridership	1.8M	1.7M
<b>Innovate Barrie</b>		
<b>Human Resources</b>		
Corporate Training Dollars Spent per Permanent Employee	\$75.00	\$32.59
Departmental Training Budget Spent	100%	72%
Turnover in First 2 Years of Employment <sup>36</sup>	0.0%	0.32%
Internal Talent Mobility that are Promotions <sup>37</sup>	85%	80%
Grievance Rate – CUPE	4.5%	2%
Grievance Rate – BPPFA	2%	2%
Number of Lost Time Incidents	30	5
Total days lost time incidents / quarter (excl. OSIs)	30	9
Total Cost of Lost Time Incidents <sup>38</sup>	\$500,000	\$19,111
Average Number of Absences per Employee (days)	9	7
Quarterly % EFAP Usage	25.0%	21.57%
<b>Information Technology</b>		
Annual Number of Visits to the City of Barrie Website	3.75M	2.0M
Number of City of Barrie eServices	12	14
City of Barrie Website Availability (Includes Planned Outages) <sup>39</sup>	99.9%	99.9%
Enterprise Application Availability	99.9%	99.8%
<b>Centre for Continuous Improvement</b>		
Corporate (Strategic) Projects Have Proper Status Reporting into EMT on a Monthly Basis	100%	100%

<sup>36</sup> Three departures within the first two years of employment.

<sup>37</sup> 24 promotions Q2 YTD. Updated calculation to Promotions/(Promotions + Transfers).

<sup>38</sup> The low number is attributable to reduced time away from work, lower salaries, less complex and extended claims as well as a focus on early return to work by way of modified work. This number is anticipated to climb in Q3 based on current files.

<sup>39</sup> The actual is 99.97%. Our technology enhancements have enabled the continued improvement in availability.



APPENDIX "G"

Capital Projects Requiring Additional Funding

Project Name	Project	Total Approved Budget	Total Project Cost to Date	Additional Funding Required	Funding		Comments
					Tax Capital Reserve	Water Capital Reserve	
Watermain CIPP Lining Program	EN1294	\$1,052,000	\$125,922	\$325,000		\$325,000	As part of the design process, it was determined that it would be more economical to replace the proposed pipes instead of lining them. Other candidate projects were advanced in 2019 for lining. Additional costs associated with survey, subsurface utility engineering, test holes as well as additional staff time were not anticipated. The additional funding would allow the delivery of the 2019 program (\$250,000) as well as the design costs in order to deliver the 2020 program (\$75,000).
PRV Chamber Replacement Program	EN1252	\$1,550,000	\$179,600	\$280,000		\$280,000	The 2019 program included four locations, one location was tendered as provisional. The chambers have been pre-purchased by the City which provided efficiencies and saved on contractor markups. The additional funding advanced from the 2020 capital plan in the amount of \$280,000 will allow the full delivery of the 2019 program and avoid having to store a chamber for a full year.
Parks Parking Lot Rehabilitation	EN1266	\$235,000	\$85,043	\$120,000	\$120,000		Geotechnical investigations revealed that the parking lot needed to be fully reconstructed instead of resurfaced. The additional of a Low Impact Development initiative Bio-swale and associated landscaping plantings were not anticipated.
Pine Drive Subdivision Retaining Wall Removal	RP1074	\$150,000	\$18,028	\$85,000	\$85,000		Costs were difficult to anticipate at the onset of the design phase as there were several different options provided to the residential homeowners regarding the deteriorating City owned retaining walls. Four residential properties were selected. These represented the worst locations with the highest failure probability. The residents' preferred options, resulted in additional construction costs. Staff facilitated the execution of access and construction agreements with the property owners. The additional funding will ensure full delivery of the work at all four of these properties which have the highest risk of failure.
				\$810,000	\$205,000	\$605,000	