



**TO:** GENERAL COMMITTEE

**SUBJECT:** BUSINESS PLAN STATUS AS OF JUNE 30, 2023

**WARD:** ALL

**PREPARED BY AND KEY CONTACT:** J. KUEHL, MANAGER OF BUSINESS PLANNING AND BUDGET  
C. GILLESPIE, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENT

**SUBMITTED BY:** C. MILLAR, CHIEF FINANCIAL OFFICER

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

**RECOMMENDED MOTION**

1. That Staff Report EMT004-23 concerning the 2023 Budget and Business Plan Status as of June 30, 2023, be received.
2. That a new capital project for appraisals and environmental site assessments for surplus city lands be approved, with a budget of \$150,000 to be funded by the Tax Capital Reserve.

**PURPOSE & BACKGROUND**

Report Overview

3. The purpose of this Staff Report is to provide members of Council with a status update on the 2023 Business Plan and summarize the Corporation's financial and non-financial performance up to June 30, 2023.
4. 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**

5. As of June 30, 2023, 99% of the tax rate budget was utilized resulting in a surplus of \$1.2 million. The main driver of the positive variances are expenditures at 1.8% below budget with revenues slightly offsetting this at 1.3% below budget.
6. The following table summarizes the financial variances to June 30, 2023, between planned and actual results by Division for tax rate-based operations. Appendix "A" to Staff Report EMT004-23 includes a breakdown of the tax rate-based variances by department.



	Year-to-Date June 30 <sup>th</sup> , 2023			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Access Barrie	14,541,848	13,130,649	(1,411,199)	(9.7%)
CAO & Mayor's Office	6,470,790	5,280,947	(1,189,843)	(18.4%)
Community & Corporate Services	23,186,228	22,530,668	(655,560)	(2.8%)
Corporate Expenses	46,620,642	47,464,852	844,210	1.8%
Council & Committees	523,137	486,236	(36,901)	(7.1%)
Infrastructure & Growth Management	24,635,216	23,436,808	(1,198,408)	(4.9%)
Service Partners & Grants	85,263,456	85,208,667	(54,789)	(0.1%)
<b>Total Net Expenditures</b>	<b>201,241,317</b>	<b>197,538,827</b>	<b>(3,702,490)</b>	<b>(1.8%)</b>
Corporate Revenues	-201,241,317	-198,714,233	2,527,084	(1.3%)
<b>Positive Variance as at June 30, 2023</b>	<b>-</b>	<b>-1,175,406</b>	<b>1,175,406</b>	

7. Key contributors (positive variances) to the Corporation's general tax rate surplus as of June 30<sup>th</sup> include the following:

Expenses

- Staffing Reductions and Salary Gapping \$922K (detail below)
- Transit – Contracted Services \$1M (see Appendix B)
- IT – Contracted and Other Services \$910K (see Appendix B)
- Insurances \$25K (detail below)

Revenues

- Development Services – User Fees and Contracted Services \$708K (see Appendix B to Staff Report EMT004-23)

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

Expenses

- Winter Control Operations – Services & Salt \$1.3M (see Appendix B to Staff Report EMT004-23)

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Revenues

- Net Taxation - \$2.9M (Appendix B to Staff Report EMT004-23)

Staffing Reductions and Salary Gapping

9. The salary gapping provision approved by Council in the 2023 Business Plan was \$2.84 million, or \$1.42 million by the end of the second quarter. This was an increase of over \$1.5M compared to the previous budget and represents a challenge for the City in its efforts to balance costs and service levels. This amount includes both permanent staff and casual/part-time salary costs.
10. As of June 30<sup>th</sup>, the City has realized \$2.34 million in salary gapping against a second quarter target of \$1.42 million, resulting in a favourable variance of \$922 thousand. The majority of this variance relates to the introduction by the Executive Management Team (EMT) of a three-month delay in hiring vacant positions to achieve salary gapping targets. Delays in hiring staff has had unintended consequences such as reduction in service levels, delays in project completion and additional workload pressure on existing staff. As a result of the positive variance as of June 30, EMT has reduced the delayed hiring practice to 30 days for the remainder of this year. It is anticipated the variance will be reduced with year end results being closer to budgeted target.

Insurance

11. In June 2022, the City changed insurance providers due to rising insurance costs. The total cost under the new provider decreased, however the allocation of the insurance costs changed considerably. The Q2 tax supported insurance year-to-date budget was \$963K for the Corporation, of which \$938K was spent, resulting in a positive variance of \$25K. The allocation of premiums by the new provider resulted in lower general premiums, but higher premiums for property. The departments most significantly impacted by the change are as follows:
  - Corporate Expenses: \$658K
  - Facilities: (\$698K)
  - Infrastructure: (\$246K)
  - Recreation & Culture: \$201K

Capital Project Request

12. A new capital project is required to cover costs related to appraisals, reference plans, and environmental site assessments related to surplus City lands.



**SUMMARY OF OPERATING RESULTS – WATER**

	Year-to-Date June 30, 2023			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	4,351,352	4,085,674	(265,678)	(6.1%)
Operating Expenses	3,018,593	3,094,500	75,907	2.5%
Transfers to Reserves	3,293,839	3,293,839	(0)	0.0%
Corporate Support	4,186,356	4,460,421	274,065	6.5%
Total Net Expenditures	14,850,140	14,934,434	84,294	0.6%
Revenues	(14,850,140)	(15,572,684)	722,544	4.9%
Positive Variance as at June 30 <sup>th</sup> , 2023	0	(638,251)	<b>638,251</b>	

13. The Water Operations branch ended the quarter with an operating surplus of \$638 thousand. Net expenditures were \$84 thousand (0.6%) over budget and revenues were \$723 thousand (4.9%) over budget.
14. Salaries and Benefits are under budget primarily due from the delay in rehiring for vacant positions to meet corporate salary gapping targets.
15. Corporate support is based on actual work and staff time in support of Water Operations from various departments and is above budget at the end of Q2.
16. For revenues, actual water consumption is down slightly year-over-year, however, water revenues compared to budget have increased primarily because of water meter installation charges for new accounts (growth) and fees due to increased use of hydrant meter gate valve fees (increased construction).

**SUMMARY OF OPERATING RESULTS – WASTEWATER**

	Year-to-Date June 30, 2023			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	3,148,169	2,933,530	(214,639)	(6.8%)
Operating Expenses	5,435,852	4,442,225	(993,626)	(18.3%)
Transfers to Reserves	8,056,947	8,056,947	(0)	0.0%
Corporate Support	2,927,798	3,032,784	104,986	3.6%
Total Net Expenditures	19,568,766	18,465,486	(1,103,279)	(5.6%)
Revenues	(19,568,766)	(19,947,066)	378,300	1.9%
Positive Variance as at June 30, 2023	0	(1,481,580)	<b>1,481,580</b>	



17. The Wastewater Operations branch finished the quarter with an operating surplus of \$1.5 million. Net expenditures were \$1.1 million (5.6%) under budget while revenues were \$378 thousand (1.9%) over budget.
18. Salaries and Benefits are under budget primarily due from the delay in rehiring for vacant positions to meet corporate salary gapping targets. To compensate for the delays in backfilling vacancies, operations and maintenance staff have worked an increased amount of overtime.
19. Operating expenses came in \$994 thousand under budget. A substantial portion of the surplus will be expended as the year progresses and is primarily due to delays in the delivery and payment for services and goods that are a few weeks later than anticipated. Supply constraints in the marketplace account for some of these. However, on a positive note, about \$500 thousand will remain as surplus at year end due to service optimization efforts by the Wastewater Operations Branch.
20. Corporate support is based on actual work and staff time in support of Wastewater Operations from various departments and is above budget at the end of Q2. The main driver of the Q2 variance is that insurance premiums are budgeted in operating expenses but are now being charged through corporate support.
21. Revenues have come in slightly above budget as a result of new accounts coming online.

**SUMMARY OF OPERATING RESULTS – PARKING**

	Year-to-Date June 30, 2023			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	286,847	247,250	(39,597)	(13.8%)
Operating Expenses	241,305	186,352	(54,953)	(22.8%)
Transfers from Reserves	(512,756)	(512,756)	(0)	0%
Corporate Support	676,474	733,043	56,569	8.4%
Total Net Expenditures	691,870	653,889	(37,981)	(5.5%)
Revenues	(691,870)	(864,033)	172,163	24.9%
Positive Variance as at June 30 2023	0	(210,144)	<b>210,144</b>	

22. Parking Operations finished the second quarter with a positive operating variance of \$210K. This positive variance is largely due to higher than anticipated revenues. Any positive year end results will reduce the draw from the parking reserve that is needed to fund parking operations. As of June 30, 2023, the parking reserve has negative balance of \$1.8M

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### **CAPITAL PLAN STATUS AT JUNE 30, 2023**

23. The Capital Plan presented in Appendix "C" to Staff Report EMT004-23 is a high-level summary of activity as of June 30, 2023. The projected Q2 spending forecast was \$47.7M with actual spending of \$40.4M (84.8% of forecast). The total capital budget for 2023 is \$309.1M, including carryover from prior years and new projects. The Q2 actuals of \$40.4M reflect spending of 13.1% of the available 2023 budget. It is expected by year end that \$206.9M or 66.9% of the available budget will be spent.

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

24. Updates on Key Division Service Delivery Initiatives (KSDSI's) and Key Performance Indicators (KPI's) can be found in Appendix "D" to Staff Report EMT004-23.

### **ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS**

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

### **ALTERNATIVES**

26. As this Staff Report is being presented for information only, no alternatives are presented.

### **FINANCIAL**

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

### **LINKAGE TO 2022-2026 STRATEGIC PLAN**

28. The recommendation in this report is operational and is not specifically related to the goals identified in the 2022-2026 Strategic Plan.



APPENDIX A

Tax-Supported Operating Budget Variance by Department as at June 30, 2023

	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
<b>Access Barrie</b>	<b>14,541,848</b>	<b>13,130,649</b>	<b>(1,411,199)</b>	<b>(9.7%)</b>
Access Barrie Admin	195,453	187,992	(7,461)	(3.8%)
Customer Service	701,335	601,315	(100,020)	(14.3%)
Information Technology	5,305,472	4,055,981	(1,249,491)	(23.6%)
Marketing & Communication	525,155	470,928	(54,227)	(10.3%)
Transit & Parking Strategy	7,814,433	7,814,433	-	0.0%
<b>CAO &amp; Mayor's Office</b>	<b>6,470,790</b>	<b>5,280,947</b>	<b>(1,189,843)</b>	<b>(18.4%)</b>
Business Performance & Internal Audit	606,154	486,629	(119,525)	(19.7%)
Finance Department	2,409,902	2,072,298	(337,604)	(14.0%)
Human Resources	1,925,595	1,702,504	(223,091)	(11.6%)
Legal Services	1,025,220	649,488	(375,732)	(36.6%)
Office of the CAO	370,025	236,605	(133,420)	(36.1%)
Office of the Mayor	133,894	133,423	(471)	(0.4%)
<b>Community and Corporate Services</b>	<b>23,186,228</b>	<b>22,530,668</b>	<b>(655,560)</b>	<b>(2.8%)</b>
Barrie Fire & Emergency Services	13,353,560	13,927,110	573,550	4.3%
Facilities	1,330,040	2,217,501	887,461	66.7%
GM of Community & Corporate Services	127,090	123,772	(3,318)	(2.6%)
Legislative & Court Services	2,487,257	1,775,890	(711,367)	(28.6%)
Recreation & Culture Services	5,888,281	4,486,395	(1,401,886)	(23.8%)
<b>Other Expenses</b>	<b>46,620,642</b>	<b>47,464,852</b>	<b>844,210</b>	<b>1.8%</b>
Corporate Expenses	46,620,642	47,464,852	844,210	1.8%
<b>Council &amp; Committees</b>	<b>523,137</b>	<b>486,236</b>	<b>(36,901)</b>	<b>(7.1%)</b>
City Council	474,272	474,868	596	0.1%
Committees	48,865	11,368	(37,497)	(76.7%)
<b>Infrastructure &amp; Growth Management</b>	<b>24,635,216</b>	<b>23,436,808</b>	<b>(1,198,408)</b>	<b>(4.9%)</b>
Building Services	-	-	-	-
Corporate Asset Management	642,845	459,376	(183,469)	(28.5%)
Development Services	3,258,207	2,200,345	(1,057,862)	(32.5%)
Economic & Creative Development	1,178,330	1,059,068	(119,262)	(10.1%)
GM Infrastructure & Growth Management	174,728	156,668	(18,060)	(10.3%)
Infrastructure Department	817,947	474,084	(343,863)	(42.0%)



	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Operations	14,388,186	15,349,957	961,771	6.7%
Waste Management & Environmental Sustainability	4,174,973	3,737,310	(437,663)	(10.5%)
<b>Total Net City Services</b>	<b>(115,977,861)</b>	<b>(112,330,160)</b>	<b>(3,647,701)</b>	<b>(3.2%)</b>
Service Partners & Grants	85,263,456	85,208,667	(54,789)	(0.1%)
<b>Total Net Expenditures</b>	<b>201,241,317</b>	<b>197,538,827</b>	<b>(3,702,490)</b>	<b>(1.8%)</b>
Net Taxation for own purposes	(194,100,056)	(191,177,050)	(2,923,006)	(1.5%)
Payments in Lieu of Taxes	(2,036,300)	(2,035,764)	(536)	(0.0%)
Corporate Recoveries	(2,312,322)	(2,312,322)	-	0.0%
Corporate Revenues	(465,785)	(862,243)	396,458	85.1%
Investment Revenue	(2,326,854)	(2,326,854)	0	0.0%
<b>Total Revenue</b>	<b>(201,241,317)</b>	<b>(198,714,233)</b>	<b>2,527,084</b>	<b>1.3%</b>
<b>Total Operating Variance</b>		<b>(1,175,407)</b>	<b>1,175,407</b>	



APPENDIX B

Detailed Tax Supported Operating Variance Explanations

<b>Service/Driver:</b> Transit – Contracted Services			
<b>Budget:</b> \$ 9.6M	<b>Actual:</b> \$ 8.6M	<b>Variance \$:</b> \$ 1.0M	<b>Variance %:</b> 11%
<b><u>Reason for Variance</u></b>			
<p>Early in 2023, the transit service provider experienced bus operator staffing shortages which resulted in some missed service and associated performance deductions resulting in the current YTD favourable variance.</p>			
<b><u>Impact Going Forward</u></b>			
<p>Staffing has stabilized in recent months the positive variance trend is not anticipated to continue throughout the year.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
<p>In is anticipated that only nominal variances against budget will occur from this point until the end of 2023.</p>			

<b>Service/Driver:</b> Information Technology – Contracted and Other Services			
<b>Budget:</b> \$2.7M	<b>Actual:</b> \$1.7M	<b>Variance \$:</b> \$910K	<b>Variance %:</b> 34%
<b><u>Reason for Variance</u></b>			
<p>The Services account group contains several account subgroups that make up this variance. The larger variances are outline below.</p> <p>Telephone Services (Land based) has seen \$100k variance. The main contributor is migrating legacy phone services (POTS and T1 circuits) to modern SIP Trunking. Also, as contracts expire, they are migrated to Provincial Vendor of Record agreements with more favourable pricing.</p> <p>Telephone Service (Cellular) has seen ~\$85k variance, primarily due to savings realized through the migration of cellular voice and data accounts to the new supplier identified under the Provincial Vendor of Record agreement. A portion of this savings is also due to a larger than normal number of vacant positions.</p> <p>Contracted Services has seen a \$600k variance. The main contributor is the billing dates were expected and budgeted in Q2, but invoices were not received prior to June 30. These are expected in Q3.</p>			

**Impact Going Forward**

Telephone Services (Land Based) favourable variance is not expected to continue as additional telephony services are brought on-line to support NG911.

Telephone Services (Cellular) favourable variance is expected to continue for 2023. 2024 Budget reflects the saving in cellular voice and data contracts.

Contracted Services favourable variance is not expected to continue as invoices arrive in Q3. Some licensing consolidations in Q3/4 may have a slightly favourable variance.

**Actions to Mitigate Future Anticipated Variances**

Telephone Services (Cellular) 2024 budget reflects the favorable saving from the Vendor of Record agreement.

**Service/Driver: Winter Control Operations – Services and Salt**

**Budget:** \$3.1M

**Actual:** \$4.4M

**Variance \$:** (\$1.3M)

**Variance %:** (41.9%)

**Reason for Variance**

Increase in road network that required three additional plow routes, disposal costs for street sand sweepings; increase in cost for winter sidewalk plowing due to number of call-outs; increase in use of salt due to reduced use of sand and in-house brine, costs to purchase brine due to the failure of the in-house brine processing system; Costs to replace road weather information system station components; and reduction to base budget to meet corporate target.

**Impact Going Forward**

Budget challenges will remain throughout 2023.

**Actions to Mitigate Future Anticipated Variances**

As part of Phase 1 of the Operations Centre Redevelopment Project a new sand storage building and brine system will be constructed and operational in 2024 to mitigate increases in liquid brine and street sweeping disposal costs and to enable reductions in salt use. Use of City staff and equipment will be maximized to reduce cost of contracted services, where possible to control costs.



<b>Service/Driver: Net Taxation</b>			
<b>Budget:</b> (\$194.1)	<b>Actual:</b> (\$191.2M)	<b>Variance \$:</b> (\$2.9M)	<b>Variance %:</b> (1.5%)
<b><u>Reason for Variance</u></b>			
The budgeted tax revenues include an estimated value for budgeted growth of \$4 million made at the end of the prior year. The actual growth revenues will be realized in Q3 and Q4, when the City commences its supplementary billing.			
<b><u>Impact Going Forward</u></b>			
By the end of the year, the budgeted revenues are expected to be closer to the budgeted amount.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
No action required.			

<b>Service/Driver Total: Development Services – User Fees and Contracted Services</b>				
	<b>As of June 30, 2023</b>			
	<b>2023 Budget</b>	<b>Actuals</b>	<b>Variance</b>	<b>Variance</b>
<b>User Fees</b>	\$(1.1M)	(\$1.4M)	\$ 326K	28.4%
<b>Contracted Services</b>	\$713K	\$ 330K	\$ 383K	53.6%
<b>Funded from Tax Levy</b>	\$(431K)	\$(1.1M)	\$ 708K	164%
<b><u>Reason for Variance</u></b>				
Revenues for development applications exceeded expectations resulting in the variance to date and contracted services are lower than budgeted.				
<b><u>Impact Going Forward</u></b>				
By the end of the year, the budgeted expenses are expected to be closer to the budgeted amount with several later year expenditures expected.				
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>				
At the end of the year, any ongoing development applications and the related portion of fees will be deferred to offset future staff time allocated to the administration of those development files.				



APPENDIX C

Capital Plan Progress Update by Division as at June 30, 2023

Summary of Capital Plan & Forecast	2023 Capital Budget			Performance Reporting Q2					Annual	
	Carryover from Prior Year Budgets	New Projects Approved in 2023 Budget	2023 Total Budget including Transfers	Projected Q2 YTD Spending Forecast	Actual Q2 YTD Spending	Variance to Q2 YTD Projected	% of Spending Forecast Achieved	% of 2023 Total Budget Spent	2023 Spending Forecast	Est. Budget Deferral to Future Years
Access Barrie	\$ 13,799,009	\$ 8,323,392	<b>\$22,122,400</b>	\$ 3,989,246	\$ 3,379,692	\$609,554	84.7%	15.3%	<b>\$ 12,091,347</b>	<b>\$ 10,031,054</b>
CAO & Mayor's Office	\$1,328,575	\$ 1,061,874	<b>\$ 2,390,449</b>	\$311,134	\$214,551	\$ 96,583	69.0%	9.0%	<b>\$ 1,196,041</b>	<b>\$ 1,194,408</b>
Community & Corporate Services	\$ 58,381,693	\$17,228,068	<b>\$ 75,609,761</b>	\$ 7,068,039	\$ 6,323,275	\$744,764	89.5%	8.4%	<b>\$ 31,363,957</b>	<b>\$ 44,245,804</b>
Developer Built Projects	\$ 20,925,719	\$ 5,550,954	<b>\$ 26,476,673</b>	\$ 2,028,239	\$819,710	\$ 1,208,529	40.4%	3.1%	<b>\$ 19,963,079</b>	<b>\$ 6,513,594</b>
Infrastructure & Growth Management	\$131,286,942	\$40,792,354	<b>\$172,079,296</b>	\$30,077,693	\$25,481,002	\$4,596,691	84.7%	14.8%	<b>\$131,886,298</b>	<b>\$ 40,192,998</b>
Service Partners	\$ 1,815,449	\$ 8,573,000	<b>\$ 10,388,449</b>	\$ 4,214,201	\$ 4,223,870	\$(9,669)	100.2%	40.7%	<b>\$ 10,388,448</b>	<b>\$0</b>
<b>Total</b>	<b>\$227,537,386</b>	<b>\$ 81,529,641</b>	<b>\$309,067,028</b>	<b>\$47,688,552</b>	<b>\$40,442,100</b>	<b>\$7,246,453</b>	<b>84.8%</b>	<b>13.1%</b>	<b>\$206,889,170</b>	<b>\$102,177,858</b>

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APPENDIX D

**Key Division Service Delivery Initiatives (KDSDI's) at June 30, 2023**

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

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



Affordable Place to Live



Community Safety



Thriving Community



Infrastructure Investments






Responsible Governance

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

*Access Barrie*

**Strategic  
Plan Area**

**Key Division Service Delivery Initiatives**

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

KEY PERFORMANCE INDICATORS

	<b>Annual Target</b>	<b>Q2 YTD Actual</b>
% Of Customer Interactions in Service Barrie that are resolved at first contact <sup>1</sup>	75%	89%
% Of Customer Satisfaction rates as moderately high to high <sup>2</sup>	85%	90%
% Of positive/neutral media coverage <sup>3</sup>	80%	91.6%
Transit On Time Performance <sup>4</sup>	86%	83%
Annual Ridership	3M	1.7M
Transit Revenue to Cost Ratio	30%	30%
Technology Condition Index (Computers, Servers, switches, and other hardware) <sup>5</sup>	75%	74%
Application Systems Condition Index (Applications and Standard Software)	75%	75%
Digital Transformation Project Delivery (Degree IT projects meet Ontario Digital Service Standards, 2021)	75%	75%

<sup>1</sup> We have exceeded our target for first contact resolution – some of the increase can be attributed to continuous improvement of processes, and regular updates to our knowledge base with our partner departments.

<sup>2</sup> In prior years, the survey was done in November. In 2023, we moved to doing the survey in Q2 and Q4. Q2 results are 5% above our target and we will update final numbers in the end of year report.

<sup>3</sup> Some examples of positive news stories include: the City taking action to enhance safety in Queen’s Park, Energy grants received, new transit system on horizon, Week of Welcome event put on in partnership with the County, Barrie Air Show, Communities in Bloom, Second Free day for Seniors on Barrie Transit added, License 2 Ride program, Spring into Clean, I love Barrie contest, Bryne Drive construction moving ahead, and Brightening Barriers.

<sup>4</sup> Transit On Time Performance has been impacted more than originally anticipated with some significant construction projects across the City, including but not limited to the Anne Street Bridge, Essa Road Bridge, and Tiffin Street.

<sup>5</sup> Equipment planned for replacement in 2023 has arrived, however resource availability to configure and deploy the equipment has been a challenge. Resource levels are expected to return to full complement levels by end of year. With resource levels at full complement the hardware lifecycle management should be nearly caught up by the end of 2024.




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### ACHIEVEMENTS TO JUNE 30



- The City of Barrie is building a blueprint for growing our existing transit system to best meet the needs and goals of today's city, while developing a long-term plan for a future network. Barrie's Transit Vision focuses on creating:
  - A New Transit Network Plan in coordination with the timelines for the new Allandale Mobility Hub,
  - Future Network Phases to ensure a long-term transit outlook, and
  - A Bus Stop Infrastructure Plan to place stop amenities when and where they are needed.
- NG 911 is a Nationwide mandate from the CRTC to modernize emergency calling systems. With the RFP complete, the detail design work with the selected vendor has started. Implementation and testing are planned for late 2023 and into 2024 with a go-live in Q2 2024. NG 911 will bring modern technologies to emergency calling systems which includes more accurate GPS location data, real-time texting and lays the technology foundation for future capabilities like real-time picture and video sharing.
- The City of Barrie has many projects to streamline the development approval process funded through the Ontario Streamline Development Approvals Fund. Digital standards for submissions ensure that all the data and information needed for a submission are clearly stated and included in the first submission. By updating, following, and automating the standard, submissions will instantly be checked for accuracy and completeness 24/7. This provides instant feedback for submitters to correct and resubmit if needed, eliminating back and forth with staff.

*CAO & Mayor's Office Division*

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

KEY PERFORMANCE INDICATORS

	<b>Annual Target</b>	<b>Q2 YTD Actual</b>
Internal Audit recommendations accepted by management <sup>6</sup>	100%	N/A
Fraud awareness sessions delivered	5	6
% of properties acquired by negotiation vs expropriation	60%	80%
% of insurance claims/incidents handled in-house	95%	91%
% of Site Plan and Subdivision Agreements in circulation for review within 15 business days following receipt of instructions and payment	85%	73%
Corporate training \$ spent per permanent employee	\$75	\$61
% turnover in first 2 years of employment	2%	2.22%
Number of lost time incidents <sup>7</sup>	5	6
Audited Financial Statement Completion Date	May	May
Tax arrears as a percent of current year levy	6%	6%
Investment Return	2%	5.69%

<sup>6</sup> Projects in progress at end of Q2. Management recommendation acceptance will be obtained in Q3.

<sup>7</sup> 3 lost time incidents for City of Barrie staff. 3 lost time incidents for Barrie Fire.



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## ACHIEVEMENTS TO JUNE 30



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

- HR Department was selected as an Excellence Awardee in the category of Most Innovative use of HR Technology by Canadian HR Awards as a result of the HR Dashboard launched in 2023.
- Rolled-out a new, comprehensive non-union employment contract.
- Created and released the Learning and Organizational Development Strategy that aims to increase staff engagement and build internal leadership skills.
- Re-launched the use of the Bridge LMS system for all Corporate training registrations.
- Created and delivered the 2023 Learning and Organizational Development catalogue
- Piloted THRIVE leadership program to develop internal talent.
- Created and delivered training on interview and resume writing skills, training on coaching and progressive discipline, leading hybrid teams and training on labour relations.
- Piloted a summer student training program with the goal of attracting students to City jobs after graduation.
- Increased use of LinkedIn for talent attraction.
- Continued the onboarding project to improve new hire's experience with onboarding forms and to create employee numbers prior to start dates.
- Co-ordinated various training sessions for the new Council.
- Implement employment assessments platform.
- Conducted internal listening tour, saving the City over \$50,000 in consultant fees.
- Development and implementation of a mentorship program.
- Collaborated with the BFES admin team to commence research and proposal development for BPFPA bargaining.
- Completed dashboard reviews for 2022 with each member of the senior leadership team.
- Commenced work to streamline the tuition reimbursement program.
- Commenced work to enhance and streamline the performance management program.
- Commenced work to procure an e-learning platform.
- Launched a monthly Wellness program for City staff focusing on one of the Psychological Health and Safety standards each month.

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

- Launched the 2023 Inclusion Calendar.
- Celebrated notable dates including Black History month, Day of Mourning, #ItStarts month, Pride month, and National Indigenous History month with flag raisings and other events.
- Offered Black History training, Rooting out Unconscious Bias training, Indigenous Reconciliation training, and others as part of the Corporate Learning Catalogue.
- Continued leading the employee Truth and Reconciliation working group that are planning the September 30<sup>th</sup> day education and events.

### **Advance the corporate Lean Six Sigma program**





- The Business Performance team develops and facilitates Lean Six Sigma training to ensure staff have the knowledge, skills, tools and coaching to improve processes within their own areas.

- Trained 46 White Belts and 30 Yellow Belts in Lean Six Sigma certifications during the first 6 months of 2023.

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

- Completed the registration of further plans and phases of subdivisions in the Hewitt's Secondary Plan Area (Blue Sky/Honeyfield, Hewitt's Gate Phase 3 (Pratt), Honeyfield Bemp 2 Limited / Bemp Holdings 2 Inc. - Phase 2, GG (9 Mile) Limited - Phase 2, Barrie Lockhart Road GP Inc.).
- Completed pre-servicing agreements to permit the installation of servicing for subdivisions in the Salem Secondary Plan Area (Mattamy Salem and Watersand).
- Closed numerous property acquisitions related to infrastructure projects at Yonge and Mapleview, and Huronia and Lockhart/McKay
- Negotiated and completed agreements related to significant development projects, such as Tie-Back Agreements, Encroachment Agreements, and Limiting Distance Agreements for projects including the Lakhouse Development, 55 Dunlop (Barrie Waterfront Developments), the former YMCA property, 67 Owen Street.
- Continued to work with City departments (Planning/Development Services, Parks Planning, Finance, Environmental Compliance/Waste Management) to update and improve the City's standard development agreements and the processes related to completion of same. This includes an ongoing effort to consult with these departments to ensure that agreement provisions are current, and reflect departmental requirements for development (ongoing, expected completion late summer 2023).
- Worked with staff in Purchasing, Facilities and Infrastructure to coordinate updates to the City's standard special and supplemental conditions (CCDC-2, OPSS Municipal) for linear and vertical construction projects.

*Community and Corporate Services*

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

KEY PERFORMANCE INDICATORS

	<b>Annual Target</b>	<b>Q2 YTD Actual</b>
Road Response Time- 90% of the time less than 6 minutes for all emergency types <sup>8</sup>	90%	89%
Fire and Building Code Inspections <sup>9</sup>	5,000	1,797
Emergency Call Processing Time - % of time less than 60 seconds	95%	97%
Renewal Needs Against Audited Renewal Needs <sup>10</sup>	85%	TBD
Annual Utility Cost Avoidance <sup>11</sup>	\$444,617	\$225,000
Ratio of Scheduled to Unscheduled Maintenance Work <sup>12</sup>	75%	TBD

<sup>8</sup> In Q2, 89% of response times were 6 minutes or less.

<sup>9</sup> 1,797 YTD for 2023, of which 1,081 inspections were completed in Q2. Target impacted by multiple vacancies in the Prevention branch and subsequent salary gapping.

<sup>10</sup> Facility Condition Assessment program audit process has not yet started due to resource availability. Anticipated start is Q4 of this year.

<sup>11</sup> Cost avoidance is trending on target. This is driven by moderate electricity consumption reductions and significant savings associated with natural gas conservation efforts.

<sup>12</sup> The Q2 actual data is currently unavailable because the City's Facility Information Management System, that this indicator's data is drawn from, is currently being upgraded. However, staff anticipate that this target will be met this year.

Number of motions and by-laws passed to enable Council's decisions	500	310
Average time to Trial – Part 1 charges	145 days	141 days
Average days to close files from receipt Yard Maintenance/Property Standards Files/Complaints	7 days/36 days	11 days/22 days
Days of Use: Five Points Theatre / Georgian Theatre <sup>13</sup>	220/160	68/64
RecACCESS Participation Rate as a % of Low-Income Population	9%	14%
Registered Programming Occupancy Rate	83%	84%

**ACHIEVEMENTS TO JUNE 30**



**Provide opportunities for all Barrie residents to participate in and access recreation and cultural activities through high quality facilities and programs as well as identifying and seeking to eliminate barriers to participation.**

- Recreation and Culture Services is working collaboratively across all branches and with external stakeholders to provide facility space, programs, and resources to meet the needs of residents by:
  - Continued development of existing and innovative recreational and sport programming that will meet the existing and emerging needs of residents.
  - Financially supporting Inclusion Services programming and the recACCESS financial assistance program to provide opportunities for all Barrie residents to participate in recreational activities.
  - Maintaining the department's HIGH FIVE Accreditation.
  - Administering the Recreation and Sport Community Grant process and evaluating the success of funded initiatives.
  - Expanding youth-friendly programming and initiatives through grant funding.
  - Partnering with the school boards to strategically expand City programming in to underserved neighbourhoods using underutilized school spaces.
  - Building strong partnerships with recreation and cultural community groups to maximize participation and usage of recreation centres and theatre venues.

**Continue monitoring and evaluation of facilities, services, programs, systems, and processes to support operational decisions that:**




- Improve the health, safety and well-being of the community.
- Enhance the customer experience.
- Expand online services to the community.
- Increase openness and transparency.
- Reduce community risk.
- Improve response timelines.
- Recreation and Culture Services is working towards enhancing the customer experience and expand online services to the community in the following ways:
  - Launch online recPASS membership sales and renewals.

<sup>13</sup> Based on monthly utilization data, we are noticing a shift in usage. Georgian Theatre is recovering well, however mid-week performances and summer productions are less frequent than expected after the effects of the pandemic and the partial re-opening in 2022. Booking requests for late in 2023 and 2024 have increased and appear that they will exceed pre-pandemic levels in 2024.

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- Investigate real-time translation services for Community Centre front desks.
  - Collaborate with Access Barrie to issue resident waterfront parking passes at Community Centres.

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

*Infrastructure and Growth Management*

<b>Strategic Plan Area</b>	<b>Key Division Service Delivery Initiatives</b>	<b>Performance Measures</b>
	<p>Make it easier to do business and help businesses grow</p> <p>Improve the Development Approvals and Building Permitting processes</p>	<ul style="list-style-type: none"> <li>• Number of Approved Developments that received a building permit within one year</li> <li>• Number of businesses receiving service, support, or engaged in programs and initiatives of the Economic and Creative Development, demonstrating engagement and value-add services to foster the retention and growth of the City’s business, entrepreneur and creative organizations</li> <li>• Number of square feet occupied by new investment/development projects facilitated/supported by Economic and Creative Development, demonstrating growth in employers and investment into the City</li> <li>• Maintain an open for business approach by ensuring that issuance of PERMITS complies with provincially mandated timeframes.</li> <li>• Maintain an open for business approach by ensuring that INSPECTIONS are completed within provincially mandated timeframes.</li> <li>• Improve the customer experience by providing educational information in the form of builder and resident bulletins.</li> </ul>
	<p>Develop a vibrant downtown economic hub, including west-end revitalization</p> <p>Improve customer experience through engagement and responsiveness.</p>	<ul style="list-style-type: none"> <li>• Total Non-Municipal Public Funding secured and leveraged by arts &amp; culture organizations funded through the Arts &amp; Culture Investment Fund supporting capacity building for arts organizations in the City</li> </ul>
	<p>Manage the Infrastructure &amp; Growth Management capital Plan</p> <p>Proactively adapt and integrate climate change considerations into IGM decision-making processes</p> <p>Implement strategies and programs that influence the 3 principles of a Circular Economy</p> <p>Advance the Barrie WwTF Upgrade Program with cost certainty</p>	<ul style="list-style-type: none"> <li>• Average time to between approval and registration to first building permit</li> <li>• Ensure safe and efficient travel for vehicle and pedestrians by maintaining the projected winter maintenance service level compliance</li> <li>• Reduce the effects of climate change by increasing the urban tree canopy via trees planted through Community Planting Partnerships</li> <li>• Implement an effective Circular Economy Program as demonstrated through the reduction in annual garbage generation rate</li> <li>• Minimize environmental contamination by increasing proactive engagement with land use owners</li> <li>• Deliver capital projects with cost and schedule certainty (Actual Spend as a % of total budget)</li> <li>• Amount of new length constructed (in kilometres) as related to different types of active transportation routes</li> </ul>

**KEY PERFORMANCE INDICATORS**

	Annual Target	Q2 YTD Actual
Number of Approved Developments that received a building permit within one year	4	1
Average time, in number of days, between approval and registration to first building permit	12 days	13 days
Amount of new length constructed (in kilometres) as related to different types of active transportation routes	18.9km	4.23km
Frequency of collisions per Barrie's total population of 156,832	1126	654
Deliver capital projects with cost and schedule certainty (Actual Spend as a % of total budget)	90%	86%
Maintain an open for business approach by ensuring that issuance of PERMITS complies with provincially mandated timeframes.	90%	79.3%
Maintain an open for business approach by ensuring that INSPECTIONS are completed within provincially mandated timeframes.	95%	96.2%
Improve the customer experience by providing educational information in the form of builder and resident bulletins.	8	9
Number of businesses receiving service, support, or engaged in programs and initiatives of the Economic and Creative Development, demonstrating engagement and value-add services to foster the retention and growth of the City's business, entrepreneur and creative organizations	1250	2353
Number of square feet occupied by new investment/development projects facilitated/supported by Economic and Creative Development, demonstrating growth in employers and investment into the City	300,000	0
Total Non-Municipal Public Funding secured and leveraged by arts & culture organizations funded through the Arts & Culture Investment Fund supporting capacity building for arts organizations in the City	\$2.5M	TBD
Ensure safe and efficient travel for vehicle and pedestrians by maintaining the projected winter maintenance service level compliance	97%	100%
Reduce the effects of climate change by increasing the urban tree canopy via trees planted through Community Planting Partnerships <sup>14</sup>	750	750
Implement an effective Circular Economy Program as demonstrated through the reduction in annual garbage generation rate (kg/person)	136	58
Minimize environmental contamination by increasing proactive engagement with land use owners (% of total environmental inspections completed vs. annual planned inspections)	90%	15%

<sup>14</sup> 2022 is still forecast as most of the planting happens in October

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## ACHIEVEMENTS TO JUNE 30



Manage the Infrastructure & Growth Management Capital Plan.

- In 2023, the Design and Construction team is delivering 80 projects. These projects are in the planning, design or construction stages. In 2023, 30 projects will be tendered for construction. To date, 93% of the Tenders have closed at or below the construction budgets.

Advance the Barrie WwTF Upgrade Program with cost certainty.

- The Integrated Project Delivery Team is working on the validation phase of the Upgrade Program to bring the project cost within the allowable budget.

Improve the Building Permitting Process

As the City of Barrie grows and progresses, Building Services continues to improve service delivery and the overall permitting process by:

- Providing regular communications and engaging with stakeholders
- Establishing staff positions with specialized technical expertise
  - Structural Engineer
  - Building Code Enforcement Officer
- In collaboration with APLI IT the Building Department assisted in an enhancing APLI (eservices) customer portal. Enhancements were made to improve the customers experience by creating a more intuitive design, adding resources, and expanding the services available on the APLI Portal.
- Indepth technical training and development of staff