



TO: GENERAL COMMITTEE

SUBJECT: BUSINESS PLAN STATUS AS AT JUNE 30, 2017

WARD: ALL

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

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

GENERAL MANAGER APPROVAL: D. MCALPINE, GENERAL MANAGER OF COMMUNITY & CORPORATE SERVICES (ACTING)

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

RECOMMENDED MOTION

1. That the 2017 Budget and Business Plan Status as of June 30, 2017 be received.

PURPOSE & BACKGROUND

Report Overview

2. The purpose of this Staff Report is to provide members of Council with a status update on the 2017 Business Plan and summarize the Corporation's financial and non-financial performance up to June 30, 2017.
3. 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

4. The following table summarizes the financial variances to June 30, 2017 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.

	YTD June 30, 2017		
	Budget	Actual	Variance
Council & Mayor's Office	460,034	418,636	41,398
Office of the CAO	1,310,557	911,075	399,482
Community and Corporate Services	20,034,501	18,752,220	1,282,281
Infrastructure and Growth Management	19,031,538	17,385,790	1,645,748



	YTD June 30, 2017		
	Budget	Actual	Variance
Invest Barrie	1,903,683	1,632,160	271,523
Access Barrie	6,913,770	6,737,610	176,160
Innovate Barrie	5,362,857	4,896,698	466,159
Financial Expenses & Other General Government	37,324,999	37,691,241	(366,242)
Service Partners & Grants	68,407,651	68,100,612	307,039
Total Net Expenditures	\$160,749,590	\$156,526,042	\$4,223,548
Corporate Revenues	(222,044,998)	(222,732,854)	687,856
Total Variance	(\$61,295,408)	(\$66,206,812)	\$4,911,404

5. Key contributors (positive variances) to the Corporation's general tax rate surplus include the following:
- Salary Gapping \$1.43M (detail below);
 - Utilities \$491K (detail below);
 - Fleet Operations – Fuel, cleaning supplies, repairs \$275K (see Appendix B);
 - Facilities Internal Charges \$270K (see Appendix B);
 - Recreation – Contracted Services, Minor Capital \$269K (see Appendix B);
 - Corporate Revenues – ARB Decisions \$250K (see Appendix B);
 - Parks & Forestry – Landscaping, asphalt, repairs & maintenance \$166K (see Appendix B);
 - Legal Services \$154K (see Appendix B);
 - Enforcement Services – Parking Tickets Revenue \$131K (see Appendix B); and,
 - Water & Wastewater Billing – Fees and Service Charges \$111K (see Appendix B).
6. Key offsetting contributors (negative variances) to the Corporation's tax rate general surplus include the following:
- Development Charge Discounts (\$241K) – (detail below);
 - Interest and Penalties on Taxes in Arrears (\$226K) – (see Appendix B); and,
 - Other Corporate Interest and Investment Income (\$125K) – (see Appendix B).
7. 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.
8. While Staff have specifically reported on individually significant variances, divisions such as Infrastructure and Growth Management (IGM) and Community and Corporate Services (CCServ) are made up of many individual sub-departments and accounts with variances that, when taken together, may drive larger variances. Common themes behind the generally 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

9. The salary gapping provision approved by Council in the 2016 Business Plan is \$1M. 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.

10. As of June 30th, the City has realized \$1.93M in salary gapping against a second quarter target of \$500K, resulting in a favourable variance of \$1.43M. Approximately \$350K of this positive variance is attributable to the timing of OMERS payments. This item is temporary and will resolve itself by year-end. Positive variances were also achieved in several areas while departments were being reorganized, job descriptions were being developed/redefined, and recruitment plans were being established. Included in the positive gapping variance are increased recoveries from capital projects, which are ahead of plan by \$123K. Finally, twelve new positions from the 2017 Business Plan were budgeted for the entire year in order to reflect the full cost of these positions. Due to the timing of the 2017 Business Plan approval these positions were not able to be filled until the second quarter of 2017 at the earliest.

Utilities

11. A favourable variance of \$491K has been achieved at the end of the second quarter. This is largely driven by \$180K of savings due to a difference in the actual rate for electricity as compared to the estimate used when creating the budget. Additional savings of \$116K were also realized as a result of reduced consumption by the City in electricity (1.8%), natural gas (1.1%), and water (16%). Finally, \$100K of the variance was attributable to the 2016 year end gas accrual.

Development Charge Discounts

12. A negative variance of \$241K is due to development charge discounts given during the first half of the year. DC Discounts are periodically used as a mechanism to encourage development of a particular type, or in particular areas within the City. They are typically offset by related reserves and in-year operating results at year end. These variances will be eliminated at year end when the appropriate funding sources are determined.

SUMMARY OF OPERATING RESULTS – WATER

	Year-to-Date June 30, 2017			
	Budget	Actual Results	Variance	%
Salaries and Benefits	3,604,018	3,445,580	158,437	95.6%
Operating Expenses	3,466,530	2,428,365	1,038,165	70.1%
Corporate Overhead	3,770,955	3,506,496	264,459	93.0%
Debt Charges	3,983,768	3,983,768	0	100.0%
Revenues	(16,444,962)	(15,884,890)	(560,072)	96.6%
Transfer to Reserve	(1,619,690)	(2,520,681)	900,991	155.6%



13. The Water Operations Branch finished the second quarter with an operating surplus of \$901K. Expenditures for the quarter were 90.1% of budget and revenue was 96.6% of the target.
14. Employee costs were below plan due to approved leaves and the time required to fill vacancies.
15. The positive operating expense variance is mainly due to SWTP membrane replacement program work, asphalt repair, and pump and well maintenance work that has been pushed back into Q3 and Q4. This variance is expected to normalize by year end.
16. Corporate overhead recoveries are based on actual work and staff time in support of Water from various departments. This work is tracking slightly behind plan in the second quarter.
17. Water rate revenue is \$560K below plan. The reason for this variance is lower actual consumption than budgeted throughout the second quarter due to a larger level of precipitation than expected that resulted in less lawn watering. Water rates for 2017 were based conservatively on the average trend of the previous 24 months.

SUMMARY OF OPERATING RESULTS – WASTEWATER

	Year-To-Date June 30, 2017			
	Budget	Actual Results	Variance	%
Salaries and Benefits	2,019,587	2,057,597	(38,010)	101.9%
Operating Expenses	4,523,013	3,112,049	1,410,964	68.8%
Corporate Overhead	2,798,745	1,920,645	878,100	68.6%
Debt Charges	4,416,288	4,636,676	(220,388)	105.0%
Revenues	(20,330,617)	(19,420,890)	(909,727)	95.5%
Transfer to Reserve	(6,572,984)	(7,693,922)	1,120,938	117.1%

18. The Wastewater Branch finished the quarter with an operating surplus of \$1.12M. Expenditures completed the quarter at 85.2% and revenues at 95.5%.
19. The main driver of the positive operating expenditure variance is timing. Several large maintenance projects (clarifier collection systems repairs, tank clean-out, and liner inspection) were pushed back into Q3 and Q4. This significantly reduced contracted service, small parts, and equipment costs associated with these projects. This variance is expected to normalize by year end.
20. Corporate overhead recoveries are based on actual work and staff time in support of Wastewater from various departments. This work is tracking behind plan in the second quarter.
21. Sewer rate revenue is \$909K 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, 2017			
	Budget	Actual Results	Variance	%
Salaries and Benefits	184,577	187,900	(3,323)	102.0%
Operating Expenses	403,870	388,078	15,792	96.1%
Corporate Overhead	171,821	128,755	43,066	75.0%
Debt Charges	488,397	488,397	0	100.0%
Revenues	(907,057)	(980,780)	73,723	108.1%
Transfer from Reserve	(341,608)	(212,350)	(129,258)	62.2%

- 22. Parking Operations have an operating surplus of \$212K as of the end of Q2. Expenditures are at 95.5% of budget and revenue at 108%.
- 23. Corporate overhead recoveries are based on actual work and staff time in support of Parking from various departments. This work is tracking slightly behind plan in the second quarter.
- 24. Revenues were \$73K over budget; due to higher than budgeted Parking Meter & Special Event revenue \$70.5K which includes Waterfront passes.

CAPITAL PLAN STATUS AT JUNE 30, 2017

- 25. The Capital Plan presented in Appendix C is a high level summary of activity as at June 30, 2017. The total capital budget for 2017 is \$216.1M, including carryover from prior years and new projects. The projected year-end spending plan is \$87.8M due to the multi-year nature of many of the projects. The actual YTD spending at June 30 was \$24.8M, which is 88% of the YTD projected spending plan of \$28.2M. The capital projects that contribute to the key variances between planned and actual spending have been identified in Appendix D.

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

- 28. As this Staff Report is being presented for information purposes only, no alternatives are presented.



FINANCIAL

29. 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 2014-2018 STRATEGIC PLAN

30. The recommendation in this report is operational, and is not specifically related to the goals identified in the 2014-2018 Strategic Plan.



APPENDIX A

Tax-Supported Operating Budget Variance by Department as at June 30, 2017

	Budget (\$)	Actual (\$)	Variance (\$)
Office of the Mayor and CAO	1,770,591	1,329,711	440,880
Council & Mayor's Office	460,034	418,636	41,398
Office of Chief Administrative Officer	334,267	266,638	67,629
Legal Services	844,756	553,263	291,493
Internal Audit	131,534	91,174	40,360
Community and Corporate Services	20,034,501	18,752,220	1,282,281
GM of Community and Corporate Services	170,548	156,371	14,177
Facilities	988,082	870,300	117,782
Barrie Fire and Emergency Services	12,204,649	12,126,307	78,342
Finance	1,721,828	1,610,618	111,210
Legislative and Court Services	1,289,538	1,042,550	246,988
Recreation Services	3,659,856	2,946,074	713,782
Infrastructure & Growth Management	19,031,538	17,385,790	1,645,748
GM of Infrastructure and Growth Management	177,594	137,418	40,176
Engineering	1,145,563	1,054,888	90,675
Planning & Building Services	372,495	107,343	265,152
Environmental Services	3,226,204	3,151,487	74,717
Roads, Stormwater and Rail Operations	7,683,379	7,402,659	280,720
Parks and Forestry Operations	2,510,335	1,919,772	590,563
Traffic and Parking Services	1,688,410	1,617,430	70,980
Fleet Services	2,227,558	1,994,793	232,765
Invest Barrie	1,903,683	1,632,160	271,523
Invest Barrie – Administration	235,254	238,781	(3,527)
Business Development	329,787	309,869	19,918
Department of Creative Economy	1,338,642	1,083,510	255,132
Access Barrie	6,913,770	6,737,610	176,160
Access Barrie - Administration	204,827	148,761	56,066
Customer Service	369,656	434,563	(64,907)
Communications and Marketing	474,243	435,145	39,098
Transit & Parking Strategy	5,865,044	5,719,141	145,903



	Budget (\$)	Actual (\$)	Variance (\$)
Innovate Barrie	5,362,857	4,896,698	466,159
Innovate Barrie - Admin	170,252	177,018	(6,766)
Centre for Continuous Improvement	495,421	208,676	286,745
Human Resources	1,178,214	1,179,268	(1,054)
Information Technology	3,518,970	3,331,736	187,234
Other Expenses	37,324,999	37,691,241	(366,242)
Financial Expenses & Other General Government	37,324,999	37,691,241	(366,242)
Total Net City Services	92,341,939	88,425,430	3,916,509
Service Partners and Grants	68,407,651	68,100,612	307,039
Total Net Expenditures	160,749,590	156,526,042	4,223,548
Net Taxation for own purposes	(217,561,433)	(218,573,698)	1,012,265
Payments in Lieu of Taxes	(512,385)	(518,381)	5,996
Interest Income	(1,931,460)	(1,679,926)	(251,534)
Corporate Overheads	(1,924,720)	(1,924,720)	0
Sundry Revenue	(115,000)	(36,129)	(78,871)
Total Revenue	(222,044,998)	(222,732,854)	687,856
Total Operating Variance	(61,295,408)	(66,206,812)	4,911,404



APPENDIX B

Detailed Tax Supported Operating Variance Explanations

Service/Driver: Fleet Operations – Fuel, Cleaning Supplies, Repairs			
Budget: \$631K	Actual: \$356K	Variance \$: \$275K	Variance %: 44%
<u>Reason for Variance</u> Fuel - the favourable variance can be attributed to lower consumption by plows and sanders due to the lighter than expected weather from January to March. Cleaning supplies – favourable variance incurred due to the wash bay attendant position being vacant until spring, therefore, there was less cleaning supplies utilized for the first three months of the year. Repairs – favourable variance attributed to lack of servicing and repairs required on sweeping equipment. This will ramp up with the fall cleanup and is expected to be on target by year-end.			
<u>Impact Going Forward</u> Fuel – Consumption is variable and can be impacted by weather conditions (i.e. if we experience significant weather events later in the year we will need to use the large truck/plows and sanders more often, thereby increasing fuel consumption). Other variances are expected to normalize by year-end.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.			



Service/Driver: Facilities Internal Charges (excludes Salaries, Utilities & Internal Transfers)			
Budget: \$2.09M	Actual: \$1.82M	Variance \$: 270K	Variance %: 13%
<u>Reason for Variance</u> <p>The favourable variance can be attributed to timing of invoicing in contracted services and a better than expected first half of the year for equipment break downs. Vacancies at the management and operational level have delayed the completion of work in minor capital and repairs and maintenance. In addition, these staff vacancies have contributed to less training and consulting money being spent.</p>			
<u>Impact Going Forward</u> <p>Staff anticipate that invoicing will balance out through the remainder of the year in contracted services. The hiring of a manager and supervisor will allow more time to complete minor capital projects and to proactively repair facilities and equipment. It is anticipated that this variance will not carry through to year end.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>With the recruitment process completed staff will be able to plan and execute the work, training, and consulting required for this year.</p>			



Service/Driver: Recreation – Contracted Services and Minor Capital			
Budget: \$653K	Actual: \$384K	Variance \$: \$269K	Variance %: 41%
<u>Reason for Variance</u> Contracted Services – the positive variance is a result of light snowfall in 2017, as well as delayed submission of invoices by vendors. Minor Capital – purchases planned for the first half of the year have been delayed until the second half.			
<u>Impact Going Forward</u> Staff anticipate a larger snowfall in the latter part of 2017 that will normalize spending on contracted services. Coupled with the planned expenditures on minor capital in Q3 and Q4, the variance is expected to be negligible at year end.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.			



Service/Driver: Corporate Revenues – ARB Decisions			
Budget: \$250K	Actual: \$0	Variance \$: \$250K	Variance %: 100%
<u>Reason for Variance</u> Timing of payments to appellants are very unpredictable; significant disbursements are expected in the second half of 2017. Several of the large appeals settled in 2017 that will be processed during the second half of the year include the following: Home Depot - \$368,000; Penady Ltd. (various properties) - \$251,000; and, Calloway Real Estate (several properties) - \$241,000.			
<u>Impact Going Forward</u> There are several additional province wide centralized appeals that may be settled in 2017. This will further negatively impact the City's assessment base and tax revenues. This impact may be partially offset by the delay in scheduling of some appeals in 2017 as the ARB implements its new Rules of Practice and Procedure that came into force as of April 1, 2017. The ARB will start sending out notices for the larger, more comprehensive "General Proceeding" appeals in October, with commencement dates starting in November. Municipalities will have a much more active and important role in the protection of their assessment base and property taxes under this new structure.			
<u>Actions to Mitigate Future Anticipated Variances</u> The City will utilize MPAC's Appeals and Request for Reconsideration Dashboard to better understand assessment at risk as well as meet quarterly with MPAC staff to update progress. Consultants have also been engaged to assist staff with proactive management of the property assessment base and selected appeals. Staff will file a Statement of Response during the prescribed time frame when planning to participate in an appeal, and participate in mediation/settlement conferences.			



Service/Driver: Parks & Forestry Operations – Landscaping, Asphalt, Repairs & Maintenance			
Budget: \$216K	Actual: \$50K	Variance \$: \$166K	Variance %: 77%
<u>Reason for Variance</u> <p>The positive variance is due to the fact that seeding programs (bulbs, greenhouse seeds, and over-seeding program), surface repairs, north shore trail grading, and bollard installation were shifted to the fall.</p>			
<u>Impact Going Forward</u> <p>This variance is expected to normalize by year end. Items that were budgeted for the spring are expected to be completed in the fall.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>No further action required at this time.</p>			



Service/Driver: Legal Services – Legal Expenses			
Budget: \$405K	Actual: \$251K	Variance \$: \$154K	Variance %: 38%
<u>Reason for Variance</u> The favourable variance is mainly attributable to legal work that was planned for completion by the end of Q2 which will now be completed in the second half of the year.			
<u>Impact Going Forward</u> Civil litigation files involving the Allandale Train Station lands continue to be active. It is anticipated the budgeted dollars will be exhausted at year end.			
<u>Actions to Mitigate Future Anticipated Variances</u> None anticipated.			



Service/Driver: Enforcement Services – Parking Tickets Revenue			
Budget: (\$468K)	Actual: (\$599K)	Variance \$: \$131K	Variance %: (28%)
<u>Reason for Variance</u> The increased revenue from parking tickets is the result of higher payment levels associated with defendants taking the opportunity to make early payments, as well as additional revenues from plate denials. The volume of parking tickets issued has not changed significantly.			
<u>Impact Going Forward</u> As the volume of parking tickets issued has not changed significantly, the increased revenue from early payments and plate denials may not be sustained over the longer term.			
<u>Actions to Mitigate Future Anticipated Variances</u> Defendant behaviour will determine whether the increased revenue trend will continue. Lower early payment fees and plate denial continue to be incentives for payment of parking tickets.			



Service/Driver: Water & Wastewater Billing – Fees and Service Charges			
Budget: (\$129K)	Actual: (\$240K)	Variance \$: \$111K	Variance %: (86%)
<u>Reason for Variance</u> Proactive management of water/wastewater arrears, higher than anticipated sales levels in the real estate market during the first half of 2017, and a very active rental market have resulted in significantly higher fees and service charges.			
<u>Impact Going Forward</u> Activity and applications for services is expected to show continued strength for the balance of the year. A positive year-end variance of \$110K is anticipated at this time.			
<u>Actions to Mitigate Future Anticipated Variances</u> The budget for 2018 will be increased to align more closely with the longer term activity trend for water/wastewater related activity.			



Service/Driver: Corporate Revenues – Interest and Penalties on Taxes in Arrears			
Budget: (\$1.27M)	Actual: (\$1.04M)	Variance \$: (\$226K)	Variance %: 18%
<u>Reason for Variance</u> Interest and penalties on taxes in arrears are lower than planned due to improving economic conditions, including higher employment levels in 2017 compared to 2016.			
<u>Impact Going Forward</u> If this trend continues for the balance of the year, interest and penalty revenues will be approximately 5%, or \$127K, below the \$2.54M annual budget.			
<u>Actions to Mitigate Future Anticipated Variances</u> Based on current and forecasted economic and political conditions, the 2018-2021 budget and forecasts will be adjusted accordingly.			



Service/Driver: Corporate Revenues – Interest and Investment Income			
Budget: (\$319K)	Actual: (\$194K)	Variance \$: (\$125K)	Variance %: (39%)
<u>Reason for Variance</u> <p>The unfavourable variance in interest and investment income is a result of lower than expected market interest rates, as well as the City's target return not being aligned with market conditions (i.e. average yields on a 10-year Bank of Canada Bond are lower than the City's 1-year target return of 2%).</p>			
<u>Impact Going Forward</u> <p>With the recent increase in market interest rates it is anticipated that investment revenues will increase as short-term yields rise, and as we continue to build on the foundation of the investment management program.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Staff continue to look for opportunities to enhance yields in the short to medium term. Staff anticipate taking advantage of recent rate increases by the Bank of Canada.</p>			



APPENDIX C

Capital Plan Progress Update by Division as at June 30, 2017

Summary of Capital Plan & Forecast	2017 Capital Budget				Performance Reporting					
	Carryover from Prior Year Budgets	New Projects Approved in 2017 Budget	In Year 2017 Transfers / Additions	2017 Total Budget with transfers	Projected YTD Spending Plan	Actual 2017 YTD Spending	Variance to 2017 YTD Projected	% of 2017 YTD Projected Spending Plan Achieved	% of 2017 Total Budget	Planned Spending (Deferred)
Community and Corporate Services	1,163,912	6,659,850	1,250,000	9,073,762	2,451,564	493,364	1,958,200	20%	5%	(6,840,137)
Infrastructure & Growth Management	89,734,665	82,210,535	15,242,898	187,188,098	22,254,003	19,894,692	2,359,311	89%	11%	(111,266,455)
Innovate Barrie	6,427,597	5,420,990	(200,000)	11,648,587	2,404,094	1,743,414	660,680	73%	15%	(5,297,842)
Access Barrie	4,916,197	1,175,000	2,100,000	8,191,197	1,125,082	2,683,782	(1,558,700)	239%	33%	(4,909,116)
Total	102,242,371	95,466,375	18,392,898	216,101,644	28,234,743	24,815,252	3,419,491	88%	12%	(128,313,550)

APPENDIX D

Capital Plan Status Variances at June 30, 2017

Hotchkiss Creek – Essa Road – Anne to Gowan:

2017 Total Budget with transfers	\$9.4M
Projected Spending Plan to end Q2	\$1.3M
Actual Spending to end Q2	\$0.2M
Variance to Projected to end Q2	\$1.1M

The project tender was advanced to meet the requirements of the Clean Water Wastewater Fund Grant Program. The tender was not awarded until late Q2 with the contractor commencing work in the beginning of July. It is expected that the project will be in line with projected spending as we progress through Q3 and into Q4.

Landfill Reengineering:

2017 Total Budget with transfers	\$3.7M
Projected Spending Plan to end of Q2	\$2.0M
Actual Spending to end of Q2	\$0.9K
Variance to Projected at end of Q2	\$1.1M

The Project has proceeded on time and on budget. The Landfill Reclamation component of the project has been completed with the remaining tasks representing the work associated with the remainder of the facility upgrades, much of which are to re-establish efficient and safe public access and transfer of waste, efficient site operations, site security as well as requirements under the Environmental Compliance Approval (ECA). The Project Plan identifies that the remainder of the funds will be spent by year end 2017. The \$1.1 M variance is due to May and June invoices that were not processed until the middle of Q3.

County of Simcoe Capital Program - Paramedic Services:

2017 Total Budget with transfers	\$2.3M
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

The City receives billings for this project on a monthly basis from our Service Partners. The current variance is a reflection of the status of the billings received at this time.

APPENDIX E

Key Division Service Delivery Initiatives (KSDSI's) at June 30, 2017

Office of the Chief Administrative Officer

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

- Staff have completed a draft plan, including key actions for each strategy and performance measures.

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

- The 4th "Leading Together" Management Leadership Forum took place June 21st, 2017 with a focus on managing change.
- Work continues on the Staff Strategic Plan action items in 2017 as planned. Action items of significance that have been implemented are as follows:
 - The recommendation to create a Rewards and Recognition program was approved by SLT mid-June. A team has been assembled and is currently in the process of designing the first phase of the program with an anticipated launch in November 2017.
 - To date, 92 people leaders have attended the mental health training program, The Working Mind. Additional manager sessions as well as employee sessions are scheduled for the fall.
- Service Barrie has successfully completed Phase 1 of the launch of this new service model. Phase 2 is in progress with services for Engineering and Building transitioned. Planning services are expected early in Q3. Confirming Phase 3 service transitions is underway and is contemplated for implementation Q4 2017.
- The 2016 Innovatology coaches hosted the first ever Innovation Day during World Innovation and Creativity Week in April 2017. The event showcased some of the innovation award winning initiatives, innovation tools, and city innovators in the City Hall Rotunda.
- In June 2017, a new set of 18 Innovatology coaches were trained. This team will join previous coaches in an innovation community of interest, and will launch an innovation project for 2018.

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

- City Staff are working with BMA Consulting services to update the City's long-term financial plan, which includes assessing the City's current financial condition, looking forward at long term plans, and making recommendations to strengthen the City's Financial Policy framework
- The City's recently created Treasury group continues to set up internal infrastructure to facilitate an active investment program, as well as exploring options available to debt financing of strategic capital projects

- City staff are engaging the local business community seeking feedback on new options available to municipalities on the vacancy rebate program, reporting to Council in the fall with recommendations.
- The City's new budgeting system Questica is providing opportunities for a more streamlined budgeting process. Additional efficiencies in the budgeting process will be achieved once Questica is fully integrated with the City's accounting software, which will occur after the implementation of SAP.
- City Staff continue to work with the City's internal auditor, including reviewing and implementing recommendations from previous and upcoming audit reports. Such recommendations strengthen financial management through stronger internal controls, but also identifies operating efficiencies

Develop an Internal Audit Program

- Internal Audit executed its approved audit work plan, involving departments across the corporation, and identified enhancements for internal controls as well as recommendations for improved operating efficiency and effectiveness. A second staff member was recruited and joined the department in June 2017.

Implement a Performance Measurement Framework that enhances accountability and transparency

- A Performance Measurement dashboard is being reviewed as part of the Comprehensive Strategic Plan aimed at providing continuous reporting to the community.
- Web content has been prepared in preparation for communication.

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

- The Salem and Hewitt Secondary Plans are being implemented as planned with zoning and draft plans in Phase One scheduled to be approved in the fall of 2017. Critical infrastructure is coordinated via the Infrastructure Implementation Plan (IIP). Two Watermains (Sandringham Drive and Ashford/Madeline Drive) are under construction. The Hewitt Trunk Sewer is under construction. Transportation Class EA's for Salem and Hewitt will be filed in September. The growth monitoring framework remains under development; Subdivision and Corporate Asset Forecasting Reports to be submitted by the end of 2017. APLI (permit processing software) for building permits launched in spring 2017. Planning applications and other applications will continue to evolve over the next 18 to 24 months

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

- The project team is currently engaged with system integration testing 2 (SIT2) for the main SAP system. This is end to end testing of the system (second round). The build of the Business Intelligence System (BI – the City's new reporting system) is completed though some remedial items remain. The BI team will start SIT1 in July. Knowledge transfer and training planning continue. Go live support planning is well underway.

Continue development of community relationships

- City Council supported funding for an Advanced Technology, Innovation and Research Centre at Georgian College. Georgian submitted an application for federal funding in June 2016. The College was advised their funding application was successful and the construction of the new centre is underway.

Community & Corporate Services

Lead the delivery of strategic growth projects including Meridian Place, First Responders Campus, City Hall space needs driven by growth.

- Meridian Place
 - Project is successfully underway.
 1. This project was transitioned from Engineering to Facility Planning & Development staff early in 2017.
 2. Initial tender results at that time came back well over allowable budget. A strategy was developed by Facilities to re-tender as a two-stage guaranteed maximum price design-build contract.
 3. Using this method has resulted in the successful initiation of an affordable construction contract with Rutherford Contracting in summer of 2017 that has remained on budget, while still providing a design for Meridian Place that maintains the original vision of the project.
 4. Construction is expected to be completed by spring of 2018.
- First Responders Campus
 - Project is successfully underway.
 1. An RFP for Integrated Project Delivery was tendered in September of 2016, with a Validation report created to establish the scope, schedule, and budget for the project which was presented to General Committee in June 2017.
 2. A phased approach was approved by Council in July of 2017, with the County Paramedics Hub, and Police Headquarters to be designed and constructed as Phase 1.
 3. The land due diligence and property acquisition are now completed, with the public announcement of the site (110 Fairview Road) officially made in August 2017.
 4. Detailed design and early site works will commence in fall of 2017, with construction expected to start in winter of 2018. Construction is expected to be complete by winter of 2019, with occupancy in early 2020.

Develop a facility implementation strategy for new facilities required in the annexed lands, including participating in the Parks and Recreation Master Plan and Growth Management Committee

- Strategic Planning is successfully underway.
 - Annexed Lands Facilities
 1. Individual Conceptualization Studies for each Annexed Lands facility are underway and expected to be completed in Fall of 2017:
 - a. Hewitt's / Salem Recreation + Library facilities
 - b. Salem South Operations Satellite Yard
 - c. Fire Stations 5 & 6
 2. A summary of all studies will be presented in a report to Council in late 2017. Information presented will include an evaluation summary of recommended sites along with a land acquisition strategy, the recommended program for each facility to allow for response to support growth and future needs, and capital / operating budgets with recommended phasing / implementation strategies.

Complete the next phase of Facility Assessments to support a sustainable asset management plan for the City's many facilities

- Facility Condition Assessment work is underway, and more detailed information has been provided to support the development of a sustainable asset management plan.

- Ongoing assessments will continue, to build a comprehensive asset management and capital planning database across each facility portfolio (to be used within Archibus and Questica).

Develop capital and operational strategies to manage the City's energy consumption and reduce costs

- Energy Management is continuing to implement Energy audits and Re-commissioning studies of facilities to develop a long term capital plan and also identify operational strategies to reduce energy costs. An Energy Awareness program is underway including the establishment of the "A" team to allow for staff input into everyday activities staff can do to reduce energy use and specific optimization teams in waste water, water supply and recreation to optimize operations in those areas.

Working with community groups and exploring potential service delivery strategies to better support community needs; such as increasing the utilization of fields through the development of a Sports Field allocation policy.

- The Sports Field Allocation policy was approved by Council on May 15th, 2017 and sets the foundation for distributing field usage in a fair and equitable manner that meets both the philosophy of the City and the needs of the major sports field user groups. The policy focuses first and foremost on City of Barrie residents and youth partner groups, including special events and tournaments, and aims to promote healthier citizenry through increased utilization of programs and facilities while reducing overall operating costs.

Develop a long-term financial plan, incorporating the financial management policies identified in the FIA, and policies to ensure existing assets remain in a state of good repair.

- BMA Consulting has been engaged to develop a Long Range Financial Plan (LRFP) that expresses in financial terms, the results that align with Council's documented direction. In conjunction with other strategic planning tools, the LRFP will provide a framework for producing annual Business Plans, Budgets, and Corporate Performance Metrics.
- The development of the LRFP will include an assessment of the City's current financial condition, a review of the City's existing financial planning policies and practices, with recommendations to ensure such policies align with the City's overall strategic objectives.

Prepare for residential development in the annexed lands through processes to monitor the financial aspects of growth such as Development Charges, Credit agreements, and assessment growth.

- A template has been developed to report on current and forecasted cash flow; this is being used internally and will be provided to the landowners as part of the reporting requirements outlined in the Memorandum of Understanding (MOU).
- The first DC Credit Agreement has been executed for the Hewitts sanitary trunk sewer; efforts are ongoing to refine and streamline the process for both the City and the landowner groups for future agreements.
- Capital projects in the Salem & Hewitts secondary plan areas have been set up in Questica with the ability to be extracted and reported on separately; various custom reports have been created to monitor the capital plan against the original Infrastructure Implementation Plan (IIP) and against actual expenses incurred.

Work with Engineering, Building and Planning to develop a process to monitor actual development activity against planned development activity for reporting to all stakeholders and to develop process for administering developer agreements.

- A growth management team, consisting of staff from Finance, Engineering, Planning and GIS, has identified the data required as part of the subdivision and site plan submissions. An internal application is being created to store the submission details for reporting purposes.
- Discussions are ongoing with the Building department to streamline and automate the data collection process within Accela (APLI), to facilitate development fee calculations.

Assist with implementation of APLI system modules related to enforcement allowing for electronic submissions for permits, inspection requests and complaints.

- Enforcement Services staff have committed a significant amount of time and resources towards the implementation of Phase One of the APLI program.

Undertake proactive property assessment management through direct involvement in assessment appeals.

- Effective April 1, 2017, the Assessment Review Board's (ARB's) new Rules of Practice and Procedure came into force.
- Changes resulting from these new rules are significant, and address a number of municipal concerns from the past.
- Finance recently completed an open, competitive procurement process (FIN 2017-088P) for Property Assessment Base Management, Analysis and Appeals Management Services.
- Staff are working with the consultants, Municipal Tax Advisory Group (MTAG), to implement the ARB's new Rules of Practice and Procedure and to develop the framework for the City's direct involvement in assessment appeals.

Determine feasibility of full implementation of the expedited resolution process for POA fines.

- Staff in Court Services continue to work with Legal Services and the City's enforcement and judicial stakeholders to expand the expedited resolution program for POA fines.

Planning and preparation for the 2018 Municipal Election in accordance with the Municipal Elections Act, 1996 as amended by Bill 181.

- Planning and preparations for the 2018 Municipal Election are underway, with an equipment vendor selected and a review underway of the processes and procedures impacted by the changes to the Municipal Elections Act.

To fill the vacancy in the office of Councillor Ward Six.

- Councillor M. Prowse provided notice to the City Clerk of his resignation from his office as Councillor for Ward Six on Barrie City Council in June of 2017. An appointment process was undertaken pursuant to the Municipal Elections Act, 1996 to replace Councillor Prowse. The appointment process for the Ward Six Councillor was completed on July 10, 2017.

Transportation Industry Business Licensing Pilot Program with implementation effective August 1, 2017.

- A Transportation Industry Business Licensing Pilot Program was approved in the spring of 2017, with implementation effective August 1, 2017.

- As part of the pilot, Taxi Cab Companies will be responsible for the submission of all required documentation for the company, the vehicles and the drivers. The vehicles and drivers will no longer be independently licensed. In addition, new provisions will require Ride Sharing/Private Transportation companies and Driver for Hire companies to be licensed for the first time.

Invest Barrie

Support New and Growing Small Businesses through the Delivery of the Starter Company Program

- Q1, 2017 marked the close of the initial Starter Company program directed toward youth aged 18-29 seeking to grow or start a business as a full-time career option.
- Over the course of the 2.5 year program, the level of participants and quality of businesses surpassed the expectations of the Small Business Centre. As of March 31st, 2017, the total impact of the program resulted in 40 grants disbursed, 47 business started, 388 jobs created and 69 total participants
- In April 2017, the Province introduced the Starter Company Plus program - an entrepreneurial training and mentoring program with limited grant opportunities of up to \$5,000 for eligible entrepreneurs who are starting, buying or expanding a business. The above components comprise the base framework of the program outlined by the Province. The Small Business Centre incorporates those elements to deliver the program within the local marketplace with a focus on local economic priorities and needs.
- At the time of the launch of the program, the Small Business Centre had a waiting list of more than 60 applications for a total of 30 grants that will be available over the two-year program delivery period.
- Small Business Centre staff held an information session in May and began accepting applications in June. The first intake is scheduled for September, 2017.

Development of Cultural and Creative Industries

Film Cluster

- Reviewed site selection processes used by film productions; identified OMDC (Ontario Media Development corp) database as key for promoting Barrie as a destination for film and television productions.
- Secured \$3,000 in Canada Summer Jobs funding to support hiring of student photographer to document selected Barrie sites (up to 60 sites), for inclusion in the OMDC database.
- OMDC updates and Film microsite, hosted by Tourism Barrie, to be launched Q4 2017
- Film permit fee structures from other municipalities reviewed to provide guidance on aligning fee structures.

Creative Economy Nights Out

- Launched monthly Creative Economy Nights Out, which includes presenters from artists and entrepreneurs.
- 3 Sessions held in Q2 – Introduction to Creative Economy, Disruptive Innovation, and The Hacker Mindset. Each event attracted 40+ attendees from the arts, innovation and entrepreneurship communities.

Music Strategy

- Partnered with Simcoe County to develop and submit a proposal to the Ontario Arts Council for the development of a comprehensive music strategy. Decision expected Q3.
- Partnered with CMI to host a 3 day Music Incubator program for emerging Barrie musicians and music producers; to be held Q3 2017.
- Developing Music Summit that will converge with Xcelerate Summit for a dynamic entrepreneurship and music event; to be held in Q3 2017.

Artrepreneur – 3rd Cohort intake

- The 3rd cohort of Artrepreneur has started its intake process. The program will begin in Q3 2017 and end in Q2 2018, supporting 18 artist entrepreneurs.
- Reporting for 1st artrepreneur cohort, one year post program, has shown positive results. For example, there were 6 respondents from the 1st cohort that reported the following:
 - Revenue Pre-Program: \$20,142 reported
 - Revenue Post-Program: \$61,033 reported (203% increase)

Partnership Agreement with BDAR and Hackworks for Affordable Housing Hackathon –

- City has partnered with the BDAR (Barrie and District Association of Realtors) to host a hackathon at City Hall in October, focused on Affordable Housing.
- Broad engagement of City staff, post-secondary partners, local developers, software programmers and domain experts, who will pool their talents and come together to design innovative solutions pertaining to Affordable Housing.

Access Barrie

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.

- Service Barrie has successfully completed Phase 1 of the launch of this new service model. Phase 2 is in progress with services for Engineering and Building transitioned. Planning services are expected early in Q3. Confirming Phase 3 service transitions is underway and is contemplated for implementation Q4 2017.
- Customer Service interaction tracking is being measured manually through a sharepoint interactive logging form. Introduction of a CRM (currently planning for the RFP, anticipated deployment in 2018) will increase the availability and relevance of metrics.
- A Customer Satisfaction tool is in development and is expected to be tested in Q3.

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

- Developed & executed marketing campaigns for the Sign By-law Review, various construction projects, CIP renovation grants, Air Show and Canada Day events as well as a number of theatre shows, Growth Management, Centennial Park, Service Barrie, Household hazardous waste depot changes, Spirit Catcher Awards, Hot Summer Nights (BFES) and the Ward 6 Appointment process.
- Developed the marketing plan for Illuminate Barrie, and the various assets for the event, to celebrate Canada's 150th including posters, online advertising, rack cards and the pilot street banner program.

Continue proactive marketing & communications with the community on City initiatives, programs and services; and improve internal communications within the corporation among staff by supporting the Staff Strategic Plan.

- Issued 29 media releases promoting a variety of City events, initiatives and programs.
- Ongoing proactive communications through corporate channels including *This Week in Barrie*, weekly radio ads on Rock 95 & KOOL FM, social media, digital screens etc.
- Provided internal communications support for projects including United Way, A-Team (internal energy conservation campaign), APLI, and Service Barrie.
- Continued to work with Departments to promote corporate news on InSite through web banners, newsfeed, content updates etc.

Continue to seek new opportunities for the public

- Service Barrie and Communications is working with the APLI team to plan and launch the Customer Portal that will allow the public to self-serve applications for building permits.
 - Phase 1 is anticipated to launch in 2018 and will allow residents to apply for deck, pool, plumbing, demolition, water & Sanitary, and interior renovation (excluding Second Suite) permits online
 - APLI will continue to provide e-permitting options for all City services including Planning applications, Property Standards complaints, integrating the City's GIS services and mobilizing inspections and enforcement.
- Marketing & Communications is in the early stages of researching the City's first Community Engagement Strategy that will provide comprehensive strategies, best practices and coordinated support for staff to engage with the public.

Lead efforts to develop a new corporate brand and subsequent implementation

- New corporate brand approved by City Council in June 2017.
- Communications and marketing working on developing new templates for staff use, including: meeting agendas and minutes; stationary; email signatures; media relations materials; PowerPoint and online platforms including Facebook, Twitter, Instagram, eNews etc.
- Implementation of the brand through all our channels, including developing a new visual standards guideline, updating the highway gateway signage and creating new sign standards for the corporation.

Lead and facilitate intergovernmental relations with municipal, provincial and federal partners

- Assisted with the development of several presentations to various Cabinet Ministers Provincially regarding infrastructure investments needed in Barrie.

Lead and be an ambassador for cultural change across the corporation with a focus on customer service through the developmental corporate customer service centre phased implementation and guidelines

- Customer Service expectations are being redefined through the transition of services from source departments. Several services have had processes redesigned to meet customer expectations.
- Customer Service training opportunities are being planned for Q4 as part of a corporate wide initiative.

Provide easily retrievable information for staff when responding to customers through the development of knowledge management solutions to support contact centre operations

- Service Barrie continues to grow and develop the Service Knowledge base. There are currently 115 pages of dedicated service information which documents information, procedures and process maps for a variety of services. Refinements and additions are done on a regular basis through normal business operations. Large development is aligned with the intake of new departments and services.

Partner with Metrolinx to explore the development of a multi-modal transit hub at the Allandale waterfront GO

- City staff have met with Metrolinx regarding the development of a multi-modal transit hub and plan to present a capital intake form to Council as part of the 2018 Business Plan with plans for the study to commence in 2018.

Continue to establish policies, practices and procedures to ensure transit AODA compliant

- Barrie Transit is fully AODA compliant and have carried out the following initiatives as they relate to AODA:
 - Installation and replacement program of all exterior stop announcement speakers on the conventional fleet.
 - Extended the specialized transit service hours to ensure hours parity with conventional service.
 - Continued infrastructure improvements at bus stops to ensure they meet AODA standards.

Continue to explore transit service agreements with neighbouring municipalities where appropriate and work in partnership with the County of Simcoe to develop inter-municipal connectivity

- The County of Simcoe allocated funding to a public transit system as part of their 2017 Business Plan. City of Barrie transit staff have been working in partnership with the County of Simcoe staff to improve connectivity within the county.
- Staff are also working on the renewal agreement with Essa Township which is set to expire on Dec 31, 2017.

Increase ridership and service reliability through the execution and monitoring of the performance based service contract enhancing customer experience.

- Service improvements are being made by staff and the service provider while continuously monitoring the performance based contract. The result of those improvements include ridership growth trending 2% higher than in 2016, missed service/trips are down 25% year over year, and denial of service on specialized trips have decreased from 6.1% as a percentage of total trips to 2.3%.

Innovate Barrie

Implement Staff Strategic Plan (SSP); enhancing our Employee Wellness Program

- Work continues on SSP action items in 2017 as planned. Action items of significance that have been implemented are as follows:
 - The recommendation to create a Rewards and Recognition program was approved by SLT mid-June. A team has been assembled and is currently in the process of designing the first phase of the program with an anticipated launch in November;
 - The Corporate Training Calendar will be published in August with training/workshops running throughout September to December;
 - To date, 92 people leaders have attended the mental health training program, The Working Mind. Additional manager sessions, as well as employee sessions are scheduled for the fall;

- Strategic workforce planning continues, including the launch of an Organizational Design roster; and
- Several wellness initiatives have been launched including:
 - Exercise Challenge; Corporate Walking Routes;
 - Alive at Work Program;
 - EFAP/Homewood promotion;
 - Weight Watchers @ Work; and
 - Get Loud for Mental Health and Bell Let's Talk days.

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

- Wellness
 - Proposed Staff Strategic Wellness plan in development with planned presentation to EMT Fall 2017 outlining legislation changes from a work related to Ontario human rights.
- Compensation
 - All corporate Part-time job descriptions were finalized, and subsequent cross-departmental "calibration" sessions held to ensure consistency across the corporation on task wording and minimum qualifications;
 - Part-Time job descriptions were evaluated, with a final pay structure for Part-time staff finalized; and
 - A review of the Part-time pay scale is currently in progress, and expected to be complete by end of Q3.

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

- A City wide PC refresh and upgrade to Microsoft's latest operating systems (Windows 10) was completed. By upgrading both the PCs and operating system simultaneously in a 'single-touch' fashion, the impact to staff was minimized. The City staff now have PCs ready to take on the increasing diversity of technologies being deployed throughout the City.
- The City's Mobile (cellular and tablets) technology is also being refreshed. The majority of the City's mobile devices are upgrade eligible in 2017 and early 2018. This provided a great opportunity to refresh the standard devices and further expand IT's ability to manage devices centrally. The mobile refresh will enable the City to leverage the expanding mobile integration of key corporate applications.

Ensure Technology systems and equipment support new project readiness regarding network performance, data storage and server stability; "Always Available" and business continuity initiatives.

- IT is continuing to expand the use of the second data centre increasing the stability and availability of key City applications.

Continue to grow Geographical Information Systems (GIS) online presence to provide "user friendly" applications that delivery 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.

- GIS backend software upgrades completed this year are enabling a new, even more user friendly public portal with self-serve options expected to launch in the second half of 2017. The new portal is part of the 'Open GIS' initiative which aims to provide easier access to more of the City's GIS data.

Infrastructure and Growth Management

Manage the implementation of the Secondary Plan for the Annexed Lands

- The Salem and Hewitt Secondary Plans are being implemented as planned with zoning and draft plans in Phase One to be issued this fall.

Continue with the preparation of a new Official Plan

- The Official Plan update has been placed on hold pending an approach refresh. There is a plan to provide an update to General Committee in September.

APPENDIX F

Key Performance Indicators (KPI's)

	Annual Target	Q2 YTD Actual
Community and Corporate Services		
Fire		
Emergency Response Call Volumes – Barrie only	8,700	4,308
Public Education Community Touch Points	12,500	6,000
Less than a 6 minute road response - 90% of the time	92%	92%
Total fire code inspections – All	1,700	1,271
Energy Management		
Facility Energy Consumption per square foot (ekWh/ft ²)	32.37	30.5
Wastewater Energy Consumption per megalitre (ekWh/mL)	391	386.9
Water Energy Consumption per megalitre (ekWh/mL)	1160	1078.4
Finance		
Audited Financial Statement Completion Date ¹	Jun/17	May 24/17
Capital Status Reports	2	1
Percentage of Tax, Water and Wastewater bills paid electronically	91%	91%
Tax Arrears as a Percentage of Current Year Levy	6.5%	6.0%
Percentage of Invoices Paid in 30 days	65%	68%
Water Wastewater Arrears as a percent of last 12 months of billing ²	3%	2%
Days to Complete a Procurement Process	75	102
Average Number of Bids Received per Bid Process	5	6
Legislative and Court Services		
Number of Customers Served at Services Counter (Barrie Court Services) ³	40,000	17,788
Average Customer Processing Time (Minutes / Defendant) ⁴	3:50	4:04
Number of Meetings Supported ⁵	130	78
Percentage of Minutes Published within 4 Days after the Meeting ⁶	100%	95%
Number of Trial Requests Processed (Barrie)	19,150	9,638
Average Time to Trial - Part I Charges (Months)	6	6
Percent of Business Licenses Renewed by Due Date ⁷	85%	79.36%
Volume of By-Law Administration Files ⁸	9,300	2,293
Volume of By-Law Enforcement Files ⁹	52,000	33,659
Number of Marriage Licenses Issued ¹⁰	700	400
Number of Deaths Registered ¹¹	850	604
Number of Formal MFIPPA Requests Received ¹²	44	37
Percentage of MFIPPA Requests Responded to within Legislative Framework ¹³	95%	100%
Percentage of Cost Recovery From Fees and Fines (Enforcement Services)	68%	68.95%
Recreation		

	Annual Target	Q2 YTD Actual
Community Group Usage of Recreation Facilities (Total Hours)	42,000	21,511
Total Visits to Community Centres	2,500,000	1,192,415
RecPASS Member Visits	302,000	162,100
Total RecACCESS Participation	N/A	963
Recreation Services Operating Cost Recovery Rate	55.0%	60.2%
Office of the CAO		
Internal Audit		
Number of projects completed from approved plan	8	4
Legal Services		
Percentage of Insurance Claims/Incidents Handled In-House	80	98
Ratio of Closed to Open Files	.95:1	1.1:1
Property Transactions Completed (acquisition, disposition, expropriation, easement, lease, and encroachment) ¹⁴	21	5
Percentage of Properties Acquired by Negotiation vs. Expropriation ¹⁵	60	NIL
External legal costs inclusive of consultants ¹⁶	910,000	306,480
Percentage of prosecutorial success ¹⁷	65	61
Percentage of trial requests resolved by XRP (Barrie Court Service Area)	2.5	7.9
Infrastructure and Growth Management		
Engineering		
Capital Expenditures as a percentage of forecasted expenditures	100%	105%
Environmental Services		
Number of Customer Complaints – Curbside Collections/1,000 serviced units ¹⁸	10	0.97
Monthly Average Total Phosphorus Effluent Concentration mg/L (Wastewater)	0.10	0.02
Number of Customer Complaints per 1,000 Customers (Water)	1.8	0.70
Planning and Building Services		
Number of Open Houses/Ward Meetings Held for Policy Planning Projects	7	13
Number of Ward Meetings held for Development Applications	13	11
Number of Land Owners and/or Residents in attendance at Ward Meetings	650	371
Number of Second Suite Zoning Certificates Issued by the Planning Services Department	150	128
Percentage of Building Permit Applications Reviewed within Legislated Timeframes	92%	80%
Invest Barrie		
Business Development		
Number of Business Leaders that are actively engaged in projects/initiatives that support the Invest Barrie strategy. ¹⁹	43	75
Number of Businesses Utilizing the Concierge Program Service ²⁰	15	15
Creative Economy		
Number of Businesses Engaged in City's Innovation Programs	21	18



	Annual Target	Q2 YTD Actual
Number of new, prospective and start-up entrepreneurs that engage with the City through start-up cluster initiatives	110	60
Access Barrie		
Customer Service		
Number of PingStreet "Report a Problem" Submitted	900	482
Number of emails received in Service Barrie	20,000	11,651
Communications		
Number of Communication Strategies Written and Implemented	52	18
Marketing		
Percentage Increase in the Number of Visitors to Barrie.ca ²¹	12%	-7.6%
Total Number of Impressions of Twitter and Facebook	10,000,000	1,560,000
Transit		
Revenue to cost ratio	32.1%	32.9%
Passenger trips per in-service vehicle hour	15.79	15.76
Percentage of bus stops that are accessible	47.8%	45.6%
Innovate Barrie		
Human Resources		
Corporate Training Dollars Spent per Permanent Employee ²²	\$50.00	\$6.83
Departmental Training Budget Spent	100%	35.8%
Turnover (Voluntary) ²³	5.0%	3.1%
Turnover in First 2 Years of Employment	0.0%	0.2%
Internal Promotions Rate	7.5%	5.3%
Grievance Rate – CUPE	2.0%	1.65%
Grievance Rate – BPFPA	2.0%	0%
Number of Lost Time Incidents	3	7
Total Cost of Lost Time Incidents ²⁴	\$20,000	\$169,967
Average Number of Absences per Employee (days) ²⁵	6	5.38
Quarterly % EFAP Usage ²⁶	15.0%	14.98%
Information Technology		
Annual Number of Visits to the City of Barrie Website	3.0M	1.42M
Number of City of Barrie eServices ²⁷	12	10
City of Barrie Website Availability (Includes Planned Outages) ²⁸	99.9%	99.18%
Centre for Continuous Improvement		
Creation of a New Corporate Governance Model for Transformational Projects ²⁹	100%	80%
Creation of Templates for Projects Available for Corporate Use ³⁰	50%	80%
Improve Project Forecasting: Year 1 – Tracking of All Projects for Planned Start/Finish/Spend Against Actual Start/Finish/Spend ³¹	60%	20%
Improved Governance Process (Methodology Compliance for Artifacts – Required vs. Actual) ³²	60%	20%



	Annual Target	Q2 YTD Actual
Improved Delivery: Month 1 – Customer Satisfaction Survey Current State of Projects – Determine Current Satisfaction Level for Projects. Month 12 – Reissue Survey. Targeting Improvement in Roll Out Satisfaction With Projects (Meeting Requirements, Smooth Delivery, etc.) ³³	50%	0%
Corporate Projects Have Proper Status Reporting into EMT on a Monthly Basis ³⁴	80%	100%
Ensure That Projects Within the EMT Corporate Projects Have Movement. Projects Should Not Have the Same Status/No Movement for More than 2 Reporting Periods (2 Months) ³⁵	50%	20%

- ¹ In addition to completing the financial statements before the targeted deadline, the 2016 Financial Information Return (FIR) was also completed on time this year.
- ² Water wastewater arrears are lower than planned as a result of overdue accounts being transferred to tax more frequently than in previous years. The annual target has been revised using a method that is consistent with the tax arrears calculation.
- ³ The Expedited Resolution Program, a reduction in overall charge volume by enforcement agencies and the reduction of courts due to lack of judicial resources has had an impact on this measure. It was intended that the Expedited Resolution Program would decrease the number of defendants attending the front counters as a more customer-friendly option would be available.
- ⁴ In 2017, Court Services has experienced more repeat persons with multiple extensions of time to pay fines, a lack of judicial resources, and visiting justices from other areas who deny applications more often, which resulted in increased customer contacts and time to process.
- ⁵ A number of additional General Committee/Council meetings scheduled throughout May and June. In addition, fewer Advisory Committee meetings were cancelled.
- ⁶ Additional meetings held during a period with vacancies as well as timing delays related to follow up required for minutes/reports to ensure proper names were recorded related to Planning Act public meetings.
- ⁷ Renewals have been impacted by the change to the Transportation Industry By-law as a result of the pilot. Follow up on renewals is enhanced when the percentage drops.
- ⁸ The plan for 2017 was not adjusted to reflect the change to a lifetime pet registration system instead of annual pet licensing. In addition, the pilot related to Transportation Industry Business Licensing has reduced the number of licenses to be issued. Once adjusted, for these factors, the KPI is on target.
- ⁹ Substantially higher number of complaints received than first two quarters of 2016 which was used as the target (21% increase in general municipal law enforcement complaints and 20.5% higher number of property standards complaints).
- ¹⁰ The number of marriage licences issued was slightly higher than anticipated given previous trends for decreasing marriage licences.
- ¹¹ On track for first two quarters. Year end in 2016 was higher than anticipated when 2017 target was prepared.
- ¹² FOI requests are increasing, specifically requests related to litigation, complaints/service requests submitted and bid submissions.
- ¹³ Staff were able to address all MFIPPA requests within the legislative framework.
- ¹⁴ Anticipating the 2017 actual will exceed the plan.
- ¹⁵ No properties were acquired by either negotiation or expropriation in Q1 & Q2.

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- 16 Anticipating the 2017 actual will exceed the plan.
- 17 Anticipating the 2017 actual will exceed the plan.
- 18 It was expected that there would be a higher number of complaints when the curbside collection frequency was changed to every other week as the weather got warmer but our promotion, education and outreach campaigns had a lot of helpful information for residents. Fewer complaints can be attributed to the successful promotion and education tactics.
- 19 This figure includes business leaders that are engaged with Train in Tech (exhibitors - 24), Sandbox participants (10), Ambassador (steering committee - 9).
- 20 While the concierge program has not been formally launched, Business Development has been involved in a number of large projects both from a development and business issue perspective to navigate businesses through the municipal process and foster a pro-business approach to working with businesses across municipal projects.
- 21 While percentage of unique users (the number of distinct individuals who have visited the website during a given period, regardless of how often they visit) is down, our social media users are increasing and residents are using these channels to ask questions rather than visit our website. Residents are also calling Service Barrie directly to have questions answered, and downloads of Pingstreet are also up. It should be noted that users who visit our site are choosing to return more often and has seen an increase in Q2 2017, over Q2 2016 by 6.44%.
- 22 Target adjusted to include Corporate Training budget approved. A large focus has been placed corporately on major projects that have changed resource availability, impacting the use of these funds.
- 23 Includes 20 retirements and 8 resignations.
- 24 This KPI includes only all lost wages for lost time related to incidents for full time employees. The total cost is largely driven by the significant lost time with four PTSD cases in Fire, one traumatic mental stress claim and one concussion claim for IGM division. These costs include 4 claims carried over from 2016 lost time approvals.
- 25 Includes sick, STD, LTD, and WSIB absences.
- 26 50% of the EFAP usage is attributed to psychological services.
- 27 No change at the end of 2017 Q2. The next increase is expected when the APLI Citizen Access portal goes live.
- 28 Impacted by the SQL database migration to version 2014 – now complete.
- 29 Draft created; Project Systems project started.
- 30 Draft created; Project Systems project started.
- 31 New dashboard created; projects being tracked. Actuals may be difficult to obtain until new Project Systems build is completed.
- 32 Project Systems build delayed due to resourcing issues. Difficulties tracking without outside of CCI.
- 33 Resource shortages with ERP delays impacted ability to deliver this objective.
- 34 New dashboard created; most projects have monthly reporting.
- 35 Projects Systems implementation was delayed due to resource availability. Tracking is difficult without Project Systems implementation.