



---


**TO:** GENERAL COMMITTEE

**SUBJECT:** 2010 BUSINESS PLAN STATUS AS AT JUNE 30, 2010

**PREPARED BY AND  
KEY CONTACT:** C. MILLAR, CGA, DEPUTY TREASURER, ext. 4436

**SUBMITTED BY:** D. McKINNON, CGA, DIRECTOR OF FINANCE, ext. 5130 

**COMMISSIONER  
APPROVAL:** E. ARCHER, CMA, GENERAL MANAGER OF CORPORATE SERVICES 

**CHIEF  
ADMINISTRATIVE  
OFFICER APPROVAL:** JON M. BABULIC, CHIEF ADMINISTRATIVE OFFICER 

---

**RECOMMENDED MOTION**

1. That Report FIN021-10, "Business Plan Status as at June 30, 2010" be received for information.

**PURPOSE & BACKGROUND**

2. The purpose of this report is to describe the status of the 2010 Business Plan and summarize the Corporation's financial and non-financial performance up to June 30, 2010.
3. The corporation's Financial Policy Framework, approved in 2008, requires the Director of Finance to issue quarterly reports on finances that compare year-to-date actual results to budget and the previous year.

**ANALYSIS**

4. The corporation's actual year-to-date financial results indicate a positive variance of \$3.2M for services provided directly by the municipality. Combined with a projected \$1.7M positive variance for services provided by the County of Simcoe, the current surplus is \$4.9M.
5. Of the \$3.2M positive variance associated with services provided directly by the municipality, staff anticipate approximately \$1.3M will carryforward as a positive year-end variance. This is primarily attributable to winter control savings. Other noteworthy variances, with a description of mitigation strategies where required to address negative variances, are described below.

**Status of 2010 Corporate Funding Requirements**

**Process Improvement Savings Target**

6. To support the presentation of a 2010 Business Plan that reflected Council's budget directions, staff introduced a "process improvement" requirement that called for a reduction in the 2010 net cost of local government services worth \$750,000. Report CRP002-10 identified five services as process improvement candidates that could contribute to the process improvement target. Two other services were also identified as candidates that, while not expected to contribute to the process improvement target, would nonetheless improve service quality and corporate effectiveness.

7. Four of the five reviews are underway and at various stages of completion. Please refer to Appendix A for details about each review. To date, the nature of the draft recommendations could produce net financial benefits to the corporation but their ability to contribute to the 2010 process improvement target appears to be limited.
8. EMT is investigating alternative approaches for realizing the \$750,000 net cost reduction in 2010 that was anticipated to be provided by the specific process improvement projects. EMT continues to believe changes within the selected services as a result of these projects will provide net financial benefits, but it is clear the time required to realize these benefits is longer and requires more complex implementation steps than initial assessments indicated.
9. The alternative approaches will address the need for sustained net cost reductions worth at least \$750,000. A net cost reduction could result from either revenue increases or operating cost reductions within a particular program or service. The focus of these alternative approaches continues to be on identifying specific changes within discrete services, as opposed to arbitrary "across the board"-type cost reductions. A memo describing the results of EMT's efforts, or the work that will be done before the end of 2010 to achieve the planned net cost reduction, will be produced within the next 60 days.

### **Salary Gapping**

10. The salary gapping provision was increased from \$550,000 in 2009 to \$750,000 in the 2010 Business Plan. The amount only relates to permanent staff salary and benefits that are funded from the tax rate. As of June 30 the actual savings from staff vacancies was \$1,067,000 or 142% of the annual target.
11. This amount reflects higher than anticipated voluntary turnover levels, including a number of senior staff positions. The time to complete the recruiting process is on target, so while turnover is higher than plan vacancies are generally being filled in a timely manner.
12. Nonetheless, higher than planned salary gapping savings are an indicator that fewer staff resources are available to complete planned projects and sustain routine service levels. To address this, the amount of salary gapping savings may fluctuate throughout the year based on part-time staffing requirements or overtime costs that may be necessary to address immediate workload requirements as a result of a vacancy. This amount may also be impacted when employees leave the organization to the extent that there may be payouts related to their departure. The gapping level will continue to be tracked throughout the year.

### **Corporate Performance Summary and Outlook**

13. The following table illustrates Divisional complement levels as at June 30. Details are available in Appendix A:

	*Approved FTE	*Actual FTE	*Vacant Positions
Community Operations	443	415	28
Infrastructure, Development and Culture	123	110	13
Corporate Services	183	170	13
Office of the CAO	15	14	1
<b>Total</b>	<b>764</b>	<b>709</b>	<b>55</b>

\*As at June 30, 2010 – new positions included as of the effective date on the program change forms

14. The following table summarizes the financial variances to June 30 between planned net operating expenditures vs. actual results by Division for tax rate based operations. The actual results to June 30, 2009 are presented for comparison purposes. Appendix B includes the details of the variances for tax rate based variances.

	2009 Actual Results to June 30	Year-to-Date to June 30, 2010		
		Budget	Actual Results	Variance
Community Operations	29,840,907	29,540,257	27,609,182	1,931,075
Infrastructure, Development and Culture	8,014,147	3,231,357	2,623,949	607,408
Corporate Services	4,880,098	5,600,023	4,926,131	673,892
Office of the CAO	983,448	1,060,579	801,209	259,370
Council & Mayor's Office	310,034	351,757	314,382	37,375
Financial & Other General Government Expenses	3,496,128	14,039,173	14,503,631	(464,458)
Grants & Service Partners	57,761,111	59,355,132	57,649,877	1,705,255
<b>Total Net Expenditures</b>	<b>105,285,873</b>	<b>113,178,279</b>	<b>108,428,360</b>	<b>4,749,917</b>
Corporate Revenues	(154,419,499)	(160,693,387)	(160,856,023)	162,636
<b>Total Variance</b>	<b>(49,133,626)</b>	<b>(47,515,109)</b>	<b>(52,427,662)</b>	<b>4,912,553</b>

Community Operations: \$1.9M favourable to June 30

15. The Community Operations Division completed the first six months of 2010 with a favourable tax rate supported variance of \$1.9M. Of the \$1.9M, \$1M relates to savings in winter operations as a result of a mild winter. Generally, the balance of the favourable variance is the result of staff vacancies, lower than planned workload levels (for example, fewer environmental spills and fewer maintenance requirements for roll-off bins) and delayed expenditures. For example, minor capital expenditures associated with Fire Station #1's communications requirements have been deferred, as have expenditures for additional suppression equipment.
16. Gross Revenues for the Community Operations Division at June 30 are 98.73% of plan. A portion of this variance relates to the unpredictable timing of the receipt of provincial funding and grants. The other contributors to the revenue variance at June 30 are the following:

- 
- a. Registration for summer camps is down 10% to plan. Overall, recreation program registration, admission fees and facility pass revenue is 89% of plan to date. Part time staff costs and programme supply costs are being controlled to offset the lower registration numbers.
  - b. Tipping revenue at the landfill is 110.6% of plan. The increase in revenue is from the residential sector for both garbage and yard waste. The number of garbage loads in the first six months of 2010 is down 14% from 2009 but tonnage is up 6%.
  - c. Motor vehicle collision revenue is behind plan by \$121K because of difficulties obtaining information (licence plate #, location, date, etc). Barrie Police Service has concerns that sharing such information violates the Freedom of Information Act. Barrie Fire and Emergency Services, Legal and Records Management staff are collaborating on resolving the issue with Barrie Police Service.
17. The Community Operations Division is moving forward on 11 Key Service Delivery Initiatives listed in the 2010 Budget and Business Plan on pg. 203. Noteworthy outcomes at the end of the second quarter include:
- a. Departments have incorporated OMBI indicators into department balanced scorecards to better evaluate efficiencies and effectiveness.
  - b. Ongoing management to provide effective water supply and wastewater treatment services during the construction of the Surface Water Treatment Plant and WPCC expansion
  - c. Commenced production of the Fall Recreation Guide and successfully operated spring programs. Completed and obtained Council adoption of the Parks & Recreation Strategic Master Plan. Finalized Respect in the Workplace staff training for 500 staff.
  - d. Received and evaluated submissions of Requests for Information related to the Barrie Transit Project. Obtained Council approval to undertake financial review comparison of Alternate Financing Procurement (AFP) model for development versus standard municipal procurement process. Draft performance based contract documents completed pending financial review of AFP process.
  - e. Developed strategy for the future procurement of utilities. Phase 2 of the Energy Master Plan (i.e. long term strategy development) deferred due to budget reductions.
  - f. Draft Staff Accommodation Master Plan presented to EMT for input.
  - g. Completion and maintenance of major corporate facility inventory initiative deferred due to budget reductions for consultants.
  - h. Fire Prevention staff are developing a new school aged program for launch this fall
18. The Community Operations Divisional management team are continuing with work required to meet new regulations governing water and wastewater management, construction of the surface water treatment plant, expansion of the wastewater treatment plant and the Oro Biosolids Storage Facility. Work also continues on completing tasks necessary for OMBI reporting requirements, completion of master plans for Leisure and Recreation, Transit services, and commencement of the long range waste management plan.

19. The effect of staff vacancies on Division operations has created the following noteworthy impacts on planned service levels and projects:

- a) Process improvement initiatives designed to improve the use of contractors and supply purchases in Environmental Operations have been delayed or deferred
- b) Preventive maintenance and inspection activities have been reduced
- c) In Fleet Services, a vacant Foreman position is creating an increased reliance on contractors. Cycle times for some repairs are increasing which affects the service area that normally uses the vehicle or piece of equipment for a longer period of time.
- d) A vacant Fire Prevention Officer position has prompted a reduction in planned levels of public education initiatives and programs for targeted groups have not yet been developed
- e) Corporate Space Accommodation Strategy is lagging due to time sensitive construction/development projects.
- f) Interdepartmental support for corporate projects has been lagging, contributing to delays in projects like the Computerized Maintenance Management System (CMMS) implementation

20. Key Performance Indicator results are as follows:

- a. **10 Fire Fighters on scene within 10 minutes 90% of the time structure and fire alarms sounding:** The second quarter year to date result is 86.14%. For a number of years BFES has not been able to meet its objective of 90%, but has increased its ability to come closer to meeting this objective since the second aerial apparatus was staffed.
- b. **Operational spending per lane KM (road, sanitary, traffic, and lights):** The second quarter year to date result is \$961/KM below plan due to lower in-house and contractor activity for winter control, delays in sanitary collection system repairs, efficiencies in street lighting maintenance, and equipment rental savings as a result of purchasing three used street sweepers.
- c. **Number of Registered Program Participants Visits Per Capita:** The second quarter results is 0.72 versus the plan of 0.87. Summer camp registration is down 10% to plan, which is offset by a reduction in part time staff costs and program supplies. The decline in registration is consistent with other municipalities of similar size.

Infrastructure, Development & Culture: \$607K favourable to June 30.

21. The Infrastructure, Development & Culture Division second quarter positive variance is primarily due to the increased building permit revenue collected on work that will continue throughout the remainder of the year.

22. Building permit fees are collected at the front end of the process, while the majority of the work on the permit is carried out after the permit is issued. At the end of each year Building Services completes a reconciliation process to defer any unearned revenue based on the progress of each permit. As of June 30, it is estimated that this unearned revenue for future inspection work, accounts for approximately \$450K towards the division's surplus. Work will continue on these permits and it is anticipated that there will be no major variances at year end.

23. All 11 Key Division Service Delivery Initiatives described in the 2010 business plan (page 234) are underway and ongoing. Specific progress on initiatives are as follows:

- a. The growth management program for 2010 is on schedule. Watson & Associates Economists presented an overview of their Phase 1 Population, Housing and Employment Forecast 2006-2031 analysis at a public open house on June 29<sup>th</sup>. Work

continues on the drafting of a second Request for Proposal (RFP) which involves the preparation of a secondary plan, implementation and phasing strategies, master servicing studies and financial policy review and impact analysis. The RFP was issued in July and it is anticipated that the consultants will be retained in the third quarter. The staff report on Council's proposed principles for the planning of the annexed lands has been rescheduled for General Committee in August. Consultation with Provincial ministries, agencies, City departments, stakeholders, developers, land owners and the public regarding the growth management program is ongoing.

- b. Work continues on building a complete community through a number of initiatives including the construction of the Downtown Theatre, design for the second Go Transit Station, redeveloping the Allandale lands, and restoration of the train station building.
24. Staff vacancies within the Division have primarily occurred within the Engineering Department. Impacts on planned service levels and projects have been managed through the use of additional overtime expenditures, hiring additional casual/part-time resources and increasing the use of consultants.
25. Key Performance Indicator results are as follows:
- a. **Attendance at Barrie Cultural Events:** Attendance has continued to grow through the second quarter with actual attendance levels of 139,000 versus a target of 120,560. This is a result of concerted efforts by staff in the Department of Culture to engage the cultural community and encourage its participation in events.
  - b. **Residential building permit activity:** Residential building permit activity is less than planned with 513 building permits being issued versus a target of 540. However, commercial activity is currently ahead of plan with 118 commercial permits issued which are 108 permits ahead of plan. Institutional activity is on target.

Corporate Services: \$674K favourable variance to June 30

26. The Corporate Services' Division ended the second quarter with a favorable variance of \$673,891, with expenditures at 89.80% of plan and revenues at 92.00%.

27. The main contributors to the expenditure variance were:

- a. Corporate Salary and Benefits changes – as Council will recall, the 2010 budget for economic adjustments to salaries and benefits for the organization as a whole was reported in the Human Resources Department budget. While actual retroactive adjustments will be charged to the appropriate Department's budget, any variance between the planned adjustment and the actual amount paid will continue to be reported as a variance within the Human Resources Department budget. While an agreement with CUPE Local 2380 exists, decisions regarding adjustments for other employee groups remain pending.
- b. A reduction in the planned levels of external legal support within Legal Services
- c. Delays in vendor invoicing associated with various ICT expenditures (licenses, software and contracted services) that will be paid in the third or fourth quarters
- d. Deferred expenditures associated with staff development programs that are anticipated to be incurred in the third and fourth quarters.

- 
28. A negative variance in POA revenues continues to be the main contributor to the Division's unfavorable revenue variance. The number of Police charges laid by the Barrie Police Service remains below the average of the past three years. Due to the security requirements for the June G8/G20 meetings in Toronto, many of the officers in the area were unavailable which reduced the courts ability to hold police enforcement trials. The negative variance was offset slightly by \$82K positive variance from overnight parking enforcement and significantly higher than anticipated dog licenses within the Municipal Law and Protective Services branch.
29. The Division is currently working on 10 Key Division Service Delivery Initiatives as outlined on page 164 of the 2010 Business Plan. Specific progress updates are as follows:
- a. Plans for the Municipal Election are on target through the use of overtime/lieu time by staff
  - b. The Human Resource Policy framework review is expected to be completed by the end of 2010
  - c. Health and safety policies have been updated and training for staff has occurred; lost-time accidents have declined in 2010 (7) compared to 2009 (10)
  - d. The Finance Department has been leading the City's participation in the Ontario Municipal Benchmarking Initiative (OMBI) with the first phase of data collection complete and uploaded into OMBI's data warehouse. The second phase of data collection relating to financial information is underway. The 2009 OMBI Report is expected to be available in October.
  - e. The water billing project continues to move on schedule, negotiations have begun with Powerstream to develop a transition agreement with an expectation that it will be ready for execution in September. The water and wastewater billing policies are currently being prepared and are expected to be presented to Council in September. The RFP for the water billing software is in its final stages, with a solution expected to be selected in early November.
30. The effect of staff vacancies on Division operations has created the following noteworthy impacts on planned service levels and projects:
- a. Longer lineups in POA for people making cash payments, delays in trial scheduling, ticket keying and in staff training
  - b. Delays in projects that, for example:
    - i. Produce a new external website
    - ii. Review and update the corporation's Human Resources policies
    - iii. Improve the use of electronic tools for producing Council documents and agendas
31. Key Performance Indicator results are as follows:
- a. **Voluntary turnover rate:** The voluntary turnover rate for the City is trending higher than forecast, finishing the quarter at 2.2%. Should the trend continue, it is anticipated that it

will be 4.4% by year end. 94% of the turnover is attributed to resignations and the remaining 6% is related to retirements.

- b. **Percentage of properties on pre-authorized payment:** By the end of the second quarter, enrollment in the City's pre-authorized payment program was at 22.14%, up from 21.51% at the same time last year. The increased use of pre-authorized payments saves staff time as it is more efficient process than the collection of manual payments.

Office of the CAO: \$259K favourable variance to June 30

32. The Office of the CAO ended the second quarter with a favorable variance of \$259,370. The variance is attributable to lower than anticipated expenditures which were 77.20% of plan.
33. The positive variance is attributable to advertising expenses being \$176K under budget for the Division. Advertising expenses in the Economic Development Department was deferred pending the results of marketing studies which will be used to guide advertising spending. The final marketing study is anticipated to finish in the fourth quarter at which time planned advertising expenditures in EDO will occur. The advertising spending in Communications and Intergovernmental Affairs is also showing a positive variance due to delays in the issuing and awarding of TV, radio, and print advertising buys. All enhanced media buys are now in place and staff expect these funds will be fully expended by year-end. Staff are investigating the potential for the enhanced media buys to produce cost savings in departmental advertising budgets and will provide more details about this analysis in the third quarter and year-end Business Plan status reports.

Non-Program & Service Partner Expenditures: \$1.7M favourable variance to June 30

34. Non-program & Service Partner Expenditures include other expenses not otherwise associated with a particular program or service and costs for services delivered by others (e.g. Social Services, Land Ambulance, and Social Housing). The drivers of the variance are Social Services, Social Housing and Land Ambulance. The costs associated with these programs to June 30 are based on the most current information available. City staff are working with service partners to closely monitor expenditures and ensure all information is current.

User-Rate Supported Services: Combined \$795K unfavourable to June 30

35. The following table summarizes the variances to June 30 between planned net operating expenditures vs. actual results by for user rate based operations. The actual results to June 30, 2009 are presented for comparison purposes.

	2009 Actual Results to June 30	Year-to-Date to June 30, 2010		
		Budget	Actual Results	Variance
Water Operations	(3,534,079)	(4,147,806)	(3,476,718)	(671,088)
Wastewater	(2,043,691)	(2,050,302)	(1,847,045)	(203,257)



	2009 Actual Results to June 30	Year-to-Date to June 30, 2010		
		Budget	Actual Results	Variance
Operations				
Parking Operations	(419,354)	645,522	566,271	79,251
Total	(5,997,124)	(5,522,586)	(4,757,492)	(795,094)

36. Water operations have an unfavourable net variance to June 30 of \$671,088. Water user rate revenue is behind plan by \$1.2M due to combined residential and general service water consumption being down 9% compared to the same time period in 2009. The consumption trend was expected to be down in 2010 but not to this extent. The largest contributor to the decline in water consumption is the residential sector for the billing months February, March and May. Gross operating expenditures have a favourable variance of \$492,788 primarily driven by staff vacancies. In addition, minor capital purchases for well maintenance and abandonment are behind plan and there are savings in the hydrant accounts for snow removal, maintenance and painting.
37. Wastewater operations have an unfavourable variance to June 30 of \$203,257. Wastewater revenue is behind plan by \$1.3M as of June 30 and is directly impacted by the decline in water consumption. This is offset by the favourable variance in gross operating expenditures of \$1M as of June 30. Main drivers of the variance include deferred spending on small parts and equipment as staff work to align with the purchasing by law and identify where standing agreements can be established. In addition, construction for the plant expansion has continued past the expected completion date and as a result has delayed some scheduled equipment maintenance.
38. Parking operations have a favourable variance to June 30 of \$79,251. Parking revenue (permits, meters, and spaces) is at 99.7% to plan as of June 30. Operational spending is behind plan due to back orders on meter maintenance supplies and savings in snow removal and parking lot maintenance.

#### Capital Plan Progress to June 30

39. The Capital plan presented in Appendix "C" is a high level summary of activity as at June 30, 2010. This report will provide highlights of key projects and a Capital Plan forecast, however, any budget variance resulting in a need for additional funds or return of excess funds will be addressed in the Capital Status Report (Report FIN022-10, also on this agenda).
40. The City received \$33M in Infrastructure Stimulus Funding from the Federal & Provincial governments to accelerate the construction of a number of projects. These projects are on schedule for completion by March 31, 2011. The status of these projects is summarized below:
- a. Airport – 11 projects - All projects awarded and under construction.
  - b. Anne/Cundles/Kozlov watermain – nearly complete, top asphalt in Aug 2010.
  - c. Fire Station #1 – construction proceeding under construction management contract.

- d. Salem Road watermain – virtually complete.
- e. Toronto/Dunlop/Mary reconstruction project – under construction.
- f. Boys Street/Donald Street – under construction.
- g. Operation Centre Site Improvements and SWM Pond – under construction.

41. Other Projects of Note:

- a. The Water Pollution Control Centre & Biosolids Storage Facility Expansion is 97% complete. The contractor has started clean up and demobilization. Many works are commissioned. Other works are being completed, tested and commissioned.
- b. The Surface Water Treatment Plant project is nearing completion. Remaining works include final construction items, testing and commissioning. All required watermain linkages are completed to facilitate start-up. The construction of the administration area is proceeding with completion expected by Fall 2010 per schedule.
- c. Other projects wrapped up in Spring 2010 included:
  - i. Anne Street South (Dunlop to Tiffin)
  - ii. Lakeshore-Tiffin-Essa-Bradford Intersection
  - iii. Hotchkiss Creek Improvements on Bradford Street.
- d. Other significant projects under construction:
  - i. Pine Drive – Phase 3
  - ii. Allandale Train Station – Base Building Restoration

42. The Community Operations Division capital program is on plan at 72% as at June 30 and there are no significant variances or delays to report. Specific items of note for the Community Operations Division capital program are as follows:

- a. Reclamation and liner portion of phase 2 landfill reengineering is on target.
- b. Construction of the Environmental Education Pavilion is completed. Official opening is August 2010.
- c. Completed capital works related to the repairs of the groundwater collection gallery.
- d. The implementation plan for the AMI project is underway with the single source awarded to Sensus for system parts and services.
- e. Fire tanker truck has been received.
- f. Fire Communications Branch working with ICT Branch on requirements for new Fire Station 1 communications equipment.

43. Corporate Services' capital program is ahead of schedule as of June 30 with spending at 113% of forecast. The Division's capital work is almost entirely made up of ICT lead projects, specific items of note are as follows:

- a. The External Website project made substantial progress as EMT endorsed the look and feel design phase on June 24, 2010. There is ongoing investigation on e-Services such as online: Animal, Business and Sign licensing, Parking, HR Recruitment Process, and Ticket Sales. The GIS portion of this project is successfully attracting 1200 visits per day. The launch date will be pushed back to Q4 from the original launch date of August, due to a number of staffing changes with the Vendor.
- b. The Purchasing Software system project is progressing well and expected to be complete by November 2010. This project involves the implementation of an electronic Requisition and Purchase Order system which will provide efficiencies in processing, tracking and reporting capabilities (including Commitments). The original project schedule is being met with testing and training planned with the Purchasing Coordinator in August. The project is being phased in 2 stages. Go-live with Group 1 in mid - September and Go-Live with Group 2 in mid - October.
- c. The Computerized Maintenance Management System (CMMS) project for the City's municipal infrastructure is on schedule for completion in 2011. The project is being implemented in two stages. The first stage, implementation of the solution for water processing and facility maintenance at the SWTP, is 85% complete. The second phase, which includes implementations for Water, Roads & Parks, and Wastewater, is in the initial stages and is 15% complete.

#### **44. ENVIRONMENTAL MATTERS**

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

#### **ALTERNATIVES**

46. There are no alternatives associated with this report as it is for information purposes only.

#### **FINANCIAL**

47. There are no financial implications for the Corporation resulting from the proposed recommendation.

#### **LINKAGE TO COUNCIL STRATEGIC PRIORITIES**

48. This staff report is consistent with Council's Strategic Priority to increase fiscal responsibility to ensure controlled spending and best value for tax dollars.

---

**APPENDIX "A":**

**Process Improvement Project Status**

The status of the projects identified in Report CRP002-10 as candidates to produce operating savings worth \$750,000 is as follows:

1. Paramedic Services - a draft legislative framework setting out a proposed governance structure for the City's relationship with the County for services, has been prepared. Early indications are that there may be opportunities for cost savings, however, it is not anticipated that they will be realized in 2010. Staff anticipate a report to Council will be provided in the fourth quarter.
2. Barrie Molson Centre – Work continues on the implementation of recommendations arising from the process improvement project completed in 2009. It is anticipated that discussions will continue throughout the balance of 2010 and that impacts to services levels and costs will be incorporated into the 2011 Business Plan.
3. Marina Operations - a draft report analyzing the Marina's potential to serve as a gateway to the downtown and the related service improvements that would be required has been presented to EMT. Staff in Leisure, Transit and Facilities are reviewing the recommendations in contemplation of changes that would take effect in 2011.
4. Green Energy Act - a report to Council was presented in June that established a plan for the installation of rooftop solar panels on municipal buildings. The plan is now being implemented, which should result in panels being installed and operational in 2011. Meanwhile, rent of \$27,000 will be collected in 2010.
5. The fifth project, a review of Parking rates and services, is anticipated to be complete in the fourth quarter.

APPENDIX "A"

Staff Complement Levels as at June 30, 2010

Division/Department	Approved Permanent Staff Complement	Vacancies as at June 30, 2010	Actual Staff Complement as at June 30, 2010	Comments
Community Operations	443	28	415	
General Manager's Office	4	0	4	
Leisure, Transit, Facilities	85	7	78	Building Superintendent – <i>being backfilled with a Custodian temporarily</i> ; Manager of Facility Planning & Development – <i>pending request to fill</i> ; Manager of Recreation – <i>recruitment activity underway</i> ; Mechanical Maintenance Operator – <i>recruitment activity underway</i> ; Mechanical Maintenance Superintendant – <i>filled since June 30<sup>th</sup></i> ; Recreation Programmer – <i>pending request to fill</i> ; Recreation Programmer – Aquatics & Fitness – <i>in progress</i> .
Operations	197	21	176	Operations Support Admin – <i>new position – pending request to fill</i> ; Assistant to the Foreperson – <i>pending request to fill</i> ; Fleet Services Foreperson – <i>clerical functions temporarily being completed by a temp Secretary</i> ; Lead Hand-Water Quality & System Optimization – <i>recruitment activity underway</i> ; Supervisor of Water Distribution Services – <i>on hold</i> ; Water Distribution Operator Class II (2) – <i>recruitment activity underway</i> ; Water Supply and Treatment Operator Class IV – <i>5 positions filled, recruitment activity underway for remaining position</i> ;

Division/Department	Approved Permanent Staff Complement	Vacancies as at June 30, 2010	Actual Staff Complement as at June 30, 2010	Comments
				<p>Water Works Operator (4) – <i>filled since June 30<sup>th</sup></i> ;</p> <p>Water Treatment &amp; Maintenance Operator Class II (2) – <i>filled since June 30<sup>th</sup></i> ;</p> <p>Water Utilities Maintenance Lead Hand – <i>recruitment activity underway</i>;</p> <p>Environmental Systems Operator Class I – <i>filled since June 30<sup>th</sup></i>;</p> <p>Maintenance Operator 1 – <i>filled since June 30<sup>th</sup></i> ;</p> <p>Operations Lead Hand – <i>recruitment activity underway</i>;</p> <p>Environmental Officer – <i>recruitment activity underway</i>;</p> <p>Landfill Attendant – <i>recruitment activity underway</i>;</p> <p>Senior Environmental Officer – <i>hold pending fill of another position</i>;</p>
Fire & Emergency	157	0	157	

APPENDIX "A"

Staff Complement Levels as at June 30, 2010

Division/Department	Approved Permanent Staff Complement	Vacancies as at June 30, 2010	Actual Staff Complement as at June 30, 2010	Comments
Infrastructure, Development & Culture	123	13	110	
General Manager's Office	3	0	3	
Building Services	36	6	30	Building Inspector (2) - Small Buildings - <i>no recruitment activity assessing workload</i> ; Supervisor of Property and Zoning Standards – <i>filled since June 30<sup>th</sup></i> ; Supervisor of Permits – <i>filled temporarily on a rotational basis</i> ; Zoning Officer (2) (formerly Zoning By-Law Enforcement Officer) – <i>pending request to fill</i> .
Engineering	58	5	53	Annexation-Boundary Project Manager – <i>new position in 2010 and pending request to fill</i> ; Project Admin Technologist - <i>recruitment activity underway</i> ; Project Technician – <i>recruitment activity underway</i> ; Senior Development Services Technologist – <i>now backfilled</i> ; Senior Traffic Technologist – <i>filled since June 30<sup>th</sup></i> ;
Culture	4	0	4	
Corporate Asset Management	8	1	7	Graphic Services Technician – <i>pending request to fill</i>

Division/Department	Approved Permanent Staff Complement	Vacancies as at June 30, 2010	Actual Staff Complement as at June 30, 2010	Comments
Planning Services	14	1	13	Policy Planner – <i>pending request to fill</i>



APPENDIX "A"

Staff Complement Levels as at June 30, 2010

Division/Department	Approved Permanent Staff Complement	Vacancies as at June 30, 2010	Actual Staff Complement as at June 30, 2010	Comments
<b>Corporate Services</b>	<b>183</b>	<b>13</b>	<b>170</b>	
General Manager's Office	3	0	3	
Human Resources	11	1	10	Accessibility Coordinator – <i>recruitment activity underway</i>
ICT	32	2	30	Network Technician – <i>filled since June 30<sup>th</sup></i> ; Systems Analyst – <i>recruitment activity underway.</i>
Finance	42	4	38	Manager Financial Policy & Performance – <i>on hold until Organization Structure review is completed</i> ; Budget Analyst – <i>filled since June 30<sup>th</sup></i> ; Junior Buyer – <i>filled since June 30<sup>th</sup></i> ; Senior Accounting Clerk – <i>new position in 2010 – pending request to fill.</i>
Clerk's Office	45	2	43	Court Admin Clerk – <i>filled since June 30<sup>th</sup></i> ; Inter-facility Mail Courier – <i>filled since June 30<sup>th</sup>.</i>
Legal	50	4	46	Manager of Real Estate – <i>recruitment on hold pending a review of Real Estate Services</i> ; Municipal Law Enforcement Officer I – <i>pending incumbent's return to position</i> ;

Division/Department	Approved Permanent Staff Complement	Vacancies as at June 30, 2010	Actual Staff Complement as at June 30, 2010	Comments
				Municipal Law Enforcement Officer II – <i>recruitment activity underway;</i> Secretary – <i>filled since June 30<sup>th</sup>.</i>

**APPENDIX "A"**

**Staff Complement Levels as at June 30, 2010**

Division/Department	Approved Permanent Staff Complement	Vacancies as at June 30, 2010	Actual Staff Complement as at June 30, 2010	Comments
Office of the CAO	15	1	14	
Office of the Mayor & CAO	5	0	5	
Strategy & Economic Develop	5	1	4	Economic Development Officer – <i>filled temporarily since June 30<sup>th</sup></i>
Communications & Inter GA	5	0	5	
<b>TOTAL</b>	<b>764</b>	<b>55</b>	<b>709</b>	

APPENDIX "B"

**Tax-Supported Operating Budget Variance as at June 30, 2010**

	2010 Net Requested Budget	2010 Planned Activity to June 30	2010 Actual Activity to June 30	Variance to Plan as at June 30	Explanation/Comments
<b>Council &amp; Mayor's Office</b>	729,587	351,757	314,382	37,375	Comprised of a series of small positive expenditure variances in numerous accounts.
<b>Office of Chief Administrative Officer</b>					
Administration	746,844	311,990	281,094	30,896	Positive variance mainly attributed to lower than anticipated salary expenditures to date.
Communications & IG Affairs	789,910	382,251	294,459	87,792	Advertising expenses have been less than anticipated due to delays in the awarding of TV, print, and radio media buys.
Economic & Strategic Development	758,135	366,338	225,656	140,682	Variance attributable to less than planned advertising spending to date due to delays related to the marketing plan. Advertising spending is expected to pick up in Q4 upon the completion of the marketing plan.
<b>Community Operations Division - Tax Based</b>					
Office of the General Manager and Emergency Preparedness	431,022	215,097	231,957	-16,860	Funding for new Performance Analyst position in Division included in budget but there was a delay in recruitment. Delays in advertising spend for Emergency Preparedness week banners and material.
Fire and Emergency Services	16,185,903	7,718,124	7,541,675	176,449	Minor capital underspend in Communications and Suppression branches. Discussions are on-going about communications set-up in the new fire station and there have been fewer suppression equipment purchases than planned. Revenue is behind due to the loss of a dispatch client (\$13K) and motor vehicle collisions (\$121) due to the difficulty obtaining collision information from Barrie Police.

**APPENDIX "B"**

**Tax-Supported Operating Budget Variance as at June 30, 2010**

	2010 Net Requested Budget	2010 Planned Activity to June 30	2010 Actual Activity to June 30	Variance to Plan as at June 30	Explanation/Comments
Operations	23,866,156	12,935,221	11,321,667	1,613,554	Salaries and benefit costs are behind plan due to vacancies and the two 'acting' positions to fill the interim director positions were not backfilled. Winter control savings for the YTD are \$1M. The balance of the savings is in Environmental Operations as a result of few environmental spills, fewer roll off bin maintenance requirements, moving consultant costs to capital project and drawing down on bin inventory.
Leisure, Transit and Facilities	15,470,522	8,671,815	8,513,883	157,932	Generally on target with recreation programming, expenses are being managed to offset reduced revenues.

**APPENDIX "B"**

**Tax-Supported Operating Budget Variance as at June 30, 2010**

	2010 Net Requested Budget	2010 Planned Activity to June 30	2010 Actual Activity to June 30	Variance to Plan as at June 30	Explanation/Comments
<b>Infrastructure, Development and Culture Division</b>					
Office of the General Manager	366,972	177,184	217,003	-39,819	Negative variance is due to the timing of the spending on the annexation studies, no major variances expected at year end.
Engineering	2,667,890	1,342,913	1,130,512	212,401	Spending has been delayed in master plans and studies. Work has started to ramp up, with no anticipated variance at year end.
Corporate Asset Management	563,103	222,665	206,455	16,210	Slightly behind schedule on asset condition assessment studies, with work starting to ramp up. There is no anticipated variance at year end.
Building Services	262,614	14,792	-476,059	490,851	Positive Variance is attributable to front end payments made in building permits for work that will continue through the remainder of the year.
Planning Services	1,366,768	647,033	714,748	-67,715	Negative variance is due to the lack of development applications received to date which has caused a shortfall in revenues.
Department of Culture	1,327,981	826,770	831,290	-4,520	

**APPENDIX "B"**

**Tax-Supported Operating Budget Variance as at June 30, 2010**

	2010 Net Requested Budget	2010 Planned Activity to June 30	2010 Actual Activity to June 30	Variance to Plan as at June 30	Explanation/Comments
<b>Corporate Services Division</b>					
Office of the General Manager	297,878	121,446	145,727	-24,281	The negative variance relates to the monthly distribution of the salary budget, however it is expected to correct itself by year end.
City Clerk	373,984	4,012	469,815	-465,803	POA revenues continue to be less than anticipated, representing the majority of the negative variance. The variance is attributable to fewer tickets issued then expected to date, judiciary decisions, and reduced police enforcement trials in June due to lack of available officers related to the G8/G20 security requirements.
Finance	2,736,370	1,249,799	1,253,620	-3,821	
Human Resources	2,886,968	951,951	550,115	401,836	The budgeted salary dollars for the corporation's 2010 economic adjustment have been included in HR's budget while the corresponding economic adjustment salary expenses incurred have been distributed to the departments. This represents \$277K of the positive variance. The remainder of the variance is mainly attributable to deferring elements of the planned leadership development program to Q3/Q4.

**APPENDIX "B"**

**Tax-Supported Operating Budget Variance as at June 30, 2010**

	2010 Net Requested Budget	2010 Planned Activity to June 30	2010 Actual Activity to June 30	Variance to Plan as at June 30	Explanation/Comments
Information, Communication and Technology	4,721,751	2,561,745	2,175,408	386,337	Variance attributable to unanticipated delays to three software projects and invoicing time lags for telephone and licences related expenses.
Internal Audit	139,814	67,009	66,196	813	
Legal Services	1,659,813	644,061	265,250	378,811	Positive variance the result of higher than anticipated parking revenues from overnight parking enforcement and continued cost savings from a lower dependency on external legal support.
<b>Other Expenses</b>					
Financial Expenses	12,136,154	12,027,183	12,328,697	-301,514	



**APPENDIX "B"**

**Tax-Supported Operating Budget Variance as at June 30, 2010**

	2010 Net Requested Budget	2010 Planned Activity to June 30	2010 Actual Activity to June 30	Variance to Plan as at June 30	Explanation/Comments
Other General Government	2,796,987	2,011,991	2,174,934	-162,943	
<b>TOTAL NET CITY SERVICES</b>	<b>93,283,126</b>	<b>53,823,147</b>	<b>50,778,484</b>	<b>3,044,663</b>	
<b>SERVICE PARTNERS</b>	75,449,313	59,355,132	57,649,877	1,705,255	The drivers of the variance are Social Services, Land Ambulance and Social Housing. The costs associated with these programs are based on the most current information available. Staff is working with service partners to closely monitor expenditures.
<b>TOTAL NET EXPENDITURES</b>	<b>168,732,439</b>	<b>113,178,279</b>	<b>108,428,361</b>	<b>4,749,918</b>	
<b>Corporate Revenues</b>					
Net Taxation for own purposes	157,121,149	156,439,549	156,182,734	256,815	Variance driven by timing related to allocation of prior year surplus.
Payments in Lieu of Taxes	1,465,073	975,316	964,850	10,466	

APPENDIX "B"

**Tax-Supported Operating Budget Variance as at June 30, 2010**

	2010 Net Requested Budget	2010 Planned Activity to June 30	2010 Actual Activity to June 30	Variance to Plan as at June 30	Explanation/Comments
Rentals	1,200	600	310	290	
Interest Income	4,246,000	1,978,414	2,428,354	-449,940	Variance mainly attributable to higher than planned penalty and interest on tax accounts
Contributions from:					
Reserves	200,000	0	0	0	
User rate Reserve Funds	2,444,472	1,222,237	1,222,237	0	
Sundry Revenue	3,254,545	77,273	57,539	19,734	
<b>TOTAL REVENUE</b>	<b>168,732,439</b>	<b>160,693,389</b>	<b>160,856,024</b>	<b>-162,635</b>	
<b>TOTAL OPERATING VARIANCE BASED ON PLANNED ACTIVITY TO June 30</b>	<b>0</b>	<b>-47,515,110</b>	<b>-52,427,663</b>	<b>4,912,553</b>	

**APPENDIX "C"**

**Capital Plan Progress Update to June 30, 2010**

Summary of Capital Plan & Forecast	2010 Capital Spending Plan				Performance Reporting					
	Carryover from Prior Year Budgets	New Projects Approved in 2010 Budget	In Year 2010 Transfers / Additions	Total 2010 Spending Plan	Actual Spending Plan to June 30	Spending Plan to June 30	% to Plan as of June 30	Projected Year End Spending	% of 2010 Spending Plan	Planned Spending Deferral
Corporate Services Division	1,056,255	2,222,247	354,092	3,632,594	1,097,862	971,258	113.0	3,293,000	90.7	339,594
Infrastructure, Development & Culture Division	50,088,021	64,758,372	3,670,518	118,516,911	31,492,689	33,005,517	95.4	101,801,306	85.9	16,715,606
Community Operations Division	19,233,111	21,924,781	1,483,291	42,641,183	8,616,262	11,920,211	72.3	41,232,964	96.7	1,408,219
Total	70,377,387	88,905,400	5,507,901	164,790,688	41,206,813	45,896,986	89.8	146,327,270	88.8	18,463,419