



TO: GENERAL COMMITTEE

SUBJECT: BUSINESS PLAN STATUS AS AT JUNE 30, 2024

WARD: ALL

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

SUBMITTED BY: C. SMITH, ACTING CHIEF FINANCIAL OFFICER

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

RECOMMENDED MOTION

1. That Staff Report EMT004-24 concerning the 2024 Budget and Business Plan Status as of June 30, 2024, be received.
2. That the accumulated surplus from the Barrie Police of \$1.6M be transferred to the Tax Rate Stabilization Reserve.
3. That the final budget for the closed LSRA Runway Expansion project F11026 be increased by \$91,371 to reflect the outstanding expenses paid to the County at the time of the airport sale.

PURPOSE & BACKGROUND

Report Overview

4. The purpose of this Staff Report is to provide members of Council with a status update on the 2024 Business Plan and summarize the Corporation's financial and non-financial performance up to June 30, 2024.
5. The City's Financial Policies Framework requires the Director of Finance to issue quarterly memos and a year-end staff report on finances that compare year-to-date (YTD) actual results to budget.

ANALYSIS

SUMMARY OF OPERATING RESULTS – TAX

6. As of June 30, 2024 the tax rate operating surplus was \$2.9 million. The drivers of the positive variances are expenditures at 0.8% below budget and revenues at 0.5% above budget.
7. The following table summarizes the financial variances to June 30, 2024, between planned and actual results by Division for tax rate-based operations. Appendix "A" includes a breakdown of the tax rate-based variances by department.



	Year-to-Date June 30 th , 2024			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Access Barrie	14,747,787	14,380,267	367,520	2.5%
CAO & Mayor's Office	8,910,839	7,564,323	1,346,516	15.1%
Community & Corporate Services	24,024,835	22,031,748	1,993,087	8.3%
Corporate Expenses	52,182,593	54,260,619	(2,078,026)	(4.0%)
Council & Committees	569,042	516,125	52,917	9.3%
Infrastructure & Growth Management	23,415,081	23,301,111	113,970	0.5%
Service Partners & Grants	92,208,900	92,225,973	(17,073)	(0.0%)
Total Net Expenditures	216,059,077	214,280,166	1,778,911	0.8%
Corporate Revenues	(216,059,077)	(217,217,697)	1,158,620	(0.5%)
Positive Variance at June 30th, 2024	-	(2,937,531)		

8. As shown in the following table, the Q2 variance for 2024 aligns with variances reported in the last 5 years at the end of Q2. The year end actuals are shown for reference.

	2023	2022	2021	2020	2019
June 30	(1,175,406)	(4,660,825)	(4,027,281)	(5,177,625)	(5,831,351)
<i>Year-end</i>	<i>(3,688,096)</i>	<i>(4,496,167)</i>	<i>(2,241,363)</i>	<i>(3,136,570)*</i>	<i>54,093</i>

* Included Safe Restart funding

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

Department specific items explained in Appendix "B":

- Corporate Revenues
 - Interest & Penalties \$534K
 - ARB Decisions \$265K
- Legislative & Court Services
 - Court Services – Net Revenues (Excluding ASE Program) \$431K
 - Enforcement Services – User Fees & Service Charges, Fines and Licenses \$254K
- Traffic Operations – ASE Net Revenues \$566K
- Recreation & Culture – User Fees, Service Charges & Rentals \$421K
- Roads, Stormwater, Rail & Fleet Operations – Materials & Supplies \$304K

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

Detail in following paragraphs of the report:

- Salary Gapping \$473K

Department specific items explained in Appendix "B":

- Fleet Operations – Repairs & Maintenance – Vehicles \$655K
- Solid Waste Operations – Grant Revenues & Contributions \$271K

Salary Gapping

11. The salary gapping provision approved by Council in the 2024 Business Plan was \$2.84 million, or \$1.42 million by the end of the second quarter. The salary gapping target was increased by \$1.5M in the 2023 budget and maintained at the level for the 2024 budget. This level of salary gapping represents a challenge for the City in its efforts to balance costs and service levels. This amount includes both permanent staff and casual/part-time salary costs.
12. As of June 30th, the City has realized \$945 thousand in salary gapping against a second quarter target of \$1.42 million, resulting in an unfavourable variance of \$473 thousand. The Executive Management Team (EMT) implemented a 45-day delay in hiring vacant positions, which was in force for the first half of the year, in order to support the salary gapping target. While the gapping is behind target at the second quarter, continued implementation of hiring delays should result in the salary gapping target being achieved by year-end. However, delays in hiring staff have unintended consequences such as reduction in service levels, delays in project completion and additional workload pressure on existing staff.

Barrie Police Surplus

13. During budget deliberation for 2024 the Barrie Police identified surplus of \$1.6M from prior years that could be returned to the City. It is recommended that these funds be transferred to the Tax Rate Stabilization Reserve.

LSRA Runway Expansion Project

14. In 2023 the City divested the remaining portion of its investment in the Lake Simcoe Regional Airport (LSRA). At that time there were active capital projects for the LSRA with a portion of those projects covered by the City of Barrie. Payments of \$345 thousand had been made, but there was an additional \$91 thousand outstanding owed to the County at the time of sale. This amount was paid via the County holding back the equivalent portion of money from the proceeds of the sale paid to the City. However, prior to recording the additional expense against the airport project on the City's books, the project was closed. As such the additional \$91 thousand needs to be reflected in the capital project to properly account for the full cost of the project to the City. There is no funding impact as the expense has already been covered by the reduced proceeds the City received from the sale.



SUMMARY OF OPERATING RESULTS – WATER

	Year-to-Date June 30, 2024			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Salaries and Benefits	4,469,655	4,305,700	163,955	3.7%
Operating Expenses	3,772,453	3,739,452	33,001	0.9%
Transfers to Reserves	3,439,086	3,445,149	(6,063)	(0.2%)
Corporate Support	4,393,519	4,081,407	312,112	7.1%
Total Net Expenditures	16,074,713	15,571,708	503,005	3.1%
Revenues	(16,074,713)	(16,535,753)	461,040	(2.9%)
Positive Variance as at June 30th, 2024	-	(964,045)	964,045	

15. The Water Operations branch ended the quarter with an operating surplus of \$964 thousand. Net expenditures were \$503 thousand (3.1%) under budget and revenues were \$461 thousand (2.9%) over budget.
16. Salaries and Benefits are under budget primarily due to the delay in hiring for vacant positions to meet corporate salary gapping targets.
17. Corporate support is based on actual work and staff time in support of Water Operations from various departments and is below budget at the end of Q2.
18. Revenues have come in higher than budget mainly due to new developments in the Hewitt's and Salem secondary plan areas which has resulted in increased sales of new water meter packages, increased hydrant meter gate valve revenues and higher engineering fees collected as new developments move forward.

SUMMARY OF OPERATING RESULTS – WASTEWATER

	Year-to-Date June 30, 2024			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Salaries and Benefits	3,211,506	3,144,093	67,413	2.1%
Operating Expenses	5,262,964	5,935,093	(672,129)	(12.8%)
Transfers to Reserves	8,639,852	8,639,852	-	0.0%
Corporate Support	3,683,244	3,518,306	164,938	4.5%
Total Net Expenditures	20,797,566	21,237,344	(439,778)	(2.1%)
Revenues	(20,797,566)	(21,140,261)	342,695	(1.6%)
Positive Variance as at June 30th, 2024	-	97,083	(97,083)	



19. The Wastewater Operations branch finished the quarter with an operating deficit of \$97 thousand. Net expenditures were \$440 thousand (2.1%) over budget while revenues were \$342 thousand (1.6%) over budget.
20. Salaries and Benefits are under budget primarily due to the delay in hiring for vacant positions to meet corporate salary gapping targets. To compensate for the delays in backfilling vacancies, operations and maintenance staff have worked an increased amount of overtime.
21. Operating expenses came in \$672 thousand (12.8%) over budget. A substantial portion of the overage is due to significant, unanticipated repairs to primary digester 2. It is expected that the variance will decrease over the remainder of the year through operational efficiencies.
22. Corporate support is based on actual work and staff time in support of Wastewater Operations from various departments and is slightly below budget at the end of Q2.
23. Revenues have come in \$343 thousand (1.6%) above budget as a result of new accounts coming online and increased revenues from the septage receiving program.

SUMMARY OF OPERATING RESULTS – PARKING

	Year-to-Date June 30, 2024			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Salaries and Benefits	286,640	240,994	45,646	15.9%
Operating Expenses	247,297	164,897	82,400	33.3%
Transfers from Reserves	(176,740)	(176,740)	-	0.0%
Corporate Support	711,356	597,695	113,661	16.0%
Total Net Expenditures	1,068,553	826,846	241,707	22.6%
Revenues	(1,068,553)	(1,085,783)	17,230	(1.6%)
Positive Variance as at June 30th, 2024	-	(258,937)	258,937	

24. Parking Operations finished the second quarter with a positive operating variance of \$259K. This positive variance is a result of lower than budgeted expenses at the Collier Street Parkade, the timing of contract and maintenance work due to resource availability, and employee expense savings because of a maternity leave that was not backfilled. Any positive year-end results will reduce the draw from the parking reserve needed to fund parking operations. As of June 30, 2024, the parking reserve has a negative balance of \$2.9M.

CAPITAL PLAN STATUS AT JUNE 30, 2024

25. The Capital Plan presented in Appendix “C” is a high-level summary of activity as of June 30, 2024. The total capital budget for 2024 is \$305.4M, including carryover from prior years and new projects. Actual spending to the end of Q2 of \$40.5M reflects 13.3% of the available 2024 budget. Departments have forecast spending \$253.5M by year end which would represent 83.0% of the available budget being spent.

KEY DIVISION SERVICE DELIVERY INITIATIVES & KEY PERFORMANCE INDICATORS

26. Updates on Key Division Service Delivery Initiatives (KDSDI’s) and Key Performance Indicators (KPI’s) can be found in Appendix “D”.

ENVIRONMENTAL AND CLIMATE CHANGE MATTERS

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

ALTERNATIVES

28. The following alternative is available for consideration by General Committee:

Alternative #1

Council could choose to direct the Police Surplus to a reserve other than the Tax Rate Stabilization Reserve.

This is not recommended as the Tax Rate Stabilization Reserve has a balance near zero and is recommended to have a balance between \$17-34M (5-10% of own source revenues per the financial policy framework).

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 2022-2026 STRATEGIC PLAN

30. The recommendations in this report are operational and are not specifically related to the goals identified in the 2022-2026 Strategic Plan.



APPENDIX A

Tax-Supported Operating Budget Variance by Department as at June 30, 2024

	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Access Barrie	14,747,787	14,380,267	367,520	2.5%
Access Barrie Admin	198,796	203,223	(4,427)	(2.2%)
Customer Service	755,844	641,604	114,240	15.1%
Information Technology	5,020,062	4,921,700	98,362	2.0%
Marketing & Communication	533,570	374,225	159,345	29.9%
Transit & Parking Strategy	8,239,515	8,239,515	-	0.0%
CAO & Mayor's Office	8,910,839	7,564,323	1,346,516	15.1%
Business Performance & Internal Audit	558,929	548,112	10,817	1.9%
Development Services	2,399,156	2,080,719	318,437	13.3%
Finance	2,400,386	2,183,464	216,922	9.0%
Human Resources	2,012,056	1,726,635	285,421	14.2%
Legal Services	989,682	637,822	351,860	35.6%
Office of the CAO	376,145	248,268	127,877	34.0%
Office of the Mayor	174,485	139,303	35,182	20.2%
Community & Corporate Services	24,024,835	22,031,748	1,993,087	8.3%
Barrie Fire & Emergency Services	14,428,011	14,597,571	(169,560)	(1.2%)
Facilities	1,315,899	1,173,084	142,815	10.9%
GM of Community & Corporate Services	129,645	129,292	353	0.3%
Legislative & Court Services	2,579,387	1,311,520	1,267,867	49.2%
Recreation & Culture Services	5,571,893	4,820,281	751,612	13.5%
Other Expenses	52,182,593	54,260,619	(2,078,026)	(4.0%)
Corporate Expenses	52,182,593	54,260,619	(2,078,026)	(4.0%)
Council & Committees	569,042	516,125	52,917	9.3%
City Council	519,927	511,835	8,092	1.6%
Committees	49,115	4,290	44,825	91.3%
Infrastructure & Growth Management	23,415,081	23,301,111	113,970	0.5%
Building Services	-	-	-	-
Corporate Asset Management	653,000	495,029	157,971	24.2%
Economic & Creative Development	1,247,029	1,043,713	203,316	16.3%
GM of Infrastructure & Growth Management	245,602	169,466	76,136	31.0%



	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Infrastructure	898,168	971,882	(73,714)	(8.2%)
Operations	15,497,509	15,668,194	(170,685)	(1.1%)
Waste Management & Environmental Sustainability	4,873,773	4,952,827	(79,054)	(1.6%)
Total Net City Services	123,850,177	122,054,193	1,795,984	1.5%
Service Partners & Grants	92,208,900	92,225,973	(17,073)	(0.0%)
Total Net Expenditures	216,059,077	214,280,166	1,778,911	0.8%
Corporate Recoveries	(2,365,500)	(2,365,500)	-	0.0%
Corporate Revenues	(2,014,647)	(2,481,498)	466,851	(23.2%)
Investment Revenue	(1,811,100)	(1,811,100)	-	0.0%
Net Taxation for Own Purposes	(207,791,530)	(208,363,842)	572,312	(0.3%)
Payments in Lieu of Taxes	(2,076,300)	(2,195,756)	119,456	(5.8%)
Total Revenue	(216,059,077)	(217,217,696)	1,158,619	(0.5%)
Total Operating Variance	-	(2,937,530)		



APPENDIX B

Detailed Tax Supported Operating Variance Explanations

Service/Driver: Corporate Revenues – Interest & Penalties			
Budget: (\$1.48M)	Actual: (\$2.01M)	Variance \$: \$ 534K	Variance %: (36%)
<u>Reason for Variance</u> The variance is as a result of higher than anticipated accounts receivable which are expected to decrease throughout the balance of the year.			
<u>Impact Going Forward</u> Staff anticipate that this number will continue to go up as the ability to pay continues to be impacted by economic conditions.			
<u>Actions to Mitigate Future Anticipated Variances</u> Staff will continue to monitor outstanding property tax receivable trends. The City has increased collection efforts.			



Service/Driver: Corporate Revenues – ARB Decisions			
Budget: \$ 350K	Actual: \$ 85K	Variance \$: \$ 265K	Variance %: 76%
<u>Reason for Variance</u> There were several ARB appeal withdrawals this quarter and several large ARB appeal decision timelines were extended into Q3. As such the City will see a larger amount of ARB appeal decisions in Q3 and Q4 this year.			
<u>Impact Going Forward</u> Staff anticipate the budgeted amount for 2024 to be realized.			
<u>Actions to Mitigate Future Anticipated Variances</u> Staff will continue to monitor ARB appeal decisions and their impacts on the City's Assessment Base.			

Service/Driver: Legislative & Court Services – Court Services Net Revenues (Excluding ASE Program)			
Budget: (\$20K)	Actual: (\$451K)	Variance \$: \$431K	Variance %: 2199%
<u>Reason for Variance</u> Regular POA fines laid within the city have increased by 26% in 2024 compared to the same period in 2023. This was unexpected. There were also two payments totaling \$120,000 made to Barrie in January 2024 related to Ministry of Labour charges. When preparing the budget, these large, infrequent fines are not included since they are highly uncertain and vary significantly year-over-year. As a result, the net revenues have increased over budget.			
<u>Impact Going Forward</u> There is no solid indication charge increase trends will continue for the remainder of 2024. With this said, net revenues are anticipated to be greater than what was budgeted by end of 2024.			
<u>Actions to Mitigate Future Anticipated Variances</u> Charge volumes and revenues will continue to be evaluated as the year continues to monitor if the increase in charges will continue. If the upward trend continues 2025 projections may need to be revisited.			



Service/Driver: Legislative & Court Services – Enforcement Services – User Fees & Service Charges, Fines and Licenses			
Budget: (\$924K)	Actual: (\$1.18M)	Variance \$: \$254K	Variance %: 27%
<u>Reason for Variance</u> The increase in Enforcement Fees, Business Licenses and Parking Fines can be attributed to a new enforcement duty structure, including proactive enforcement and payments both voluntary and through the court system.			
<u>Impact Going Forward</u> The increase in fines/fees will continue to trend upward as the Branch continues proactive and zero-tolerance Enforcement measures.			
<u>Actions to Mitigate Future Anticipated Variances</u> Given that the trend is positive in nature, Enforcement Services will continue with the current duty structure and proactive enforcement measures.			

Service/Driver: Traffic Operations – ASE Net Revenues (Interdepartmental Transfers)			
Budget: (\$321K)	Actual: (\$887K)	Variance \$: \$566K	Variance %: 176%
<u>Reason for Variance</u> Automated Speed Enforcement fine volumes were much higher than anticipated. ASE revenues are intended to be spent on traffic calming measures, however revenues exceeded expenses up to the end of Q2.			
<u>Impact Going Forward</u> Net revenues are anticipated to be greater than what was budgeted by end of 2024.			
<u>Actions to Mitigate Future Anticipated Variances</u> A large surplus is expected by the end of 2024. However, the long-term aim of this program is to influence behavior, not to generate revenues. If the program is successful, future revenues should lower in line with expectations.			



Service/Driver: Recreation & Culture – User Fees, Service Charges & Rentals			
Budget: (\$4.79M)	Actual: (\$5.21M)	Variance \$: \$421K	Variance %: (8.8%)
<u>Reason for Variance</u> <p>User Fees & Service Charges revenue variance is reflective of higher registered program participation than expected – in Aquatics and Active Living (\$172k), strong drop-in programs attendance (\$41k), increased recPASS sales (\$171k), and increased indoor facility rental revenues (\$126k) that were realized due to the incremental support provided by converting three part-time Client Service staff to full-time. Increased field rentals both at in-town fields and at the Sports Complex and high demand for prime-time ice rentals also contributed to revenue growth.</p> <p>Some of this incremental revenue increase is offset by shortfalls in Advertising Revenue (-\$46k) due to timing of contractual payments and higher than anticipated participation rate in our recACCESS financial assistance program (-\$55k).</p>			
<u>Impact Going Forward</u> <p>The demand for registered, drop-in, and rental-based recreation opportunities continues to be stronger than expected, a trend staff expect to see continue throughout the remainder of 2024. Recreation and Culture staff will continue to generate a high volume of facility rental permits, aquatic program registration revenue, and summer camp revenue.</p> <p>It is expected that Special Event Revenues will make strides to close the gap to budget by year end, however we are still projecting a revenue shortfall in this category at year end.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Continued strong demand for programs and services have been reflected in the 2025 draft budget to mitigate variances in the following fiscal year.</p>			



Service/Driver: Roads, Stormwater, Rail & Fleet Operations – Materials & Supplies			
Budget: \$2M	Actual: \$1.75M	Variance \$: \$304K	Variance %: 14.8%
<u>Reason for Variance</u> <p>The variance in Fleet Operations – Gasoline \$127K is due to reduced winter maintenance activity and timing of expenses taking place later than anticipated.</p> <p>The variance in Winter Control Operations – Salt \$140K is due to lighter than average winter conditions which reduced the need for salt.</p>			
<u>Impact Going Forward</u> <p>Gasoline costs are expected to align with budgeted costs as the remainder of the year progresses.</p> <p>Road Operations will continue to limit the use of salt to control costs and reduce harmful effects to the environment.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Budget cash flow for gasoline will be reviewed and adjusted for future budgets as required to reflect actual usage trends.</p> <p>Construction of the salt storage facility is a one-time occurrence and will not be repeated. Salt supplies will be re-stocked in October to bring actual costs in line with budget.</p>			



Service/Driver: Fleet Operations – Repairs & Maintenance – Vehicles			
Budget: \$923K	Actual: \$1.6M	Variance \$: (\$655K)	Variance %: (71.01%)
<u>Reason for Variance</u> <p>Supply chain challenges have led to delays in receiving replacement vehicles and equipment. Repair costs of existing assets have increased due to more frequent and extensive repairs to ageing assets that are well beyond their useful life. Fleet Operations has two Fleet Services Technicians off duty due to medical and resignation requiring increased use of more expensive commercial garages for repairs.</p>			
<u>Impact Going Forward</u> <p>Unanticipated costs for repairs and rentals will continue to be incurred until the ageing assets can be replaced with new assets.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Fleet Operations is working with Corporate Asset Management to forecast fleet needs well in advance of operational requirements to accelerate procurement of replacement assets and mitigate the effects of supply chain delays. New contracts have been re-structured for better pricing and extended warranties where appropriate. The Technician hiring process was completed in the third quarter of 2024.</p>			



Service/Driver: Solid Waste Operations – Grant Revenues & Contributions			
Budget: (\$704K)	Actual: (\$433K)	Variance \$: (\$271K)	Variance %: 38.51%
<u>Reason for Variance</u> <p>The variance is due to the Province of Ontario Grant funding for the Blue Box Program. The 2024 payment schedule from the Province is received after the City's budget is prepared, and payments were less than anticipated.</p>			
<u>Impact Going Forward</u> <p>Variance in Grant Revenues will continue in 2024 for this funding program.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Budget for 2025 reflects the ending of this funding program.</p>			



APPENDIX C

Capital Plan Progress Update by Division as at June 30, 2024

Summary of Capital Plan & Forecast	2024 Capital Budget			Performance Reporting Q2					Annual	
	Carryover from Prior Year Budgets	New Projects Approved in 2024 Budget	2024 Total Budget including Transfers	Projected Q2 YTD Spending Forecast	Actual Q2 YTD Spending	Variance to Q2 YTD Projected	% of Spending Forecast Achieved	% of 2024 Total Budget Spent	2024 Spending Forecast	Est. Budget Deferral to Future Years
Access Barrie	\$6,486,894	\$18,054,960	\$24,541,854	\$1,698,628	\$2,108,299	(\$409,671)	124.1%	8.6%	\$10,891,052	\$13,650,803
CAO & Mayor's Office	\$7,147,742	\$11,637,503	\$18,785,245	\$33,782	\$531,819	(\$498,037)	1574.3%	2.8%	\$5,380,401	\$13,404,844
Community & Corporate Services	\$38,128,654	\$81,273,647	\$119,402,301	\$11,024,311	\$12,343,335	(\$1,319,024)	112.0%	10.3%	\$92,467,599	\$26,934,702
Developer Built Projects	\$18,024,980	\$6,490,745	\$24,515,725	\$2,244,179	(\$2,548,911)	\$4,793,091	-113.6%	-10.4%	\$14,177,882	\$10,337,843
Infrastructure & Growth Management	\$46,355,067	\$59,551,787	\$105,906,854	\$27,053,253	\$21,563,807	\$5,489,446	79.7%	20.4%	\$118,269,334	(\$12,362,480)
Service Partners	\$0	\$12,282,590	\$12,282,590	\$4,114,099	\$6,513,530	(\$2,399,430)	158.3%	53.0%	\$12,282,590	\$0
Total	\$116,143,337	\$189,291,232	\$305,434,569	\$46,168,253	\$40,511,878	\$5,656,374	87.7%	13.3%	\$253,468,857	\$51,965,712

APPENDIX D

Key Division Service Delivery Initiatives (KDSDI's) at June 30, 2024

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

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



Affordable Place to Live



Community Safety



Thriving Community



Infrastructure Investments






Responsible Governance

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

Access Barrie

**Strategic
Plan Area**

Key Division Service Delivery Initiatives

	Initiate Barrie Transit’s network redesign planning activities for the relocation of the main terminal to the new Allandale Transit Mobility Hub
	Next Generation 911 (NG9-1-1) Design and Implementation.
	Implementing digital submission standards to streamline development approvals.

KEY PERFORMANCE INDICATORS

	Annual Target	Q2 YTD Actual
% Engagement rate for posts and stories on City of Barrie accounts ¹	5%	3.9%
% Of positive/neutral media coverage ²	85%	96.1%
% Of Customer Interactions in Service Barrie that are resolved at first contact ³	90%	87%
% Of Customer Satisfaction rates as moderately high to high	89%	88%
Annual Ridership	3.7M	2.0M
Transit On-Time Performance ⁴	86%	83.5%
Transit Revenue to Cost Ratio	30%	28%
Technology Condition Index (Computers, Servers, switches, and other hardware)	75%	75%
Application Systems Condition Index (Applications and Standard Software)	75%	75%
Digital Transformation Project Delivery (Degree IT projects meet Ontario Digital Service Standards, 2021)	75%	75%

¹ Topics like the 2024 Airshow, curbside collection changes, and high-profile construction projects received high engagement (comments, clicks, likes, shares, etc.) on the City’s social channels. The City’s social posts in total obtained over 5.6 million impressions in the first six months of 2024; some published topics don’t obtain as many interactions as others, but still serve to communicate information to residents.

² Some examples of positive news stories: Winterfest, EDCO Awards, 2024 road construction projects, Barrie’s official bird poll, Airshow, summer recreation programs, master plans public consultation, community job fair, Sam Cancilla Park, Hot summer night and electrifying the fleet, Simcoe County Rovers playing TFC in Canadian Championships (April 24 declared Go Rovers Day), Barrie booming with residential and business growth (paid advertorial in National Post), Agreement with Georgian College on U-Pass, Patio program returns, City partners with high school to offer new lifeguarding co-op program, New Barrie Transit Terminal groundbreaking, Barrie and Saginaw sign sister city agreement.

³ While continuing to increase our capacity to provide first contact resolution for our customers, we have seen an increase in technical inquiries resulting in Service Barrie staff being require to create cases for partner departments to action or respond to.







⁴ Transit On-Time Performance continues to be impacted with ongoing or new construction projects across the City including, but not limited to, the Essa Road Bridge, Grove Street, Duckworth Street, Bayview Drive, and Sophia Street construction.

ACHIEVEMENTS TO JUNE 30



- The City of Barrie is building a blueprint for growing our existing transit system to best meet the needs and goals of today's city, while developing a long-term plan for a future network. Barrie's New Transit Network focuses on creating:
 - The New Transit Network Plan, phase one, has been rolled out. Phase two will be rolled out in coordination with the timelines for the new Allandale Mobility Hub,
 - Future Network Phases to ensure a long-term transit outlook, and
 - A Bus Stop Infrastructure Plan to place stop amenities when and where they are needed.
- NG9-1-1 is a Nationwide mandate from the CRTC to modernize emergency calling systems. The detailed design work is completed, and the equipment has been delivered. Installation and configuration work is well underway with testing and training planned for Q3 with an early Q4 go-live (pending partner availability). NG9-1-1 will bring modern technologies to emergency calling systems which includes more accurate GPS location data, real-time texting and lays the technology foundation for future capabilities like real-time picture and video sharing.
- The Digital Transformation team has recently been working with Wastewater Treatment Plant focusing on digitalizing processes, driving efficiencies, and maintaining our regulatory obligations. Some recent successes include digital tools for Sewage Pumping Stations maintenance and operations where 85 existing work order templates were streamlined and mobilized. Over 4,500 assets were migrated to our CMMS providing better visibility to maintenance needs and costs. This has laid the groundwork for the remaining phases planned for this year that included processes at the Wastewater treatment plant.

CAO & Mayor's Office Division

Strategic Plan Area	Key Division Service Delivery Initiatives	Performance Measures
	Become an Employer of Choice and strive to attract and retain top talent.	<ul style="list-style-type: none"> • % turnover in first 2 years of employment • Number of lost time incidents • Corporate training \$ spent per permanent employee
	Develop a culture of sustainable continuous improvement through the integration of the LEAN Six Sigma methodologies into City processes.	<ul style="list-style-type: none"> • % of City Staff engaged in LEAN Six Sigma programs
	Continuous improvement of development approval processes involving site plan and subdivision applications, committee of adjustment decisions, and related agreements.	<ul style="list-style-type: none"> • % of Site Plan and Subdivision Agreements in circulation for review within 15 business days following receipt of instructions and payment
	Improve the Development Approvals process	<ul style="list-style-type: none"> • Number of Approved Developments that received a building permit within one year
	Finalize and implement key policy and strategy documents	<ul style="list-style-type: none"> • Frequency of collisions per 100,000 people
	Manage the Infrastructure & Growth Management capital Plan	<ul style="list-style-type: none"> • Amount of new length constructed (in kilometres) as related to different types of active transportation routes

KEY PERFORMANCE INDICATORS

	Annual Target	Q2 YTD Actual
Internal Audit recommendations accepted by management	100%	100%
Fraud awareness sessions delivered	8	10
% of City staff engaged in LEAN Six Sigma programs	10%	14%
% of properties acquired by negotiation vs expropriation	60%	100%
% of insurance claims/incidents handled in-house	95%	97%
% of Site Plan and Subdivision Agreements in circulation for review within 15 business days following receipt of instructions and payment	95%	100%
Corporate training \$ spent per permanent employee ⁵	\$125	\$84
% turnover (all exits of permanent staff) ⁶	4%	4.1%
Number of lost time incidents ⁷	20	7
Clean audit opinion on year-end financials	Clean Opinion	Clean Opinion
Meet the Investment Plan performance measurement benchmark ⁸	Meet Benchmark	Beat Benchmark
Tax arrears as a percentage of current year levy	6%	6%
# Approved Developments that received a building permit within 1 year	5	1
Frequency of collisions per 100,000 people	1,000	1,115
Amount of new length constructed (in kilometres) as related to different types of active transportation routes	20 KM	1.43 KM

⁵ Headcount was 923 permanent positions.

⁶ 38 permanent full-time departures from Jan 1-June 30, 2024

⁷ Initial incident dates from 2024, including BFES.

⁸ The portfolio's outperformance relative to the benchmark is attributable to a combination of tactical asset allocation decisions, duration tilts, a stronger US dollar and timing of purchases and recognition of unrealized gains.

ACHIEVEMENTS TO JUNE 30



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

- Facilitated workshops for staff who direct the work of student positions on creating the best experience for students at the City.
- Created and facilitated training session on Respect in the Workplace, fact finding and coaching discipline for WwOB.
- Facilitated a workshop for People Leaders “Everything you need to know about hiring at the City”.
- The Talent Acquisition Team participated in the Barrie Spring Community Job Fair.
- City of Barrie received the Board of Governors’ Award of Distinction – Community Partner Award from Georgian College.
- Participated in the Ontario Municipal Compensation Survey (OMCS)


Develop a culture of sustainable continuous improvement through the integration of the LEAN Six Sigma methodologies into City processes

- The Business Performance team develops and facilitates Lean Six Sigma training to ensure staff have the knowledge, skills, tools, and coaching to improve processes within their own areas.
- As of Q2, 42 additional staff were trained as Lean Six Sigma White Belts and 14 additional staff were trained as Lean Six Sigma Yellow Belts in 2024.
- City staff completed 70 Collect and Share Improvements submissions to date in 2024.

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

- Registered 4th Phase of the Hewitt’s Gate (Pratt) Subdivision
- Registered the 2nd phase of the Mattamy Lockhart subdivision in Hewitt’s.
- Registered Phase 1 of the Mattamy Salem subdivision.
- Registered a pre-servicing agreement permitting the construction of an extension of Prince William Way
- Assisted staff with the development of Development Charge deferral agreement templates/drafts for a number of strategic development projects.
- Worked with staff on matters relating to the new City Community Improvement Plan.
- Assisted with the review and completion of significant funding agreements with the federal and provincial governments relating to housing initiatives.

Community and Corporate Services

Strategic Plan Area	Key Division Service Delivery Initiatives	Performance Measures
	Provide opportunities for all Barrie residents to thrive by maximizing access to and participation in recreational and cultural activities through high quality facilities and programs as well as identifying and seeking to eliminate barriers to participation.	<ul style="list-style-type: none"> Registered Programming Occupation Rate recACCESS Participation Rate as a % of Low-Income Population Days of Use: Five Points Theatre & Georgian Theatre
	Support the services our community needs while keeping tax increases low through continuous monitoring and evaluation of facilities, services, programs, systems and processes to support operational decisions that: <ul style="list-style-type: none"> Improve the health, safety and well-being of the community; Enhance the customer experience; Find efficiencies and evolve service delivery; Increase openness and transparency; Reduce community risk; Improve response timelines. 	<ul style="list-style-type: none"> Barrie Fire and Emergency Services Road Response Time Fire and Building Code Inspections by Barrie Fire and Emergency Services Emergency Call Processing Time Ratio of Scheduled to Unscheduled Maintenance Work Annual Utility Cost Avoidance Number of motions and by-laws passed to enable Council's decisions Average time to trial - Part 1 charges Average days to close files from receipt Yard Maintenance/Property Standards Files/Complaints
	Support investments that update and improve existing infrastructure and the planning, design and construction of strategic, conservation and growth-related facility projects.	<ul style="list-style-type: none"> Renewal Needs Against Audited Renewal Needs

KEY PERFORMANCE INDICATORS

	Annual Target	Q2 YTD Actual
Road Response Time - 90% of the time less than 6 minutes for all emergency types	90%	88%
Fire and Building Code Inspections ⁹	5,000	1,697
Emergency Call Processing Time - % of time less than 60 seconds	95%	97%
Renewal Needs Against Audited Renewal Needs ¹⁰	N/A	N/A
Annual Utility Cost Avoidance ¹¹	\$444,021	\$142,710
Ratio of Scheduled to Unscheduled Maintenance Work ¹²	75%	75%
Number of motions and by-laws passed to enable Council's decisions	470	330
Average time to Trial – Part 1 charges	145 days	148 days

⁹ 1,697 YTD for 2024, of which 781 inspections were completed in Q2. Target impacted by mentoring and training of new staff in the Prevention branch.

¹⁰ No data is available to inform this KPI. All City facilities will be assessed through Facility Condition Assessments starting in Q4 2024, providing a uniform baseline of current condition and future needs for 2025 capital planning onward. This KPI will be replaced with Facility Condition Index in 2025, which is an industry standard benchmark measuring a facility's condition at a point in time.

¹¹ Cost avoidance is currently slightly below target. A moderate increase in budgeted electricity usage has partially offset the significant savings from natural gas conservation efforts. However, it is anticipated that electricity curtailment efforts will generate cost savings in Q3 and Q4, improving cost avoidance figures by year-end.

¹² 75% at end of Q2 but trending down due to an increase in the number of end-of-life equipment breakdowns requiring significant staff resources to address.

Average days to close files from receipt Yard Maintenance/Property Standards Files/Complaints ¹³	7 days/36 days	12 days/21 days
Days of Use: Five Points Theatre / Georgian Theatre	220/160	51/83
RecACCESS Participation Rate as a % of Low-Income Population	14%	13.8%
Registered Programming Occupancy Rate	84%	81.45%

ACHIEVEMENTS TO JUNE 30



Recreation and Culture Services

Provide opportunities for all Barrie residents to thrive by maximizing access to and participation in recreational and cultural activities through high quality facilities and programs as well as identifying and seeking to eliminate barriers to participation.

- Planning and execution of high-quality City-led events such as Downtown Countdown, Family Day, and March Break recreation camps
- Supporting cultural events such as Black History Month (February) and National Indigenous Month (June)
- Coordination of celebrations associated with the 80th Anniversary of D-Day including the 2024 Barrie Air Show.
- Maintaining excellent skating conditions at Circle at the Centre and Will Dwyer Park Outdoor Rink despite challenging environmental factors.
- Continuing the development of existing and innovative recreational and sport programming that will meet the existing and emerging needs of residents.
- Financially supporting the recACCESS financial assistance program to provide better opportunities for all Barrie residents to participate in recreational activities by piloting the increase of the child subsidy amount from \$150 to \$250.
- Maintaining the department’s HIGH FIVE Accreditation.
- Administering the Recreation and Sport Community Grant process and evaluating the success of funded initiatives.
- Championing the Bright Futures Barrie Grant to provide innovative approaches to addressing the underprivileged and at-risk youth in our community.

Support the services our community needs while keeping tax increases low through continuous monitoring and evaluation of facilities, services, programs, systems and processes to support operational decisions that:

- Improve the health, safety and well-being of the community;
- Enhance the customer experience;
- Find efficiencies and evolve service delivery;
- Increase openness and transparency;
- Reduce community risk;
- Improve response timelines.

¹³ While this does appear to show a delay in closure of YM files, this is due to the increased volume of complaints as we enter the start of the busy season for YM, with a large influx of long grass, weed, garbage and debris complaints that surge as spring starts and moves into summer. As the year continues, numbers usually stay high as we commence Q3 then complaints slow down moving to Q4 and time to close rates lessen.

- Recreation and Culture Services is enhancing the customer experience and expanding online services to the community by:
 - Planning the Fall launch of online recACCESS subsidy redemption
 - Working with Simcoe County to streamline the Summer Camp registration process in 2025 for subsidized and low-income families.

- Recreation and Culture Services is improving well-being and engagement within our community by:
 - Planning and executing several flagship events like Winterfest, Canada Day, Summer Fun Trailer, and the Barrie Air Show.
 - Leveraging Federal and Provincial grant funding to bring key events to the city like the 2024 SPN National Softball Championships.
 - Working with community partners to expand the Bright Futures Barrie program, supporting Youth aged 6-26 in our community.

Facilities

Energy Management

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




Facility Planning and Development

Starting in 2025, Facility Condition Index (FCI) will be used to track progress on the ability to meet facility asset management and capital planning needs. The FCI is an industry standard benchmark measuring a facility's condition at a point in time. It is a ratio comparing the sum of all necessary repairs, maintenance, renewal and upgrade costs to the current replacement value of the facility. The FCI is determined through a comprehensive engineering review of a facility's condition, called a Facility Condition Assessment (FCA). Previously, FCAs were completed in phases and no single snapshot in time existed to provide a benchmark for the condition of the City's entire portfolio of facilities. All City facilities will be assessed starting in Q4-2024, thereby providing a uniform baseline of current condition and future needs for 2025 capital planning onward. This information is essential to help maximize the life of City assets while minimizing the risks associated with aging infrastructure.

Corporate Facility Services

Prudent facility and asset management requires a proactive approach to facility element and equipment maintenance to minimize unplanned service disruptions and to extend the life of the City's facility assets. The allocation of 75% of staff resources to preventive / proactive maintenance provides a reasonable balance between proactive and reactive work given the City's current facility capital funding level. To achieve a higher target level, the replacement of a significant percentage of facility assets currently at or beyond their designed lifespans will be required. Staff will continue to track this metric closely. A sustained downward trend in actual data would be an indication that staff are spending progressively more time reacting to failures which, in turn, reduces the amount of time available to complete proactive maintenance, thus perpetuating the cycle.

Infrastructure and Growth Management

Strategic Plan Area	Key Division Service Delivery Initiatives	Performance Measures
	<p>Make it easier to do business and help businesses grow</p> <p>Improve the Building Permitting processes</p>	<ul style="list-style-type: none"> • Number of businesses receiving service, support, or engaged in programs and initiatives of the Economic and Creative Development, demonstrating engagement and value-add services to foster the retention and growth of the City’s business, entrepreneur and creative organizations • Number of square feet occupied by new investment/development projects facilitated/supported by Economic and Creative Development, demonstrating growth in employers and investment into the City • Maintain an open for business approach by ensuring that issuance of PERMITS complies with provincially mandated timeframes. • Maintain an open for business approach by ensuring that INSPECTIONS are completed within provincially mandated timeframes. • Improve the customer experience by providing educational information in the form of builder and resident bulletins.
	<p>Develop a vibrant downtown economic hub, including west-end revitalization</p> <p>Improve customer experience through engagement and responsiveness.</p>	<ul style="list-style-type: none"> • Total Non-Municipal Public Funding secured and leveraged by arts & culture organizations funded through the Arts & Culture Investment Fund supporting capacity building for arts organizations in the City
	<p>Manage the Infrastructure & Growth Management capital Plan</p> <p>Proactively adapt and integrate climate change considerations into IGM decision-making processes</p> <p>Implement strategies and programs that influence the 3 principles of a Circular Economy</p>	<ul style="list-style-type: none"> • Ensure safe and efficient travel for vehicle and pedestrians by maintaining the projected winter maintenance service level compliance • Reduce the effects of climate change by increasing the urban tree canopy via trees planted through Community Planting Partnerships • Minimize environmental contamination by increasing proactive risk-based engagement

KEY PERFORMANCE INDICATORS

	Annual Target	Q2 YTD Actual
Maintain an open for business approach by ensuring that issuance of PERMITS complies with provincially mandated timeframes.	90%	89.39%
Maintain an open for business approach by ensuring that INSPECTIONS are completed within provincially mandated timeframes.	95%	98.85
Improve the customer experience by providing educational information in the form of builder and resident bulletins.	8	8
Number of businesses receiving service, support, or engaged in programs and initiatives of the Economic and Creative Development, demonstrating engagement and value-add services to foster the retention and growth of the City's business, entrepreneur and creative organizations	4,500	1,421
Number of square feet occupied by new investment/development projects facilitated/supported by Economic and Creative Development, demonstrating growth in employers and investment into the City	300,000	102,000
Total Non-Municipal Public Funding secured and leveraged by arts & culture organizations funded through the Arts & Culture Investment Fund supporting capacity building for arts organizations in the City	\$2.5M	N/A
Ensure safe and efficient travel for vehicle and pedestrians by maintaining the projected winter maintenance service level compliance	100%	100%
Reduce the effects of climate change by increasing the urban tree canopy via trees planted through Community Planting Partnerships ¹⁴	1,000	1,300
Implement an effective Circular Economy Program as demonstrated through the reduction in annual garbage generation rate (kg/person)	136	N/A
Minimize environmental contamination by increasing proactive, risk-based engagement (% planned inspections completed verses total planned inspections)	95%	83%

¹⁴ 2022 is still forecast as most of the planting happens in October

ACHIEVEMENTS TO JUNE 30



Make it easier to do business and help businesses grow

- Invest Barrie has partnered to support local employers find the talent they are seeking through 3 job fairs to date. Two sector-focused (trucking and construction) and a third general job fair supported more than 75 employers and drew in more than 1100 job seekers.

Develop a vibrant downtown economic hub, including west-end revitalization

- In partnership with Recreation & Culture supported the delivery of the 2024 Barrie Airshow, attracting tens of thousands to downtown Barrie
- From May 17 to September 6, 2024, is the fourth year of *Brightening Barriers* downtown art exhibition. Nine restaurant patios in Barrie's downtown have temporary art installations displayed on their patio fencing. It is a legacy exhibition celebrating artworks from previous years.

Improve customer experience

- Continually updating Barrie.ca to ensure information is up-to-date, accurate and relevant.
 - New Checklists.
 - Commercial Tenant Fit-up
 - Industrial / Commercial / Institutional & Large Residential Interior Alterations (Part 3 Buildings)
 - Industrial / Commercial New Builds / Additions (Part 9 Buildings)
 - Industrial / Commercial Interior Alterations (Part 9 Buildings)
 - Updated Required Notification of Inspection which provides greater detail about

Improve the Building Permitting Process

- Enhanced Accela by implementing plans exam auto-assignment based on classification of project and location within the city.
- Created Internal Subdivision Tracker spreadsheet which provides easy way to manage and track permits for plans of subdivisions.
- Created revision business cards with QR codes for our inspection team to hand out on site. Provides direct link to application form and instruction on how to submit a revision.

Interdepartmental Initiatives

- Collaborated with Business Performance Team and various city departments to improve Liquor licensing processes.

Implement key policy and strategy documents

- Asset Management Plans – In June 2024 Council approved the Fleet Asset Management Plan (AMP), marking the final AMP required to achieve compliance with the Provincial regulation milestone for 2024. Staff are now working on the 2025 milestone, which is an AMP to document proposed levels of service for all City assets.
- Infrastructure Master Plans – Consultants have been retained for the water, wastewater and transportation Master Plans to assess infrastructure needs to service growth to 2051. These projects will be completed over the next 1.5 years.
- Fleet Conversion to EVs – The City has added seven new electric pickup trucks to its fleet, as part of the City's ongoing commitment to sustainability and reducing greenhouse gas emissions.



The new trucks will be used by Wastewater Operations, Water Operations, Roads Operations, and Parks Planning teams. The trucks will also be shared across other City departments to test their suitability for a variety of tasks. It's anticipated that the city will save approximately \$2,000 in fuel costs per truck, per year and the reduction in greenhouse gas emissions is estimated to be about 9 tonnes per truck, per year.