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**TO:** GENERAL COMMITTEE

**SUBJECT:** 2018 BUDGET AND BUSINESS PLAN YEAR-END REPORT

**WARD:** ALL

**PREPARED BY AND KEY CONTACT:** J. KUEHL, SUPERVISOR OF BUDGET, EXTENSION #4425  
M. JERMEY, MANAGER OF BUSINESS PLANNING AND BUDGET, EXT. 4407  
J. COWLES, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENT, EXT. 5347  
C. MILLAR, DIRECTOR OF FINANCE/TREASURER, EXT. 5130

**SUBMITTED BY:** M. PROWSE, CHIEF ADMINISTRATIVE OFFICER  
D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES  
A. BOURRIE, ACTING GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT  
R. BUNN, EXECUTIVE DIRECTOR – INNOVATE BARRIE  
R. JAMES-REID, EXECUTIVE DIRECTOR – ACCESS BARRIE  
Z. LIFSHIZ, EXECUTIVE DIRECTOR – INVEST BARRIE  
I. PETERS, DIRECTOR OF LEGAL SERVICES

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

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**RECOMMENDED MOTION**

1. That the 2018 Budget and Business Plan Year-End Report be received.
2. That the net 2018 year-end Tax Rate supported surplus of \$2,097,642 after the following adjustments, be allocated 70% to the Tax Capital Reserve (13-04-0440) and 30% to the Tax Rate Stabilization Reserve (13-04-0461) in accordance with the City's Financial Policies:
  - a) \$1,236,388 be transferred to the Tax Rate Stabilization Reserve (13-04-0461) and carried forward to 2019 to fund items that were committed in 2018 by purchase order or contract, but remained incomplete or undelivered at December 31, 2018;
  - b) \$1,362,403 be transferred to the County of Simcoe Capital Reserve (13-04-0446);
  - c) \$400,000 be transferred to the WSIB Reserve (13-04-0404); and
  - d) \$163,560 in discretionary development charge discounts and exemptions granted during the year be funded from the DC Discounts and Exemptions Reserve (11-05-0583).

3. That the net 2018 year-end Wastewater rate supported deficit of \$82,729 after the following adjustments, be funded from the Wastewater Rate Stabilization Reserve (12-05-0577) in accordance with the City's Financial Policies:
  - a) \$355,987 be transferred to the Wastewater Rate Stabilization Reserve (12-05-0577) and carried forward to 2019 to fund items that were committed in 2018 by purchase order or contract, but remained incomplete or undelivered at December 31, 2018.
4. That the net 2018 year-end Water rate supported surplus of \$1,205,745 be allocated 70% to the Water Capital Reserve (12-05-0580) and 30% to the Water Rate Stabilization Reserve (12-05-0582) in accordance with the City's Financial Policies.
5. That staff be authorized to proceed with existing projects with an expanded scope as identified in Appendix "H" to Staff Report EMT002-19 – Capital Projects Requiring Additional Funding and that funding in the amount of \$1,584,759 be committed in the Tax Capital Reserve (13-04-0440).
6. That the additional Federal Gas Tax Funding to be received in 2019 in the amount of \$8.6 million be allocated to projects as shown in Appendix "I" to Staff Report EMT002-19.

#### **PURPOSE & BACKGROUND**

7. The purpose of this report is to present the Corporation's year-end financial and performance results, and obtain approval to make transfers to/from reserves in accordance with the Financial Policies Framework.
8. 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 actual results to budget and the previous year. This report reflects activity for the 12 months ended December 31, 2018.
9. The recommendations in this report are reflective of the policies and principles documented in the current Financial Policies Framework.
10. The report also provides updates on key objectives, Council Strategic Priorities, and the implementation of Portfolio Governance.

#### **ANALYSIS**

##### **SUMMARY OF OPERATING RESULTS - TAX**

11. Overall, 98.2% accuracy was achieved related to the tax rate based budget. The following table summarizes the financial variances to December 31, 2018 between planned net operating expenditures and actual results by Division for tax rate based operations. Appendix A includes a breakdown of the tax rate based variances by department.

	2017 Actual (\$)	2018			
		Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Council & Mayor's Office	863,439	931,949	871,549	60,400	6.5%
Office of the CAO	2,202,197	2,698,844	2,140,675	558,169	20.7%
Community and Corporate Services	38,582,362	42,611,347	41,258,325	1,353,022	3.2%

	2017 Actual (\$)	2018			
		Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Infrastructure and Growth Management	34,449,936	38,412,971	38,643,065	(230,094)	(0.6)%
Invest Barrie	3,461,379	3,441,828	3,625,866	(184,038)	(5.3)%
Access Barrie	13,437,844	14,764,111	13,500,407	1,263,704	8.6%
Innovate Barrie	9,493,133	10,732,438	10,540,809	191,629	1.8%
Financial Expenses & Other General Government	43,792,861	47,040,580	47,366,280	(325,700)	(0.7)%
Service Partners & Grants	78,289,528	80,582,472	79,204,898	1,377,574	1.7%
<b>Total Net Expenditures</b>	<b>224,572,679</b>	<b>241,216,540</b>	<b>237,151,874</b>	<b>4,064,666</b>	<b>1.7%</b>
Corporate Revenues	230,223,724	241,216,540	242,084,747	868,207	0.4%
<b>Unadjusted Tax Rate Surplus</b>	<b>5,651,045</b>	<b>0</b>	<b>4,932,873</b>	<b>4,932,873</b>	<b>N/A%</b>
<b>Recommended Adjustments</b>				<b>(2,998,791)</b>	
<b>Adjusted Surplus to Allocate to Reserves</b>				<b>2,097,642</b>	

12. Key contributors (positive variances) to the Corporation's year-end tax rate results include the following items, with additional details provided later in the report as noted:

**Details in paragraphs #13-16**

- Salary Gapping \$77K;
- Service Partners \$1.4M;
- Utilities \$465K;

**Details in Appendix B**

- Transit \$1.0M;
- Recreation \$680K;
- Investments \$632K;
- Road Surface Maintenance \$588K;
- Environmental Operations \$494K; and
- Enforcement Services \$371K.

13. Key offsetting contributors to the Corporation's tax rate year-end result include the following with additional details later in the report as noted:

**Details in Appendix B**

- Court Services (\$1.1M);
- Corporate Fleet (\$1.1M); and
- Winter Control (\$799K).

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#### Salary Gapping

14. The salary gapping provision approved by Council in the 2018 Business Plan is \$1.1M. This amount includes both permanent staff and casual/part-time salary costs. The City continues to implement a variety of techniques to achieve salary gapping targets. These include delaying rehires for a minimum of 12 weeks or longer when viable, managing overtime costs where possible, and requiring summer students to take at least one week of unpaid vacation during their term.
15. At year end the City realized a favourable variance of \$77K in salary gapping. Total salary gapping of \$1.2M was achieved against an annual target of \$1.1M. Gapping was achieved in several areas from staff turnover resulting in short term vacancies during the recruitment process. Also, a number of new positions from the 2018 Business Plan were budgeted for the entire year in order to reflect the full cost of these positions. Due to the timing of the 2018 Business Plan approval these positions were not able to be filled until the second quarter of 2018 at the earliest.

#### Service Partners

16. The City's service partners generated a surplus of \$1.4M for 2018 with the County of Simcoe as the primary contributor. Social Housing was the key driver of this surplus, with Paramedics, Ontario Works, and Children and Community Services adding to the favourable variance for the County. It is recommended that the total surplus related to the County of Simcoe be transferred to the County of Simcoe Capital Reserve to address upcoming capital commitments which are shown in the "Other Reserves" section of this report.

#### Utilities

17. The favourable variance of \$465K was driven by consumption reduction in electricity and water offsetting the cost impact of an increase in natural gas usage due to colder weather. The consumption reductions account for half of the favourable variance. The remaining variance is primarily due to the difference in the actual rate of electricity as compared to the estimate used when creating the budget.

#### **Other adjustments to the year-end surplus**

#### WSIB Reserve

18. At the beginning of 2018 the WSIB Reserve balance was \$1.6M. The balance at year end is \$635K due to nearly \$1M in WSIB funding requirements throughout the year. Increased pressure on the WSIB Reserve is a result of new legislation relating to post traumatic stress disorder for first responders. The recommended motion includes a \$400K contribution to the WSIB Reserve which has been transferred from the Barrie Police for this purpose. This is anticipated to assist in bringing the reserve balance back to the level required to support the needs of the City in 2019.

#### Development Charge (DC) Discounts

19. In 2018 DC discounts in the amount of \$163,560 were granted. DC discounts are periodically used as a mechanism to encourage development of a particular type, or in particular areas within the City. The current City-Wide DC By-law 2014-108 includes discretionary discounts relating to non-residential development within the City Centre Planning Area, College and University buildings, non-profit institutions, and one which provided a reduced DC rate for the first 1.2 million square feet of non-residential, non-retail development within the City.
20. Section 5(6)3. of the DC Act states: "If the development charge by-law will exempt a type of development, phase in a development charge, or otherwise provide for a type of development to

have a lower development charge than is allowed, the rules for determining development charges may not provide for any resulting shortfall to be made up through higher development charges for other development.” This means that in the case of discretionary discounts, the DC reserves must be replenished by an alternate funding source. It is recommended the discounts be funded from the DC Discount & Exemptions Reserve.

#### **SUMMARY OF OPERATING RESULTS - WATER**

	<b>Year-to-Date December 31, 2018</b>			
	<b>Budget (\$)</b>	<b>Actual (\$)</b>	<b>Variance (\$)</b>	<b>%</b>
<b>Salaries and Benefits</b>	7,618,480	6,977,693	640,787	8.4%
<b>Operating Expenses</b>	6,308,589	5,810,342	498,247	7.9%
<b>Corporate Overhead</b>	7,472,133	7,451,179	20,954	0.3%
<b>Debt Charges</b>	7,967,536	7,967,536	0	0.0%
<b>Total Net Expenditures</b>	<b>29,366,738</b>	<b>28,206,750</b>	<b>1,159,988</b>	<b>4.0%</b>
<b>Revenues</b>	34,539,887	34,585,644	45,757	0.1%
<b>Transfer to Reserve</b>	<b>5,173,149</b>	<b>6,378,894</b>	<b>1,205,745</b>	<b>23.3%</b>

21. The 2018 year ended with a surplus of \$1,205,745 for the Water Operations Branch. This is a result of expenditures tracking at 96% of budget and revenue at 100% of budget. Details supporting the operating expenditure variances are provided in Appendix C.

#### **SUMMARY OF OPERATING RESULTS – WASTEWATER**

	<b>Year-To-Date December 31, 2018</b>			
	<b>Budget (\$)</b>	<b>Actual (\$)</b>	<b>Variance (\$)</b>	<b>%</b>
<b>Salaries and Benefits</b>	4,182,157	4,348,915	(166,758)	(4.0)%
<b>Operating Expenses</b>	9,058,918	7,985,985	1,072,933	11.8%
<b>Corporate Overhead</b>	5,975,394	5,931,349	44,045	0.7%
<b>Debt Charges</b>	9,111,767	9,014,686	97,081	1.1%
<b>Total Net Expenditures</b>	<b>28,328,236</b>	<b>27,280,935</b>	<b>1,047,301</b>	<b>3.7%</b>
<b>Revenues</b>	42,523,754	41,749,711	(774,043)	(1.8)%
<b>Transfer to Reserve</b>	<b>14,195,518</b>	<b>14,468,776</b>	<b>273,258</b>	<b>1.9%</b>
<b>Recommended Adjustments</b>			<b>(355,987)</b>	
<b>Adjusted Deficit to Transfer from Reserve</b>			<b>(82,729)</b>	

22. The 2018 year ended with a surplus of \$273,258 for the Wastewater Operations Branch before adjustments. This is a result of expenditures tracking at 96% of budget and revenue at 98% of budget. Details supporting the operating expenditure variances are provided in Appendix C.

#### **SUMMARY OF OPERATING RESULTS – PARKING**

	<b>Year-to-Date December 31, 2018</b>			
	<b>Budget (\$)</b>	<b>Actual (\$)</b>	<b>Variance (\$)</b>	<b>%</b>
<b>Salaries and Benefits</b>	360,906	373,695	(12,790)	(3.5)%
<b>Operating Expenses</b>	311,538	191,028	120,510	38.7%
<b>Corporate Overhead</b>	957,153	775,394	181,760	19.0%
<b>Debt Charges</b>	976,794	976,794	0	0.0%
<b>Total Net Expenditures</b>	2,606,391	2,316,911	289,481	<b>11.1%</b>
<b>Revenues</b>	(2,060,042)	(2,148,441)	88,399	4.3%
<b>Transfer (from)/to Reserve</b>	(546,349)	(168,470)	377,879	<b>(69.2)%</b>

23. The 2018 year ended with a \$377,879 favourable outcome for the Parking Services Branch resulting in a lower than planned draw from the Parking Reserve. This is a result of operating expenditures tracking at 61% of budget and revenue at 104% of budget. Details of the expense variance are provided in Appendix C.
24. The City's current model for parking service delivery consists of a combination of ground level and parkade type parking. This model presents a blend of relatively inexpensive ground level parking with the space efficiency of a parkade structure. The parkade service delivery model in particular minimizes the footprint for parking in a high density area and allows for other development in the City Centre to occur. However, the parkade service delivery model does come at additional cost for items such as maintenance and debt servicing on the initial investment. While debt servicing costs are scheduled to be eliminated by 2024, lifecycle costs are anticipated to ramp up. As a result, it is anticipated that draws from the parking reserve will continue to be required in future years.

#### **FINANCING LEASES**

25. In accordance with the Capital Financing and Debt Management Policy reporting requirements, The Director of Finance and Treasurer is required to list any outstanding financing leases including the following details:
- Estimates of the proportion of financing leases to the Corporation's total long-term debt.
  - A statement that in his or her opinion all financing leases were made in accordance with this Policy.
26. The following table summarizes the list of outstanding financing leases and the proportion thereof to long term debt as at December 31, 2018:

<b>Outstanding Financial Leases - Dec 31, 2018</b>	<b>Amount</b>
Computer Equipment	\$ 639,101
Building and Facilities	\$ 2,325,353
Total Outstanding Financial Leases (TOFL)	\$ 2,964,454
Total Long-Term Debt (LTD)	\$ 284,228,105
<b>TOFL to LTD ratio</b>	<b>1.04%</b>

27. The City has not entered into any new financing lease during 2018 and is in compliance with the Capital Financing and Debt Management Policy.

#### **CAPITAL PLAN STATUS AT DECEMBER 31, 2018**

28. The Capital Plan presented in Appendix D is a high level summary of activity as at December 31, 2018. The total capital budget for 2018 was \$295.7M, including carryover from prior years and new projects, and the projected year-end spending plan was \$162.0M due to the multi-year nature of many of the projects. The actual spending at year-end was \$121.1M, which is 74.8% of the projected spending plan. The capital projects that contribute to the key variances between planned and actual spending have been identified in Appendix E.

#### **RATE STABILIZATION RESERVES**

29. Prior to directions provided by Council regarding the 2019 Business Plan, the December 31, 2018 Rate Stabilization Reserve balances affected by the recommendations in this report are as follows:

	<b>Balance at Dec. 31, 2018</b>	<b>Commitments</b>	<b>Recommended Motion</b>	<b>Non-Committed Balance at Dec. 31, 2018</b>	<b>2018 Minimum Expected Balance</b>
Tax Rate Stabilization Reserve	\$ 6,821,320	\$ (1,693,622)	\$ 1,865,681	\$ 6,993,379	\$ 28,595,574
Wastewater Rate Stabilization Reserve	\$ 1,849,197	\$ (77,010)	\$ (82,729)	\$ 1,689,458	\$ 4,163,878
Water Rate Stabilization Reserve	\$ 2,663,872	\$ (13,067)	\$ 361,724	\$ 3,012,529	\$ 3,457,895

\* 2018 Minimum Expected Balance as per the Financial Policies Framework

30. Stabilization reserves are maintained in order to fund unexpected one-time, non-recurring expenditures, and to address any potential deficits. As per the Financial Policies Framework, the target range is 10% to 15% of gross operating revenues (excluding transfers to capital, specific reserves, and debt principal repayments) for Stabilization Reserves. The non-committed balance at December 31, 2018 shows that reserve balances currently fall well short of their minimum expected level.
31. Included as part of the "Recommended Motion" column of the table above are contributions to or draws from reserves after the various adjustments recommended in this report. These contributions or draws come from the allocation of year-end surpluses, or the funding of year-end deficits. The allocations for surpluses are as prescribed by the City's Financial Policies (30% for rate stabilization reserves). The amounts are as follows:
- a) \$629,292 to the Tax Rate Stabilization Reserve;

- b) (\$82,729) from the Wastewater Rate Stabilization Reserve to fund the operating deficit at year end, and;
- c) \$361,724 to the Water Rate Stabilization Reserve

## CAPITAL RESERVES

32. Prior to the directions provided by Council regarding the 2019 Business Plan, the December 31, 2018 capital reserve balances affected by the recommendations in this report are:

	Balance at Dec. 31, 2018	Commitments	Recommended Motion	Non-Committed Balance at Dec. 31, 2018
Tax Capital Reserve	\$ 38,298,767	\$ (38,239,410)	\$ 551,063	\$ 610,420
Wastewater Rate Capital Reserve	\$ 31,974,826	\$ (12,323,264)	\$ -	\$ 19,651,562
Water Rate Capital Reserve	\$ 21,064,868	\$ (7,370,852)	\$ 844,022	\$ 14,538,037
Parking Reserve	\$ (489,120)	\$ (80,871)	\$ -	\$ (569,991)

\* Capital Commitments are based on approved capital spending for all prior and future years as at year-end. The reserve balance does not include potential future contributions to the reserve.

33. As noted above, future contributions to reserves are not reflected in the non-committed balances. In the 2019 Budget, Council approved contributions to reserves as follows: Tax Capital Reserve - \$35.1M, Wastewater Rate Capital Reserve - \$14.1M, Water Rate Capital Reserve - \$4.4M.
34. The City's Financial Policy targets a minimum threshold cash balance in the Tax Capital Reserve equivalent to one year's worth of the 5 year average of the non-growth tax-supported capital expenditure requirements which is currently estimated at \$26M. This ensures that one year of tax based funding is available in reserves to maintain liquidity. There is currently no uncommitted balance in the Tax Capital Reserve at year-end.
35. Included as part of the "recommended motion" column of the table above, are contributions to reserves resulting from the allocation of year-end surpluses after the various adjustments recommended in this report. The allocations are as prescribed by the City's Financial Policies (70% for capital reserves). The amounts are as follows:
- a) \$1,468,349 to the Tax Capital Reserve;
  - b) \$0 to the Wastewater Capital Reserve due to the year-end deficit, and;
  - c) \$844,022 to the Water Capital Reserve

## OTHER RESERVES

36. Prior to the direction provided by Council regarding the 2019 Business Plan, the December 31, 2018 other reserve balances affected by the recommendations in this report are:

	Balance at Dec. 31, 2018	Commitments	Recommended Motion	Non-Committed Balance at Dec. 31, 2018
WSIB Reserve	\$ 634,688	\$ -	\$ 400,000	\$ 1,034,688
County of Simcoe Capital	\$ 1,352,673	\$ (3,880,000)	\$ 1,362,403	\$ (1,164,924)

\* Capital Commitments are based on approved capital spending for all prior and future years as at year-end. The reserve balance does not include potential future contributions to the reserve.

37. The WSIB Reserve shows no commitments since WSIB costs are paid as incurred and specific commitments are not known at this time. However, 2018 draws of \$1M should be viewed as a baseline estimate resulting from the recent legislative changes regarding first responders.

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

38. Updates on Key Division Service Delivery Initiatives (KDSDI's) and Key Performance Indicators (KPI's) can be found in Appendix F and Appendix G.

#### **HOUSEKEEPING – CAPITAL PROJECTS REQUIRING ADDITIONAL FUNDING**

39. Additional funds totaling \$1.63M are requested to address various housekeeping issues on a number of City projects. The additional funding will be sourced from the Tax Capital Reserve (\$1.58M) and Lake Simcoe Regional Conservation Authority (\$50K). Details for each project can be found in Appendix H.

#### **FEDERAL GAS TAX – ADDITIONAL FUNDING ANNOUNCEMENT**

40. The Federal Government recently announced that municipalities will receive, on a one time basis, additional Federal Gas Tax funding. Staff have confirmed the City of Barrie will be receiving \$8,667,473 in additional funds.
41. Staff have proposed a number of new projects and enhancements to existing projects to utilize the additional funds. These projects were prioritized based on a consideration of City needs and restrictions for the use of the funds as set out in the funding agreement. The proposed projects are detailed in Appendix I.

#### **ENVIRONMENTAL MATTERS**

42. There are no environmental matters directly related to the recommendation.

#### **ALTERNATIVES**

43. The following alternatives are available for consideration by General Committee:

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**Alternative #1**

General Committee could alter the proposed recommendation by directing staff to allocate the adjusted surplus in some other manner.

Although this alternative is at the discretion of Council, it is not consistent with the current Financial Policies Framework which specifies that year-end surpluses will be split 70/30 between capital reserves and rate stabilization reserves.

**Alternative #2**

General Committee could alter the proposed allocation of the additional Federal Gas Tax Funding for 2019 within the parameters of the funding agreement.

Although this alternative is at the discretion of Council, the proposed projects were recommended on the basis of prioritization of projects and the parameters of the funding agreement in terms of the types of projects eligible for use of funds.

**FINANCIAL**

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

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

45. The recommendations in this report are operational, and are not specifically related to the goals identified in the 2018-2022 Strategic Plan.

**APPENDIX A**

**Tax-Supported Operating Budget Variance by Department as at December 31, 2018**

	<b>Budget (\$)</b>	<b>Actual (\$)</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
<b>Office of the Mayor and CAO</b>	<b>3,630,793</b>	<b>3,012,224</b>	<b>618,569</b>	<b>17.0%</b>
Council & Mayor's Office	931,949	871,549	60,400	6.5%
Office of Chief Administrative Officer	626,672	437,972	188,700	30.1%
Legal Services	1,746,622	1,374,719	371,903	21.3%
Internal Audit	325,550	327,984	(2,434)	(0.7)%
<b>Community and Corporate Services</b>	<b>42,611,347</b>	<b>41,258,325</b>	<b>1,353,022</b>	<b>3.2%</b>
GM of Community and Corporate Services	302,258	250,640	51,618	17.1%
Facilities	2,178,546	1,929,064	249,482	11.5%
Barrie Fire and Emergency Services	26,178,609	25,819,276	359,333	1.4%
Finance	3,560,089	3,452,832	107,257	3.0%
Legislative and Court Services	2,471,168	2,900,746	(429,578)	(17.4)%
Recreation Services	7,920,677	6,905,766	1,014,911	12.8%
<b>Infrastructure &amp; Growth Management</b>	<b>38,412,971</b>	<b>38,643,065</b>	<b>(230,094)</b>	<b>(0.6)%</b>
GM of Infrastructure and Growth Management	362,618	375,023	(12,405)	(3.4)%
Engineering	2,164,795	2,154,812	9,983	0.5%
Planning & Building Services	1,121,153	1,403,184	(282,031)	(25.2)%
Environmental Services	7,470,178	6,964,917	505,261	6.8%
Roads Operations	13,677,786	13,751,875	(74,089)	(0.5)%
Parks and Forestry Operations	5,974,867	5,677,367	297,500	5.0%
Traffic	3,827,228	3,760,046	67,182	1.8%
Fleet	3,814,346	4,555,841	(741,495)	(19.4)%
<b>Invest Barrie</b>	<b>3,441,828</b>	<b>3,625,866</b>	<b>(184,038)</b>	<b>(5.3)%</b>
Invest Barrie – Administration	273,426	452,631	(179,205)	(65.5)%
Business Development	657,129	789,522	(132,393)	(20.1)%
Department of Creative Economy	2,511,273	2,383,714	127,559	5.1%
<b>Access Barrie</b>	<b>14,764,111</b>	<b>13,500,407</b>	<b>1,263,704</b>	<b>8.6%</b>
Access Barrie - Administration	323,424	321,144	2,280	0.7%
Customer Service	1,098,041	962,283	135,758	12.4%
Communications and Marketing	939,612	892,600	47,012	5.0%



	<b>Budget (\$)</b>	<b>Actual (\$)</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
Transit & Parking Strategy	12,403,034	11,324,380	1,078,654	8.7%
<b>Innovate Barrie</b>	<b>10,732,438</b>	<b>10,540,809</b>	<b>191,629</b>	<b>1.8%</b>
Innovate Barrie - Administration	361,887	408,335	(46,448)	(12.8)%
Centre for Continuous Improvement	747,675	761,058	(13,383)	(1.8)%
Human Resources	2,711,094	2,485,266	225,828	8.3%
Information Technology	6,911,782	6,886,150	25,632	0.4%
<b>Other Expenses</b>	<b>47,040,580</b>	<b>47,366,280</b>	<b>(325,700)</b>	<b>(0.7)%</b>
Financial Expenses & Other General Government	47,040,580	47,366,280	(325,700)	(0.7)%
<b>Total Net City Services</b>	<b>160,634,068</b>	<b>157,946,976</b>	<b>2,687,092</b>	<b>1.7%</b>
Service Partners and Grants	80,582,472	79,204,898	1,377,574	1.7%
<b>Total Net Expenditures</b>	<b>241,216,540</b>	<b>237,151,874</b>	<b>4,064,666</b>	<b>1.7%</b>
Net Taxation for own purposes	230,619,789	230,471,511	(148,278)	(0.1)%
Payments in Lieu of Taxes	1,939,800	2,014,345	74,545	3.8%
Investment Revenue	3,642,418	4,274,083	631,665	17.3%
Corporate Recoveries	4,907,033	4,909,533	2,500	0.1%
Corporate Revenue	107,500	415,275	307,775	286.3%
<b>Total Revenue</b>	<b>241,216,540</b>	<b>242,084,747</b>	<b>868,207</b>	<b>0.4%</b>
<b>Total Operating Variance</b>	<b>0</b>	<b>4,932,873</b>	<b>4,932,873</b>	<b>N/A%</b>

**APPENDIX B**

**Detailed Tax Supported Operating Variance Explanations**

<b>Service/Driver:</b> Transit – Contracted Services, User Fees, & Fuel			
<b>Contracted Services</b> Budget: \$16.6M	<b>Actual:</b> \$15.9M	<b>Variance \$:</b> \$790K	<b>Variance %:</b> 5%
<b>User Fees (Revenue)</b> Budget: \$6.1M	<b>Actual:</b> \$6.6M	<b>Variance \$:</b> \$526K	<b>Variance %:</b> 9%
<b>Fuel</b> Budget: \$2.0M	<b>Actual:</b> \$2.3M	<b>Variance \$:</b> (\$284K)	<b>Variance %:</b> (14%)
<p><b><u>Reason for Variance</u></b></p> <p><b>Contracted Services \$790K</b> Barrie's 20 year transit contract uses Key Performance Indicators to monitor the service. The KPI's are not meant to be fully comprehensive, but rather to provide an indication of the service providers' performance. The output specifications represent the minimum standard of service for which the service provider would be entitled to receive its full monthly payment. Deductions are applied in accordance with the KPI's, where the application is higher than originally anticipated to date. There was also an insurance adjustment from previous years that was applied to 2018 and is not expected to occur in future years.</p> <p><b>User Fees \$526K</b> The favourable variance is a direct result of anticipated ridership growth from the increased international student population as well as the inception of the UPASS at Georgian College, where actual growth was more than planned growth.</p> <p><b>Fuel (\$284K)</b> The unfavourable variance can be attributed to increased fuel prices as a result of market conditions. When preparing the 2018 business plan the anticipated fuel cost was \$0.90/litre, however, based on the trends year-to-date, the actual cost is averaging out to \$1.06/litre.</p>			
<p><b><u>Impact Going Forward</u></b></p> <p><b>Contracted Services</b> Staff members are anticipating deductions to decrease as the service provider remedies service level improvements.</p> <p><b>User Fees</b> The favourable variance is not anticipated for 2019, as the impact of this program was considered in the budget development.</p> <p><b>Fuel</b> Staff members are anticipating the increased price of fuel to continue, and have anticipated a higher cost per litre as part of the 2019 Business Plan.</p>			

**Actions to Mitigate Future Anticipated Variances**

**Contracted Services**

City staff continue to work collaboratively with the service provider to monitor and report output specifications and KPI's. This monitoring entail the prevention, detection, diagnosing and correction of deficiencies. Emphasizing advance monitoring should ensure parties can continue to address issues before the services are significantly impacted.

**User Fees**

As part of the 2019 budget development, staff members considered the impact of this program.

**Fuel**

The negative variance is based on market conditions, and will look for opportunities to reduce the fuel costs. Staff members reviewed/refined their budget predictions as part of the 2019 business plan.

**Service/Driver: Recreation – Revenue**

<b>Budget:</b> \$9.4M	<b>Actual:</b> \$10.1M	<b>Variance \$:</b> \$680K	<b>Variance %:</b> 7%
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**Reason for Variance**

Sales of various RecPASS memberships were higher than expected. Special events revenue at the Barrie Molson Centre exceeded budget due to four additional events booked in 2018. Finally, ice and field rentals increased over 2017 due to higher hourly bookings.

**Impact Going Forward**

The revenue increases in ice/field rentals and RecPASS memberships are expected to continue albeit at more modest rates in 2019. Special events will continue to be pursued as an opportunity to generate incremental revenue at the BMC.

**Actions to Mitigate Future Anticipated Variances**

The City will continue to promote the RecPASS as excellent value for existing and potential clients. Reservations for arenas and fields will be tracked monthly so that we maximize utilization of our facilities.

<b>Service/Driver:</b> Investments			
<b>Budget:</b> \$3.6M	<b>Actual:</b> \$4.3M	<b>Variance \$:</b> \$632K	<b>Variance %:</b> 17%
<p><b><u>Reason for Variance</u></b></p> <p>Higher interest rates on deposits driven by Bank of Canada rate increases and a higher than anticipated allocation to marketable securities vs. cash as a result of continued improvements to cash flow forecasting. The City's bond portfolio also generated better than expected returns.</p>			
<p><b><u>Impact Going Forward</u></b></p> <p>Given the economic outlook for 2019 of lower interest rates and weaker output, it is expected that 2019 returns will be more in-line with forecasts.</p>			
<p><b><u>Actions to Mitigate Future Anticipated Variances</u></b></p> <p>No action is required.</p>			

<b>Service/Driver:</b> Road Surface Maintenance			
<b>Budget:</b> \$1.9M	<b>Actual:</b> \$1.3M	<b>Variance \$:</b> \$588K	<b>Variance %:</b> (64%)
<p><b><u>Reason for Variance</u></b></p> <p>An elevated contractor bid price for asphalt, sidewalk and curb maintenance resulted in the retendering of the work. The new contract closed in the early fall so a majority of the planned work could not be completed before winter weather.</p>			
<p><b><u>Impact Going Forward</u></b></p> <p>Roads Operations and Engineering Construction are working collaboratively with the contractor to ensure a prompt start to the contract in the spring of 2019 to address the outstanding work.</p>			
<p><b><u>Actions to Mitigate Future Anticipated Variances</u></b></p> <p>The work planned for 2018 and associated costs will be incurred in 2019. Staff are recommending Purchase Order carryforwards as part of this report which will fund the 2018 work in 2019.</p>			



<b>Service/Driver:</b> Environmental Operations			
<b>Expense Budget:</b> \$3.6M	<b>Actual:</b> \$3.2M	<b>Variance \$:</b> \$372K	<b>Variance %:</b> 10%
<b>Revenue Budget:</b> \$162K	<b>Actual:</b> \$284K	<b>Variance \$:</b> \$122K	<b>Variance %:</b> 75%
<b><u>Reason for Variances</u></b>  <b>Contracted Services \$372K</b> Collection contract garbage, recycling, and yard waste tonnages were based on previous years and an estimated CPI; the result being an overestimation.  <b>User Fees &amp; Service Charges \$122K</b> The Landfill received more revenues from tipping fees than expected. The increase tipping fee revenue was a direct result of the tonnages received in 2018. No future variances are anticipated.			
<b><u>Impact Going Forward</u></b>  The current year results are not expected to have a direct impact on future results. Historical tonnages have been used for 2019 budget development purposes.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>  <b>Contracted Services</b> No future anticipated variances at this time. Staff reviewed/refined their budget estimates as part of the 2019 business plan based on an average of historical results.  <b>User Fees &amp; Service Charges, and Miscellaneous Revenue</b> No future anticipated variances at this time. Staff reviewed/refined their budget estimates as part of the 2019 business plan based on an average of historical results.			



<b>Service/Driver:</b> Enforcement Services – Parking Fines, Licences and Fees			
<b>Budget:</b> \$1.8M	<b>Actual:</b> 2.2M	<b>Variance \$:</b> 371K	<b>Variance %:</b> 21%
<b><u>Reason for Variance</u></b>  There was a slight increase in the number of parking infractions issued by staff based on violations found in 2018. There was also a slight increase in overall parking complaints received which led to an increase in noted violations. A 0.5% increase in payment trends from 2017 (this is controlled by vehicle owners, not within corporate control) was also realized, all of which resulted in a favourable variance of \$256K. In addition, various licensing and fees also trended slightly above budget contributing further to the positive variance.			
<b><u>Impact Going Forward</u></b>  If the increase in payment trends continue, additional revenue can be realized in 2019. However it is too early to know if this trend will continue or reverse.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>  Continue to monitor overall trends and make adjustments as required.			



<b>Service/Driver:</b> Court Services – POA Fines and Contra Revenue			
<b>Budget:</b> \$6.5M	<b>Actual:</b> \$5.4M	<b>Variance \$:</b> (\$1.1M)	<b>Variance %:</b> (17%)
<b><u>Reason for Variance</u></b> <p>An unanticipated decrease in newly filed charges is the main contributor to the variance. New charges diminished in the Barrie Court Service area by 16.9% over anticipated volume, and by 27.4% by Barrie Police Service alone over 2017 actuals. It is also believed that one of the O.P.P. traffic units was moved out of the area which impacted some of the regularly achievable charges and associated revenues stemming from charges laid along highway 400 within the City of Barrie limits. These items have resulted in a \$1.5M deficit in POA fines which was somewhat offset by lower payments to other jurisdictions for dedicated and victim surcharge fines.</p>			
<b><u>Impact Going Forward</u></b> <p>If charge volumes do not return to what is regularly anticipated annually, it will continue to impact achievable “non-collection related revenues”. Regularly achievable “collection revenues” will be substantially impacted due to the unanticipated decrease in charges from 2018, where those achievable revenues are usually realized in future years.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b> <p>Reduction of back-fill of vacant positions has occurred, an increase of collection efforts through other civil court process are in the midst of being implemented, and other efforts to reduce expenses are underway to mitigate the impacts realized in 2018.</p>			

<b>Service/Driver:</b> Corporate Fleet – Repairs & Maintenance Vehicles			
<b>Budget:</b> \$1.4M	<b>Actual:</b> \$2.1M	<b>Variance \$:</b> (\$653K)	<b>Variance %:</b> (47%)
<p><b><u>Reason for Variance</u></b></p> <p>The unfavourable variance is mainly attributable to an aging fleet, particularly in the light duty and Fire fleets which combined have added an increase of approximately \$600,000 over 2017 expenditures.</p>			
<p><b><u>Impact Going Forward</u></b></p> <p>RPF management have identified these and other pressure points within the Fleet branch and have reached out to Finance for assistance in developing cost avoidance options. Over time the Fleet Renewal Program should help to reduce these expenses as the average age of the Corporate fleet is reduced to acceptable levels.</p>			
<p><b><u>Actions to Mitigate Future Anticipated Variances</u></b></p> <p>In 2018 BFES had received and entered into service four new fire apparatus which will show some significant cost avoidance moving forward. This and the introduction of the Fleet Renewal Program in 2019 should also reflect a significant impact on the Operating Budget moving forward.</p>			

<b>Service/Driver:</b> Corporate Fleet – Fuel			
<b>Budget:</b> \$665K	<b>Actual:</b> \$1.1M	<b>Variance \$:</b> (\$425K)	<b>Variance %:</b> (64%)
<p><b><u>Reason for Variance</u></b></p> <p>The unfavourable variance can be attributed to winter control related diesel and gasoline expenses (winter maintenance equipment, snow plows and sander activity). The winter season saw a larger than normal increase in plow and sanding activity.</p>			
<p><b><u>Impact Going Forward</u></b></p> <p>Staff members have factored in historical winter events/conditions into the 2019 business plan.</p>			
<p><b><u>Actions to Mitigate Future Anticipated Variances</u></b></p> <p>No further action required at this time. Staff members reviewed/refined their budget predictions as part of the 2019 business plan in order to mitigate this variance moving forward.</p>			

**Service/Driver:** Winter Control

**Budget:** \$6.4M

**Actual:** \$7.2M

**Variance \$:** (\$799K)

**Variance %:** (12%)

**Reason for Variance**

In 2018 there was an increase in severe winter events, freezing rain events and freeze-thaw cycles that required additional resources and salt usage to meet winter control service level objectives and Provincial Minimum Maintenance Standards. As a result of the April 2018 Storm, winter control contracts were extended for one week beyond their regular termination date to ensure public safety and access.

**Impact Going Forward**

Annual Winter Control budgets are not adjusted year over year in response to previous year's weather, but rather they are based on a five year historical average trend, and known commodity and contract price changes. The trend over the last five years has been an increase in the intensity of storms and the cost of providing winter control services. The 2019 budget reflects increases for winter sand, labour, and contracted services, based on the five year average and adjustments for contractual obligations.

**Actions to Mitigate Future Anticipated Variances**

Contractors' equipment hourly standby charges represent the largest portion (50%) of contracted winter control costs. The City controls contractor costs by signing multi-year contracts with extension options to obtain the lowest hourly rates.

A Salt Optimization Strategy, Salt Management Plan and Winter Operations Plan were developed in to formalize strategies for salt reduction, service levels, and details of winter control operational practices. The strategy and plans will provide the basis for cost control and continuous improvement. Staff members are continuing to review and pilot the mix and type of materials and application efficiencies, and other salt reduction initiatives and operational efficiencies, for cost savings and protection of the environment.

Review of other winter operations performance indicators by staff occurs during and post winter season to look for ways to improve customer service, operations, and control spending. For example, route mapping reviews to accommodate changes (e.g. bus routes and future growth) and reductions in travelling and waiting time for materials, as well as additional training to improve operator proficiency.

The Roads Operations Branch has also piloted a winter control night shift for the 2018/2019 winter control season. This gives greater control and oversight on overnight winter maintenance operations along with the ability to utilize internal staff and equipment for alternative winter maintenance methods. The 2019 Winter Control Route Optimization Project will also assist with addressing current needs and planning for future growth.

## APPENDIX C

### Detailed User Rate Supported Operating Variance Explanations

<b>Service/Driver:</b> Water Operations			
<b>Salaries &amp; Benefits</b> <b>Budget:</b> \$7.6M	<b>Actual:</b> \$7.0M	<b>Variance \$:</b> \$640K	<b>Variance %:</b> 8%
<b>Operating Expenses</b> <b>Budget:</b> \$6.3M	<b>Actual:</b> \$5.8M	<b>Variance \$:</b> \$498K	<b>Variance %:</b> 8%
<b><u>Reason for Variance</u></b>  <b>Salaries and Benefits \$640K</b> Positive variance due to natural salary gapping that occurred with staff turnover and movement directly related to temporary transfers to different positions within the Corporation. Additionally, staff that backfilled the vacancies created by these transfers were generally paid at a lower rate than the permanent incumbent.  <b>Operating Expenses \$498K</b> Operating surplus can be attributed to underspending within contracted services budgets. In particular, those associated with hydrant snow clearing (\$123K), heavy equipment and vacuum excavation contractors (\$85K), and hydrant maintenance and painting (\$55K). The hydrant snow clearing underspend directly correlates with volume and timing of snowfalls throughout 2018. While this winter brought more snowfall than the previous year, overall the volumes received didn't reach thresholds requiring the use of snow removal contractors. Costs for heavy equipment and vacuum excavation contracts were lower than budgeted as a result of reduced infrastructure failures (water main breaks, service breaks/leaks etc.) requiring assistance from third party contractors. Finally, \$200K associated with asphalt repairs (required following main break and service repairs) for a contract administered by the Engineering Department was unspent as a result of delayed procurement for that contract in 2018.			
<b><u>Impact Going Forward</u></b>  <b>Salaries and Benefits</b> Branch staff expect positive variances within salaries and benefits to endure into 2019 as many of the temporary transfers (noted above) continue. Additionally, retirements are expected in several positions within the Branch that will also contribute to the natural salary gapping, as job descriptions are reviewed and revised, and recruitments are completed.  <b>Operating Expenses</b> Spending on Contracted Services related to infrastructure repairs is based largely on weather conditions year to year. As such, historical averages continue to be used for annual budget development in these areas and can expect to have variances (positive or negative) depending upon the conditions experienced and the impact to infrastructure.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>  No specific actions are required at this time.			



<b>Service/Driver:</b> Wastewater Operations			
<b>Budget:</b> \$9.1M	<b>Actual:</b> \$8.0M	<b>Variance:</b> \$1.1M	<b>Variance %:</b> 12%
<b><u>Reason for Variance</u></b>  <b>Operating Expenses \$1.1M</b> The year-end surplus is attributed to several factors: <ul style="list-style-type: none"><li>• Utility savings of \$303K were realized due to a successful change in the hydro billing structure and the continued benefits of water conservation within the WwTF;</li><li>• Wastewater chemicals were underspent by \$205K including alum, citric, oxygen, chlorine and percol which is due to a combination of plant optimization and a slight reduction (2%) in average daily flow between 2017 (50.74 MLD) and 2018 (49.65 MLD);</li><li>• A favourable variance of \$355K relating to consulting occurred due to resource and time limitations associated with intended infrastructure condition assessments. Contributing to this was the retirement of the Capital Works Supervisor as well as several approved medical leaves;</li><li>• The biosolids land application contract was \$108K underspent in 2018. This represents 93.3% of the total contract which was valued at \$1.64M;</li><li>• A surplus of \$110K in equipment rental/lease related to safety equipment for conducting condition assessments was realized.</li></ul>			
<b><u>Impact Going Forward</u></b>  Spending on operations and infrastructure repairs varies from year to year. As a result, historical averages will continue to be used for annual budget development.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>  No specific actions are required at this time.			



<b>Service/Driver:</b> Parking Operations – Expenses			
<b>Budget:</b> \$312K	<b>Actual:</b> \$191K	<b>Variance \$:</b> \$121K	<b>Variance %:</b> 39%
<b><u>Reason for Variance</u></b>  The favourable operating variance in 2018 was due to a delay in the pay & display contract causing it to be pushed back into 2019. With the waterfront parking lot reconstruction in 2018 there was a reduction in the repair & maintenance expenses required.			
<b><u>Impact Going Forward</u></b>  The underspend is expected to normalize going forward as there are other surface repair parking lot projects that are planned for 2019 and future years.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>  Nothing to note at this time.			

**APPENDIX D**

**Capital Plan Progress Update by Division as at December 31, 2018**

Summary of Capital Plan & Forecast	2018 Capital Budget			Performance Reporting					
	Carryover from Prior Year Budgets	New Projects Approved in 2018 Budget	2018 Total Budget with Transfers	Projected YTD Spending Plan	Actual 2018 Spending	Variance to 2018 Projected	% of 2018 Projected Spending Plan Achieved	% of 2018 Total Budget	Planned Spending (Deferred)
CAO, Invest Barrie, Legal	1,000,000	3,900,000	4,900,000	4,400,000	4,347,549	52,451	99%	89%	(500,000)
Access Barrie	(122,147)	2,161,091	2,038,944	1,915,965	759,324	1,156,641	40%	37%	(122,979)
Community and Corporate Services	17,071,557	71,652,065	88,723,622	53,363,634	46,423,788	6,939,846	87%	52%	(35,359,988)
Infrastructure & Growth Management	67,678,741	90,663,790	158,342,531	91,989,520	63,227,365	28,762,155	69%	40%	(66,353,010)
Developer Built Projects	9,287,102	19,256,600	28,543,702	434,073	363,117	70,956	84%	1.3%	(28,109,630)
Innovate Barrie	9,087,917	4,084,810	13,172,727	9,904,535	6,015,041	3,889,494	61%	46%	(3,268,191)
<b>Total</b>	104,003,170	191,718,356	295,721,526	162,007,727	121,136,184	40,871,543	75%	41%	(133,713,798)

**APPENDIX E****Capital Plan Status Variances at December 31, 2018****CITY BUILD PROJECTS****Barrie - Simcoe Emergency Services Campus Phase 1:**

2018 Total Budget with transfers	\$45.7M
Projected Spending Plan to end Q4	37.0M
Actual Spending to end Q4	33.5M
Variance to Projected to end Q4	3.5M

A significant contributing factor to this project being underspent is due to the delay in processing the November and December 2018 invoices. While scheduled work was indeed completed, information required to approve the payment for it was not submitted correctly as per the project's contract. Additionally, it was anticipated that Civil works would be completed throughout the 2018 winter, however site and weather conditions in early 2018 forced the suspension of that work and all site civil work is delayed as a result. This work will resume in the spring of 2019 and no impact to the overall project schedule is expected.

**Mapleview Drive East – Country Lane to Yonge:**

2018 Total Budget with transfers	\$7.8M
Projected Spending Plan to end Q4	5.1M
Actual Spending to end Q4	2.4M
Variance to Projected to end Q4	2.7M

Utility relocations in Phase 1 (Country Lane to Madelaine) were completed. The Phase 2 utility relocations (Madelaine to Yonge) are on hold pending resolution of a property issue at the Mapleview/Yonge intersection. Construction tender for Mapleview between Country Lane and Madelaine Drive closed in May 2018. Construction commenced July. The contractor did not progress as planned but City staff are coordinating with contractor to get work completed as quickly as possible in 2019.

**Mapleview Drive East Expansion and New Trunk Watermain – East of Yonge to Prince William:**

2018 Total Budget with transfers	\$3.4M
Projected Spending Plan to end of Q4	2.0M
Actual Spending to end of Q4	0.1M
Variance to Projected at end of Q4	1.9M

The project was awarded in November 2018, and the design phase is in progress with an anticipated completion date in 2019. The Geotechnical investigation works were delayed until the design consultant was retained to ensure sufficient scope was included for the rail grade separation foundation.

**McKay Road New Interchange:**

2018 Total Budget with transfers	\$1.9M
Projected Spending Plan to end of Q4	1.9M
Actual Spending to end of Q4	0.1M
Variance to Projected at end of Q4	1.8M

The Detailed Design of the McKay Road Interchange was anticipated to start in March 2018. There were delays in the finalization of the Highway 400 Needs and Justification Study with the Ministry of Transportation (MTO) which was an MTO requirement before the Detailed Design Request for Proposal (RFP) could be issued. City staff are continuing to coordinate with the MTO to have this RFP out to market in Q2 of 2019.

**Biosolids Facility Storage Tank Mixers Replacement:**

2018 Total Budget with transfers	\$2.2M
Projected Spending Plan to end of Q4	1.8M
Actual Spending to end of Q4	0.2M
Variance to Projected at end of Q4	1.6M

The approved budget includes both design and construction for the tank mixers at the Biosolids Facility Storage. This project schedule was adversely affected when it was found that the Hydro One Power line needed to be upgraded. A separate project budget was created for the hydro upgrade which the mixer project is dependent upon. A Service Agreement with Hydro One was prepared and signed at the end of 2018. The design will commence in 2019.

**Design for Harvie Road Crossing:**

2018 Total Budget with transfers	\$4.4M
Projected Spending Plan to end Q4	4.4M
Actual Spending to end Q4	2.8M
Variance to Projected to end Q4	1.6M

The resolution of property acquisition did not progress as quickly as anticipated however this did not impact progress. The tender for the Harvie Crossing construction closed in August 2018. Utility relocations are ongoing and construction was advanced in 2018 where possible. The major construction associated with the crossing will commence in 2019 and will be open to traffic in 2020.

**WwTF New Heat Exchanger – Primary Digester 3:**

2018 Total Budget with transfers	\$1.7M
Projected Spending Plan to end of Q4	1.1M
Actual Spending to end of Q4	0.1M
Variance to Projected at end of Q4	1.0M

The detailed shop drawing production for the project generally occurred per schedule however there was a very large lead time for equipment production and delivery that has pushed the installation of the equipment at the WwTF into 2019.

**City Hall Parking Garage Rehabilitation**

2018 Total Budget with transfers	\$2.3M
Projected Spending Plan to end Q4	2.3M
Actual Spending to end Q4	1.4M
Variance to Projected to end Q4	0.9M

The project was scheduled to be completed by November 2018, however due to unforeseen conditions an additional four weeks was extended to the projects schedule. Unnecessary delays in the schedule as a result of poor performance by the contractor led to the termination of the contract and caused the completion of the project to be pushed into Q1 of 2019. Uncompleted elements of the contractor's scope of work were ultimately completed by another contractor.

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**DEVELOPER BUILD PROJECTS****Huronia Road New Trunk Sanitary Sewer and Road Replacement – Lockhart to McKay:**

2018 Total Budget with transfers	\$3.2M
Projected Spending Plan to end of Q4	2.2M
Actual Spending to end of Q4	0.2M
Variance to Projected at end of Q4	2.0M

The design has progressed to 60% complete, and is anticipated to be finalized in 2019. The total project budget does include property however, we have not started acquisition as we are now beginning to prepare the draft R-Plans for City review. The property acquisition will commence in 2019.

**McKay Road New Trunk Sanitary Sewer and Road Expansion – Hwy 400 to Huronia:**

2018 Total Budget with transfers	\$5.3M
Projected Spending Plan to end of Q4	1.3M
Actual Spending to end of Q4	0.3M
Variance to Projected at end of Q4	1.0M

The project has progressed to 60% design completion, and is anticipated to be finalized in 2019.

**MTO BUILD PROJECTS****Tiffin Street Underpass Cost Sharing with MTO:**

2018 Total Budget with transfers	\$4.8M
Projected Spending Plan to end of Q4	1.5M
Actual Spending to end of Q4	0.1M
Variance to Projected at end of Q4	1.4M

This is an MTO construction project, and there have been some delays associated with the project.

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**APPENDIX F**

**Key Division Service Delivery Initiatives (KDSDI's) at December 31, 2018**

Office of the Chief Administrative Officer

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

- Phase 2 of this Electronic tendering system was launched on October 15, 2018, with all open procurements going fully electronic with paperless submissions. Phase 1 of the Electronic tendering system (Bids and Tenders) was launched earlier in May 2018, for all RFQs. The E-tendering system has increased vendor satisfaction, decreased costs for vendors to participate in City procurement processes, improved compliance with on-line quality checks, and resulted in significant time-savings for both City staff and vendors, as well as environmental benefits with reduced use of paper and courier delivery services.
- Standard & Poor's maintained the City's AA credit rating, attributing it to the City's growing and diversifying economy, necessary investments in infrastructure to support a growing population, healthy liquidity position, and strong financial management. The stable outlook reflects Standard & Poor's expectations that Barrie's economy will continue to expand healthily, and its liquidity position will remain more than sufficient over the next two years. Council approval of a Capital Financing and Debt Management Policy Update in May of 2018 contributed to the strength of the City's financial management by ensuring the prudent financing of the City's operating and infrastructure needs.
- Staff continue to work together and with the development community to address a guiding principle that growth is undertaken in a financially responsible manner. The coordination of growth and development so that it corresponds with the timing of infrastructure, and forecasting, managing and balancing the flow of revenues and expenditures over time are integral to this effort. A framework for evaluating the timing of infrastructure investment to support growth, while protecting the City from potential financial risks has been prepared.
- June of 2018, the City hired Watson and Associates to lead the update to the City's DC background study. The data collection to support the background study is underway. The planned approval date of the updated background study and related Development Charge By-law is June 2019.

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

- 2018 marks the last year of the Staff Strategic Plan (SSP) and therefore Human Resources staff are reviewing the balance of actions to be completed; largely focused on Wellness and Recognition, with a view of renewing the strategy for 2019.
- Activities associated with recognition include the roll out of a guide for people leaders, branding for recognition boards as well as the nomination process for the Corporate Values calendar.

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- Mapping of the Staff Strategic Plan to the CSA Psychologically Safe Workplace framework complete with the transition plan.
  - Additional sessions of the Working Mind for both people leaders and staff continue to be delivered.
  - Introduction of training to intact teams at the City focused on teamwork, collaboration, communication and leadership.
  - Process mapping for the new phone system was completed. The new and improved system will allow Service Barrie to better handle the volume of calls, allocate resources and provide detailed analytics about call type, and average duration.
  - Citizen Engagement Management (CEM) software- Veriant was selected as the vendor for the CEM project. In the last quarter of 2018, a kick off meeting occurred including development of the final scope and engagement with the various departments who will be integral to this project. This software will dramatically change the way we serve our customers. Consistent with Council's priorities, once the new software is live the City will be able to track issues, trends, and be more responsive to our residents. In addition, citizens will be able to track their service requests and report problems, such as potholes, on our website where there will be information available on the estimated service time. This new functionality will allow our Service Barrie staff to better serve our residents. Communications staff are also involved with this project, to ensure that all web pages and other communications are updated and there is consistent information on all platforms.
  - Customer Service requests received through Social Media are now processed and responded to by Service Barrie in an effort to improve consistent communication and streamline the process for our residents.
  - The formal Innovatology program was launched in January 2018 and the team has held 6 Innovators Community of Practice sessions that are aimed at sharing new tools and topics for staff. The following are just several examples of departmental innovation/solutions that were among more than 30 Edison awards (divisional awards for staff innovation) given out in 2018, reaching staff in all divisions.
    - Transit/Finance: a joint effort between Transit and Finance to seek alternatives to the traditional asset sale process resulted in significant returns for the city
    - Recreation (Facilities branch): created a time lapse video demonstrating the process of converting the Barrie Molson Centre from an ice rink into a trade show to promote the venue for additional events
    - Roads, Parks & Fleet: further to conducting research on the lithium ion battery packs, staff determined they had the capability of being recharged 300 to 500 times over their life span, therefore recharging (rather than replacing) ion batteries for parking meters has resulted in annual savings
    - Information Technology: improved printer mapping via a script to automate the process of changing all of the network printers on each computer without any user intervention. The script allowed the majority of the corporation's computers to be updated to the new print server without any intervention by either the user or IT staff, saving staff time and increasing productivity
    - Creative Economy: in collaboration with the Barrie Public Library and local businesses, Creative Economy staff hosted a Game On event at the Five Points Theatre to surface companies and individuals in Barrie interested in this emerging industry cluster. The event attracted over 400 people and received very positive reviews, with more than 40% rating the event 10/10.

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

- The 2018-2022 Council Strategic Priorities will be supported by KPI's once they have been adopted by Council.
- The certification of the City of Barrie with the World Council on City Data (WCCD), and reporting on globally comparable performance indicators, will improve citizen trust in municipal government, enable evidence-based decision making to improve spending practices and promote the identification and implementation of best practices in municipal service delivery.

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

- The Salem and Hewitt's Secondary Plans are being implemented as planned. Twelve subdivisions have been draft approved within Phase 1 and the first registration is poised to take place in Q1 of 2019 and all associated payments, including development charges, have been collected for this plan of subdivision. Additional conformity review, draft plan of subdivision and zoning by-law amendment applications are continuing to be submitted and processed throughout 2019. Four conformity review applications were submitted in the latter part of 2018 (three in Hewitt's and one in Salem). Tree Removal Permits (ten have been issued in total: nine in Hewitt's and one in Salem) and Site Alteration Permits (six in total – three in the latter part of 2018 - four in Hewitt's and two in Salem) have been issued. Further permit applications are expected as the development progress.
- The South Barrie Secondary School is under construction.
- The City received its first voluntary contribution payment at the time of the issuance of the first conditional building permit in the Salem Secondary Plan Area.
- The Master Parkland Agreement and Master Development Charge Credit for Design Agreements were executed by both Land Owners' groups.
- Infrastructure is coordinated via the Infrastructure Implementation Plan (IIP) and projects both City initiated and Developer Build projects are progressing as planned. The collaborative delivery of these projects continues to be the approach taken by the City and the land owners in the secondary plan areas. Several projects are moving through the detailed design stages and several are moving into the tender packages being released in the early part of 2019.

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

- Implementation of the ERP system met the revised functional Go Live on time and below budget
- The ERP system was launched December 10, 2018, with a graduated on-boarding of business users from December 19<sup>th</sup> (Human Resources functionality) through February 19, 2019 (Finance and Purchasing) the revised functional Go Live. Our new reporting functionality will start in early March

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

- **Partnerships:** In an effort to align and grow programs and services for the manufacturing sector, Georgian College, Lakehead University, County of Simcoe Economic Development, Orillia Economic Development, Invest Barrie and EMC (Excellence in Manufacturing Consortium) have come together to create a Regional Manufacturing Partner alliance that aligns to address at a 'regional' level the needs and gaps of the industry. The four areas of focus for the alliance are Industry Engagement, Global Competitiveness & Trade, Talent & Labour, and Research, Innovation and Cluster Development.
- **Economic Diversification:** Expanded engagement with strategic partners to further advance the adoption of Industry 4.0 technologies by local businesses through guided workshops that generated actionable implementation plans. In October, Invest Barrie partnered with the National Research Council, ReMap (a federally-funded Business-Led Centre of Excellence for Engineering Processes), and the Ontario Ministry of Economic Development, Job Creation and Trade to work with companies to create an assessment map of their state of technology adoption and a prioritized list of low-risk opportunities to accelerate their innovation plans. Registration exceeded initial expectations of 50 companies participating, and the Five Points venue was engaged to accommodate the over 100 companies that participated.
- **Open for Business Culture:** In October, the Business Development Department came together with Planning, Building, Engineering, and the Lake Simcoe Regional Conservation Authority to deliver informative presentations from each of the groups. The goal was to provide those involved in the land development process with a better understanding of each other's roles, departmental processes, challenges, and priorities, and to seek opportunities to work more collaboratively. Designated staff from each department or branch delivered a half an hour overview presentation followed by questions and answers.

Community & Corporate Services

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

A comprehensive Outdoor Recreation Facilities Study was completed in collaboration with Parks Planning and community user groups to identify opportunities for outdoor recreation facility plans for future population growth both within developed boundaries and the Hewitt's and Salem lands.

Collaboration with Facility Planning & Development and Parks Operations took place to revise the Corporate Development Charges Bylaw. This involved an assessment of the existing and planned inventory of recreation facilities to address the growing and changing needs of our City's population.

Other completed initiatives during 2018 include:

- Development of a Sports Field Allocation Policy
- Opening and operation of the Centennial artificial ice rink
- Partnership with Barrie Soccer Association regarding new nets and goal posts
- Energy-saving projects including extensive conversion to LED lighting across multiple facilities and the installation of a Building Automation System at East Bayfield Rec Centre

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

Implemented an insurance purchase option for clients who rent our facilities. This service streamlines the rental process by providing an alternative option for clients who would otherwise need to obtain independent insurance coverage.

Personal information was removed from the client receipt issued through our ActiveNet registration system. This enhancement reflects our ongoing commitment to addressing privacy legislation.

Activated a mass email alert process for our customers through ActiveNet.

Completed utilization analysis of arena and field rental times to identify opportunities for:

- Existing program enhancements,
- Development of a marketing strategy to both meet changing demands for sports fields and arenas and to maximize usage.

Developed, documented, and implemented a Cash Handling Procedures manual which resulted in standardized processes across all facilities. A training program was developed and delivered to staff.

AM/PM Child Care (extended camp hours) was added as a registered camp program in 2018. This process change allows parents and guardians to book AM, PM, or AM/PM care at the same time as they register their children for camp. This one-stop registration process provides for specific tracking of AM and PM care data and for advance staff planning.

**Continue the multi-year process of becoming an accredited High Five organization, a Provincially Accredited Program that ensures all programs for children ages 6-12 meet the Principles of Health Child Development. Staff will be inputting the results of the Quest 2 evaluations and addressing any additional requirements identified through the Accreditation and Verification Committee.**

Completed the HIGH FIVE Accreditation process which involved:

- 145 Quest 2 program evaluations were conducted annually and entered into the HIGH FIVE database. Our average evaluation score was 87%.
- Internal procedures manual was developed and consolidated to meet the requirements of Accreditation. The key benefit has been consistency across all programming areas.
- Approximately 90% of staff and volunteers who work with children aged 6-12 are now trained in the HIGH FIVE principles of healthy child development (300 staff in total, 170 of which were trained in 2018). This includes 9 trained as Quest 1 Evaluators, between 20-25 trained to complete Quest 2 program assessments, and 2 staff trained as trainers.
- Branding and marketing efforts include: adding the HIGH FIVE logo to staff uniforms and customer receipts, including program information in the Rec Guide and Summer Camp Guide, making promotional rack cards available to parents, and adding a post to our new Summer Camp blog.
- The Accreditation Verification visit occurred on November 6<sup>th</sup> involving extensive interviews with staff. As a result of the ongoing efforts of Recreation staff, in February of 2019, we officially became a HIGH FIVE Accredited organization.

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

Council further strengthened the Financial Management of the City by approving a Capital Financing and Debt Management Policy. This policy ensures the prudent financing of the City's operating and infrastructure needs. Adherence to the Capital Financing and Debt Management Policy, along with the City's Financial Policy Framework and financial management practices, signals to rating agencies and capital markets that the City is well managed, and likely to meet its debt obligations in a timely manner.

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### **Procurement and implementation of an e-tendering platform**

Electronic e-tendering system (Bids and Tenders) launched in May 2018 for all RFQ's increasing vendor satisfaction and lower cost to participate in City procurement processes. Phase II of this project was completed as planned in October, 2018. The benefits of e-tendering include improved compliance with on-line quality checks, significant time-savings for both City staff and vendors, and greatly reduced use of paper.

### **Support the growth management team by monitoring the financial aspects of growth**

- One of the City's guiding principles for growth is that it be undertaken in a financially responsible manner. This involves the coordination of growth and development so that it corresponds with the timing of infrastructure required, and it also involves the need to forecast, manage and balance the flow of revenues and expenditures over time. This year Council approved a Development Charge (DC) Credit policy. This policy provides a framework for evaluating potential developer-build projects, while protecting the City from potential financial risks associated with advancing infrastructure and providing DC credits. This Policy also serves as a resource for ensuring that all regulatory requirements are considered prior to the City entering into an agreement under the Development Charges Act, 1997.
- In June of this year, the City hired Watson and Associates to lead the update to the City's Development Charge background study. The draft study will be released in Spring 2019, followed by a stakeholder session and public meeting. The planned approval date of the updated background study and related Development Charge By-law is June 2019.

### **Continue to support and participate in the implementation of the Enterprise Resource Planning System**

As the actual implementation date approached for the Enterprise Resource Planning System, the City progressed to preparation and verification of conversion files for the Finance data. Training sessions for staff were developed through the Enable now platform.

### **Expand the implementation of the expedited resolution process for POA fines**

- The expansion of the expedited resolution process for POA fines is a multi-stakeholder initiative involving Prosecution services of the Legal Services Department, Court Services, judiciary, and enforcement agencies. Court Services has addressed the aspects of the project within its control and is prepared to proceed with the expansion, once all of the other stakeholder's aspects have progressed. In the latter part of 2018, both Orillia O.P.P. and South Simcoe Police Services entered the program.

### **Plan, prepare and deliver the 2018 Municipal Election in accordance with the Municipal Elections Act, 1996 as amended by Bill 181.**

- The 2018 Municipal Election successfully completed and under budget.

### **Continue the implementation of the recommendations from the Corporate Records and Information Management Program Review and Strategy**

- The RMAIS replacement system was selected, staff are currently finalizing an agreement with the Vendor. The implementation is planned for Q2 2019. Staff continue to investigate other systems to assist with records management in conjunction with other departments and IT in particular.

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**Enhance efforts related to the collection of unpaid, overdue POA fines**

- Approval of the use of the MTO ARIS system was obtained and approximately 550 defendants with outstanding fines have connected to real property. With the unanticipated leaves of staff, the project has been slightly delayed but efforts to make progress with same have been steadily underway.

**Finalize pilot Transportation Industry Licensing Project and implement final outcome.**

- Final report completed and adopted by Council. Minor amendments to the Driver for Hire section were implemented following the pilot program. The Program itself was very successful and generally well received by the Transportation Industry. Continued monitoring will be taking place and should the need arise, a further report will be prepared at that time.

**Improve the functionality of the Barrie Fire and Emergency Service (BFES) temporary training centre**

The training building foundation and superstructure has been completed. Design and engineering is ongoing to complete the internal/external staircases and guardrail systems. Work is scheduled to resume in late spring and early summer.

**Continued to review, revise and implement the Fire Master Plan including short term, medium term and long term objectives and continue to work towards completing the CFAI process.**

- Utilizing our local data, incident history, community risk, and evolving service delivery needs BFES instituted a trial resource deployment strategy focused on reducing incident travel, and effective response force assembly times.
- All Technical Rescue, Automatic Aide, Training Facility, and Communications Service contracts were revised and updated resulting in significant revenue increases for the municipality.
- Ongoing construction of backup communications facility at the First Responders Campus, scheduled to be completed in 2020.
- Revised deployment strategies focused on service delivery standards based on community risk.
- Completion of an 18 month trial program to evaluate hardware options to replace our Mobile Data Terminals on our fire apparatus. Hardware procurement and installation to be completed in Q1 2019.

**Continue to embrace the Ontario Fire Marshall and Emergency Management's Three Lines of Defense to improve public safety through public education, code enforcement/prevention inspections and incident response including training all staff to be NFPA 1035 certified public Educators**

- Identification of the City's highest risk buildings, followed by the completion of pre-incident plans by operations staff.
- In partnership with the GIS team BFES, using the ESRI mapping software are implementing a pre-plan creation and storage solution that allows staff to create and view pre-plans in real time.
- Targeted Public Education and Fire Preventions initiatives in areas of higher risk.
- Increased Officer training focused on evidence collection and documentation.
- Officer examination process conducted in 2018 included certification of all candidates to the NFPA 1021 Fire Officer 1 and NFPA 1041 Fire Instructor 1 level.
- Completed the development, and received approval from the Ontario Fire Marshall to deliver the NFPA 1035 Public Educator program in house. All Operations staff to be certified throughout 2019-2020.

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

- BFES implemented our new residential door to door smoke and CO alarm inspection program.
- Operations staff visited over 11,000 homes to provide public education, and inspections services.
- Using web based mobile technology, each home visit was recorded and mapped out for analysis and future programming.

**Undertake conceptualization studies for recreation centres, library, City Hall, the satellite Operations yard, Fire Station #6**

The conceptualization studies have been completed and received approval in principle by Council. These studies will help shape the future development of each facility by providing a framework and design concept to build upon. A site fit exercise was completed for the location of Fire Station #6.

**Successfully deliver strategic and growth related projects including Meridian Place, Barrie-Simcoe Emergency Services Campus, City Hall Feasibility, Fisher Auditorium, Recreation Master Plan Update, new facility projects in the Hewitt's and Salem land Complete the next phase of Facility Assessments to support a sustainable asset management plan for the City's many facilities**

Staff are continuing to work diligently to deliver many of the growth related projects identified. Meridian Place was successfully completed and opened in July of 2018, which has been well received by the community. The Barrie-Simcoe Emergency Services Campus is well underway, and is on track to meet the targeted 2020 completion date. The remaining growth related projects are in various stages of validation, planning, and execution.

**Complete a 5-year update to the City's Energy Conservation and Demand Management (CDM) Plan**

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

**Complete energy audits and recommissioning studies of various facilities as well as develop implementation plans to develop new targets and goals for energy savings**

Energy Management continue to work with staff in all Branches to conduct energy audits, recommissioning studies and optimize operations. Recommissioning reports for the Barrie Molson Centre, Fire Headquarters and the Maclaren Arts Centre were finalized in 2018 followed by the identification, prioritization and implementation of conservation opportunities.

Further, Staff are working with the Wastewater Group to complete a water audit and energy recovery study at the Wastewater Treatment Facility. Energy Management Staff are also working with the Waste Management branch to study opportunities for gas utilization from the City's landfill.

**Develop a Green Team to promote conservation amongst all staff**

Energy Management has worked collaboratively with the Water and Wastewater Groups to establish optimization teams that focus on process improvements to achieve energy savings. Energy Management plan to collaborate with the Recreation Group to establish a similar team to focus on efficiencies at Recreational facilities.

**Complete strategy related to electric vehicle (EV) charging stations at City facilities and parking lots**

EV charge stations have been deployed at four locations. Staff are tracking feedback from the public and monitoring energy consumption from the sites and will report back to Council in the fall of 2019.

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Infrastructure and Growth Management

**Continue with the implementation of the Affordable Housing Strategy:**

Affordable Housing Annual Report was issued in Q1 2018 and highlighted that many of the City's goals are seeing progress however there is more work needed, particular to serve households in the lower income category.

Plans to develop an updated Strategy in 2019.

**Continue with the preparation of a new Official Plan;**

The City retained Dillon Consulting to assist with the preparation of a new Official Plan and Comprehensive Zoning By-law with extensive input from City staff in P&B and other key departments.

Work began on the project in September with internal corporate kick-off meetings and the first public engagement session took place on Nov. 28<sup>th</sup> with approximately 70 residents attending and since April 6 2019, over 450 people have signed up to participate on our engagement website, [buildingbarrie.ca](http://buildingbarrie.ca)

The first phase of public engagement was centered around key questions detailed in the 3 Pillars document posted on BuildingBarrie.ca which are "Custom Crafted By Barrie, For Barrie, Integrated & Coordinated, Meeting Our Obligations".

The entire project is estimated to take about 18 months to complete although timeline may need to be revised if Provincial policy changes anticipated in early 2019 materialize.

**Update the Corporate Asset Management Strategy & Capital Plan.**

In 2018 the Asset Management Steering Committee (AMSC) was launched with mandates to:

- provide strategic asset management planning, guidance and direction
- prioritize and champion asset management initiatives
- facilitate integration and alignment with other corporate initiatives
- ensure the City is compliant with O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure

The AMSC created a short term work plan that included the following:

- develop a Strategic Asset Management Policy – project initiated in 2018
- update the Stormwater Management Asset Management Plan – project initiated in 2018
- plan for an update to the Wastewater Asset Management Plan – successfully proposed for the 2019 capital plan

Planning & Asset Management staff made meaningful and significant contributions to the preparation of the 2019 Capital Plan, which includes the most critical infrastructure needs

**Continue implementation of sustainable waste management strategy including residential multi-unit waste diversion.**

In Q3 and Q4 Environmental Operations began operating the active landfill site after 8+ years of contractor run operations (Re-Engineering Project). Compaction densities improved which will assist with preserving space and extending the life of the landfill site. New responsibilities included operation, maintenance and monitoring of the Stormwater System, Leachate Collection System and the Landfill Gas System.

In 2018 garbage disposal tonnage showed decreases that can be attributed to the increased use of the Organics Diversion Program as well as Waste and Recycling Depot diversion programs such as mattress recycling, construction and demolition materials recycling, shingles, metals and electronics recycling.

Residential Diversion Rates increased from 55.7% in 2017 to 58.9% in 2018.

Phase 2 of the Front End Bin Program and associated Organics Program was completed with the final phase of implementation of existing buildings to be completed in 2019.

The Annual Spring Into Clean Event occurred with a total of 18,000 residents participating with the collection of more than 4.9 tonnes of litter which is approximately over 500 Spring Into Clean bags.

#### **Implement Milestones 4 & 5 of the Climate Change Adaptation Strategy.**

The City was awarded Milestone 4 of ICLEI Canada's Building Adaptive and Resilient Communities program in April, 2018. The achievement of Milestone 4 marked the completion of the Climate Change Adaptation Strategy Implementation Plan. To achieve Milestone 5 the City must demonstrate its commitment to implementing our Climate Change Adaptation Strategy. Work planning for implementation began in late 2018. Staff plan on making an application for Milestone 5 in 2019.

#### **File Environmental Study Reports (ESR) for roads in the Annexed Lands.**

The ESRs for the Hewitt's Secondary Plan Transportation Improvements and the Salem Secondary Plan Transportation Improvements were filed on October 12, 2017. No Part II Orders were received for these filings after a 30-day public review period.

The ESR for the McKay Rd Interchange and Salem Rd - Lockhart Rd Connection and Associated Works was filed on December 22, 2017. No Part II Orders were received for this filing after a 45-day public review period.

This KDSDI is now complete.

#### Invest Barrie

**Talent - Develop and implement a comprehensive talent attraction strategy in an effort to grow the available labour pool of skilled labour and high-tech and creative talent to meet the current and future needs of our growing economy.**

- *Skilled Trades Expo*  
In partnership with the County, the Skilled Trades Expo offered over 2600 local students hands-on opportunities to experience the skilled trades, find out more about apprenticeships and meet local employers. It features apprenticeable trades and careers that are attainable through the apprenticeship pathways. A Job Fair is also held during the evening session, providing interested exhibitors an opportunity to promote available positions within their company.
- *Local Job Fairs*  
Business Development partnered with the four Barrie Employment Ontario offices to host two local job fairs annually. One in the Spring and one in the Fall. In 2018, both job fairs experienced significant employer engagement, with 50-60 employers registered for each job fair and a waiting list of employers. Both events drew more than 1,000 job seekers.
- *Post-secondary Job Fairs*  
In partnership with the County of Simcoe and City of Orillia, through our Opportunity Central Ontario initiatives, we have started attending college job fairs across Ontario where our Opportunity Central

Ontario efforts may be a good fit with some of the manufacturing-related trades programs being offered. Outreach started in Northern Ontario in 2018 where both Cambrian College and College Boreal in Sudbury, and Canadore College in North Bay, were visited.

- *Commuter Talent Attraction Campaign*

Invest Barrie partnered with the County of Simcoe and CTV on a unique series to promote regional businesses and employment opportunities in Central Ontario. Throughout 2018, CTV launched two new eight-week series and an online resource called Central Ontario Works, showcasing local business success stories and sector-specific opportunities, and serving as a resource for job seekers and employers in Simcoe County and Barrie. During the second eight-week campaign, Invest Barrie with the support of Communications also delivered a radio and online campaign directed toward residents in the construction and manufacturing sectors that commute outside of the City to work. The campaign was based on the outcomes of a commuter study that had been performed, and focused on building awareness of the local job opportunities in the construction and manufacturing sectors. In addition, job seekers were able to view postings on the 'Job Central' job aggregator tool, where over 100 local jobs in these sectors were posted. The campaign resulted in a 34% increase in web traffic to the site with 795,000 impressions and 3,500 clicks to the site with the average user visiting 5 pages.

**Small Business – Support new and growing small business through the delivery of the Provincial Starter Company Plus program**

- Running from 2016 to March 31st, 2019, the Starter Company Plus program provides entrepreneurs with mentorship, training and micro-grants of up to \$5,000 to start, purchase or grow a business. As a direct result of participating in the program, the Small Business Enterprise Centre (SBEC) has seen 43 businesses started or grown, and 76 jobs created. To date, the program has issued \$142,500 in provincial grant funding to participants, and participants themselves collectively leveraging over \$195,000 of other funding towards their businesses. Currently in its final cohort, the SCP program will be issuing a further \$7,500 in March 2019.

**Business Retention & Expansion - Support the growth of the existing employer community through delivery of targeted programming (such as innovation programming, export programming, etc.), one-one support services (such as the formal concierge program and the Invest Barrie one-on-one facilitated support program), and a pro-active engagement framework with local business as part of a business outreach program.**

- *Manufacturing Sector Strategy:*  
Business Development, through a consulting firm, completed a manufacturing sector strategy in 2018. This work included significant engagement with the manufacturing sector including surveys, telephone interviews, focus groups and one-to-one meetings.
- *Regional Manufacturing Alliance*  
As a result of significant outreach to the manufacturing sector between initiatives at the County, Georgian College and City – all 3 parties have been meeting to coordinate and align activities to avoid duplication, align resources/events/outreach/messaging, and take a coordinated strategic approach to servicing this sector. A key outcome is the creation of an asset map to identify companies and capabilities in the City/County for supply chain development, business attraction, and for positioning the region as a node in the Advanced Manufacturing Supercluster.
- *One-to-one support*

Business Development engaged with 110 local employers as part of a pro-active business engagement program or to support them in their current or proposed business expansions and/or resolving business issues.

- *Trade/Exporting Session Development*

In partnership with the County of Simcoe, City of Orillia, and Barrie Chamber of Commerce, hosted three of the Ministry of Economic Development, Job Creation and Trade's Exporting sessions including Exporting to Europe, Exporting to the Middle East and their more general session about Accelerating into International Markets.

- *BCRY Market Feasibility Study*

Through the market study being conducted jointly with the County of Simcoe and City of Barrie, Business Development has been engaged with businesses that are existing rail users and that are seeking opportunities for greater usage of the line.

**Startup Ecosystem - Expand the partner organizations engaged in the startup ecosystem, and implement a data collection, aggregation and analytics program to track overall growth of the ecosystem. In addition, continue to increase the growth of culture, creative and innovation-based entrepreneurs into the broader entrepreneurial eco-system through direct startup programming as well as small business support.**

- The growth of Barrie's start-up ecosystem experienced a significant expansion in 2019. Through a formalized and targeted set of incubator programs (Artrepreneur, Sprout, Canadian Music Incubator) as well as hackathons leveraging advanced technology (BlockChain, open data) and new maker markets, over 388 startups and entrepreneurs were engaged with the City's start up cluster initiatives . Of these, 282 were new or prospective start up entrepreneurs.
- The growing popularity of social innovation as an attractor for start-ups was addressed through establishing a partnership with SENCO (Social Enterprise Network of Central Ontario), and working with a new local group, the Impact Collective. We anticipate that the growth in this sector will continue in 2019 and 2020.
- Through 2018, staff worked closely with the Henry Bernick Centre, to develop a new program addressing curriculum and mentorship supports for start-ups that are now entering the scaling stage. The "Ultrapreneur" program will be offered exclusively through the Sandbox Centre beginning in 2019, and fills a major gap in the start-up ecosystem.

**Promotion and Perception Management - Continue to develop focused content and promotion programs that will position Barrie as a dynamic and vibrant community where innovation and creativity flourish and where an unrivaled quality of life exists. Focus messaging on entrepreneurs, business leaders, target talent and specific influencer groups, and gather supporting analytics.**

- With the Creative Economy social media channels established and experiencing regular monthly growth in both followers and engagement through the spring and summer months, a pilot project was undertaken in the fall whereby Barrie's lifestyle and innovation culture were promoted to a group of key influencers in media, technology and investment. Barrie's presence at the annual Fireside Conference raised the visibility and profile of the City with 400 of North America's key influencers, with direct engagement of over 100 attendees through the City's activation. "Move to Barrie" was a phrase added to the annual Fireside Conference song, which will be repeated now annually.

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**Innovation Economy - Continue the implementation of the open innovation program, gathering evidence on the growth impact to participating companies. In addition, continue to drive a culture of innovation across the community through efforts such as the Healthy Barrie initiative and its link to the Creative Economy, leveraging assets unique to Barrie and creating opportunities for startups and innovation companies to be engaged in pilot projects and programs.**

- Expanded engagement with strategic partners to further advance the adoption of Industry 4.0 technologies by local businesses through guided workshops that generated actionable implementation plans. In October, we partnered with the National Research Council, ReMap, a federally-funded Business-Led Centre of Excellence for Engineering Processes, and the Ontario Ministry of Economic Development, Job Creation and Trade to work with companies to create an assessment map of their state of technology adoption and a prioritized list of low-risk opportunities to accelerate their innovation plans. Registration exceeded initial expectations of 50 companies participating, and the Five Points venue was engaged to accommodate the over 100 companies that participated.
- In November, a partnership with Rotman School of Management, MIT Media Lab and NEXT AI Canada, created a unique opportunity for a select number of executives from manufacturing companies to participate in a free two day workshop on AI (Artificial Intelligence) Adoption for Manufacturers. Two local Barrie companies were chosen to participate, with the opportunity to take a further workshop in 2019 with MIT Media Lab directly.
- A key development in 2018 was the launch of the Mayor's Innovation Awards program. Ninety-nine (99) submissions were received for five awards, which were celebrated at the Xcelerate Summit. Business leaders from the community and from the broader innovation ecosystem acted as judges for the program.

**Growth of Cultural Activity - Design and implement industry-standard, evidence based (through data analytics) and responsive marketing campaigns designed to grow audiences for cultural groups, theatres and events, allowing for the development of a high visibility brand in targeted growth markets. In addition, establish a Creative Industries Network to align and augment the efforts and capacities of various cultural and creative groups, creating an overarching brand and shared resources to build collective audience.**

- In 2018, the use of the Five Points Theatre was increased to align programming with outdoor events and festivals, and to support programming activations in the newly launched Meridian Place. With a target of 140 days of use at the Five Points, the 2018 result was 179 days programmed at Five Points.
- In Meridian Place, there were 47 formal events held from the opening July 1st to the end of December, attracting 43,935 attendees.
- The introduction of the Youth Arts Drop-in program has been well received by the community, and programming will be expanded beyond the downtown in 2019.
- To streamline the event permitting process, a new online system was procured, eProval. Design and workflow for the system was the primary focus of 2018, which will be released in early 2019. This will greatly reduce the amount of manual work required both from our cultural stakeholders as well as staff, in addition to providing a dashboard view of the progress of event permit applications through City departments.

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**Creative Economy Ecosystem - Package and brand the variety of established October events as Barrie's equivalent of South by Southwest (SXSW), celebrating film, music, technology and entrepreneurship. In addition, pilot events and programs designed to engage developers, programmers and artists involved with e-sports and gaming clusters, in the broader creative industries cluster.**

- In 2018, Creative Economy collaborated with the Barrie Public Library and the Troubadour Festival on the weekend of the "Game On" event (September). The collective activation combined business, digital designers, cosplay, gamers, musicians and programmers, all celebrating the creative mindset in Barrie. The model was further extended to the Xcelerate Summit, where activations included musical performances and combined workshops for businesses and creative industries. The ecosystem continues to grow as opportunities for combined programming creates cross-connections. With an original target of 18 events in the downtown that engage business and the creative sector, 36 were actually held.

**Downtown Creative Hub - Continue efforts related to downtown vibrancy and the downtown creative hub**

- Work continued on the design of the Sandbox Entrepreneurship Centre, which will officially open in April 2019. Detailed programming and curriculum have been developed, new partnerships established, and pre-launch programming is underway.
- The Five Points Venues team partnered with the Small Business Centre, the Henry Bernick Centre for Entrepreneurship and the local community makerspace group (BRIX) to host two pop up markets. The October pop up market was aligned with the Tasting Trail and featured local food entrepreneurs. Fifteen vendors participated, with over 100 attendees. The Holiday Maker Market was hosted at the Five Points in December, and featured unique products from local makers and entrepreneurs. Eighteen vendors participated with over 225 people attending the market. Of the vendors, 67% indicated that this was their first market.

#### Access Barrie

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

During 2018, more than 85 communications plans were worked on. Some examples of innovative marketing campaigns include:

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- |  |   |                                   |
|--|---|-----------------------------------|
| ▪ Winterfest                                   | ▪ Mercury Roundup program   | ▪ 2019 Waste Reduction Calendar   |
| ▪ Affordable Housing                           | ▪ National Public Works Week  | ▪ 2018 Municipal Election         |
| ▪ HR Recruitment                               | ▪ Picture Barrie Campaign   | ▪ Official Plan                   |
| ▪ Rec Camps Planner                            | ▪ Accessibility Plan Review   | ▪ Spirit Catcher Awards           |
| ▪ 2018 Budget                                  | ▪ Mobility Hub Feasibility Study  | ▪ Downtown Countdown              |
| ▪ Rec Camps blog                               | ▪ ICI Fast Track  | ▪ Late Night Loop                 |
| ▪ Celebrate Barrie                             | ▪ Spirit Catcher Awards   | ▪ Georgian Express                |
| ▪ Emergency Preparedness Week                  | ▪ Series of staff videos focusing on 'a day in the life' of a City employee | ▪ Spring Into Clean               |
| ▪ Essa Road and Bradford Street Corridor Study | ▪ New bids and tenders process  | ▪ Source Water Protection         |
| ▪ Rec Guides,                                  | ▪ Youth Arts Drop In program  | ▪ Fire Prevention Week            |
| ▪ Free Goods Exchange Day                      | ▪ Halloween Rec Passes/Ghost Bus Tours                                      | ▪ Invest Barrie Talent Campaign   |
| ▪ Fast Track program                           |   | ▪ Winter maintenance/Plow tracker |
| ▪ Licence 2 Ride                               |   |                                   |

- Marketing and Communications led communications to the public/stakeholders during an Ice Storm in April and a major fire that occurred at a not-for profit housing complex. The team also led the development of the 2017 Community Report and led all communications and marketing for the 2018 Municipal Election. In addition, the team works daily to communicate with residents by maintaining the website, media relations and social media.

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

- Marketing and Communications issued 95 media releases in 2018 to proactively communicate on a number of key corporate initiatives. Marketing and Communications continued to leverage regular radio advertising with Corus Entertainment and This Week in Barrie which is printed in the Barrie Advance each Thursday to communicate with residents and raise the profile of the City programs and services.
- Marketing and Communications planned media events for the Centennial Park Rink opening, Downtown Theatre renaming (Five Points Theatre), Affordable Housing update, and for the ground breaking of the Harvie Road crossing. The team also played a key role in the planning of official openings of Memorial Square and Meridian Place.

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

- Marketing and Communications developed internal materials and communications plans for:
  - Team Barrie Recognition 'Leader Recognition Booklet' to help leaders recognize their team members
  - HR Recruitment Guide to help staff apply for internal positions and prepare for interviews
  - RIM Quick Reference Guide for all staff to easily access information on all stages of a records life cycle
  - Continuing to develop the City's internal Online Store for cost and time savings when staff order popular promotional items.
- Completed one cross-departmental brainstorm session to discover how we might encourage voter turnout at the 2018 Municipal Election.
- Staff also worked with departments across the corporation to support internal communications by leveraging InSite pages, posters, email, etc. The team also launched a new staff video series to highlight the work of several different staff members. These videos are also being leveraged on

the City's public channels and used internally to build staff morale and pride by promoting the great work they do.

#### **Seek new opportunities for public engagement**

- Marketing and Communications, in partnership with Planning and Building Services, successfully piloted Building Barrie, the City's first wholesome online engagement platform for three Planning & Building projects (Intensification, Essa/Bradford Corridor Study and the Official Plan Project), two Barrie Transit project (Mobility Hub and Vision Transit) and one Human Resources project (Accessibility Plan Review). From April 3 to December 31, 2018, the Building Barrie website had:
  - 4,201 site visits;
  - 312 site registrations; and,
  - 381 engaged participants.
- In 2018, developed and implemented four interactive in-person public engagement sessions (2 x Intensification project, 1 x Essa/Bradford Corridor Study and 1 x Official Plan Project) and one in-person stakeholder engagement session (Official Plan Project) with Planning Service
- Developed online engagement opportunity for public input in updating the Committee of Adjustment and Development Proposal processes.

#### **Continue work on implementation of the new corporate brand and the development of new visual standards guidelines.**

Marketing and Communications worked with Service Barrie and Legislative and Court Services to update the branding on public facing blinds at their service counter on the first floor of City Hall and internal online store was launched, offering many corporately branded items for staff to purchase. Work continues on rolling out the corporate brand as required (i.e. business cards, vehicle branding, etc.)

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

Initial meetings held with the two new MPP's and several delegations were secured for the AMO Conference to brief the new Government on City initiatives and issues. Advocacy work continued particularly with the new Provincial government on various issues including Infrastructure funding and Transit.

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

New Customer Policy is now in place and has been rolled out to the corporation on both Insite and with some departmental training (Building, Planning, Engineering etc.)

Process mapping for the new phone system was completed. The new phone system will allow Service Barrie to better handle the volume of calls, allocate resources and provide detailed analytics about call type and average duration.

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

Enhancements to the internal tracking system were made with the onboarding of two new departments as well as the addition of tracking Social Media Customer Service Responses. Social Media Customer Service transitioned to Service Barrie in Q4 with oversight from Communications.

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Service Barrie continues to be a customer advocate in discussions for process refinements as it relates to Building & Planning Services (ie Customer request for release of drawings, FOI retention etc).

Continued collaboration with all departments is ongoing to centralize service where possible (Q4 additions included Courier drop offs for other departments, toilet rebate program and other small additions have been added to services provided).

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

A one year contract extension has been negotiated with LiveConx for the provision of After Hours call service. Refinements and improvements to the processes and knowledge base to support this activity is ongoing. I.T was onboarded to this process in Q4 and are the pilot for a revised format on the after-hours knowledge base.

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

A special notices feature has been implemented at the top of the Knowledge Base showing the latest news by department; and updates and revisions due to process/info changes is ongoing. Enhancements to more challenging scenarios by creating charts began in Q4 (ie garbage process).

**Implement Customer Experience Management (CEM) technology in collaboration with IT and CCI to more effectively track and monitor customer interactions.**

Verint was selected for the vendor for the CEM project. In the last quarter of 2018 an introductory "kick off" meeting occurred including development of the final scope and engagement with the various departments who will be integral to this project. This software will dramatically change the way we serve our customers. Consistent with Council's priorities, once the new software is live, the City will be able to track issues, trends and be more responsive to our residents.

**Conduct a study to look at the use of the Allandale Waterfront GO and its integration as a major transit hub.**

- A multi-modal transit feasibility study was completed in early 2018 with the results of the study being presented to Council in Q2 of 2018, where Council approved the project in principle pending funding from phase II of the Public Transit Infrastructure Fund (PTIF) program. Staff have been eagerly awaiting the details of the PTIF Phase II program which were expected to be released in the fall of 2018. Staff are expecting more details shortly, however a definitive timeframe has not been provided by the provincial government. In the interim, through the Business Plan motion 19-G-016 staff will develop a strategy to advance the Allandale Transit Hub and report back to the City Building Committee in Q2 of 2019.

**Continue to explore Transit Service Agreements with neighboring municipalities where appropriate and work in partnership with the County of Simcoe to develop inter-municipal connectivity.**

- Barrie Transit staff have been working collaboratively with the County of Simcoe LINX staff to enhance the interconnectivity between transit agencies including identifying optimal transfer bus stops, aligning bus schedules, communicating transit information to riders, bus stop infrastructure, future routing plans, and a 1 year fare integration pilot.

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

- In 2018 staff worked with the City's transit provider to ensure all wheelchair securement devices on Barrie Transit buses were functioning and developed a training program for all bus operators to be familiar with securement procedures. Barrie Transit staff also worked closely with the accessibility coordinator to provide key inputs into the City's updated 2019 – 2024 Accessibility Plan. Finally, the department continues to upgrade bus pad infrastructure on an annual basis to increase the percentage of bus stops that are fully accessible.

Innovate Barrie

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

- Build of the Project Server system is substantially complete – This system will allow the City to better manage project resources, standardize project methodology, and have enhanced project reporting and visibility. Rollout to IT staff planned for Q2-2019. Project reporting dashboards are updated on a monthly basis

**Lead the Innovatology coaching program for 2017-2018, increasing the facilitation support and training offered to departments on innovation tools and processes**

- The formal Innovatology program was launched in January 2018 and the team has held 6 Innovators Community of Practice sessions that are aimed at sharing new tools and topics for staff
- A staff newsletter was launched to interested to support the website and the innovation tool library

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

- There were more than 30 Edison awards (divisional awards for staff innovation) given out in 2018, reaching staff in all divisions
- A community of practice was launched with six open enrollment sessions held in 2018

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

- Safety related training focused on substance use in the workplace for people leaders Q3
- Roll out training for intact teams focused on communication, collaboration and effective leadership
- Planning and design to move Code of Conduct training to online
- Training needs survey conducted with People Leaders
- Planning and design of 2019 training calendar for employees

**Continue to work to standardize corporate project processes including project governance, and project templates**

- Build of the Project Server system is substantially complete – This system will allow the City to better manage project resources, standardize project methodology, and have enhanced project reporting and visibility. Rollout to IT staff planned for Q2-2019. Project reporting dashboards are updated on a monthly basis

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**Implement the Staff Strategic Plan; enhancing our Employee Wellness Program**

- The SSP strategy focused on years 2015 – 2018 and Human Resources staff are reviewing the balance of actions to be completed, largely focused on Wellness and Recognition, with a view of renewing the strategy for 2019.
- Activities associated with recognition include the roll out of a guide for people leaders, branding for recognition boards as well as the completion of the 2019 corporate values calendar.
- Awaiting approval of Intake form prior to proceeding with the implementation of the CSA Psychological Standard

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

- Completion of Staff Report to Council for changes to Non-Union Group grid to address market issues
- Policy currently in development to deal with corporate compression issues.
- Additional sessions of the Working Mind for both people leaders and staff continue to be delivered.
- Mapping of the Staff Strategic Plan to the CSA Psychologically Safe Workplace framework underway with planning in place for transition.
- Peer Support with Fire in process with completion of nomination and assessment process. Training planned in early 2019

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

- Data and Voice network convergence and revitalization design completed with a 5 year roadmap that prioritizes reliability, resilience and security

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

- Implemented new intelligent load balancers in the City's private cloud environment. Beginning with barrie.ca, the new load balances provide line speed intelligent load balancing across our cloud environment. The intelligent balancing does more than just 'round robin', it monitors individual node/server performance and adjusts workloads automatically. This ensures an optimized and consistent experience for end users. IT will continue migrating applications to the new load balancer in 2019.

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

- Successful technical go live of SAP production system within the City's private cloud in support of HR and Finance planned for 2019Q1. This included over a dozen interfaces, dozens of virtual servers and an external facing employee portal.

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

- In support of council agendas and reducing the paper used for council meetings, tablets were deployed to the newly elected Council, EMT and the City Clerk and Deputy Clerk, with savings associated with printing and paper costs of over \$20K.

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**Provide enhanced public access to services through online (web) applications**

- The new barrie.ca infrastructure upgrades were completed and tested. Many single points of failure were eliminated, and the barrie.ca workload is now spread across the City's private cloud. This new infrastructure was put to the test during the municipal elections with an over 5 fold increase in traffic which included over 20,000 visitors, totalling over 87,000 page views.

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

- Developed and designed web mapping applications (Elections, BFES program reporting, Capital Projects) and field data capture (School Fire Drill, Fire Door to Door program) applications for the citizen and staff to assist in their daily operations and to increase public safety.
- Began developing of a new web mapping application to replace the existing Discover Barrie.

**Grow our “open data” initiative, providing citizens with timely and updated information**

- Updated information pertaining to Contours and Building Footprints. Provided all base mapping information (parcels, roads, parks, buildings, addresses) to Esri Canada to update their online web maps for Barrie, leveraged worldwide.

**Implement a building permit application solution to support growth in the new lands**

- Successfully launched the consolidated building permit in Q4 2018 for Building services offering all Commercial permits.
- Site Plan process was launched to the citizen portal Q3 2018
- Redesigned the Committee of Adjustment - Minor Variance & Consent applications and launched to the APLI portal Q4 2018

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

- Mobility initiatives within the Ground Water Supply unit of Water Operations resulted in the mobilization of over 60 works processes. This work has increased the availability of information required for field work, while improving collection of information about that work.
- Mobilization work in Ground Water Supply to conclude in Q2-2019 – at which time all field work will be performed through mobile interface to Cityworks. Work in other areas of Water will commence in Q2-2019, with mobilization of all work activities in Water Operations projected to be completed by mid-2020.
- Project Vanilla – a 6 month project to upgrade and re-commission the Archibus CMMS used for managing Corporate Facilities – was completed in December 2019. This project included the introduction of mobile technology for Corporate Facilities staff to manage their work.
- Significant progress has been made towards development of integration between Burnside Mobile road patrol application, and Cityworks. This integration will allow for the direct real-time creation of work orders in Cityworks for deficiencies identified and recorded by road patrol staff. Integration should be introduced in Q1-2019.

**Complete the ERP Project and ensure process optimization**

- The ERP system was launched on December 10, 2018, with a graduated onboarding of business users from Dec 19th (HR functionality) through Feb 19, 2019 (Finance and Purchasing). Our new reporting functionality will start in early March.
  - Electronic vendor payment will now be possible, saving time;

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- Enhanced system security will increase control and protection over sensitive information;
  - Single source of accurate and complete data increases confidence in analysis, decision making and reporting;
  - Processing time of POs should be faster, and tracking of non-standard POs will be available via reporting tools;
  - Employees have the ability to check their own time banks;
  - Bank transfer process will be automated which save significant time by avoiding manual steps;
  - Seamless integration from data entry for payroll to posting to Finance and transfer of employee payments to banks decreases workload and potential for manual errors;
  - Integration between scheduling systems used by Fire, Police and Recreation and SAP for time entry means no more duplicate data entry;
  - Employee can view his or her pay statement online, saving paper and time for the corporation.

**APPENDIX G**

**Key Performance Indicators (KPI's)**

	Target	Actual
<b>Community and Corporate Services</b>		
<b>Fire</b>		
Emergency Call Handling Time for NFPA - Barrie Only	95%	97%
Emergency Response Call Volumes - Barrie Only	9100	8449
Less Than 6 Minute Road Response - 90% of the time, all calls	90%	88%
Home Fire Safety Visits (new program in 2018)	1500	11655
Total Fire Code Inspections – All	2300	2239
<b>Facilities</b>		
Facility Energy Consumption Per Square Footage (ekWh/ft2) <sup>1</sup>	28.97	31.29
Wastewater Energy Consumption Per Megalitre (ekWh/mL) <sup>2</sup>	372	382
Water Energy Consumption Per Megalitre (ekWh/mL) <sup>3</sup>	1036	1,208
Cost avoidance dollars per year <sup>4</sup>	\$346,041	\$309,310
Positive customer satisfaction response rate percentage <sup>5</sup>	80%	N/A
Maintenance effectiveness: # of preventative maintenance work orders as a percentage of total maintenance work orders <sup>6</sup>	65%	35%
Average number of back logged work requests per month <sup>7</sup>	15/month	40
Back log in weeks <sup>7</sup>	12 weeks	14 Weeks
Average number of work requests per month <sup>8</sup>	1,100	500
Facility maintenance cost per square foot	\$7.77	\$7.16
<b>Finance</b>		
Audited Financial Statement Completion Date	Jun/18	May/18

<sup>1</sup> Energy Management KPI's include a 4% consumption savings above base budget targets. KPI is trending downward since last year. Electricity consumption is trending downward (2%), but a cooler winter in 2019 compared to 2018 increased natural gas usage for heating purposes, which has contributed to the higher KPI than targeted.

<sup>2</sup> KPI is trending downward from 2017 actuals. An increase in production (processed effluent) has contributed to higher KPI than targeted.

<sup>3</sup> KPI is trending higher than targeted due to a significant increase in natural gas usage attributed to higher heating demand in the winter month compared to 2017. Further, an increase in de-humidification demand in the summer (the summer was hotter and more humid than 2017) required more natural gas and electricity to ensure proper conditions within the SWTP

<sup>4</sup> This metric is based on actual consumption reductions relative to the budgeted consumption for the entire City's utility budget. Cost avoidance was less than projected due to the impact of increased natural gas usage relating to the colder weather experienced in the winter period.

<sup>5</sup> Customer survey satisfaction survey was not available in 2018. It is now included in the city's installation of Archibus 23.1 and will be included in the 2019 review.

<sup>6</sup> With the implementation of 23.1 preventative maintenance work orders will continue to be added to increase the percentage captured in the performance data.

<sup>7</sup> Back log has trended higher as a result of the close out process where work orders in the previous work order system remained opened prior to approval. The close out process for work orders has been reviewed and modified to ensure accurate performance measures.

<sup>8</sup> Number of work orders will increase as Environmental services and Recreation portfolios are added. In 2018 Environmental Services was not included in the work order system and not captured.

	Target	Actual
Quarterly Reports <sup>9</sup>	3	2
Capital Status Reports <sup>10</sup>	2	1
Days to Complete a Procurement Process <sup>11</sup>	80	93.5
Percentage of Invoices Paid in 30 days	65%	68%
Percentage of Tax, Water and WW bills paid electronically	91%	90%
Average Number of Bids Received per Bid Process	5	4
Tax Arrears as a Percentage of Current Year Levy <sup>12</sup>	6.5%	6.0%
Water Wastewater Arrears as a percent of last 12 months of billing <sup>13</sup>	3%	2.5%
Return on Investments (Target is the Average Bank Rate Plus 1.0%)	1.93%	2.21%
<b>Legislative and Court Services</b>		
Number of Customers Served at Court Services Counter (Barrie Court Services)	35,000	N/A
Average Customer Processing Time (Minutes/Defendant) <sup>14</sup>	4:00	N/A
Number of Meetings Supported <sup>15</sup>	118	104
Percentage of Minutes Published Within 4 Days After the Meeting <sup>16</sup>	100%	95%
Number of Trial Requests Processed (Barrie) <sup>17</sup>	18,000	16,601
Average Time to Trial - Part I Charges (Months)	6	6
Percent of Business Licenses Renewed by Due Date <sup>18</sup>	80%	79.9%
Volume of By-Law Administration Files <sup>19</sup>	4,600	3,738
Volume of By-Law Enforcement Files <sup>20</sup>	67,000	67,808
Number of Marriage Licenses Issued <sup>21</sup>	600	893
Number of Deaths Registered	1,625	1,742

<sup>9</sup> Leading up to the implementation of SAP, finance staff resources were used to assist with data conversion preparation, leading to the cancellation of the third quarter financial report.

<sup>10</sup> The second Capital Status Report for 2018 was cancelled to support the SAP conversion with Finance staff resources.

<sup>11</sup> Methodology adjusted to remove outliers

<sup>12</sup> Proactive management resulted in an arrears percentage that was similar to the 2017 year end result, and 8% better than the target.

<sup>13</sup> Water/wastewater arrears are lower than the target as a result of overdue accounts being transferred to tax more regularly than in previous years.

<sup>14</sup> The Q-matic system which tracks these measures unexpectedly failed early in the year and is currently being replaced. As a result, statistics are not available on these measures. The Expedited Resolution Program and a reduction in overall charge volume by enforcement agencies has resulted in a decrease in the number of defendants attending the front counters as this more customer-friendly option would be available (call in to plead guilty and pay on-line).

<sup>15</sup> Down from 2017 and target due to there being no meetings in October and November around the 2018 Municipal Election

<sup>16</sup> Timing delays related to follow up required for minutes/reports to ensure proper names were recorded related to Planning Act public meetings as well as a learning curve for staff new to role to complete minutes.

<sup>17</sup> Barrie Court Service area Part I charge volume diminished by 9% in 2018 over 2017. Requests for trial remained at the 41% mark. As such, the decrease in Trial Notices produced is directly proportionate to the reduction in charge volume.

<sup>18</sup> Target was met for 2018. As percentage fluctuates based on industry renewal time periods, staff resources are re-directed to meet the needs.

<sup>19</sup> The pilot related to Transportation Industry Business Licensing has reduced the number of licences to be issued. Once adjusted, for these factors, the KPI is on target

<sup>20</sup> Just slightly above expected volume in 2018. Most complaint sectors (property standards, parking, animal control and general enforcement) have all had slight increases in 2018.

<sup>21</sup> The number of marriage licences issued is higher than anticipated.

	Target	Actual
Number of Formal MFIPPA Requests Received <sup>22</sup>	52	69
Percentage of MFIPPA Requests Responded to Within Legislative Framework <sup>23</sup>	100%	94%
Percentage of Cost Recovery from Fees and Fines (Enforcement Services Direct Costs Only) <sup>24</sup>	68%	67.20%
<b>Recreation</b>		
Community Group Usage of Recreation Facilities (Total Hours) <sup>25</sup>	42,000	46,070
Total visits to Community Centres <sup>26</sup>	2,500,000	2,366,697
RecPASS Member Visits <sup>27</sup>	300,000	302,226
Total RecACCESS participation <sup>28</sup>	1,300	1,193
# of Camp Registrations <sup>29</sup>	6,000	6,471
Recreation Services Operating Cost Recovery Rate <sup>30</sup>	55.0%	59.3%
<b>Office of the CAO</b>		
<b>Internal Audit</b>		
Percentage of projects completed from approved plan <sup>31</sup>	100%	65%
Number of recommendations	N/A	33
<b>Legal Services</b>		
Percentage of Insurance Claims/Incidents Handled In-House	80%	98%
Ratio of Closed to Open Files	0.95:1	0.89:1
Property Transactions Completed (acquisition, disposition, expropriation, easement, lease, and encroachment)	30	73
Percentage of Properties Acquired by Negotiation vs. Expropriation	60	57
External legal costs inclusive of consultants	910,000	401,721
Percentage of prosecutorial success	70%	75%
Percentage of trial requests resolved by XRP (Barrie Court Service Area)	8%	9%

<sup>22</sup> FOI requests are increasing, specifically requests related to litigation, investigations related to fires, complaints/service requests submitted and bid submissions.

<sup>23</sup> Some minor delays due to staff assisting with the 2018 Municipal Election

<sup>24</sup> The percentage of cost recovery has been negatively impacted by the changes associated with the Transportation Industry Pilot. However the reduced 2018 anticipated target has been met.

<sup>25</sup> Usage across all community groups (Adult, Youth, Girls') were higher than prior year. Increase was primarily in field usage for baseball and softball.

<sup>26</sup> Total visits were up 1.5%. Foot traffic through Allandale was up 6% with the two other Rec Centres stable with prior year.

<sup>27</sup> Total visits driven by increases in Seniors and RecACCESS members offset by a decline in visits by users of the Family RecPASS.

<sup>28</sup> While membership is down from 2017, a higher number of participants are opting for full memberships rather than registering for individual programs. This trend achieves a key objective of the RecACCESS program which is to have applicants take advantage of the benefits of full membership.

<sup>29</sup> Increased registrations due to: AM/PM Child Care added as a camp in 2018 versus as a fee-based add-on in 2017. This provided greater flexibility to link child care needs to the camp programs. Care revenue increased from \$27,500 in 2017 to \$33,300 in 2018; General camp registrations increased by 15% in 2018 versus 2017.

<sup>30</sup> Recovery rate is higher than expected due to savings in utilities and maintenance costs plus higher-than-expected revenues in RecPASS memberships, ice rental revenues and special event fees.

<sup>31</sup> 18% of projects were in progress at year-end, with the expected completion in 2019, and 17% of projects have been carried forward to the 2019 plan.

	Target	Actual
<b>Infrastructure and Growth Management</b>		
<b>Engineering</b>		
Percent of capital project designs completed on schedule	100%	85%
Percent of capital projects tendered on schedule	100%	80%
Percent of total Risk Management Plans completed	50%	53%
<b>Environmental Services</b>		
Residential Diversion Rate	54.0%	58.9%
Number of Service Complaints - Curbside collections / 1000 serviced units	12	30
<b>Roads, Parks and Fleet</b>		
Traffic Signal Timing Review	60	80
Traffic Collisions per Population	53	56
Traffic Collisions per Lane KM	1.7	1.6
Winter Control Service Level Compliance (to Municipal Act Regulations)	95%	93%
<b>Planning and Building Services</b>		
Average number of working days for issuance of draft site plan approval conditions (days)	45 days	50 days
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium) <sup>32</sup>	90%	83.33%
Number of development applications approved that incorporate denser residential and/or mixed use development in the Intensification Areas	10	9
Percent of site plan applications approved that incorporate improved streetscape, including street oriented buildings and boulevard amenities such as gardens, patios, benches and bicycle racks.	95%	80%
Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha)	18 ha	0 ha
Number of new policies, amendments to Planning documents and/or special studies approved by Council.	3	9
Number of Open Houses/Ward Meetings Held for Policy Planning Projects	25	5
Number of Ward Meetings held for Development Applications	16	7
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings	400	490
Number of Special Interest Group Presentations (i.e. BILD)	10	12
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)	80	9
Number of Second Suite Zoning Certificates Issued by the Planning Services Department	65	162
Percentage of Low, Medium and High Density Housing Units Approved through Development Proposals <sup>33</sup>	60%/20%/20%	71%/15%/14%
Percentage of Ownership and Rental Units Approved through Development Proposals <sup>34</sup>	75%/25%	92%/8%

<sup>32</sup> Only six ZBA, OPA and DPS approved in 2018

<sup>33</sup> Statistics obtained from approved Draft Plan of Subdivision and Site Plan

<sup>34</sup> Includes Second Suite Approvals

	Target	Actual
Percentage of Building Permit Applications Reviewed within Legislated Timeframes	92%	90%
Average # of inspections to approve occupancy for new dwelling units	1.6	1.45
<b>Invest Barrie</b>		
<b>Business Development</b>		
Number of businesses started or grown where the Small Business Centre has been engaged <sup>35</sup>	150	75
Number of New Businesses started through Starter Company Plus Program	20	35
Number of Business Leaders that are actively engaged in projects/initiatives that support the Invest Barrie strategy	75	77
Number of Businesses Started or grown where Business Development have been engaged	12	16
Number of Investment/Development projects facilitated by Business Development	20	33
Number of local companies participating in Trade Show and Trade & Investment mission activities	8	81
Number of Talent Attraction events/initiatives delivered or participated in	6	12
Number of local companies pro-actively engaged for BR+E activities	100	110
<b>Department of Creative Economy</b>		
Number of businesses that engage in one or more of the City's Innovation programs	20	332
Number of New, prospective start-up entrepreneurs that engage with the City through Start-up cluster initiatives	85	272
Number of attendees at corporate events	135,000	120,000
Total value of sponsorships from all corporate events	\$40,000	\$79,440
% of out of town visitors (from greater than 40 km away) at city events	25%	17%
Number of events in the downtown that engage business and the creative sector, and where the two can intersect	18	36
The number of participants in educational workshops and partnered programs (workshops, Artrepreneur, bi-annual conference, pop up retail, digital main street)	520	579
Number of special event permits issued	140	127
Number of film permits issued	8	11
Arts grants as a percentage of arts organization's gross revenue	9%	8.4%
Arts grants as a percentage of arts organization's revenue from government sources	23%	29%
Rental Revenue: Five Points Theatre	\$70,000	\$58,589
Rental Revenue: Georgian Theatre	\$125,000	\$109,941
<b>Access Barrie</b>		
<b>Communications</b>		
Media exposure (number of times City of Barrie appears in media stories)	600	855
Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	54%

<sup>35</sup> This figure varies on an annual basis and is subject to economic and employment factors. This number is expected to grow as a result of the client follow-up activities aligned with the Provincial fiscal year end and the SBEC's standard client follow-up process.

	Target	Actual
Positive/neutral media coverage	70%	84%
<b>Marketing</b>		
Percentage increase in the number of visitors to Barrie.ca	5%	2.9%
Total number of impressions on Twitter and Facebook	8M	5,075,351
Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, etc.) in relation to impressions	2.5%	2.13%
Total number of impressions on Instagram	150,000	317,177
<b>Customer Service</b>		
Number of Service Barrie interactions (phone, email, counter, etc.)	210,000	195,000
Percentage of City of Barrie identified customer service transactions provided by Service Barrie	75%	77%
Percentage of Customer Satisfaction rated as moderately high to high	75%	75%
Percentage of Customer Interactions that are resolved at 1 <sup>st</sup> contact	70%	70%
<b>Transit</b>		
Revenue to cost ratio	31.5%	35.2%
On Time Performance	87%	85%
Percentage of bus stops that are accessible	50.5%	54%
Annual Ridership	2.72M	3.3M
<b>Innovate Barrie</b>		
<b>Human Resources</b>		
Corporate Training \$ Spent per Permanent Employee <sup>36</sup>	\$50.00	\$35.00
Departmental Training Budget Spent <sup>37</sup>	100%	100%
Turnover (Voluntary) <sup>38</sup>	5.0%	5.1%
Turnover in First 2 Years of Employment	0.0%	0.65%
Internal Promotion Rate	8%	7%
Grievance Rate CUPE	3%	1.4%
Grievance Rate BPPFA <sup>39</sup>	2.0%	2.3%
Number of Lost Time Incidents <sup>40</sup>	5	22
Cost of Lost Time Incidents <sup>41</sup>	\$140,000	\$431,821
Average Number of Sick/STD/LTD/WSIB Days per Employee <sup>42</sup>	8	10.7
Quarterly % EFAP Usage <sup>43</sup>	25%	26%
<b>Information Technology</b>		
Annual Number of Visits to the City of Barrie Website	3.6 million	3.65 million

<sup>36</sup> This number reflects only the 3120 portion of training for the City.

<sup>37</sup> This number is for Human Resources only.

<sup>38</sup> Driven mainly by retirements.

<sup>39</sup> Changed labour climate.

<sup>40</sup> 4 struck by, 7 over exertion, 5 slip / trips / falls, 3 psychological, 1 repetitive strain, 2 exposure.

<sup>41</sup> Driven largely by long term WSIB related claims.

<sup>42</sup> The increase is driven by PTSD claims resulting from legislative changes for first responders.

<sup>43</sup> Fairly typical results.

	Target	Actual
Number of City of Barrie eServices <sup>44</sup>	12	14
City of Barrie Website Availability <sup>45</sup>	99.9%	99.4%
Enterprise Application Availability <sup>46</sup>	99.9%	99.5%
<b>Centre for Continuous Improvement</b>		
Creation of a New Corporate Governance Model for Transformational Projects	100%	100%
Creation of Templates for Projects Available for Corporate Use	100%	100%
Improve Project Tracking Forecasting: Year 1: Tracking of all Projects for Planned Start/Finish/Spend Against Actual Start/Finish/Spend	60%	N/A
Update of Prioritization Criteria	100%	N/A
Improved Governance Process (Methodology Compliance for Artifacts – Required vs. Actual)	60%	100%
Improved delivery: Month 1: Customer Satisfaction survey Current State of Projects - Determine Current Satisfaction Level for Projects. Month 12: Reissue Survey. Targeting Improvement in Roll Out Satisfaction With Projects (Meeting Requirements, Smooth Delivery, etc.)	50%	N/A
Corporate Projects Have Proper Status Reporting into EMT on a Monthly Basis	100%	100%
Ensure That Projects Within the EMT Corporate Projects Have Movement. Projects Should Not Have the Same Status/No Movement for More Than 2 Reporting Periods (2 Months)	60%	100%

<sup>44</sup> APLI introduced Decks, Pool Fences, Accessory Buildings/Sheds, and Sewage Systems.

<sup>45</sup> Will improve in 2019 with technology upgrades done in the second half of 2018.

<sup>46</sup> This includes 8 enterprise applications.



APPENDIX H

Capital Projects Requiring Additional Funding

Project Name	Project	Total Approved Budget	Total Project Cost to Date	Additional Funding Required	Funding		Comments
					Tax Capital Reserve	Other	
Kidd's Creek Repair and Realignment Upstream of Cundles Road	EN1311	\$173,852	\$56,860	\$450,000	\$400,000	\$50,000	The City Issued a tree clearing request for quotation to remove the trees in January of 2019. The assignment was awarded however the costs associated with removing the trees was much higher than estimated.  The detailed design is nearly complete allowing for a more refined construction estimate coupled with the higher than expected cost to remove the trees results in the need for additional funding. The LSRCA is committed to completing this project and has offered \$50,000 of funding.
Sunnidale Park New DOLRA Bridges	EN1130	\$414,000	\$113,175	\$200,000	\$200,000		During design there was a request from Operations to revise the entrance for the trail to address a liability concern identified. The additional amount requested is based on the estimate for the design and construction which required additional fees.
Sunnidale Road Hwy 400 Crossing Reconstruction (within CAH limits)	EN1316	\$822,000	\$29,941	\$180,000	\$180,000		The relocation of the sanitary sewer off the existing HWY 400 Bridge goes through the Kidd's creek storm pond dam. A dam safety review is required per the Ministry of Natural Resources and Forestry. Additional funds are for consulting services to complete the safety review. Timing is critical, as MTO has requested the City relocate the sewer by the end of 2019 in order to reconstruct the Sunnidale bridge.
Lovers Creek Channel Rehabilitation - Adjacent to Brunton Park	EN1285	\$90,000	\$5,400	\$200,000	\$200,000		Award of the Design services for the project was cancelled due to insufficient budget. Additional budget is required for design and anticipated land purchase.
Johnson: Shanty Bay Lake Simcoe	EN1110	\$1,510,000	\$1,859,756	\$529,759	\$529,759		Funds are required for additional costs associated with 2017 capital project as well as additional design and construction to minimize the extent of floodway across the beach and keep as much usable beach area as possible.
Centennial Park Rotary Fountain	EN1033	\$25,598,604	\$25,629,811	\$75,000	\$75,000		The Rotary Fountain in Centennial Park has been an icon on the City's waterfront since the 1980s. The fountain pump, chamber, electrical and piping are largely all original and have reached their useful life. There have been recurring failures with the pump and electrical service and the fountain has been out of service for periods in 2015, 2017 and all of 2018. The fountain pump was re-built twice in the last five years, but staff cannot guarantee its reliability, and are recommending its replacement. In addition, the recent installation of new irrigation infrastructure in the existing fountain underground chamber raised occupational health and safety concerns from Human Resources and city staff regarding the working conditions inside of the chamber and access into the chamber that should be corrected. This scope of work would include converting the fountain pump to a submersible pump that does not need to be removed and reinstalled every fall and spring by staff and reconfiguring the underground chamber hatch and access to make it safer for staff should they need work within the chamber in the future.  The fountain infrastructure was not included in the original scope of work for the reconstruction of Centennial Park and Parks & Forestry have been advised there are not funds remaining in the Centennial Park budget to proceed with this work. Parks & Forestry staff receive recurring enquiries regarding the fountain not operating and if the \$75,000 in funding is approved staff are forecasting to have the fountain in operation in mid July 2019.
				\$1,634,759	\$1,584,759	\$50,000	



**APPENDIX I**

**Proposed uses for additional Federal Gas Tax Funding**

Project Name	Project #	\$	Comments	Department
Road Resurfacing	EN1289	3,500,000	The 2019 approved budget for this program is \$3.7 million. The recommended motion is to allocate an additional \$3.5M of the Federal Gas Tax Funding for a 2019 total budget of \$7.2 million. This annual program focuses on road resurfacing to restore and preserve road pavement condition at various locations selected each year. Road resurfacing preserves the road structure and addresses problems on the surface of the roadway by replacing all or part of the asphalt pavement. Resurfacing roads using well-timed and appropriate preservation strategies is substantially less expensive than the full reconstruction of a road. The goal of the program is to maximize the life of road assets at the lowest overall life-cycle cost.	Engineering
Brownfield Development Readiness	New	100,000	Complete necessary technical investigations to position the City for brownfield development, particularly in the urban growth centre where there is a focus on intensification. Intensification in the built boundary generally means building up. This requires structural stability using piles into the ground (depth depends on the soil stability and the height of the building). There are important drinking water systems in the urban growth centre that may be impacted by development that requires deep piles. This technical work will ensure that the City has the information needed to promote intensification while at the same time ensure the protection of our drinking water infrastructure.	Engineering
Dunlop Street West ROW Replacement - Eccles to Toronto	EN1071	3,467,473	As identified in Staff Report ENG005-19 (see GC agenda April 15, 2019), additional funds are needed to complete this project. As identified in the Staff Report, this project is to reconstruct Dunlop Street from Eccles to Toronto, including work realign Kidd's Creek and address flooding issues. If approved by Council, the recommended motion in Staff Report ENG005-19 will utilize some of the additional Federal Gas Tax Money to fund the additional costs (\$2.8 million) plus reduce pressure on the Tax Capital Reserve (\$667,473). Reducing pressure from the tax capital reserve will provide more opportunities to fund other needed infrastructure works.	Engineering
Allandale Recreation Centre Restoration	000400	500,000	The Allandale Community Centre celebrated its 35 year anniversary in 2018, making it one of Barrie's longest standing Recreation Centres. With over 60,000 visitors through its doors per month, the facility is well used. The proposed project will modernize the lobby and concession area to make it more aesthetically pleasing and easier to maintain. This well-deserved renewal of the building will introduce new flooring over the existing, original interlocked stone flooring that can better withstand the traffic, salt and dirt tracked into the facility and enhance this important public space. These works will complement the work underway this year to remove asbestos on site and replace of end of life condensers.  The 2019 Capital Plan includes project 000400 (Allandale Recreation Centre Restoration of Lobby Flooring). The project has a forecasted cost of \$250K and is planned for 2020. The proposed new project will include and expand on the scope of work planned in project 000400.	Facilities
Waterfront and WIFI	New	500,000	A free public wifi systems will be installed on most of the Waterfront and Downtown BIA. The coverage will be for outdoor areas including patios, parks, parts of the water front trails, and beach areas. Accessing the free wifi service will only require agreement to terms of service. Enough bandwidth will be available to support streaming services such as YouTube, Netflix or video chatting during normal usage periods. During larger events, some speed reduction may be necessary in order to provide everyone a consistent level of service. The wifi service can also be used to collect anonymous data regarding foot traffic, heat maps where visitors congregate and much more, without collecting any personal information. The Information Technology Department will seek out a partner to install, operate and maintain the service. As much as possible, the service will leverage existing City infrastructure (poles, power, conduit, etc.) to reduce the aesthetic impact of the equipment required to provide the service.  The funding would also be utilized to provide additional waterfront and downtown park/event space furnishings and services to expand event space programming options and allow residents and visitors access additional seating to enjoy the parks/venues.	RPF
Traffic Calming and Active	New	100,000	Investment in additional traffic calming devices (i.e. speed cushions, radar board, signage) and active transportation assets (i.e. bike racks, trail furnishings, signage) with a goal to promoting safer streets and more opportunities for residents to choose active transportation as a means of getting around the City.	RPF
Tennis Court Rehabilitation	EN1140	300,000	The 2019 approved budget for this program is \$216 thousand. The recommended motion is to allocate an additional \$300 thousand of the Federal Gas Tax Funding for a total 2019 budget of \$516 thousand. This program is the rehabilitation of tennis court facilities with a primary focus on full surface asphalt replacement. Where necessary, rehabilitation may also include colour coat resurfacing, perimeter fence repair or replacement, and lighting upgrades or replacement.	Engineering
Downtown Waste Management	New	200,000	Implement a Pilot Project for increased level of waste management service in the downtown (BIA area). The Pilot Project will address an existing and increasing concern about overflowing garbage in the downtown by providing immediate relief via a centralized receptacle and/or compactor program. In addition, the Pilot Project will establish a foundation for future level of service options in the downtown.	Environmental Services
<b>Total</b>		<b>8,667,473</b>		



Amendments to Existing Projects

EN1289 - Road Resurfacing Program

GL Account Type	GL Account	Current	Proposed	Change
Revenues	865400 - Contribution from Federal Gas Tax Reserve	\$ 3,500,000	\$ 7,000,000	\$ 3,500,000
Revenues	870400 - Contribution from Tax Capital Reserve	\$ 200,000	\$ 200,000	\$ -
Expenses	000010 - Linear Infrastructure Assets - Roads	\$ 3,700,000	\$ 7,200,000	\$ 3,500,000

**Comments:**

The 2019 approved budget for this program is \$3.7 million. The recommended motion is to allocate an additional \$3.5M of the Federal Gas Tax Funding for a 2019 total budget of \$7.2 million. This annual program focuses on road resurfacing to restore and preserve road pavement condition at various locations selected each year. Road resurfacing preserves the road structure and addresses problems on the surface of the roadway by replacing all or part of the asphalt pavement. Resurfacing roads using well-timed and appropriate preservation strategies is substantially less expensive than the full reconstruction of a road. The goal of the program is to maximize the life of road assets at the lowest overall life-cycle cost.

**000400 - Allandale Recreation Centre Restoration**

GL Account Type	GL Account	Current	Proposed	Change
Revenues	870400 - Contribution from Tax Capital Reserve	\$ 250,000	\$ -	\$ (250,000)
Revenues	865400 - Contribution from Federal Gas Tax Reserve		\$ 500,000	\$ 500,000
Expenses	000097 - Other Assets - No Asset Type	\$ 250,000	\$ 500,000	\$ 250,000
<b>Current</b>		<b>Proposed</b>		
<b>Timing</b>	2020	2019		
<b>Approval Status</b>	Forecast	Request		

**Comments:**

The Allandale Community Centre celebrated its 35 year anniversary in 2018, making it one of Barrie's longest standing Recreation Centres. With over 60,000 visitors through its doors per month, the facility is well used. The proposed project will modernize the lobby and concession area to make it more aesthetically pleasing and easier to maintain. This well-deserved renewal of the building will introduce new flooring over the existing, original interlocked stone flooring that can better withstand the traffic, salt and dirt tracked into the facility and enhance this important public space. These works will complement the work underway this year to remove asbestos on site and replace of end of life condensers.

The 2019 Capital Plan includes project 000400 (Allandale Recreation Centre Restoration of Lobby Flooring). The project has a forecasted cost of \$250K and is planned for 2020. The proposed new project will include and expand on the scope of work planned in project 000400.

**EN1140 - Tennis Court Rehabilitation**

GL Account Type	GL Account	Current	Proposed	Change
Revenues	865400 - Contribution from Federal Gas Tax Reserve	\$ 194,400	\$ 494,400	\$ 300,000
Revenues	870340 - Contribution from Cash-In-Lieu Parkland Reserve	\$ 21,600	\$ 21,600	\$ -
Expenses	000030 - Linear Infrastructure Assets - Parks	\$ 216,000	\$ 516,000	\$ 300,000

**Comments:**

The 2019 approved budget for this program is \$216 thousand. The recommended motion is to allocate an additional \$300 thousand of the Federal Gas Tax Funding for a total 2019 budget of \$516 thousand. This program is the rehabilitation of tennis court facilities with a primary focus on full surface asphalt replacement. Where necessary, rehabilitation may also include colour coat resurfacing, perimeter fence repair or replacement, and lighting upgrades or replacement.

**EN1071 - Dunlop Street West ROW Replacement - Eccles to Toronto**

GL Account	Current	Proposed	Change
870400 - Contribution from Tax Capital Reserve	\$ 5,349,900	\$ 4,682,427	\$ (667,473)
870500 - Contribution from WW Capital Reserve	\$ 320,400	\$ 320,400	\$ -
870600 - Contribution from Water Capital Reserve	\$ 255,300	\$ 255,300	\$ -
865400 - Contribution from Federal Gas Tax Reserve	\$ 1,200,000	\$ 4,667,473	\$ 3,467,473
860300 - Government of Canada Grant Revenue	\$ 3,000,000	\$ 3,000,000	\$ -

**Comments:**

As identified in Staff Report ENG005-19 (see GC agenda April 15, 2019), additional funds are needed to complete this project. As identified in the Staff Report, this project is to realign Kidd's Creek and address flooding issues. If approved by Council, the recommended motion in Staff Report ENG005-19 will utilize some of the additional Federal Gas Tax Money to fund the additional costs (\$2.8 million) plus reduce pressure on the Tax Capital Reserve (\$667,473). Reducing pressure from the tax capital reserve will provide more opportunities to fund other needed infrastructure works.