

CAO's Quarterly Report

2nd Quarter, 2011

Presented by: Jon Babulic

Date: September 12, 2011

Update on Council's Strategic Plan

Goal : Manage Growth and Protect the Environment

- Planning Reports Underway:
 - Growth Management Strategy
 - Background study for annexed lands
 - Employment lands
 - Urban Design Guidelines
 - Transit
- Allandale Waterfront GO Station contract tendered
- Data gathering for transit usage completed, community/ stakeholder involvement re: transit service initiated

Update on Council's Strategic Plan

Goal : Create a Vibrant and Healthy City Centre

- Purchase & Sale Agreement for Foodland site finalized
- New Memorial Square concept plan developed and approved by Council
- Preparation of waterfront/marina master plan RFP
- New wayfinding signage for downtown in progress
- Investigations into conversion of transit terminal to food market underway
- Development of parking strategy ongoing
- Cultural Marketing Plan nearing completion

- Community Theatre Construction



Update on Council's Strategic Plan

Goal : Strengthen Barrie's Financial Condition

- Financial policies reviewed by CN Watson, draft report has been prepared for consideration
- Long range financial plan update in progress
- Annual asset condition report under development
- Work plan developed for Level 2 certification - Journey of Excellence
- Development of ERP business case underway, session with senior leadership team being planned

Update on Council's Strategic Plan

Goal : Direct and Manage Economic Development

- Preparing data on manufacturing segment in support of a Q4 trade mission to Alberta
- Ongoing work with strategic partners (e.g. RVH, Georgian College, Laurentian University, County) re: addressing needs for hiring and growth
- Working with SpringBoard to obtain federal funding to sustain on-going operations
- Completed LSRA Business Plan, will be presented to Council in Q3

Update on Council's Strategic Plan

Goal : Improve and Expand Community Involvement and City Interactions

- Launch of Council's Strategic Plan
- Obtained and reviewed vendor proposal for citizen satisfaction survey to be conducted in Q4
- Ongoing customer service training sessions with staff
- New online system launched for public notification on recreation program updates and cancellations
- New online pet licensing system launched
- Deployed new/enhanced community input opportunities for several initiatives - GO Station naming, recreation users feedback survey, water service, waste management

Q2 Results – Balanced Scorecard Overview

| COMMUNITY SERVICE | | | | |
|----------------------------------------------------|------------|------------|----------|---------|
| Indicator | YTD Target | YTD Actual | Variance | YEP |
| 10 FF on scene within 10 mins. | 90.00% | 92.19% | 2.19% | 87.00% |
| Less than 6 min. road response | 90.00% | 93.37% | 3.37% | 92.50% |
| # Conventional Transit Trips/Capita | 10.08 | 10.23 | 0.15 | 19.50 |
| Transit In-Service Vehicle Hours/Capita | 0.55 | 0.56 | 0.01 | 1.10 |
| Winter Control Service Level Compliance | 99.00% | 89.00% | -10.00% | 99.00% |
| # Registered Program Participants Visits/Capita | 0.72 | 0.79 | 0.07 | 1.65 |
| # Drop-in Participants Visits/Capita | 1.29 | 1.22 | 0.08 | 2.41 |
| # Site Plans | 18 | 20 | 2 | 35 |
| Residential Permits Issued | 490 | 487 | -3 | 1,000 |
| Commercial & Industrial Permits Issued | 110 | 206 | 96 | 230 |
| Institutional Permits Issued | 15 | 11 | -4 | 30 |
| Attendance at Cultural Events | 140,000 | 146,300 | 6,300 | 610,500 |
| # Cultural Events | 125 | 125 | 0 | 252 |
| Participant Utilization Rate - Registered Programs | 64.00% | 70.07% | 6.07% | 64.00% |
| Properties on Pre-authorized Payment | 23.00% | 23.20% | 0.20% | 23.00% |

Q2 Results – Balanced Scorecard Overview

| FINANCE | | | | |
|--------------------------------------|---------------|---------------|--------------|---------------|
| Indicator | YTD Target | YTD Actual | Variance | YEP |
| Capital Expenditures (Millions) | \$33.06 | \$33.64 | \$0.582 | \$89.34 |
| Insurance Cost/Claim | \$4,500 | \$1,043 | -\$3,457 | \$4,000 |
| Corporate City Expenditures (Net \$) | \$60,999,723 | \$57,751,496 | -\$3,248,227 | \$102,774,875 |
| Corporate Revenues | \$170,501,068 | \$169,198,931 | -\$1,302,137 | \$178,526,869 |
| Water Operations (Net \$) | \$1,122,881 | \$2,267,427 | \$1,144,546 | \$782,264 |
| Wastewater Operations (Net \$) | \$662,916 | \$250,753 | -\$412,163 | \$431,448 |
| Parking (Net \$) | -\$320,684 | -\$243,579 | \$77,105 | -\$655,251 |

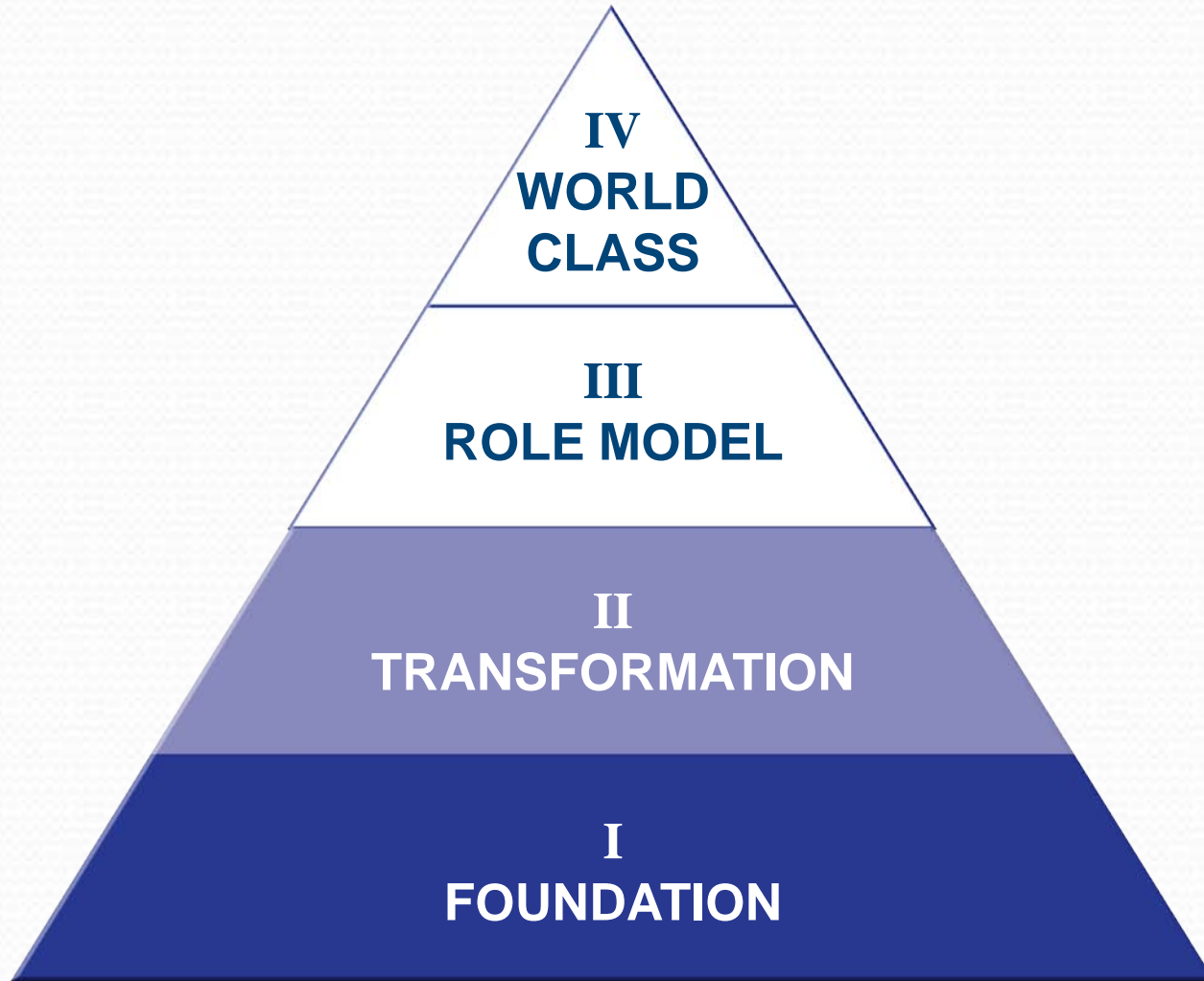
Q2 Results – Balanced Scorecard Overview

| PEOPLE | | | | |
|------------------------------------|------------|------------|-----------|-------------|
| Indicator | YTD Target | YTD Actual | Variance | YEP |
| Permanent Full-Time Employees | 762 | 715 | -47 | 728 |
| Permanent Part-Time Employees | 31 | 29 | -2 | 30 |
| Turnover Rate | 1.50% | 1.80% | 0.30% | 3.60% |
| Sick Leave (hours) | 15,457 | 18,915 | 2409 | 33,524 |
| Short Term Disability (hours) | 5,121 | 4,203 | -1772 | 5,966 |
| WSIB (hours) | 1,357 | 1,325 | -69 | 2,384 |
| Long Term Disability (hours) | 1,900 | 1,495 | -367 | 2,794 |
| Total Lost Time (hours) | 23,835 | 25,938 | 201 | 44,668 |
| Average # Absences/Employee (days) | 3.92 | 4.30 | 0.38 | 7.40 |
| # Lost Time Accidents | 7 | 8 | 1 | 16 |
| Cost – Lost Time Accidents | \$30,000 | \$32,064 | \$2,064 | \$64,128 |
| Cost – Total Lost Time | \$750,000 | \$720,698 | -\$29,302 | \$1,441,396 |

Q2 Results – Balanced Scorecard Overview

| PROCESS | | | | |
|--------------------------------------------------------------------------------------|------------|------------|----------|----------|
| Indicator | YTD Target | YTD Actual | Variance | YEP |
| Emergency Response Call Volumes - Barrie | 3,300 | 3,226 | -74 | 6,600 |
| # Residential Inspection Visits/1,000 Households | 4.8 | 6.17 | 1.37 | 4.8 |
| # Commercial & Industrial Inspection Visits/1,000 Commercial & Industrial Properties | 6 | 12.54 | 6.54 | 12 |
| Water - Total # of Systems Adverse | 0 | 6 | 6 | 12 |
| Operational Spending/Lane KM (Road, Sanitary, Traffic, Lights) | \$5,564 | \$5,194 | -\$370 | \$10,260 |
| Transit - Revenue to Cost Ratio | 48.62% | 48.74% | 0.12% | 46.5% |
| Residential Waste Diversion Rate | 40% | 40% | 0% | 55% |
| Rate of Tenders Received >10% Over Budget | 20% | 16.7% | -3.3% | 20% |
| Site Plan Delegated (% of 8 weeks) | 95% | 88% | -7.37% | 75% |
| ICI Permits Reviewed Within Mandatory Time | 98% | 99% | 1% | 98% |
| Recruitment Life Cycle (Business Days) | 25 | 29.8 | 4.8 | 30 |
| Average # Applications /Posting | 35 | 47 | 12 | 35 |
| Average # Bids /Bid Call | 5.5 | 5.97 | 0.47 | 5.5 |
| % of Unbilled Water to Water Produced | -10% | -9.7% | 0.3% | -10% |
| Billings Outstanding over 90 days (%) | 45% | 64.94% | 19.94% | 45% |

Update on Journey of Excellence – What is PEP?



Update on Other Projects/Initiatives

- Commissioning of Surface Water Treatment Plant
- Work underway in service review studies for water, wastewater, solid waste, information technology, and recreation programs and facilities - studies scheduled for completion this October/November
- Hiring - Director of Human Resources and Director of Roads, Parks and Fleet

- Completion of new Fire Headquarters – Station 1



Questions?