



TO: GENERAL COMMITTEE

SUBJECT: 2017 BUDGET AND BUSINESS PLAN YEAR-END REPORT

WARD: ALL

PREPARED BY AND KEY CONTACT: 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 AND TREASURER, EXT. 5130

SUBMITTED BY: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER
D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES
R. FORWARD, MBA, M.SC., P.Eng., GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT
R. BUNN, EXECUTIVE DIRECTOR OF INNOVATE BARRIE
R. JAMES-REID, EXECUTIVE DIRECTOR OF ACCESS BARRIE
Z. LIFSHIZ, EXECUTIVE DIRECTOR OF INVEST BARRIE
I. PETERS, DIRECTOR OF LEGAL SERVICES

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

RECOMMENDED MOTION

1. That the 2017 Budget and Business Plan Year-End Report be received.
2. That the net 2017 year-end Tax rate supported surplus of \$2,347,418 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) \$2,185,741 in discretionary development charge discounts and exemptions granted during the year attributable to tax supported services be funded from the 2017 tax supported operating surplus;
 - b) \$674,872 be transferred to the Tax Rate Stabilization Reserve (13-04-0461) and carried forward to 2018 to fund items that were committed in 2017 by purchase order or contract, but remained incomplete or undelivered at December 31, 2017;
 - c) \$280,000 be transferred to the Legal Contingency Reserve (13-04-0408);

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- d) \$70,014 representing insurance proceeds from two light duty vehicles be transferred to the Tax Rate Stabilization Reserve (13-04-0461) and carried forward to 2018 to fund the replacement vehicles received in 2018;
 - e) \$92,000 be transferred to the Tax Rate Stabilization Reserve (13-04-0461) and carried forward to 2018 to serve as one-time funding for a corporate training and development program; and
 - f) \$1,000 representing proceeds from t-shirt sales be transferred to the Public Art Reserve (13-04-0469) and carried forward to 2018 for use toward cultural grants.
 3. That the net 2017 year-end Wastewater rate supported surplus of \$907,718 after the following adjustments, be allocated 70% to the Wastewater Capital Reserve (12-05-0575) and 30% to the Wastewater Rate Stabilization Reserve (12-05-0577) in accordance with the City's Financial Policies:
 - a) \$380,129 in discretionary development charge discounts and exemptions granted during the year attributable to wastewater supported services be funded from the 2017 wastewater rate supported operating surplus; and
 - b) \$16,274 be transferred to the Wastewater Rate Stabilization Reserve (12-05-0577) and carried forward to 2018 to fund items that were committed in 2017 by purchase order or contract, but remained incomplete or undelivered at December 31, 2017.
 4. That the net 2017 year-end Water rate supported surplus of \$1,100,073 after the following adjustments, 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:
 - a) \$601,871 in discretionary development charge discounts and exemptions granted during the year attributable to water supported services be funded from the 2017 water rate supported operating surplus.
 5. That staff in the Finance Department be authorized to establish a "Rental Properties" reserve.
 6. That staff be authorized to proceed with existing projects with an expanded scope as identified in Appendix H – Capital Projects Requiring Additional Funding and that funding in the amount of \$960,200 be committed in the Tax Capital Reserve (13-04-0440), \$9,900 be committed in the Wastewater Capital Reserve (12-05-0575) and \$9,900 be committed in the Water Capital Reserve (12-05-0580).
 7. That a project entitled "Water and Wastewater Facility Security Upgrades" be added to the 2018 Capital Plan with an approved budget of \$220,000 and funded \$116,760 from the Wastewater Capital Reserve (12-05-0575) and \$103,240 from the Water Capital Reserve (12-05-0580).

PURPOSE & BACKGROUND

8. 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.
9. 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, 2017.

10. The recommendations in this report are reflective of the policies and principles documented in the current Financial Policies Framework.
11. The report also provides updates on key objectives, Council Strategic Priorities, and the implementation of Portfolio Governance.

ANALYSIS

SUMMARY OF OPERATING RESULTS - TAX

12. Overall, 97.6% accuracy was achieved related to the tax rate based budget. The following table summarizes the financial variances to December 31, 2017 between planned net operating expenditures and actual results by Division for tax rate based operations. Appendix A includes a breakdown of the tax rate based variances by department.

	2016 Actual (\$)	2017			
		Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Council & Mayor's Office	757,866	890,164	863,439	26,725	3.0%
Office of the CAO	2,338,042	2,596,207	2,202,197	394,011	15.2%
Community and Corporate Services	38,884,312	41,118,701	38,582,362	2,536,339	6.2%
Infrastructure and Growth Management	32,071,322	36,041,953	34,449,936	1,592,016	4.4%
Invest Barrie	3,230,401	3,711,747	3,461,379	250,368	6.7%
Access Barrie	12,722,235	13,879,066	13,437,844	441,222	3.2%
Innovate Barrie	9,197,659	9,993,341	9,493,133	500,208	5.0%
Financial Expenses & Other General Government	40,689,894	43,498,456	43,792,861	(294,405)	(0.7)%
Service Partners & Grants	76,655,697	78,417,485	78,289,528	127,957	0.2%
Total Net Expenditures	216,547,428	230,147,120	224,572,679	5,574,441	2.4%
Corporate Revenues	217,218,084	230,147,120	230,223,724	(76,605)	0.0%
Unadjusted Tax Rate Surplus	670,656	0	5,651,045	5,651,045	N/A%
Recommended Adjustments				(3,303,627)	
Adjusted Surplus to Allocate to Reserves				2,347,418	

13. Key contributors (positive variances) to the Corporation's year-end tax rate results include the following:

- Salary Gapping \$1.78M – (detail below);

- Service Partners \$127K – (detail below);
- Utilities \$561K – (detail below);
- Corporate – Insurance Proceeds \$825K – (detail below);
- Corporate – Debt Servicing Costs \$772K – (detail below);
- Corporate – Property Taxes & Grants
 - Province of Ontario Grant Revenue \$456K – (see Appendix B);
 - Tax Additions \$287K – (see Appendix B);
 - Property Tax Capping Adjustments (Commercial) \$158K – (see Appendix B);
- Storm Water Treatment Maintenance \$914K – (see Appendix B);
- Environmental Operations
 - Contracted Services \$419K – (see Appendix B);
 - User Fees & Services Charges, and Miscellaneous Revenue \$332K – (see Appendix B)
- Recreation – Passes Revenue \$421K – (see Appendix B);
- Enforcement Services – Parking Tickets Revenue \$285K – (see Appendix B);
- Legal Services – Legal Expenses \$236K – (see Appendix B);
- Facilities Internal Charges (excludes Salaries, Utilities) \$512K – (see Appendix B);
- Planning and Building Services – Revenues (net of reserve transfers) \$445K – (see Appendix B);

14. Key offsetting contributors to the Corporation's tax rate year-end result include the following:

- Corporate – Property Taxes & Grants
 - Assessment Review Board Decision (\$1.03M) – (see Appendix B);
 - Interest and Penalties on Taxes in Arrears (\$271K) – (see Appendix B);
- Winter Control (\$927K) – (see Appendix B);
- Corporate – Insurance (\$597K) – (See Appendix B);
- Fuel – Corporate Fleet (\$192K) – (see Appendix B), and;
- Traffic Operations – Traffic Systems (\$240K) – (see Appendix B)

Salary Gapping

15. The salary gapping provision approved by Council in the 2017 Business Plan is \$1M. This amount includes both permanent staff and casual/part-time salary costs. The City continues to implement a variety of techniques to achieve salary gapping targets. These include delaying rehires for a minimum of 12 weeks or longer when viable, managing overtime costs where possible, and requiring summer students to take at least one week of unpaid vacation during their term.
16. As of December 31st, the City has realized a favourable variance of \$1.78M in salary gapping. Total salary gapping of \$2.78M was achieved against an annual target of \$1M. Positive variances were realized in several areas while departments were being reorganized, job descriptions were being developed/redefined, and recruitment plans were being established. Included in the positive gapping variance are increased recoveries from capital projects, which are ahead of plan by \$206K. In addition, twelve new positions from the 2017 Business Plan were budgeted for the entire year in order to reflect the full cost of these positions. Due to the timing of the 2017 Business Plan approval these positions were not able to be filled until the second quarter of 2017 at the earliest, contributing approximately \$225K to the salary gapping total. Gapping was also increased as a result of a significant number of positions being backfilled at lower salary rates, as well as a number of retirements.

Service Partners

17. The City's service partners generated an in-year operating surplus of \$127 thousand for 2017 with the County of Simcoe as the primary contributor. The service partner surplus is rolled in to the City's general surplus.

Utilities

18. The favourable variance of \$561K was largely driven by consumption reductions (3% for electricity, 2% for natural gas and 21% for water) accounting for \$350K of the 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.

Insurance Proceeds

19. During 2017, an \$824,712 settlement was received from the City's insurance provider. In this report, staff have recommended transferring \$280 thousand of this amount to the City's Legal Contingency Reserve with the remainder flowing to general surplus.

Debt Servicing Costs

20. Debt servicing costs were underspent by approximately \$3.34M for the year in aggregate (\$772K Tax, \$1.4M Water, \$963K Wastewater, and \$143K Parking). The primary reason for the variance is a timing difference in interest costs. This is a one-time variance.

Other adjustments to year-end surplus

Development Charge (DC) Discounts

21. In 2017 DC discounts in the amount of \$3,167,741 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 two discretionary discounts, one within the City Centre Planning Area and one which provides a reduced DC rate for the first 1.2 million square feet of non-residential, non-retail development within the City.
22. 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 tax, water and wastewater rate surpluses for 2017, based on their respective proportion of the total discounted DC rate. Therefore, the recommended funding related to DC Discounts is as follows:
- a) \$601,871 from Water Rate through in-year operating surplus;
 - b) \$380,129 from Wastewater Rate through in-year operating surplus, and;
 - c) \$2,185,741 from Tax Rate through in-year operating surplus.

Insurance proceeds on light-duty trucks

23. The \$70,014 in insurance proceeds received in 2017, and transferred to the Rate Stabilization Reserve at year end, are to fund the replacement of two light duty-trucks in the 2018 operating fund.

Corporate Training and Development Program

24. The Corporate training budget amount, which is held within Human Resources, has been set at \$35K for over ten years. In order to meet the City's increasing training demands as well as deal with rising costs of externally delivered training and capacity limitations within the HR department additional funds are required.
25. The demand for training that is delivered at a corporate level is growing largely due to the following:
- a) Increase in staff numbers;
 - b) Increase in retirements (particularly in the last three years and anticipated to continue for the next two to three years); and
 - c) Demand for consistent approaches.
26. The funding suggested will be utilized to purchase external training focused on the following, and reassessed in future years:
- a) Leadership skills;
 - b) Project Management; and
 - c) Online training aimed at delivering learning and education by electronic means.

SUMMARY OF OPERATING RESULTS - WATER

	Year-to-Date December 31, 2017			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	7,251,777	6,847,816	403,961	5.57%
Operating Expenses	6,541,251	5,623,891	917,360	14.02%
Corporate Overhead	6,575,435	6,331,430	244,005	3.71%
Debt Charges	7,967,536	6,567,229	1,400,307	17.58%
Total Net Expenditures	28,336,000	25,370,366	2,965,634	10.47%
Revenues	34,063,011	32,799,321	(1,263,690)	(3.71)%
Transfer to Reserve	5,727,011	7,428,955	1,701,944	29.72%
Recommended Adjustments			(601,871)	
Adjusted Surplus to Transfer to Reserves			1,100,073	

27. The 2017 year ended with a surplus of \$1,701,944 for the Water Operations Branch before adjustments. This is a result of expenditures tracking at 90% of budget and revenue at 96% of budget. Details supporting the operating expenditure variances are provided in Appendix C.

SUMMARY OF OPERATING RESULTS – WASTEWATER

	Year-To-Date December 31, 2017			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	4,074,639	4,026,392	48,247	1.18%
Operating Expenses	8,980,149	7,501,849	1,478,300	16.46%
Corporate Overhead	5,737,736	5,022,546	715,190	12.46%
Debt Charges	8,862,319	7,898,479	963,840	10.88%
Total Net Expenditures	27,654,843	24,449,266	3,205,577	11.59%
Revenues	41,661,153	39,759,697	(1,901,456)	(4.56)%
Transfer to Reserve	14,006,310	15,310,431	1,304,121	9.31%
Recommended Adjustments			(396,403)	
Adjusted Surplus to Transfer to Reserves			907,718	

28. The 2017 year ended with a surplus of \$1,304,121 for the Wastewater Operations Branch before adjustments. This is a result of expenditures tracking at 88% of budget and revenue at 95% of budget. Details supporting the operating expenditure and corporate overhead variances are provided in Appendix C. The rationale for the revenue variance is the same as for water rates as these billings are largely correlated.

SUMMARY OF OPERATING RESULTS – PARKING

	Year-to-Date December 31, 2017			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	368,522	358,011	10,511	2.85%
Operating Expenses	802,207	716,373	85,834	10.70%
Corporate Overhead	342,555	339,009	3,546	1.04%
Debt Charges	976,794	833,471	143,323	14.67%
Total Net Expenditures	2,490,078	2,246,863	243,215	9.77%
Revenues	1,814,072	2,026,268	212,196	11.70%
Transfer (from)/to Reserve	(676,006)	(220,595)	455,410	67.37%

29. The 2017 year ended with a \$455,410 favourable outcome for the Parking Services Branch resulting in a lower than planned draw from the Parking Reserve. This is a result of expenditures tracking at 90% of budget and revenue at 112% of budget. Details of the revenue variance are provided in Appendix C.

30. The Parking Services Branch has realized significant improvements to operational revenue from sources such as waterfront lots. The sale of parking lots and certain works in the City Centre (e.g. Revenue Canada Building) have also provided a short term boost in revenue. Despite these favourable outcomes, the parking service continues to generate an operating deficit, albeit smaller than anticipated for 2017. At the end of 2017 the Parking Reserve is in a deficit position of \$258K.
31. 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.

CAPITAL PLAN STATUS AT DECEMBER 31, 2017

32. The Capital Plan presented in Appendix D is a high level summary of activity as at December 31, 2017. The total capital budget for 2017 was \$213.3M, including carryover from prior years and new projects, and the projected year-end spending plan was \$146.8M due to the multi-year nature of many of the projects. The actual spending at year-end was \$113M, which is 77% 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

33. Prior to directions provided by Council regarding the 2018 Business Plan, the December 31, 2017 Rate Stabilization Reserve balances affected by the recommendations in this report are as follows:

	Balance at Dec. 31, 2017	Commitments	Recommended Motion	Non-Committed Balance at Dec. 31, 2017	2017 Minimum Expected Balance
Tax Rate Stabilization Reserve	\$ 5,851,751	\$ (213,789)	\$ 1,541,111	\$ 7,179,073	\$ 26,587,449
Wastewater Rate Stabilization Reserve	\$ 1,557,151	\$ (108,067)	\$ 288,589	\$ 1,737,674	\$ 3,152,493
Water Rate Stabilization Reserve	\$ 2,284,021	\$ (13,067)	\$ 330,022	\$ 2,600,976	\$ 2,487,267

* 2017 Minimum Expected Balance as per the Financial Policies Framework

34. 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, 2017 shows that, with the exception of Water, stabilization reserve balances currently fall short of their minimum expected level.
35. Included in 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 (30% for rate stabilization reserves). The amounts are as follows:
- a) \$704,225 to the Tax Rate Stabilization Reserve;

- b) \$272,315 to the Wastewater Rate Stabilization Reserve, and;
- c) \$330,022 to the Water Rate Stabilization Reserve

CAPITAL RESERVES

36. Prior to the directions provided by Council regarding the 2018 Business Plan, the December 31, 2017 capital reserve balances affected by the recommendations in this report are:

	Balance at Dec. 31, 2017	Commitments	Recommended Motion	Non-Committed Balance at Dec. 31, 2017
Tax Capital Reserve	\$ 37,532,370	\$ (35,621,164)	\$ 682,993	\$ 2,594,199
Wastewater Rate Capital Reserve	\$ 23,924,338	\$ (7,327,070)	\$ 508,743	\$ 17,106,011
Water Rate Capital Reserve	\$ 19,223,388	\$ (5,947,707)	\$ 656,911	\$ 13,932,593
Parking Reserve	\$ (258,352)	\$ (67,719)	\$ -	\$ (326,070)

* 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. As noted above, future contributions to reserves are not reflected in the non-committed balances. In the 2018 Budget, Council approved contributions to reserves as follows: Tax Capital Reserve - \$31.2M, Wastewater Rate Capital Reserve - \$14.2M, Water Rate Capital Reserve - \$5.2M.
38. 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. The uncommitted balance in the Tax Capital Reserve at year-end is \$2.6M, 10% of the target.
39. Included in 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) \$1,643,193 to the Tax Capital Reserve;
 - b) \$635,402 to the Wastewater Capital Reserve, and;
 - c) \$770,051 to the Water Capital Reserve

OTHER RESERVES

40. Prior to the direction provided by Council regarding the 2018 Business Plan, the December 31, 2017 other reserve balances affected by the recommendations in this report are:

	Balance at Dec. 31, 2017	Commitments	Recommended Motion	Non-Committed Balance at Dec. 31, 2017
Legal Contingency Reserve	\$ 118,077	\$ -	\$ 280,000	\$ 398,077
Public Art Reserve	\$ 6,767	\$ -	\$ 1,000	\$ 7,767

* 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.

KEY DIVISION SERVICE DELIVERY INITIATIVES/KEY PERFORMANCE INDICATORS

41. 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 – RENTAL PROPERTIES RESERVE

42. The existing 167 Bradford Street Lease Budget (\$108K), is to cover the facility operations and maintenance cost of the acquired rental properties. This new reserve would be used to ensure zero impact on the tax levy as a result of holding the rental properties. Annual surpluses related to the operation of the property will be transferred to the reserve, while annual deficits will be funded from the reserve. Maintaining a separate reserve will improve transparency in the ongoing monitoring of the economic viability of the rental properties.
43. The Director of Corporate Facilities has delegated authority to terminate or discontinue leasing any or all of the subject properties and demolish the structures should it be determined the continued use is economically unviable with maintenance and repair costs exceeding revenues from leases (LGL009-17).

HOUSEKEEPING - CAPITAL PROJECTS REQUIRING ADDITIONAL FUNDING

44. Staff are requesting additional capital project funding for the Climate Change Adaptation Strategy Milestones 4 & 5, and the Morrow Road Improvements – Ardagh Rd to Patterson Rd projects; additional details are included in Appendix H.
45. A budget increase is required for the Climate Change Adaptation Strategy Milestones 4 & 5. In order to ensure effective stakeholder engagement, additional resources were required above the original budget with staff from multiple City departments, partner organizations, and community members. It is noted that staff were able to obtain grant funding from the Government of Canada's Municipalities for Climate Innovation Program (MCIP) to support this project. A total of \$72,080 was awarded and will be disbursed to the City on June 15, 2018.
46. The utility phase costs for the Morrow Road Improvements – Ardagh Rd to Patterson Rd project have been higher than the original budget included in the 2015 Business Plan. This is mainly due to a significant increase to the scope of utility relocations and upgrades required for both Alectra and Enbridge infrastructure. The initial plan of isolated relocations to avoid new proposed City infrastructure was modified through the respective utility company design process as the challenges with overall compliance of their systems with current design standards became apparent. The costs for the construction phase of the project are on budget and as per the original cost estimates.

HOUSEKEEPING – NEW CAPITAL PROJECT REQUESTS

47. Staff are recommending the approval of a new capital project to upgrade security access at the City's water and wastewater facilities in the amount of \$220,000. The upgrade will consist of moving to fob security system in place of the current keyed locks. This upgrade has been identified in reviews undertaken by the Ministry of Environment & Climate Change to appropriately secure the City's drinking water and wastewater systems.

ENVIRONMENTAL MATTERS

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

ALTERNATIVES

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

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.

FINANCIAL

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

LINKAGE TO 2014-2018 COUNCIL STRATEGIC PLAN

51. The recommendations in this report are operational, and are not specifically related to the goals identified in the 2014-2018 Strategic Plan.

APPENDIX A

Tax-Supported Operating Budget Variance by Department as at December 31, 2017

	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Office of the Mayor and CAO	3,486,371	3,065,636	420,736	12.1%
Council & Mayor's Office	890,164	863,439	26,725	3.0%
Office of Chief Administrative Officer	641,488	562,775	78,712	12.3%
Legal Services	1,676,018	1,394,468	281,550	16.8%
Internal Audit	278,701	244,953	33,748	12.1%
Community and Corporate Services	41,118,701	38,582,362	2,536,339	6.2%
GM of Community and Corporate Services	319,649	199,625	120,024	37.5%
Facilities	2,077,820	1,719,764	358,055	17.2%
Barrie Fire and Emergency Services	25,531,640	25,248,464	283,176	1.1%
Finance	3,584,520	3,519,469	65,051	1.8%
Legislative and Court Services	2,221,666	1,474,397	747,269	33.6%
Recreation Services	7,383,406	6,420,643	962,764	13.0%
Infrastructure & Growth Management	36,041,953	34,449,936	1,592,016	4.4%
GM of Infrastructure and Growth Management	351,271	311,792	39,479	11.2%
Engineering	2,356,442	1,875,715	480,727	20.4%
Planning & Building Services	654,244	199,681	454,563	69.5%
Environmental Services	6,407,334	5,500,064	907,270	14.2%
Roads Operations	13,454,784	13,440,346	14,438	0.1%
Parks and Forestry Operations	5,390,695	5,236,437	154,258	2.9%
Traffic	3,691,564	3,971,260	(279,697)	(7.6)%
Fleet	3,735,619	3,914,641	(179,022)	(4.8)%
Invest Barrie	3,711,747	3,461,379	250,368	6.7%
Invest Barrie – Administration	471,270	440,062	31,208	6.6%
Business Development	832,365	685,626	146,739	17.6%
Department of Creative Economy	2,408,112	2,335,692	72,420	3.0%
Access Barrie	13,879,066	13,437,844	441,222	3.2%
Access Barrie - Administration	405,344	313,685	91,659	22.6%
Customer Service	744,184	782,787	(38,604)	(5.2)%
Communications and Marketing	943,112	937,833	5,279	0.6%



	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Transit & Parking Strategy	11,786,425	11,403,538	382,887	3.2%
Innovate Barrie	9,993,341	9,493,133	500,208	5.0%
Innovate Barrie - Administration	339,350	367,296	(27,945)	(8.2)%
Centre for Continuous Improvement	733,977	570,190	163,787	22.3%
Human Resources	2,399,192	2,317,613	81,579	3.4%
Information Technology	6,520,822	6,238,033	282,788	4.3%
Other Expenses	43,498,456	43,792,861	(294,405)	(0.7)%
Financial Expenses & Other General Government	43,498,456	43,792,861	(294,405)	(0.7)%
Total Net City Services	151,729,635	146,283,151	5,446,484	3.6%
Service Partners and Grants	78,417,485	78,289,528	127,957	0.2%
Total Net Expenditures	230,147,120	224,572,679	5,574,441	2.4%
Net Taxation for own purposes	220,163,459	219,430,139	(733,320)	(0.3)%
Payments in Lieu of Taxes	1,946,900	1,821,079	(125,821)	(6.5)%
Investment Revenue	3,879,821	3,774,787	(105,034)	(2.7)%
Corporate Recoveries	3,849,440	3,850,093	653	0.0%
Corporate Revenue	307,500	1,347,626	1,040,126	338.3%
Total Revenue	230,147,120	230,223,724	76,605	0.0%
Total Operating Variance	0	5,651,045	5,651,045	N/A%

APPENDIX B

Detailed Tax Supported Operating Variance Explanations

Service/Driver: Corporate – Property taxes and grant revenue			
Net Budget: \$4.87M	Actual: \$4.47M	Variance \$: (\$400K)	Variance: (8.2%)
<p><u>Reason for Variances</u></p> <p>Overall, the budgeted corporate property taxes and related programs had a net negative variance of \$400K. As described below, the main driver of the variance relates to Assessment Review Board Decisions (\$1.03M):</p> <p><u>Negative Variances:</u></p> <p><u>Interest and Penalties on Taxes in Arrears (\$271K)</u> Interest and Penalties on Taxes in Arrears are lower than planned due to a decline in tax arrears. This is directly related to the improvement in the local and broader economy, including significantly higher employment levels in 2017 compared to 2016.</p> <p><u>Assessment Review Board (ARB) Decisions (\$1.03M)</u> The timing of appeal settlements and subsequent payments to appellants are very unpredictable. Several of the larger appeals settled in 2017 include the following: Home Depot - \$368K; Penady Ltd. (various properties) - \$251K; Woods Park Care Centre - \$468K and, Calloway Real Estate (several properties) - \$241K.</p> <p><u>Positive Variances:</u></p> <p><u>Property Tax Capping Adjustments (Commercial) \$158K</u> Variance is due to ARB decisions/settlements affecting prior years.</p> <p><u>Tax Additions \$287K</u> Finance staff, in conjunction with external municipal property tax consultants, collaborated on an assessment review to identify missing or incorrect assessments, and worked with MPAC to have these properties added to the assessment role or to process the appropriate adjustments.</p> <p><u>Province of Ontario Grant Revenue \$456K</u> The variance is due to an unexpected transition payment from the Province related to a 2016 decision to exempt retirement residences from property taxes.</p>			
<p><u>Impact Going Forward</u></p> <p><u>Interest and Penalties on Taxes in Arrears</u> A number of factors are likely to reverse the downward trend in Interest and Penalties in 2018. Rising inflation pressures are likely to push the Bank of Canada to raise interest rates further. The number and timing of these increases will depend on the outcome of NAFTA negotiations. This will make it more difficult for individuals to service their debt, which is at record levels. Other protectionist trade policies implemented by the US may have unpredictable consequences on the world economy as affected countries retaliate. Economic growth will likely slow, which will negatively impact employment levels.</p> <p><u>Assessment Review Board (ARB) Decisions</u> There are several province-wide appeals relating to ARB decisions that are still ongoing involving Costco and Loblaws. Other significant appeals dating back several years include Park Place, 175 Essa Road, and</p>			



612 Welham Road (Cogeco). Settlements involving these appeals will have a significant negative impact on revenues when they are finalized.

Tax Additions

The most significant factor that will affect Tax Additions in the coming years will be the development activity in the Salem and Hewitt's Secondary Plan lands. Staff continue to proactively monitor pending and/or ongoing development activity and work with MPAC to capture relevant changes in a timely manner.

Actions to Mitigate Future Anticipated Variances

Interest and Penalties on Taxes in Arrears

Economic and employment forecasts will continue to be monitored and the 2019-2022 budget and forecasts will be updated as required.

Assessment Review Board (ARB) Decisions

The City will utilize MPAC's Appeals and Request for Reconsideration Dashboard to better understand assessment at risk, as well as meet quarterly with MPAC staff to update progress. Also, within the current budget, consultants have been engaged to assist staff with proactive management of the property assessment base and selected appeals. Staff will file a Statement of Response during the prescribed time frame when planning to participate in an appeal, and participate in mediation/settlement conferences.

Service/Driver: Winter Control and Storm Water Treatment Maintenance			
Budget: \$7.381M	Actual: \$7.394M	Variance \$: (\$13K)	Variance %: (0.2%)
<p><u>Reason for Variance</u></p> <p>Winter Control (\$927K) In 2017 there were a large number of prolonged winter events, and 2017 was ranked as having the second longest average event duration in the past 10 years. The budget for winter control has not matched the increasing costs for contracted services and materials in recent years.</p> <p>Storm Water Treatment Maintenance \$914K Storm water maintenance pond sediment removal is typically performed in December, January and February to comply with regulations related to wildlife and for ease of construction.</p> <p>The Ministry of Natural Resources revised limitations for seasonal work to protect wildlife. This resulted in scheduling delays in performing the sediment removal and pushed back the work into 2018.</p>			
<p><u>Impact Going Forward</u></p> <p>Winter Control 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 2018 budget reflects increases for winter sand, labour, and contracted services, based on the five year average and adjustments for contractual obligations.</p> <p>Storm Water Treatment Maintenance For Storm Water Treatment, the data compiled during the water quality monitoring program in 2017 (as a requirement of the System Wide Environmental Compliance Approval Pilot), will provide more precise information on contaminant levels in detention ponds to enable improved accuracy of costs to be budgeted to carry out sediment removal going forward.</p>			
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>Winter Control 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.</p> <p>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.</p> <p>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.</p> <p>Storm Water Treatment Maintenance</p>			



No future variances are anticipated for Storm Water Treatment Maintenance.

Service/Driver: Environmental Operations

Expense Budget: \$3.84M	Actual: \$3.42M	Variance \$: \$419K	Variance %: 11%
Revenue Budget \$1.31M	Actual: \$1.63M	Variance \$: \$332K	Variance %: 25%

Reason for Variances

Contracted Services \$419K

Collection contract garbage tonnages were estimated based on previous years and an estimated CPI; the result being an overestimation.

User Fees & Service Charges, and Miscellaneous Revenue \$332K

The Landfill received more revenues from tipping fees and Leachate than expected. The increase tipping fee revenue was a direct result of the tonnages received in 2017. No future variances are anticipated.

Impact Going Forward

The current year results are not expected to have a direct impact on future results. Historical tonnages have been used for 2018 budget development purposes.

Actions to Mitigate Future Anticipated Variances

Contracted Services

For Contracted Services, the City is currently within the 4th year of an 8 year collection contract and the third year into the 'Every Other Week (EOW) Garbage Collection' initiative. The impacts resulting from these changes include:

1. The change from the 'cost per service' to 'cost per tonne' model in the new collection contract has changed the type of data to be tracked and monitored. With only 3 years of tonnage data available, reliable trending is limited.
2. The EOW Garbage Collection model has increased tonnages in some areas and decreased in other areas. This 'trend' is being used when calculating estimates. However, given only 2 years of data, this also limits forecasting abilities.
3. Moving forward, changing legislation will also impact our ability to conduct future forecasting.
4. Until sufficient data is established to allow for trending, future tonnage estimates will be assessed based on actuals from the last full year budget, as has always been done. However, the percent estimation will be reduced to a 1.25% until such time as the impacts of annexation are realized.

User Fees & Service Charges, and Miscellaneous Revenue

No future anticipated variances at this time. Staff reviewed/refined their budget estimates as part of the 2018 business plan based on an average of historical results.



Service/Driver: Recreation – Pass Revenue			
Budget: (\$1.4M)	Actual: (\$1.8M)	Variance \$: \$421K	Variance %: (30%)
<u>Reason for Variance</u> <p>The growth in the City of Barrie RecPASS membership has extended into 2017 and membership revenue has successfully come in over budget targets.</p> <p>The growth in membership revenue may stem from the following efforts:</p> <ul style="list-style-type: none">• Branding of the RecPASS membership• Focus on great value for families, youth, and seniors• Packaging of multiple facilities and activities• Targeted marketing campaigns• Pricing strategies• The elimination of initiation and cancelation fees• Providing exceptional customer service• Focus on flexibility, ease of use, and process efficiencies for our customers			
<u>Impact Going Forward</u> <p>The department will continue to implement strategies to protect and enhance the increased membership revenue.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>Membership revenue has been increased by \$280k in the 2018 business plan to set an achievable target based on multi-year trending and to offset cost pressures with the goal of minimizing the impact on the tax base.</p>			



Service/Driver: Enforcement Services – Parking Ticket Revenue			
Budget: (\$1.0M)	Actual: (\$1.3M)	Variance \$: \$285K	Variance %: (28%)
<u>Reason for Variance</u> The increased revenue from parking tickets is the result of higher payment levels associated with defendants taking the opportunity to make early payments, as well as additional revenues from plate denials. The volume of parking tickets issued has not changed significantly.			
<u>Impact Going Forward</u> As the volume of parking tickets issued has not changed significantly, the increased revenue from early payments and plate denials may not be sustained over the longer term.			
<u>Actions to Mitigate Future Anticipated Variances</u> Defendant behaviour will determine whether the increased revenue trend will continue. Lower early payment fees and plate denial continue to be incentives for payment of parking tickets.			



Service/Driver: Legal Services – Legal Expenses			
Budget: \$810K	Actual: \$574K	Variance \$: \$236K	Variance %: 29.1%
<u>Reason for Variance</u> The favourable variance is mainly attributable to the following: <ul style="list-style-type: none">• Ongoing efforts to achieve cost containment on all litigation matters• Litigation schedule readjusted (outside of our control)<ul style="list-style-type: none">○ Part 2 of Development Charges By-law appeal before OMB (scheduled for January 2018) was deferred; therefore trial/witness preparation work avoided in December○ Discoveries and pretrial in CGI actions scheduled to be concluded in 2017 were furthered deferred.			
<u>Impact Going Forward</u> The net tax rate impact of legal expenses will be maintained at the net budgeted amount by funding budget overages or transferring excess funding from/to the legal reserve.			
<u>Actions to Mitigate Future Anticipated Variances</u> None anticipated.			



Service/Driver: Facilities Internal Charges (excludes Salaries, Utilities)			
Budget: \$3.69M	Actual: \$3.18M	Variance \$: \$512K	Variance %: 13.9%
<u>Reason for Variance</u> The favourable variance can be attributed to a better than expected year for equipment break downs. Vacancies at the management and operational level have delayed the completion of work in minor capital and repairs and maintenance. In addition, these staff vacancies have contributed to less training and consulting money being spent.			
<u>Impact Going Forward</u> The hiring of a manager and supervisor will allow more time to complete minor capital projects and to proactively repair facilities and equipment. It is anticipated that this variance will not carry through to next year.			
<u>Actions to Mitigate Future Anticipated Variances</u> Go forward for 2018, with the recruitment process now completed, staff will be able to plan and execute the work, training, and consulting required for this year. With the roll out of the updated computerized facility maintenance tool (CMMS), and updated data through our facility condition assessment projects, Facilities staff should be in a better position to facilitate minor capital upgrades.			



Service/Driver: Planning & Building Services: Revenues			
Budget: (\$4.39M)	Actual: (\$6.40M)	Variance \$: \$2.01M	Variance %: (45.8%)
Service/Driver: Planning & Building Services: Transfer to Reserves			
Budget: \$0.59M	Actual: \$2.14M	Variance \$: (\$1.55M)	Variance %: (261.8%)
<u>Reason for Variance</u> The total volume of planning and building applications for the year surpassed the projections and resulted in the budget surplus identified above. The City responded to development applications in the built boundary as well as the secondary plan areas that has resulted in the surplus.			
<u>Impact Going Forward</u> Excess revenues are being transferred to the Growth Management Reserve or Building Code Reserve to fund future variances. Exceptionally strong demand for all types of development is expected to continue to have a positive impact on Tax Additions. Development in the secondary plan areas and the built boundary are expected to continue and will positively impact the City's assessment base in the coming years. Staffing levels related to growth are designed to be cost recovered.			
<u>Actions to Mitigate Future Anticipated Variances</u> Monthly updates with Planning and Building Services staff will ensure building permit information is updated in a timely manner. As draft plans of subdivisions are being submitted for the secondary plan areas, the actual unit counts are becoming more refined and the projections into building permit application fees will be aligned with the planning applications. Planning Services performed a detailed review of expected future permit activity and adjusted the 2018 budget accordingly. Potential variances will be monitored and addressed quarterly as required.			



Service/Driver: Corporate Insurance			
Budget: \$1.92M	Actual: \$2.52M	Variance \$: (\$597K)	Variance %: (31%)
<u>Reason for Variance</u> The City's insurance provider has changed their billing practice from invoicing once a file closes, or when the \$100K policy deductible is exceeded, to invoicing as costs are incurred. This resulted in a significant invoice in July to bring all matters up to date.			
<u>Impact Going Forward</u> Future billings should be more consistent going forward.			
<u>Actions to Mitigate Future Anticipated Variances</u> No action required at this time.			



Service/Driver: Corporate Fleet – Fuel			
Budget: \$665K	Actual: \$857K	Variance \$: (\$192K)	Variance %: (29%)
<u>Reason for Variance</u> The unfavorable variance can be attributed to an increase winter control related diesel expenses (snow plow and sander activity).			
<u>Impact Going Forward</u> Staff members are anticipating stability in the price of fuel, and have factored in historical winter events/conditions into the 2018 business plan.			
<u>Actions to Mitigate Future Anticipated Variances</u> The negative variance is due to a particularly harsh winter season that saw a larger than normal increase in plow and sanding activity. No further action required at this time. Staff members reviewed/refined their budget predictions as part of the 2018 business plan in order to mitigate this variance moving forward.			



Service/Driver: Traffic & Parking Services – Repairs & Maintenance			
Budget: \$490K	Actual: \$732K	Variance \$: (\$242K)	Variance %: (49%)
<u>Reason for Variance</u> The unfavorable variance in 2017 is a result of higher than expected Illumination and Traffic Systems repairs & maintenance expenses. The City experienced more traffic accidents (damaging traffic systems), cabinet fires, and streetlight wiring issues than in prior years. These incidents directly contributed to a higher than normal repairs & maintenance expense than prior years.			
<u>Impact Going Forward</u> Repairs and maintenance expenses vary year-over-year depending on the conditions. As a result, an average of historical costs will continue to be used for budgeting purposes.			
<u>Actions to Mitigate Future Anticipated Variances</u> No future anticipated variances at this time. Staff members reviewed/refined their budget predictions as part of the 2018 business plan based on an average of historical costs.			



APPENDIX C

Detailed User Rate Supported Operating Variance Explanations

Service/Driver: Water Operations			
Expense Budget: \$6.5M	Actual: \$5.6M	Variance \$: \$917K	Variance %: 15%
Revenue Budget: \$34M	Actual: \$32.8M	Variance \$: (\$1.2M)	Variance %: (3.5%)
<u>Reason for Variance</u>			
Operating Expenses \$917K The year-end surplus is attributed to several factors: 1) Favorable weather conditions resulted in lower than average water main and water service breaks, allowing for large cost savings in Contracted Services and Field & Other Supplies expenses. 2) Positional vacancies and salary gapping reduced overall salaries and benefits expenses 3) A reduction in Service Calls from prior year's average reduced Small Parts and Overtime expenses 4) Weather related issues in the fall caused the hydrant painting and chamber lid replacement projects to be pushed back into 2018, resulting in a Contracted Services and Minor Capital expense savings.			
Revenue (\$1.2M) Water rate revenue ended the year below budget. This variance can be attributed to a significantly lower actual consumption than budgeted throughout the first and second quarters. This was due to significant level of precipitation that resulted in less lawn watering and outdoor water usage. Water rates for 2017 were based on the average trend of the previous 24 months.			
<u>Impact Going Forward</u>			
Operating Expenses 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.			
Revenue Current year results for revenues will not have any direct impact on future results.			
<u>Actions to Mitigate Future Anticipated Variances</u>			
No specific actions are required at this time.			



Service/Driver: Wastewater Operations			
Budget: \$14.6M	Actual: \$12.5M	Variance: \$2.1M	Variance %: 14%
<u>Reason for Variance</u> Operating Expenses \$1.4M The year-end surplus is attributed to several factors: 1) A hydro and water/wastewater savings of \$464K, associated with the introduction of a global adjustment rate, and the replacement of potable water with effluent water in the headworks underdrains; 2) Acquisitions of small parts: mixers, pumps and UV equipment, were less than expected resulting in an underspend of \$229K; 3) The staff member in charge of the QMS project was on an approved leave for a majority of 2017, causing the project to be delayed. This resulted in a \$278K underspend in consulting costs; 4) The Biosolids holding tank cleaning and inspection, and Biosolids Storage Facility road improvements were to align with the Biosolids capital project, which was delayed. This resulted in a \$258K underspend in budgeted repairs and maintenance expenses; 5) The frequency of unplanned equipment breakdowns due to force main breaks was less than plan, which reduced the need to rent industrial pumps and other equipment (\$142K savings). Corporate Overhead \$715K Corporate Overhead expenses were under budget as a result of surpluses in operating departments that recover costs from the Wastewater Rate. Gravity wastewater collection contributed \$287K to this surplus due in part to the wastewater trunk cleaning program being delayed until 2018. Environmental compliance and monitoring, wastewater billing, and a number of other areas also realized small surpluses which contributed to lower overhead charges to the Wastewater rate.			
<u>Impact Going Forward</u> Operating Expenses 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. When it was determined that some 2017 projects would likely not occur until 2018, the 2018 budget plan was adjusted accordingly. Corporate Overhead Current year results for Corporate Overhead will not have any direct impact on future results.			
<u>Actions to Mitigate Future Anticipated Variances</u> No specific actions are required at this time.			



Service/Driver: Parking Operations - Revenues			
Budget: \$1.81M	Actual: \$2.03M	Variance \$: 220K	Variance %: 12%
<u>Reason for Variance</u> The favorable variance in parking revenue is thought to be due to a steady increase in waterfront visitors coming to dine at local establishments and to visit the waterfront attractions.			
<u>Impact Going Forward</u> Current year results will not have any direct impact on future results.			
<u>Actions to Mitigate Future Anticipated Variances</u> No future anticipated variances at this time. Staff members have reviewed/refined their budget predictions as part of the 2018 Business Plan based on an average of historical figures.			

APPENDIX D

Capital Plan Progress Update by Division as at December 31, 2017

Summary of Capital Plan & Forecast	2017 Capital Budget				Performance Reporting					
	Carryover from Prior Year Budgets	New Projects Approved in 2017 Budget	In Year 2017 Transfers / Additions	2017 Total Budget with Transfers	Projected YTD Spending Plan	Actual 2017 Spending	Variance to 2017 Projected	% of 2017 Projected Spending Plan Achieved	% of 2017 Total Budget	Planned Spending (Deferred)
Access Barrie	4,096,026	1,175,000	2,100,000	7,371,026	3,968,270	7,585,265	-3,616,995	191%	103%	-3,402,756
Community and Corporate Services	14,478,906	14,358,867	16,470,590	45,308,363	21,405,779	28,861,061	-7,455,282	135%	64%	-23,902,584
Infrastructure & Growth Management	68,860,310	63,753,207	5,241,750	137,855,267	105,227,266	72,032,136	33,195,130	68%	52%	-32,628,001
Developer Built Projects	624,434	9,566,311	96,000	10,286,745	5,380,053	999,641	4,380,412	19%	10%	-4,906,692
Innovate Barrie	6,427,597	5,420,990	600,000	12,448,587	10,780,110	3,497,342	7,282,768	32%	28%	-1,668,477
Total	94,487,273	94,274,375	24,508,340	213,269,988	146,761,478	112,975,445	33,786,033	77%	53%	-66,508,510

APPENDIX E**Capital Plan Status Variances at December 31, 2017****Hotchkiss Creek – Essa Road – Anne to Gowan:**

2017 Total Budget with transfers	\$9.4M
Projected Spending Plan to end Q4	\$9.4M
Actual Spending to end Q4	\$6.8M
Variance to Projected to end Q4	\$2.6M

The project tender was advanced to meet the requirements of the Clean Water Wastewater Fund Grant Program. The forecasts were completed early in 2017 before the contract was awarded. The project progressed well and had competitive pricing. As a result, there will be monies returned as part of 2018 Spring Capital Status Report. The full amount of the grant monies for this project however will be fully utilized.

Morrow Road – Patterson to Ardagh:

2017 Total Budget with transfers	\$4.3M
Projected Spending Plan to end Q4	\$3.7M
Actual Spending to end Q4	\$0.3M
Variance to Projected to end Q4	\$3.4M

The contract for this project was cancelled due to non-performance. The tender was re-issued at the end of 2017 with construction to occur in 2018.

Advanced Nutrient Removal at WwTF – Ultimate Solution:

2017 Total Budget with transfers	\$3.9M
Projected Spending Plan to end Q4	\$2.0M
Actual Spending to end Q4	\$0.8M
Variance to Projected to end Q4	\$1.2M

The design consultant's invoicing has not been as high as anticipated. As this is a very complex project there are many factors influencing the consultant time and expenditures making it difficult to predict actual expenditures by quarter. During this period, an emphasis was placed on the Membrane Technology Preselection procurement since this innovative technology will influence the progress of the project. More significant expenditures will occur at the conclusion of the Preselection procurement. Project is still progressing and will be in place to meet phosphorus removal requirements as the City continues to grow.

Glen Echo Drive and College Crescent Watermain and Pavement Replacement – Lonsdale to Nelson:

2017 Total Budget with transfers	\$1.9M
Projected Spending Plan to end Q4	\$1.8M
Actual Spending to end Q4	\$1.2M
Variance to Projected to end Q4	\$0.6M

Sidewalk and boulevard work was deferred to 2018 through discussions with the contractor to ensure the City received a quality product and winter maintenance was covered with standard operational processes. Construction of these works to commence in April 2018 with top lift asphalt to occur in 2018 as well.

Design for Harvie Road Crossing:

2017 Total Budget with transfers	\$7.1M
Projected Spending Plan to end Q4	\$6.8M
Actual Spending to end Q4	\$2.7M
Variance to Projected to end Q4	\$4.1M

The variance is attributed to the timing of the property acquisitions. The City has taken ownership of a number of properties but the financial negotiations is still ongoing. Expropriation has been initiated for other properties in the event that acquisition negotiations are not successful. While this has impacted the anticipated spending, it is not impacting the timing of delivery for the project.

Mapleview Drive Sanitary Forcemain Expansion and Pumping Station 5 upgrades – CR 27 to Essa Road:

2017 Total Budget with transfers	\$5.2M
Projected Spending Plan to end Q4	\$2.3M
Actual Spending to end Q4	\$0.4M
Variance to Projected to end Q4	\$1.9M

Construction of pump station was awarded and construction started prior to end of 2017 however spending was slightly behind forecasted schedule. Forcemain and watermain component of the project was tendered in 2018 under a separate contract as planned.

Dunlop and Tiffin/Miller Intersection Improvements:

2017 Total Budget with transfers	\$4.9M
Projected Spending Plan to end Q4	\$3.8M
Actual Spending to end Q4	\$1.3M
Variance to Projected to end Q4	\$2.5M

Construction in 2017 did not progress as quickly as initially anticipated however project to be substantially complete in the 2018 construction season

Mapleview Drive – Country Lane to Yonge:

2017 Total Budget with transfers	\$1.7M
Projected Spending Plan to end Q4	\$1.5M
Actual Spending to end Q4	\$0.6M
Variance to Projected to end Q4	\$0.9M

Utility Relocations have carried over into 2018. Enbridge relocations are complete. Bell relocations in progress and Alectra to follow. Construction of Phase 1 (Country Lane to Madelaine) anticipated to commence in late Spring 2018 as planned.

Tiffin St. Underpass Cost Sharing with MTO:

2017 Total Budget with transfers	\$5.5M
Projected Spending Plan to end Q4	\$2.5M
Actual Spending to end Q4	\$0.7M
Variance to Projected to end Q4	\$1.8M

Cost sharing payments for this MTO led project are based on timing of MTO invoicing to City and these have not occurred as originally anticipated. The project total spending is still anticipated to occur as project progresses.

Rodney Street – Blake to Kempenfelt:

2017 Total Budget with transfers	\$0.9M
Projected Spending Plan to end Q4	\$0.8M
Actual Spending to end Q4	\$4.8K
Variance to Projected to end Q4	\$0.8M

The spending in 2017 did not occur as planned as the hydrogeological report was delayed which impacted the Permit To Take Water (PTTW) issuance and construction start. PTTW is now in place and construction is anticipated to commence late Spring 2018.

Infrastructure Master Plans/DC Technical Studies Update:

2017 Total Budget with transfers	\$1.9M
Projected Spending Plan to end Q4	\$2.0M
Actual Spending to end Q4	\$1.2M
Variance to Projected to end Q4	\$0.8M

With the approval of the 2017 Growth Plan by the Province, the master plan updates requiring review of future scenarios were delayed to account for the new population and employment forecasts. The final numbers were provided by the City's consultants at the end of December. This has resulted in less than anticipated spending for 2017.

Main Library HVAC Rehabilitation

2017 Total Budget with transfers	\$1.65M
Projected Spending Plan to end Q4	\$1.8M
Actual Spending to end Q4	\$0.07M
Variance to Projected to end Q4	\$1.73M

The spending variance is attributed to a delay in award, due to tender results coming in over the budget available. Staff went back through Capital Status in November, received the additional 400k required, and proceeded with the project award in January 2018. The project is now well underway, on schedule, and is expected to be completed by July 2018.

Corporate Communications Infrastructure:

2017 Total Budget with transfers	\$0.8M
Projected Spending Plan to end Q4	\$0.8M
Actual Spending to end Q4	\$0.0M
Variance to Projected to end Q4	\$0.8M

The Corporate Communications Infrastructure project has carried over to 2018, as the contract negotiations took longer than anticipated. The project is now underway, and the target rollout for the new voice system is the fall of 2018.

ERP System:

2017 Total Budget with transfers	\$2.0M
Projected Spending Plan to end Q4	\$1.2M
Actual Spending to end Q4	\$0.6M

Variance to Projected to end Q4	\$0.6M
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Due to project delays, the project has not spent the full amount that was previously forecasted. Project is well underway. The project is targeted to go live by Q4 2018.

Cityworks Performance Improvements:

2017 Total Budget with transfers	\$1.4M
Projected Spending Plan to end Q4	\$1.0M
Actual Spending to end Q4	\$0.0M
Variance to Projected to end Q4	\$0.1M

Project was delayed due to resourcing constraints. It was re-established in June 2017. Project pace accelerating in 2018, with additional resources being added to the team in Q1 and Q2. Project timeline re-established and split into multiple phases with projected end date of 2020.

Land and Growth Management Solution:

2017 Total Budget with transfers	\$1.2M
Projected Spending Plan to end Q4	\$1.2M
Actual Spending to end Q4	\$0.2M
Variance to Projected to end Q4	\$1.0M

This is the Phase II of a three phased project. Phase I delays impacted Phase II start. The project implementation is now underway with a planned delivery of Q4 2019.

APPENDIX F

Key Division Service Delivery Initiatives (KDSDI's) at December 31, 2017

Office of the Chief Administrative Officer

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

- The Rewards and Recognition program was rolled out to people leaders and all staff in November. A team worked on recognition tools and communiques to ensure proper engagement. An e-recognition tool was developed and tested at the end of the year for launch in early 2018.
- The Corporate Training Calendar was published in August with training/workshops running throughout September to December, by year end 44 sessions were conducted;
- To date, 103 people leaders have attended the mental health training program, The Working Mind. Employee sessions were scheduled for the fall and as of year-end 197 attended;
- Strategic workforce planning continues with IT, Access Barrie, and Facilities,; and
- Several wellness initiatives have been launched including:
 - Exercise Challenge; Corporate Walking Routes;
 - Alive at Work Program;
 - EFAP/Homewood promotion;
 - Weight Watchers @ Work;
 - Get Loud for Mental Health and Bell Let's Talk days;
 - Go Pink Day –in support of Breast Cancer; and
 - Show Your Mo – in support of Pancreatic Cancer's Movember Campaign.
- Phase 3 Customer Service transitions, which includes Legislative Services and Transit, is underway and will be implemented in Q1, 2018. Services to transition include marriage licences, pet registrations, burial permits, transit customer support for complaints, specialized service applications, inquiries and simple route planning. Approximately 40 services will be available through Service Barrie by the end of Phase 3 implementation.
- The 2017 Innovatology coaches collaborated to create the 2018 Innovatology program, including initiatives to discover, facilitate and recognize innovation at the City of Barrie.
 - Discovery tactics for 2018 will include a Community of Practice and participation in national Municipal Innovators Community network. The Community of Practice is a monthly meeting open to all employees interested in connecting with other staff to learn innovation tools and practices.
 - Facilitation tactics for 2018 will include a staff Innovation Day during World Creativity and Innovation Week featuring city innovation and tools, and ongoing coaching and facilitation efforts from trained coaches.
 - Recognition tactics for 2018 will include the monthly Edison awards selected by EMT members, an annual innovators breakfast and a new monthly newsletter offered on a subscription basis to interested staff.

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

- City Staff along with BMA Consulting services completed the update to the City's long-term financial plan, which included assessing the City's current financial condition, looking forward at long term plans, and making recommendations to strengthen the City's Financial Policy framework. The final report and presentation were provided at the November 22, Finance and Corporate Services Committee.

- The City's recently created Treasury group completed the setup of internal infrastructure to facilitate an active investment program, which included hiring an investment analyst in early November. For 2017, the targeted return on investment of 1.93% (average bank rate plus 1%) was exceeded with a return of 2.21%. With internal infrastructure setup complete, early in 2018, the Treasury group was able to be more proactive and expand the City's investment portfolio, as well as maximizing return on available cash balances. The Treasury group has engaged various financial institutions and Infrastructure Ontario to explore debt financing options for capital projects, including the First Responders Emergency Campus.
- City staff completed engagement with the local business community seeking feedback on new options available to municipalities on the vacancy rebate program. As part of the 2018 Business Plan, Council approved the elimination of the vacancy rebate program.

Develop an Internal Audit Program

- Internal Audit completed its approved annual work plan identifying areas for enhancements to internal controls and providing recommendations for improved operating efficiency and effectiveness at the City. In addition, Internal Audit managed the City's Fraud & Wrongdoing Program and completed confidential investigations as needed.

Implement a Performance Measurement Framework that enhances accountability and transparency

- A Performance Measurement dashboard is being reviewed as part of the Comprehensive Strategic Plan aimed at providing continuous reporting to the community.

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 with zoning by-law framework approved in Q2 plus zoning by-law amendments for 8 draft plans completed for Phase 1 – no OMB appeals.
- \$36M in voluntary contributions secured through Agreements with Phase 1 landowners/developers.
- Infrastructure is coordinated via the Infrastructure Implementation Plan (IIP) including two trunk water main installations (Sandringham Drive and Ashford/Madeline Drive) substantially complete. The Hewitt's Trunk Sanitary Sewer is substantially complete. Transportation Class EA's for Salem and Hewitt's completed – no Part II orders. Design assignments awarded and expected to be complete by Q4 2018.
- APLI (permit processing software) for building permits operational – citizen portal launched for small permits including decks and fences.
- The growth management programme update was provided to Council in October 2017.

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

- Financial module development and integration test has been completed with the Finance team moving focus to documentation. The human resources (HR) vendor is onsite and planning has begun for the design and development of the HR modules.
- The System is slated to go live in fall of 2018.

Continue development of community relationships

- In partnership with the City of Barrie, Georgian College opened the Arch and Helen Brown Design and Digital Arts Centre in September, 2017, which will provide opportunities for work-integrated learning and exciting collaboration with experts in Barrie's creative community.

Infrastructure & Growth Management

Manage the implementation of the Salem and Hewitt's Secondary Plan Lands

- The Salem and Hewitt's Secondary Plans are being implemented as planned. 60% of Phase 1 projects in the Hewitt's Secondary Plan and approximately 30% of active Phase 1 projects in Salem Secondary Plan have completed the planning approval process. The first set of draft plan conditions in Hewitt's and Salem were issued in December 2017.

Continue with the preparation of a new Official Plan

- The RFP for the Official Plan update will be issued in Q2 2018 as outlined in the Capital Plan request.

Increase Information Sharing

- The standard planning application property signs have been updated to new standards to better explain development proposals and contact information.
- The City's Website was updated in Q1 2018 to include access to Proposed Developments.
- Tablets were introduced for sign-in at Neighbourhood Planning Act Application Meetings starting in Q1 2018 to assist the public in obtaining notifications for future meetings.

File Environmental Study Reports (ESR) for roads in the Salem and Hewitt's Secondary Plan Lands

- The Salem and Hewitt's Environmental Study Reports (ESR) for roads in the Secondary Plan lands were filed in October 2017. The McKay ESR was filed in December 2017. No Bump Ups were requested and these ESR's are now final.

Continued Implementation of the Sustainable Waste Management Strategy

- 2017 represented the first full year the landfill operated without the 100 kg subsidy
- The Drywall Recycling Program anticipated volumes were underestimated as participation ramped up quicker than expected. Should this trend continue there may be an impact to the budget for this program.
- Participation in the Mattress Recycling Program has increased resulting in the diversion of 2000 mattresses from the landfill in 2017.
- The results of the Public Space Bin Rationalization Study with associated recommendations were received in late January 2018. Staff are working on an implementation plan to address the recommendations. The waste audit associated with the study indicated an almost 50% contamination rate within the public space bins dedicated to receiving recyclables. Any major changes to the program should consider adaptability as there will be future diversion legislative impacts to consider.
- Phase 1 of the implementation of the Front End Bin Garbage Collection Program and an Organics Collection Program was successful with the target of 41% conversion of multi-residential being met with an associated 8% increase in recycling tonnage. Phase 2 will occur in 2018.

Community & Corporate Services

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

The recreation registration system continues to be configured to create efficiencies and optimize service to residents including the following summary of enhancements in 2017.

- Ability to rent an ice rink, hall, meeting room, pool, or gym at Holly, East Bayfield, or Allandale community centres.
- Ability to complete more transactions at the community centres, including membership cancellations and refunds.
- Utilizing the system to send automated e-mail alerts to customer for expiring memberships.
- Creating the ability to share registered program enrolment on Facebook/Twitter with friends and family.
- Utilizing the system to e-mail cancellations due to inclement weather.
- Providing flexible membership payment plans.
- Creating automated reporting for registration data, waitlists, and outstanding organizational receivables.

Continue to work towards becoming an accredited High Five organization. During 2017, Recreation will be working on Phase 2 by training all aquatics staff and any new programming staff in the Principles of Healthy Child Development with the objective of completing the required Quest 2 evaluations for all children's programs aged 6-12.

- 210 staff in Recreation Services have been trained and certified in the Principles of Healthy Child Development by the end of 2017. 140 Quest 2 evaluations have also been completed. The Policies and Procedures team has compiled Quest 1 assessments on 86 quality indicators.

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

- The Long Range Financial Plan (LRFP) update concluded in the 4th quarter with a report and presentation to Finance and Corporate Services Committee. A staff report proposing updates to the City's Financial Policies Framework, and specific strategies intended to help the City achieve new and updated targets, was provided based on the results of the update and the new policies came into effect December 18, 2017.

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

- Effective April 1, 2017, the Assessment Review Board's (ARB's) new Rules of Practice and Procedure came into force.
- Changes resulting from these new rules are significant, and address a number of municipal concerns.
- Municipalities will have a much more active and important role in the protection of their assessment base and property taxes than ever before
- Staff are working with the City's consultants, Municipal Tax Advisory Group (MTAG), to implement the ARB's new Rules of Practice and Procedure, and to develop a framework for property assessment base management, analysis, and appeals management.

Prepare for residential development in the Salem and Hewitt's Secondary Plan lands through processes to monitor the financial aspects of growth such as Development Charges, Credit agreements, and assessment growth.

- New accounts have been developed to monitor the earning and the use of DC credits by the landowners. To date approximately \$6M in DC credits has been earned. This balance will be used as subdivision registrations occur and building permits are issued.
- A DC credit framework has been developed and an agreement is being drafted to encompass the design component of developer-build projects, to allow design to proceed in a timely manner. Overall the response to this approach has been favorable with the landowners groups.
- Infrastructure Implementation Plan (IIP) Projects – a model is being developed to assist in reporting on the IIP projects in various ways; e.g. by project phase, by asset type, by city vs developer-build, etc.
- Metrics have been developed to assist the City in evaluating expenses and revenues compared to budgeted amounts and to assist with forecasting cash flow, in order to monitor the progress of the growth in the Salem and Hewitt's areas and to assist with the required MOU reporting.

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

- The landowners have provided their development forecasts to assist the City in forecasting revenues. This information will be updated on a regular basis as new information becomes available.
- A process has been developed to track security payments and developer-build project costs through approved payment certificates.

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

- Staff in Court Services and the Legal Services Department have developed a plan to allow for the expansion of the expedited resolution program for POA fines that is anticipated to be implemented in early 2018. The program has proven to reduce costs of witnesses, including officers from having to attend court, and generally brings in revenues sooner.

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

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

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

- A Transportation Industry Business Licensing Pilot Program was implemented effective August 1, 2017.
- Staff are monitoring the pilot including customer experiences, administrative costs and enforcement challenges.
- The second quarterly memorandum related to the pilot scheduled for spring 2018.

Continue to improve public safety through the three lines of defense, public education, prevention, and incident response, and work to train all staff to NFPA 1035 certified public educators.

- Coordinated identification of the City's highest risk buildings, followed by the completion of 200 pre-incident plans by operations staff.
- Creation and application of an in-field pre-plan data collection system, viewable in real time by responding crews.
- Targeted Public Education and Fire Preventions initiatives in areas of higher risk, including "after the fire" blitzing in neighborhoods that experience a fire.
- Creation of a Smoke and CO alarm inspection program to be delivered by operations staff.
- Dedicated officer development training sessions with a focus on evidence collection and documentation.
- An additional 20 staff trained as Public Educators.

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 comprehensive local data to meet the current and future service level requirements, specifically in areas of intensification and planned growth.
- Revision and execution of technical rescue, training facility, automatic aid, and County CBRN agreements to ensure complete cost recovery and increased revenue opportunities.
- Partnership agreement with stakeholder agencies to construct a new primary Communications Centre at the Barrie Simcoe Emergency Services Campus. Ongoing planning to commission and centralize a dedicated backup communications center.
- Revised deployment strategies focused on service delivery standards based on community risk.
- Implementation of an innovative digital platform called Station Check to conduct, record and manage all apparatus and equipment inventory.
- Initiation of a comprehensive policy and procedure review, including a standardized template, naming, and storage solutions.
- Expansion and development of our temporary training facility, including the construction of a modular fire training structure.

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

Energy Management is currently implementing capital projects with IRR above 10% across the corporation. Energy Management staff have implemented several optimization teams in wastewater, water and recreation to leverage internal staff knowledge to more efficiently operate these highly complex facilities.

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

- Meridian Place
 - Project is successfully underway.
 - This project was transitioned from Engineering to Facility Planning & Development staff early in 2017.
 - Initial tender results at that time came back well over allowable budget. A strategy was developed by Facilities to re-tender as a two-stage guaranteed maximum price design-build contract.
 - Using this method has resulted in the successful initiation of an affordable construction contract with Rutherford Contracting in summer of 2017 that has remained on budget, while still providing a design for Meridian Place that maintains the original vision of the project.

- Rutherford and City staff worked diligently to ensure that Remembrance Day ceremonies would be able to proceed.
- Construction is expected to be completed by spring of 2018.
- **First Responders Campus**
 - Project is successfully underway.
 - An RFP for Integrated Project Delivery was tendered in September of 2016, with a Validation report created to establish the scope, schedule, and budget for the project which was presented to General Committee in June 2017.
 - A phased approach was approved by Council in July of 2017, with the County Paramedics Hub, and Police Headquarters to be designed and constructed as Phase 1.
 - The land due diligence and property acquisition are now completed, with the public announcement of the site (110 Fairview Road) officially made in August 2017.
 - Detailed design and early site works will commenced in fall of 2017, and construction of the site trailer was completed in January. Construction continues through 2018 and is expected to be complete by winter of 2019, with occupancy in early 2020.

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

- Below are individual updates for strategic planning underway for growth projects:
 - Hewitt's / Salem Community Centres + Library were endorsed by Council in November 2017
 - City Hall Renovation & Expansion was endorsed by Council in January 2018
 - The Year Round Downtown Permanent Market concept study was reported to Council in January 2018. Council directed staff to look at options for cost reduction and schedule compression, as well as initiate a Transit Hub study. Staff are working through analysis and will be reporting back with information in June 2018.
 - Salem South Operations Satellite Yard concept study continues, with a staff report planned to come back to Council in Spring 2018.
 - Barrie Fire & Emergency Services have determined through GIS analysis that Fire Station 5's current location at King Street, in a leased facility, will be suitable for a longer term location. Staff are working on preparing a report back to Council to extend the lease, and defer or potentially cancel the capital project for the new facility planned in the Salem lands.
 - Fire Station 6 design phase is on hold and will commence once servicing detailed design is completed and implementation plans are available from the annexed land owners.

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

- Facility Condition Assessment work is on hold while implementation of updates to Archibus take place. Up to date FCA reports have been shared with the FIMS Coordinator, and once the system is ready, the data will be imported and used by Facility staff for the maintenance, asset management, space and capital planning.

Invest Barrie

Continue efforts to develop cultural and creative industries, including film and live music:

Music Strategy:

Grant proposal in partnership with Simcoe County was successful; Music Strategy initiative launched, with results expected in Q1 2018. Result to be one regional strategy and three “mini” strategies, including one for the City of Barrie.

Fisher Auditorium and Events Centre:

Second phase of project design and exploration of governance and operating models.

Community Makerspace:

Initiated conversations with stakeholders and held community consultations to explore opportunities for a makerspace in Barrie, incorporating the wood shop club, SimCo Lab and Firebirds. In partnership with Recreation Department. Pre-positioning for an application to Trillium.

Continue efforts related to downtown vibrancy and the downtown creative hub:

Sandbox Entrepreneurship Centre:

Initiated weekly planning and strategy meetings; worked through partnership opportunities with the Chamber of Commerce. Launched Alliance for Growth model through the Sandbox, which drives engagement of the established business community.

Re-Positioning of Theatres and Festivals to Support Creative Industries:

Initiated new planning process for Festivals and Theatres to explore innovative ways of incorporating Barrie’s creative industries into programming, vendor markets and messaging.

Meridian Place:

Invest Barrie continued to work with the BIA to establish a governance framework and Service Level Agreements to facilitate the operations and programming of the square.

Continue implementation of the Open Innovation program:

Civic Innovation Initiatives:

Two projects underway: (a) Volunteer Management Project - Online platform and one year pilot for supporting volunteer management and development with community events organizers and cultural stakeholder groups. Using a software platform from a local entrepreneur, with objective of building capacity in organizations and increasing community engagement. (b) One Degree Network Platform Integration – a new collaborative platform to help build a connected entrepreneurial ecosystem, with dashboard reporting for stakeholder organizations. By having City of Barrie as demonstration partner, a local company secured \$50,000 in funding from the Ontario Centres of Excellence.

Launch a focused content and promotion program 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:

Conducted recruitment of Content and Digital Promotions Officer. Initiated development of branding and value propositions in-line with launched City of Barrie brand. Development of site map as a pre-cursor to development of an Invest Barrie website.

Build upon the Xcelerate brand to increase participation in the annual Summit and year-round education seminars to support local small business:

Xcelerate Summit 2017 took place at Snow Valley Resort on October 25th & 26th. The event attracted approximately 125 business owners, entrepreneurs and senior managers drawn from a wide range of industries. The event also served as a location for the TELUS Pitch Competition, a national competition that provided business owners with an opportunity to “pitch” for a chance to win \$100,000 for their business.

Support new and growing small business through deliver of the Provincial Starter Company Program:

The first intake took place in September, 2017. The first grant of \$5000 was distributed in October of 2017. At year-end 2017, 10 business had participated in the program, 7 businesses started, 2 businesses expanded and 9 jobs had been created. In addition, the participants we’re able to leverage a further \$83,000 of funding as a partial result of their participation in the program. Three intakes are anticipated for 2018 with an expected volume of 15-20 applicants per intake.

Utilizing the results from the CAMI program (Comprehensive Assessment of the Manufacturing Industry), develop and implement initiatives that support Business Retention & Expansion in this sector:

Completed RFP for an in depth manufacturing sector analysis and action plan related to regional supply chain and key cluster analysis. The main goal of the initiative is to develop a comprehensive and collaborative approach for supporting the region’s manufacturing base and identifying opportunities to further grow and support trade, cluster development and business attraction activities.

Participating partner with County of Simcoe, Georgian College, City of Orillia and other community partners to complete a labour study with the manufacturing sector to develop initiatives that address talent needs of this sector.

Collaborated with Province and County of Simcoe to deliver export information sessions to local businesses to be delivered in January and February, 2018.

Participated with Simcoe County, City of Orillia, and several local employers to exhibit at the Canadian Manufacturing Technology Show held in Mississauga with the purposes of promoting the region as an investment destination for manufacturers and to recruit talent for local employers from job seekers attending the show.

Access Barrie

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

- Phase 3 service transitions which includes Legislative Services and Transit is underway and will be implemented in Q1 2018. Services to transition include marriage licenses, pet registrations, burial permits, transit customer service support for complaints, specialized service applications, inquiries and simple route planning. Approximately 40 services will be available through Service Barrie by the end of Phase 3 implementation.
- Customer Service interaction tracking is being measured manually through a SharePoint interactive logging form. A total of 147,421 customer interactions were logged in 2017. Introduction of a CEM (Citizen Engagement Management) technology is expected in 2018 which will allow for more robust reporting on the transactions. 9 proposals for the CEM were received through the RFP process. Evaluation of the proposals will occur Q1 2018. Anticipated deployment in 2018 will increase the availability and relevance of metrics.

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

- Developed & executed marketing campaigns for Fire Prevention Week, Carbon Monoxide Awareness Week, Downtown Countdown, Barrie Arts Awards, multiple Barrie Theatre shows, Manufacturing Innovation Summit, Train in Tech, Youth Arts Drop-Ins, Ghost Bus Tour, Rec Halloween Passes, Heritage Strategy, Spirit Catcher Awards, Sign By-law review, Waste Collection Calendar, Waterfront Parking Pass, Disconnect to Protect program (downspout/sump pump illegal connections), Curbside Battery Collection, Free December Downtown Parking.
- Designed and coordinated creation of 2018 Waste Reduction Calendar, Meridian Place hoarding for Remembrance Day, Multi-Res Collection Superintendent Handbook, Waterfront Parking Passes, "Where Does it Go" waste diversion promotions.

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

- Provided strategic support to various corporate projects including the U-Pass with Georgian College and the renaming of the downtown theatre.
- Worked proactively with departments and working groups to develop and promote new Team Barrie Recognition tools, enhance the presence of Records & Information Management corporate-wide, produce and communicate new Code of Conduct and associated training sessions, and co-ordinate and create the 2018 Team Barrie desktop calendar.
- Improving the information provided for all proposed developments within the City. Proposed development applications are now accessible online (Barrie.ca/ProposedDevelopments) and include detailed information on the project, timelines, updates and contact information.
- Updated 'Public Notice' signs from black and white text to fully branded with icons and site plans visually showing proposed developments and upcoming public meetings.
- Ongoing proactive communications through corporate channels including This Week in Barrie, weekly radio ads on Rock 95 & KOOL FM, social media, digital screens etc.
- Issued a total of 113 media releases/media advisories in 2017 promoting a variety of City events, initiatives and programs.

Continue to seek new opportunities for the public

- Service Barrie and Communications is working with the APLI team to plan and launch the Customer Portal that will allow the public to self-serve applications for building permits.
 - Phase 1 of APLI is planned for April 2018 and will allow residents to apply for deck, pool, shed and plumbing permits online. All other building permits will be added Q3 2018.
 - Phase 2 will continue to provide e-permitting options for all City services including Planning applications, Property Standards complaints, integrating the City's GIS services and mobilizing inspections and enforcement.
- A web-based app (Plow Tracker) to allow residents to view where snow plows are and when roads were last cleared was developed Q4 2017.

Lead efforts to develop a new corporate brand and subsequent implementation

- Updated Highway 400 gateway signage fabrication was completed Q4 2017. Staff are working with MTO for installation of the two signs Q2 2018.

- Phased Implementation of the brand continues through all our channels continues, including redesigning annual programs and projects to incorporate fresh new look and brand elements.
- Internal online promotional store (ie. shirts, pens, mugs, and other items) RFP was awarded Q4 2017, contract has been signed and the store is anticipated to be online for staff in Q2 2018.

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

- The inaugural Customer Service month was celebrated November 2017. 300 staff participated in the various initiatives which included workshops, quizzes, contests, experiential learning, awards and commendations.
- Investigation of a new platform for delivery of corporate customer services training is underway for possible rollout in 2018.

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

- Service Barrie continues to grow and develop the Service Knowledge base. There are currently 128 pages of dedicated service information which documents information, procedures and process maps for a variety of services. Refinements and additions to the knowledge base are done on a regular basis as processes change or are refined. Increases in the knowledge base coincide with the intake of new departments and services. The information is expected to be transitioned to the new CEM platform when it goes operational in 2018.

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

- Council has directed staff to complete a transit hub study in 2018. The RFP was released to market in December 2017. City staff will continue to meet with Metrolinx regarding the development of the hub at Allandale Waterfront GO Station and plan to present the results of the study to Council in June 2018.

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

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

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

- The County of Simcoe allocated funding to a public transit system as part of their 2017 Business Plan.

- The City of Barrie Transit staff have been working with staff from Simcoe County to investigate the opportunity for public transit service within the County. Simcoe County has recently advised the City of Barrie they plan to deliver their first phase of the implementation in the summer/fall of 2018 and will be working with the City of Barrie on an integration plan.
- Staff renewed the Essa Township Transit Agreement in the fall of 2017 to continue to deliver the service on an annual basis until the County of Simcoe assumes responsibility of the service.

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

- Service improvements have been accomplished by the collaborative effort made by staff and the service provider while continuously monitoring the performance based contract. The result of those improvements include ridership growth trending 4.25% higher than in 2016, missed service/trips are down 25% year over year, and denial of service on specialized trips have decreased from 6.1% as a percentage of total trips to 2.3%.
- Transit completed a Customer Satisfaction survey in Q4 2017, to provide identifiable areas for continuous improvement and creating a baseline to compare with future experiences. Staff developed a work plan for 2018 to address the areas of improvement including on time reliability, operator behavior and vehicle appearance.

Innovate Barrie

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

- Templates, governance flows, and intake flow are completed. RFP has been issued for Project Server to be implemented.
- Project dashboards are completed. 100% compliance to reporting.

Continue work on a performance management system.

- In Q4, Council approved staff to pursue certification for ISO 37120, Indicators for City Services and Quality of Life with the World Council on City Data. Currently, staff is gathering 2016 performance data for submission in April 2018, and 2017 performance data for submission in June 2018.

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

- Work continues on SSP action items in 2017 as planned. Action items of significance that have been implemented are as follows:
 - The Rewards and Recognition program was rolled out to people leaders and all staff in November. A team worked on recognition tools and communicates to ensure proper engagement. An e-recognition tool was developed and tested at the end of the year for launch in early 2018.
 - The Corporate Training Calendar was published in August with training/workshops running throughout September to December, by year-end 44 sessions were conducted;
 - To date, 103 people leaders have attended the mental health training program, The Working Mind. Employee sessions were scheduled for the fall and as of year-end 197 attended;
 - Strategic workforce planning continues with IT, Access Barrie, and Facilities; and
 - Several wellness initiatives have been launched including:
 - Exercise Challenge; Corporate Walking Routes;
 - Alive at Work Program;

- EFAP/Homewood promotion;
- Weight Watchers @ Work;
- Get Loud for Mental Health and Bell Let's Talk days;
- Go Pink Day –in support of Breast Cancer; and
- Show Your Mo – in support of Pancreatic Cancer's Movember Campaign.

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

- Wellness
 - Proposed Staff Strategic Wellness plan in development with planned presentation to EMT Fall 2017 outlining legislation changes related to Ontario human rights.
 - Draft Attendance Support Program updates produced.
 - Draft updates to short-term disability procedure and policy completed and awaiting new adjudicator and discussions at bargaining.
 - New short-term disability adjudication services RFP completed with award planned for end of Q1 2018.
- Compensation
 - All corporate part-time job descriptions were finalized, and subsequent cross-departmental "calibration" sessions held to ensure consistency across the corporation on task wording and minimum qualifications;
 - Part-time job descriptions were evaluated, with a final pay structure for part-time staff finalized; and
 - A review of the part-time pay scale was completed, with recommendations completed and monies included in the 2018 Business Plan.

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

- Barrie.ca infrastructure upgrade preparation nearly completed. Production upgrade and go-live scheduled for Q3 2018.

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

- Cityworks and GIS platforms were upgraded to keep current on the latest features.

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.

- The new GIS Open Data portal launched November 15th. The new Open Data portal is part of the 'Open GIS' initiative, which aims to provide easier access to more of the City's GIS data.

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

- Citizen Portal soft launch still targeted for Q1 2018.
- Phase II to begin in 2018.

Upgrade and enhance work order and facilities management solutions.

- Process mapping for roads and water all underway.

-
- Upgrade is completed.
 - Training plans underway to increase knowledge base for system throughout corporation (outcome of process review).
 - Mobility enhancements planned to start in Q1 2018.

Complete the ERP Project and ensure process optimization.

- New HR vendor is in place.
- Planning sessions planned for HR in Q1 2018.
- Design/Build and test for HR will occur in Q2 & Q3.
- Final user acceptance testing for entire system will occur in Q3 2018.
- End user training for system will occur in Q3 2018.
- Finance configuration and testing is completed.
- Purchasing and Inventory review is planned for Q1 2018.
- Minor enhancements planned for Finance will occur in Q1 2018.
- Business intelligence build near complete – will align with HR planning times.
- Planned go live in place – planned for Q4 2018.

APPENDIX G
Key Performance Indicators (KPI's)

	Target	Actual
Community and Corporate Services		
Fire		
Emergency Response Call Volumes – Barrie only	8,700	8,785
Public Education Community Touch Points ¹	12,500	21,181
Less than a 6 minute road response - 90% of the time	92%	90%
Total fire code inspections – All	1,700	1,863
Facilities		
Facility Energy Consumption Per Square Footage (ekWh/ft2)	32.37	30.68
Wastewater Energy Consumption Per Megalitre (ekWh/mL)	391	381.2
Water Energy Consumption Per Megalitre (ekWh/mL)	1,160	1,126.4
Finance		
Audited Financial Statement Completion Date ²	Jun/17	May24/17
Quarterly Reports	3	3
Capital Status Reports	2	2
Days to Complete a Procurement Process ³	75	93
Percentage of Invoices Paid in 30 days	65%	69%
Percentage of Tax, Water and WW bills paid electronically	91%	91%
Compliance Reports – Procurement, P-Card, and AP Processing ⁴	3	2
Average Number of Bids Received per Bid Process	5	5
Tax Arrears as a Percentage of Current Year Levy ⁵	6.5%	5.9%
Water Wastewater Arrears as a percent of last 12 months of billing ⁶	3%	2.3%
Return on Investments (Target is the Average Bank Rate Plus 1.0%) ⁷	1.93%	2.21%
Legislative and Court Services		
Number of Customers Served at Court Services Counter (Barrie Court Services) ⁸	40,000	31,585
Average Customer Processing Time (Minutes/Defendant) ⁹	3:50	4:08
Number of Meetings Supported ¹⁰	130	123
Percentage of Minutes Published Within 4 Days After the Meeting ¹¹	100%	95%
Number of Trial Requests Processed (Barrie) ¹²	19,150	17,249
Average Time to Trial - Part I Charges (Months)	6	6
Percent of Business Licences Renewed by Due Date ¹³	85%	79.85%
Volume of By-Law Administration Files ¹⁴	9,300	4,424
Volume of By-Law Enforcement Files	52,000	63,236
Number of Marriage Licenses Issued ¹⁵	700	856
Number of Deaths Registered	850	999
Number of Formal MFIPPA Requests Received ¹⁶	44	72

	Target	Actual
Percentage of MFIPPA Requests Responded to Within Legislative Framework ¹⁷	95%	100%
Percentage of Cost Recovery from Fees and Fines (Enforcement Services Direct Costs Only)	68%	74.20%
Recreation		
Community Group Usage of Recreation Facilities (Total Hours)	42,000	44,909
Total visits to Community Centres ¹⁸	2,500,000	2,330,939
RecPASS Member Visits ¹⁹	302,000	283,415
Total RecACCESS participation ²⁰	N/A	1,488
Recreation Services Operating Cost Recovery Rate ²¹	55.0%	59.8%
Office of the CAO		
Internal Audit		
Number of projects completed from approved plan ²²	8	11
Legal Services		
Percentage of Insurance Claims/Incidents Handled In-House	80	97
Ratio of Closed to Open Files	.95:1	1.04:1
Property Transactions Completed (acquisition, disposition, expropriation, easement, lease, and encroachment)	21	28
Percentage of Properties Acquired by Negotiation vs. Expropriation	60	64
External legal costs inclusive of consultants	910,000	640,357
Percentage of prosecutorial success	65	63
Percentage of trial requests resolved by XRP (Barrie Court Service Area)	2.5	8.1
Infrastructure and Growth Management		
Engineering		
Capital Expenditures as a percentage of forecasted expenditures ²³	100%	74%
Environmental Services		
Residential Diversion Rate	50.2%	53.0%
Number of Service Complaints - Curbside collections / 1000 serviced units	10	10
Roads, Parks and Fleet		
Traffic Signal Timing Review	50	60
Traffic Collisions per Population	59	53
Traffic Collisions per Lane KM	1.6	1.7
Winter Control Service Level Compliance (to Municipal Act Regulations)	95%	96%
Planning and Building Services		
Number of Open Houses/Ward Meetings Held for Policy Planning Projects	7	8
Number of Ward Meetings held for Development Applications	13	15
Number of Land Owners and/or Residents in attendance at Ward Meetings	650	418

	Target	Actual
Number of Second Suite Zoning Certificates Issued by the Planning Services Department	150	81
Percentage of Building Permit Applications Reviewed within Legislated Timeframes	92%	90%
Invest Barrie		
Business Development		
% of clientele that use/participate in 2 or more entrepreneurial program/services provided by the Small Business Centre	30%	30%
Number of New Businesses Started through Starter Company Program	25	7
Number of Business Leaders that are actively engaged in projects/initiatives that support the Invest Barrie strategy.	75	176
Number of Businesses Utilizing the Concierge Program Service ²⁴	15	21
Number of local companies participating in Trade and Investment Mission Activities ²⁵	10	3
Department of Creative Economy (Culture)		
Number of events in the downtown for creative industries	12	19
Days of use - Mady	200	157
Days of use – Georgian ²⁶	135	127
Attendees at Corporate Events (not including Kempenfest)	130,000	170,000
Access Barrie		
Communications		
Number of Communication Strategies Written and Implemented	52	72
Marketing		
Percentage Increase in the Number of Visitors to Barrie.ca ²⁷	10.0%	-2.8%
Total Number of Impressions on Twitter and Facebook	10M	6.4M
Customer Service		
# of Phone Calls Received in Service Barrie	93,750	76,925
# of Counter Transactions in Service Barrie	40,000	47,711
# of emails received in Service Barrie	20,000	22,785
# of Pingsteet “report a problem “submitted	900	982
Transit		
Revenue to Cost Ratio	32.1%	33.4%
Passenger Trips per In-service Vehicle Hour	15.79	15.82
% of bus stops that are accessible	47.8%	53%
Innovate Barrie		
Human Resources		
Corporate Training \$ Spent per Permanent Employee ²⁸	\$50.00	\$33.05
Departmental Training Budget Spent	100%	85%
Turnover (Voluntary) ²⁹	5.0%	4.2%
Turnover in First 2 Years of Employment	0.0%	0.4%

	Target	Actual
Internal Promotion Rate ³⁰	7.5%	7.1%
Grievance Rate CUPE ³¹	2.0%	3.5%
Grievance Rate BPPFA	2.0%	0.6%
Number of Lost Time Incidents ³²	5	20
Cost of Lost Time Incidents ³³	\$40,000	\$400,852
Average Number of Sick/STD/LTD/WSIB Days per Employee ³⁴	6	9.3
Quarterly % EFAP Usage ³⁵	15.0%	26.4%
Information Technology		
Annual Number of Visits to the City of Barrie Website	3.0 million	3.12 million
Number of City of Barrie eServices ³⁶	12	10
City of Barrie Website Availability ³⁷	99.9%	99.77%
Centre for Continuous Improvement		
Creation of a New Corporate Governance Model for Transformational Projects ³⁸	100%	100%
Creation of Templates for Projects Available for Corporate Use ³⁹	50%	100%
Improve Project Tracking Forecasting: Year 1: Tracking of all Projects for Planned Start/Finish/Spend Against Actual Start/Finish/Spend ⁴⁰	60%	30%
Update of Prioritization Criteria ⁴¹	100%	0%
Improved Governance Process (Methodology Compliance for Artifacts – Required vs. Actual) ⁴²	60%	70%
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.) ⁴³	50%	0%
Corporate Projects Have Proper Status Reporting into EMT on a Monthly Basis ⁴⁴	80%	100%
Ensure That Projects Within the EMT Corporate Projects Have Movement. Projects Should Not Have the Same Status/No Movement for More Than 2 Reporting Periods (2 Months) ⁴⁵	50%	50%

1. Touch points exceeded targets as a result of the inclusion of social media messaging on Twitter and Facebook.
2. In addition to completing the financial statements before the targeted deadline, the 2016 Financial Information Return was also completed on time this year.
3. Methodology adjusted to remove outliers.
4. Procurement and P-Card audits completed.
5. Tax arrears closely mimic employment trends. The City's unemployment rate decreased in 2017 to its lowest level in ten years. This has contributed to a reduction in tax arrears.

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6. Water wastewater arrears are lower than planned as a result of overdue accounts being transferred to tax more frequently than in previous years, as well as strong employment growth in 2017.
 7. Actual performance was 28 basis points better than target, attributable to higher interest rates and more active cash management.
 8. The Expedited Resolution Program, a reduction in overall charge volume by enforcement agencies and the reduction of courts due to lack of judicial resources have had an impact on this measure. It was intended that the Expedited Resolution Program would decrease the number of defendants attending the front counters as this more customer-friendly option would be available (call in to plead guilty and pay on-line). As well, charge volume in the Barrie Court Service area decreased by 16.65% which impacts the number of persons attending our service counters.
 9. In 2017, Court Services has experienced more repeat customers with multiple extensions of time to pay fines applications, a lack of judicial resources and visiting justices from other areas who deny applications more often, which resulted in increased customer processing time.
 10. Extra Council and Committee meetings were conducted during the first half of year due to the amount of business to be dealt with by Council.
 11. 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.
 12. Part I charge volumes were down by approx. 19.25% in the Barrie Court Service Area. This has impacted the average number of trial requests being produced in any given year.
 13. Renewals have been impacted by the change to the Transportation Industry By-law as a result of the pilot. Follow up on renewals is enhanced when the % drops, as resources are available.
 14. The plan for 2017 was not adjusted to reflect the change to a lifetime pet registration system instead of annual pet licensing. In addition, the pilot related to Transportation Industry Business Licensing has reduced the number of licences to be issued. Once adjusted, for these factors, the KPI is on target.
 15. The number of marriage licences issued is higher than anticipated, especially after the decline experienced in 2015 and 2016.
 16. FOI requests are increasing, specifically requests related to litigation, complaints/service requests submitted and bid submissions.
 17. Staff were able to address all MFIPPA requests within the legislative framework.
 18. The shortfall in total traffic is primarily driven by Allandale Recreation Centre. There has been a slight decline in activity through Mariposa School of Skating, however registered program revenue has remained consistent and total ice rental revenue has increased from 2016 to 2017. It can only be speculated that a lower number of students from Innisdale High School are utilizing the facility during breaks.
 19. The decline in member visits is driven by the East Bayfield Community Centre and may be a result of increased membership options in the north end of Barrie.
 20. 2017 will represent the new baseline for the revised RecACCESS financial assistance program that provides greater value for participants with increased access to our facilities through the unlimited drop-ins available in our RecPASS membership while minimizing the risk of displacing paying customers into our registered programs.
 21. The strong performance in 2017 was driven by continued growth in the RecPASS membership and concerted conservation efforts to reduce utility costs.

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22. Due to available capacity, 2 additional projects were undertaken that were not included in the approved plan for a total of 13 Internal Audit projects completed in 2017.
 23. Budget values all typically carry a certain percentage of contingency and therefore project spending that proceeds exactly as anticipated would always be less than 100% utilized.
 24. While the concierge program has not been formally launched, Business Development has been involved in a number of large projects both from a development and business issue perspective to navigate businesses through the municipal process and foster a pro-business approach to working with businesses across municipal projects.
 25. Invest Barrie did not conduct a Trade and Investment Mission in 2017, due to a Germany Mission scheduled for 2018. Activity in 2017 relates to follow-up from the Chicago Trade & Investment Mission in 2016. An FDI lead that Invest Barrie met with conducted a visit to Barrie in September to meet with 3 Barrie manufacturers to explore supply chain opportunities
 26. Days of use impacted with labour disruption.
 27. The % of unique visitors to Barrie.ca were up in Q3 and Q4 2017, however in comparing year over year 2017 vs 2016 the number of unique visitors declined. This decline could be a result of transit customers moving to www.myridebarrie.ca and less referrals from external sites. It should be noted that within sections of barrie.ca on which content has been actively improved (EA studies, Road Ahead), we've seen a combined 195% increase in new (first-time) visitors and 108% increase in unique visitors.
 28. Target adjusted to include Corporate Training budget approved. A large focus has been placed corporately on major projects that have changed resource availability, impacting the use of these funds.
 29. Driven mainly by retirements.
 30. Development Status procedure and equivalency procedures are helping.
 31. The labour relations climate was more challenging than anticipated with CUPE.
 32. Increased numbers of traumatic mental stress and PTSD claims. More accurate reporting of incidents and tracking of return to work.
 33. This KPI includes only all lost wages for lost time related to incidents for full time employees. The total cost is largely driven by the significant lost time with four PTSD cases in Fire, one traumatic mental stress claim, one concussion, one hand injury requiring surgery and longer recovery times. These costs also include 4 claims carried over from 2016 lost time approvals.
 34. Includes sick, STD, LTD, and WSIB absences.
 35. 50% of the EFAP usage is attributed to psychological services.
 36. No change in 2017. In 2018, our Building Permit (APLI) Portal will be online.
 37. 75% of our outages were due to our Internet provider. One of the goals of the 2018 Barrie.ca infrastructure upgrade project will remove our reliance on a single internet provider.
 38. Governance created; RFP will be awarded in Q1 for formal project server build.
 39. Governance created; RFP will be awarded in Q1 for formal project server build.

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40. New dashboard created; projects being tracked. 100% compliance for all projects. Actuals may be difficult to obtain until new Project Systems build is completed.
 41. Differed to 2018 with Project Systems implementation.
 42. Mandatory and optional documentation outlined for all departments. Project Server build slated to start Q1 2018.
 43. Resource shortages with ERP delays impacted ability to deliver this objective.
 44. New dashboard created; 100% compliance.
 45. All City projects now in one dashboard. Tracking remains a difficulty until project systems implemented.

APPENDIX H

Capital Projects Requiring Additional Funding

Project Name	Account Number	Total Approved 2017 Budget	Estimated Total Project Costs	Additional Funding Required	Funding Source: Tax Capital Reserve	Funding Source: Wastewater Reserve	Funding Source: Water Reserve	Comments
Climate Change Adaptation Strategy - Milestones 4 & 5	14-16-2310-1992	\$100,000	\$130,000	\$30,000	\$10,200	\$9,900	\$9,900	In order to ensure effective stakeholder engagement, additional resources were required above the original budget with staff from multiple City departments, partner organizations, and community members. It is noted that staff were able to obtain grant funding from the Government of Canada's Municipalities for Climate Innovation Program (MCIP) to support this project. A total of \$72,080 was awarded and will be disbursed to the City on June 15, 2018.
Morrow Road	14-16-XXXX-1591	\$4,717,138	\$5,667,138	\$950,000	\$950,000			The utility phase costs for the Morrow Road Improvements – Ardagh Rd to Patterson Rd project have been higher than the original budget included in the 2015 Business Plan. This is mainly due to a significant increase to the scope of utility relocations and upgrades required for both Alectra and Enbridge infrastructure. The initial plan of isolated relocations to avoid new proposed City infrastructure was modified through the respective utility company design process as the challenges with overall compliance of their systems with current design standards became apparent. The costs for the construction phase of the project are on budget and as per the original cost estimates.
		\$4,817,138	\$5,797,138	\$980,000	\$960,200	\$9,900	\$9,900	