



TO: GENERAL COMMITTEE

SUBJECT: BUSINESS PLAN STATUS AS AT JUNE 30, 2018

WARD: ALL

PREPARED BY AND KEY CONTACT: M. JERMEY, MANAGER OF BUSINESS PLANNING AND BUDGET, EXTENSION #4407
J. COWLES, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENT #5347

SUBMITTED BY: C. MILLAR, DIRECTOR OF FINANCE AND TREASURER

GENERAL MANAGER APPROVAL: D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

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

RECOMMENDED MOTION

1. That Staff Report FIN016-18 concerning the 2018 Budget and Business Plan Status as of June 30, 2018 be received.
2. That staff in the Finance Department be authorized to proceed with existing projects requiring additional funding as identified in Appendix "G" to Staff Report FIN016-18 in the amount of \$331,899, with \$164,225 to be funded from the Tax Capital Reserve (13-04-0440), \$125,000 from the Wastewater Capital Reserve (12-05-0575), and \$42,674 to be funded from the DC Reserve (11-05-0520).
3. That staff in the Finance Department be authorized to undertake a new capital project, #000656 Sunnidale Road Hwy 400 Crossing Reconstruction – Environmental Assessment (within CAH limits), in the amount of \$95,000 to be funded from the Wastewater Capital Reserve (12-05-0575).

PURPOSE & BACKGROUND

Report Overview

4. The purpose of this Staff Report is to provide members of Council with a status update on the 2018 Business Plan and summarize the Corporation's financial and non-financial performance up to June 30, 2018.
5. The City's Financial Policies Framework requires the Director of Finance to issue quarterly memos and a year-end staff report on finances that compare year-to-date (YTD) actual results to budget.

ANALYSIS

SUMMARY OF OPERATING RESULTS - TAX

6. Overall, 98.3% accuracy was achieved with expenditures related to the tax rate based budget for the first two quarters of 2018 and tax rate revenues were slightly higher than forecasted. The following table summarizes the financial variances to June 30, 2018, between planned net

operating expenditures and actual results by Division for tax rate based operations. Appendix A includes a breakdown of the tax rate based variances by department.

	YTD June 30, 2018			
	Budget	Actual	Variance	%
Council & Mayor's Office	490,614	402,884	87,731	17.9%
Office of the CAO	1,343,433	1,009,494	333,939	24.9%
Community and Corporate Services	20,957,797	20,169,594	788,203	3.8%
Infrastructure and Growth Management	18,877,253	18,523,376	353,877	1.9%
Invest Barrie	1,942,758	1,845,879	96,879	5.0%
Access Barrie	7,389,566	6,413,964	975,602	13.2%
Innovate Barrie	6,080,041	5,445,937	634,105	10.4%
Financial Expenses & Other General Government	40,384,983	40,721,202	(336,219)	(0.8%)
Service Partners & Grants	70,495,474	70,553,011	(57,537)	(0.1%)
Total Net Expenditures	\$167,961,919	\$165,085,341	\$2,876,578	1.7%
Corporate Revenues	(233,677,001)	(235,051,681)	1,374,680	0.6%
Total	(\$65,715,082)	(\$69,966,341)	\$4,251,258	6.5%

7. Key contributors (positive variances) to the Corporation's general tax rate surplus include the following:

- Salary Gapping \$650K (detail below);
- Utilities \$276K (detail below);
- Municipal Taxation – Supplement Tax Revenue \$941K (see Appendix B);
- Traffic Services – Contracted Services, Repairs & Maintenance \$485K (see Appendix B);
- Transit – Contracted Services \$465K and Bus Pass Revenue \$395K (see Appendix B);
- Investment Revenue – Investments \$390K (see Appendix B);
- Parks & Forestry – Contracted Services, Repairs & Maintenance \$297K (see Appendix B);
- Recreation – Repairs & Maintenance \$265K and Revenues \$250K (see Appendix B);

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

- Court Services – POA Fines \$652K (see Appendix B);
- Roads & Rail Operations – Salt \$639K (see Appendix B);
- Roads & Rail Operations – Watercourse Detention Pond \$564K (see Appendix B);
- Fleet Operations – Repairs & Maintenance \$235K (see Appendix B);
- Business Development – Draws from Reserve and Provincial Funding \$150K (see Appendix B);

9. Additional details have been provided in Appendix B that identify the reasons for the positive and negative variances, the continuing impact going forward, and actions taken to mitigate future anticipated variances.
10. While Staff have specifically reported on individually significant variances, divisions such as Infrastructure and Growth Management (IGM) and Community and Corporate Services (CCS) are made up of many individual sub-departments and accounts with variances that, when taken together, may drive larger variances. Common themes behind the generally favourable variance include the impact of salary gapping at the department level, and the timing of various operating activities. These variances are primarily the result of minor differences in timing between budget and actual, and are not indicative of a trend that will carry forward to year-end.

Salary Gapping

11. The salary gapping provision approved by Council in the 2018 Business Plan is \$1.1M. This amount includes both permanent staff and casual/part-time salary costs. The City continues to implement a variety of techniques to achieve salary gapping targets. These include delaying rehires for a minimum of 12 weeks or longer when viable, managing overtime costs where possible, and requiring summer students to take at least one week of unpaid vacation during their term.
12. As of June 30th, the City has realized \$1.2M in salary gapping against a second quarter target of \$550K, resulting in a favourable variance of \$650K. This variance is temporary and will resolve itself by year-end. Positive variances were also achieved in several areas from staff turnover and retirements resulting in short term vacancies during the recruitment process. Finally, a number of new positions from the 2018 Business Plan were budgeted for the entire year in order to reflect the full cost of these positions. Due to the timing of the 2018 Business Plan approval these positions were not able to be filled until the second quarter of 2018 at the earliest.

Utilities

13. A favourable variance of \$276K has been achieved at the end of the second quarter. This variance was primarily due to reduced consumption in electricity (7.6%) compared to budget. A secondary driver of the variance has been lower than anticipated electricity rates (5.2%) through the first six months of the year.

SUMMARY OF OPERATING RESULTS – WATER

	Year-to-Date June 30, 2018			
	Budget	Actual Results	Variance	%
Salaries and Benefits	3,824,585	3,391,158	433,427	11.3%
Operating Expenses	3,208,139	2,427,911	780,227	24.3%
Corporate Overhead	4,262,284	4,318,498	(56,213)	(1.3%)
Debt Charges	3,983,768	3,983,768	0	0.0%
Revenues	(16,854,789)	(16,568,072)	(286,717)	(1.7%)
Transfer to Reserve	1,576,013	2,446,737	870,724	55.2%

14. The Water Operations Branch finished the second quarter with an operating surplus of \$870K. Expenditures for the quarter were 90% of budget and revenue was 98% of the target.

15. Employee costs were below plan due to approved leaves and the time required to fill vacancies.
16. The positive operating expense variance is mainly due to a warmer winter that resulted in fewer than average water main breaks, service leaks, and reduced the cost of snow clearing services. Energy/hydro saving initiatives have achieved a favourable variance of \$54K at the end of the second quarter. This variance is due to a difference in the actual rate for electricity as compared to the estimate of 4.8% used when creating the budget.
17. Water rate revenue is \$286K below plan due to lower actual consumption than budgeted throughout the second quarter. This was a result of an extended winter season resulting in less lawn watering as well as conservation efforts on the part of residents who are now more aware of their water consumption due to their ability to track online. Water rates for 2018 were based conservatively on the average trend of the previous 24 months.

SUMMARY OF OPERATING RESULTS – WASTEWATER

	Year-To-Date June 30, 2018			
	Budget	Actual Results	Variance	%
Salaries and Benefits	2,100,014	2,153,944	(53,930)	(2.6%)
Operating Expenses	4,581,185	3,339,496	1,241,690	27.1%
Corporate Overhead	3,004,126	2,985,425	18,701	0.6%
Debt Charges	4,524,782	4,507,695	17,087	0.4%
Revenues	(20,747,945)	(20,330,426)	(417,520)	(2.0%)
Transfer to Reserve	6,537,838	7,343,866	806,028	12.3%

18. The Wastewater Branch finished the quarter with an operating surplus of \$806K. Expenditures completed the quarter at 88% and revenues at 98%.
19. The main driver of the positive operating expenditure variance was delays in purchasing replacement parts and repairs and maintenance expenses for several projects in order to co-ordinate with large capital projects. These capital projects are expected to commence in Q3 and Q4. Contracted services related expenses were behind plan due to milder but extended winter conditions which delayed the transport of biosolids from storage to fields until the second half of the year. Unit process performance assessments were also delayed due to a temporary personnel shortage. These expenses are expected to level out by year-end.
20. Energy/hydro saving initiatives have achieved a favourable variance of \$157K at the end of the second quarter. This variance was achieved primarily due to reduction in electricity rates from the collaborative effort of Wastewater and Energy Management staff to move the Wastewater Treatment Facility to a Class A electricity billing structure where rates were 17% less than budgeted. The remaining variance is due to consumption savings in electricity (6.2%) and water (15.2%).
21. Sewer rate revenue is \$417K behind plan. Sewer rate revenue is directly correlated with water consumption, which was behind plan for the second quarter.

SUMMARY OF OPERATING RESULTS – PARKING

	Year-to-Date June 30, 2018			
	Budget	Actual Results	Variance	%
Salaries and Benefits	183,333	184,616	(1,253)	(0.7%)
Operating Expenses	155,769	45,785	109,984	70.6%
Corporate Overhead	482,331	369,872	112,459	23.3%
Debt Charges	488,397	488,397	0	0.0%
Revenues	(1,030,021)	(993,399)	(36,622)	(3.6%)
Transfer from Reserve	(279,839)	(95,272)	184,568	66.0%

22. Parking Operations have an operating surplus of \$184K as of the end of Q2. Expenditures are at 73% of budget and revenue at 96%.
23. Corporate overhead recoveries are based on actual work and staff time in support of Parking from various departments. This work is tracking slightly behind plan in the second quarter.
24. The main driver of the positive operating variance is several large operating projects that are on-going and will be completed later in the year (Q3 & Q4).

CAPITAL PLAN STATUS AT JUNE 30, 2018

25. The Capital Plan presented in Appendix C is a high level summary of activity as at June 30, 2018. The total capital budget for 2018 is \$294.1M, including carryover from prior years and new projects. The projected year-end spending plan is \$162M due to the multi-year nature of many of the projects. The actual YTD spending at June 30 was \$34.1M, which is 56% of the YTD projected spending plan of \$60.6M. The capital projects that contribute to the key variances between planned and actual spending have been identified in Appendix D.
26. The projects listed in Appendix H were previously closed on the Capital Status Report (FIN008-18) prior to all invoices being received. However, the additional billing for these projects is within the delegated authority threshold and will be funded from the Tax Capital Holding Account as per the Financial Policies Framework.

NEW CAPITAL PROJECT REQUEST #000656 \$95,000 – Wastewater Capital Reserve

27. Staff in Engineering have been working with MTO on coordination of a number of projects. In particular MTO is planning to reconstruct the Sunnidale/Highway 400 crossing in 2020. The City has a water main and sanitary sewer within the existing bridge and MTO has recently confirmed that when the bridge is reconstructed, the pipes will need to be removed from the bridge.
28. An Environmental Assessment (EA) is required to initiate the process to relocate the sanitary sewer (an EA was already completed for the water main relocation). In order to support MTO's aggressive schedule, staff recommend that the funding of \$45,000 in 2018 and \$50,000 in 2019 be approved, and the EA process begin immediately. Funding for subsequent phases will be requested through the 2019 business planning process.

KEY DIVISION SERVICE DELIVERY INITIATIVES & KEY PERFORMANCE INDICATORS

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29. Updates on Key Division Service Delivery Initiatives (KDSDI's) and Key Performance Indicators (KPI's) can be found in Appendix E and Appendix F, respectively.

ENVIRONMENTAL MATTERS

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

ALTERNATIVES

31. As this Staff Report is being presented for information purposes only, no alternatives are presented.

FINANCIAL

32. 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 STRATEGIC PLAN

33. The recommendation in this report is operational, and is not specifically related to the goals identified in the 2014-2018 Strategic Plan.

APPENDIX A

Tax-Supported Operating Budget Variance by Department as at June 30, 2018

	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Office of the Mayor and CAO	1,834,048	1,412,378	421,670	23.0%
Council & Mayor's Office	490,614	402,884	87,731	17.9%
Office of Chief Administrative Officer	303,253	197,816	105,437	34.8%
Legal Services	869,083	654,994	214,088	24.6%
Internal Audit	171,098	156,684	14,414	8.4%
Community and Corporate Services	20,957,797	20,169,594	788,203	3.8%
GM of Community and Corporate Services	140,611	128,562	12,049	8.6%
Facilities	919,249	1,303,566	(384,317)	(41.8%)
Barrie Fire and Emergency Services	12,944,399	12,743,550	200,849	1.6%
Finance	1,763,271	1,601,308	161,963	9.2%
Legislative and Court Services	1,018,227	1,297,875	(279,648)	(27.5%)
Recreation Services	4,172,040	3,094,733	1,077,307	25.8%
Infrastructure & Growth Management	18,877,253	18,523,376	353,877	1.9%
GM of Infrastructure and Growth Management	184,078	266,453	(82,374)	(44.8%)
Engineering	1,144,066	439,147	704,919	61.6%
Planning & Building Services	641,256	773,462	(132,205)	(20.6%)
Environmental Services	3,701,266	3,740,565	(39,299)	(1.1%)
Roads, Stormwater and Rail Operations	6,517,625	7,646,884	(1,129,260)	(17.3%)
Parks and Forestry Operations	2,727,256	2,066,109	661,147	24.2%
Traffic and Parking Services	1,902,983	1,388,727	514,255	27.0%
Fleet Services	2,058,723	2,202,029	(143,306)	(7.0%)
Invest Barrie	1,942,758	1,845,879	96,879	5.0%
Invest Barrie – Administration	238,922	207,854	31,068	13.0%
Business Development	207,838	409,761	(201,923)	(97.2%)
Department of Creative Economy	1,495,998	1,228,264	267,734	17.9%
Access Barrie	7,389,566	6,413,964	975,602	13.2%
Access Barrie - Administration	163,810	155,492	8,318	5.1%
Customer Service	478,639	432,362	46,277	9.7%
Communications and Marketing	472,311	417,960	54,351	11.5%



	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Transit & Parking Strategy	6,274,806	5,408,150	866,656	13.8%
Innovate Barrie	6,080,041	5,445,937	634,105	10.4%
Innovate Barrie - Admin	184,267	186,688	(2,421)	(1.3%)
Centre for Continuous Improvement	388,988	318,963	70,025	18.0%
Human Resources	1,372,031	1,134,051	237,980	17.3%
Information Technology	4,134,755	3,806,234	328,521	7.9%
Other Expenses	40,384,983	40,721,202	(336,219)	(0.8%)
Financial Expenses & Other General Government	40,384,983	40,721,202	(336,219)	(0.8%)
Total Net City Services	97,466,446	94,532,330	2,934,117	3.0%
Service Partners and Grants	70,495,473	70,553,011	(57,538)	(0.1%)
Total Net Expenditures	167,961,919	165,085,341	2,876,578	1.7%
Net Taxation for own purposes	(228,112,261)	(229,053,112)	940,850	0.4%
Payments in Lieu of Taxes	(1,227,400)	(1,348,666)	121,266	9.9%
Investment Revenue	(1,730,074)	(2,120,117)	390,043	22.5%
Corporate Recoveries	(2,453,516)	(2,458,516)	5,000	0.2%
Sundry Revenue	(153,750)	(71,270)	(82,480)	(53.6%)
Total Revenue	(233,677,001)	(235,051,681)	1,374,680	0.6%
Total	(65,715,082)	(69,966,340)	4,251,258	6.5%

APPENDIX B

Detailed Tax Supported Operating Variance Explanations

Service/Driver: Municipal Taxation - Supplement Tax Revenue \$941K			
Budget: \$228.1M	Actual: \$229.0M	Variance \$: \$941K	Variance %: 0.4%
<u>Reason for Variance</u> This positive variance is related primarily to residential supplement tax revenue that has been billed in May and June, earlier in the year than anticipated.			
<u>Impact Going Forward</u> The variance is expected to normalize by year-end.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.			

Service/Driver: Traffic Services – Contracted Services, Repairs & Maintenance			
Budget: \$673K	Actual: \$188K	Variance \$: \$485K	Variance %: 72%
<u>Reason for Variance</u> This positive variance is due to the timing of signal and streetlight maintenance projects. A large proportion of this branch's operating projects are underway but not yet completed/invoiced at the end of Q2.			
<u>Impact Going Forward</u> This variance is expected to normalize by year-end as the projects are completed and invoices are received.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action is required at this time.			

Service/Driver: Transit – Contracted Services			
Budget: \$8.20M	Actual: \$7.74M	Variance \$: \$465K	Variance %: 5.7%
<p><u>Reason for Variance</u></p> <p>Barrie's 20 year transit contract uses Key Performance Indicators (KPI) to monitor the service. The KPI's are not meant to be fully comprehensive, but rather to provide an indication of the service providers' performance. The output specifications represent the standard of service for which the service provider would be entitled to receive its full monthly payment. Deductions are applied in accordance with the KPI's, where the application of deductions is higher than originally anticipated to date.</p> <p>There was also an insurance adjustment from previous years that was applied to 2018 and is not expected to occur in future years.</p>			
<p><u>Impact Going Forward</u></p> <p>Staff members are anticipating deductions from the contract to decrease as the service provider remedies service level performance.</p>			
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>City staff continue to work collaboratively with the service provider to monitor and report output specifications and KPI's. This monitoring entails the prevention, detection, diagnosing and correction of deficiencies. Emphasizing advance monitoring should ensure parties can continue to address issues before the services are significantly impacted.</p>			

Service/Driver: Transit – Bus Pass Revenue			
Budget: \$1.59M	Actual: \$1.98M	Variance \$: \$395K	Variance %: 25%
<p><u>Reason for Variance</u></p> <p>The favorable variance is a direct result of anticipated ridership growth from the increased international student population from Georgian College, where actual growth was more than planned growth.</p>			
<p><u>Impact Going Forward</u></p> <p>The favourable variance is anticipated to plateau for the remainder of the year with the introduction of the Universal Transit Pass for Georgian College students set to begin in September 2018.</p>			
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>Staff members reviewed/refined their budget predictions as part of the 2019 business plan in order to mitigate this variance moving forward.</p>			



Service/Driver: Investment Revenue – Investments			
Budget: \$1.73M	Actual: \$2.12M	Variance \$: \$390K	Variance %: 22%
<u>Reason for Variance</u> Increased interest rates and better than expected returns on the City's bond portfolio, as well as the timing of interest payments have resulted in a positive variance in investment revenues.			
<u>Impact Going Forward</u> The positive variance is expected to be similar at year-end due to the reversal of some interest timing differences.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.			

Service/Driver: Parks & Forestry – Contracted Services, Repairs & Maintenance			
Budget: \$437K	Actual: \$140K	Variance \$: \$297K	Variance %: 68%
<u>Reason for Variance</u> The positive variance is due to a later than anticipated start date for some projects. A prolonged winter season pushed projects further back in the year than originally planned. A large proportion of the projects were underway but not completed and invoiced in time for Q2 reporting.			
<u>Impact Going Forward</u> This variance is expected to normalize by year-end. Items that were budgeted for the spring are expected to be completed in the summer and fall.			
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.			

Service/Driver: Recreation – Repairs & Maintenance			
Budget: \$2.94M	Actual: \$2.68M	Variance \$: \$265K	Variance %: 9%
<u>Reason for Variance</u> Repairs & Maintenance expenses are lower year-to-date, however this is the result of repair requirements being later in the year than budgeted.			
<u>Impact Going Forward</u> The repairs and maintenance required in the recreation facilities during the last half of the year are expected to increase as compared the first half of the year. As such this variance is expected to normalize by year-end.			
<u>Actions to Mitigate Future Anticipated Variances</u> Financials are monitored on a monthly basis to identify any risk areas and develop action plans to minimize this risk while ensuring client service expectations are met.			

Service/Driver: Recreation – Revenues			
Budget: \$4.39M	Actual: \$4.64M	Variance \$: \$250K	Variance %: 5.7%
<u>Reason for Variance</u> Sales of various RecPASS memberships are higher than expected over the first six months of fiscal 2018. Special events revenue at the Barrie Molson Centre is also higher due to two additional large events. Finally, field rentals and recreation facility rentals are higher due to increased bookings.			
<u>Impact Going Forward</u> A positive variance of \$323K is forecast for year-end as the trend in memberships is expected to continue along with a slight increases in rental revenues.			
<u>Actions to Mitigate Future Anticipated Variances</u> The City will continue to promote the RecPASS as excellent value for existing and potential clients.			



Service/Driver: Court Services - POA Fines			
Budget: \$5.49M	Actual: \$4.83M	Variance \$: (\$652K)	Variance %: (12%)
<u>Reason for Variance</u> An unexpected decrease in charge volume from enforcement agencies (primarily policing agencies) of 12% across the entire Barrie Court Service Area in the first half of this year as compared to the first six months of 2017 has resulted in a negative variance.			
<u>Impact Going Forward</u> There is no indication charge volumes will recover to anticipated numbers in the next six months. While both expenditure reductions and enhanced efforts to address the collection of outstanding fines have been undertaken, the reduced charge volume will continue to negatively impact net revenues in 2018, and collection revenue in the future.			
<u>Actions to Mitigate Future Anticipated Variances</u> Additional staff efforts will focus on collection of existing outstanding fines through an approved internally produced letter campaign. This will also assist in limiting expenses paid to Service Ontario sites when they collect fines at their locations. The previously approved (late 2017) expanded collection project with external third party collection agencies is on revenue target as at June 2018. Agencies are currently targeting individuals who own property in an effort to persuade individuals in paying outstanding fines which cannot be linked to a driver's licence suspension. Staff efforts to locate individuals via MTO Driver Licence address searches is also anticipated to assist in increasing revenues. Court Services is currently waiting for MTO to activate staff access.			

Service/Driver: Roads & Rail Operations – Salt			
Budget: \$744K	Actual: \$1.38M	Variance \$: (\$639K)	Variance %: (86%)
<p><u>Reason for Variance</u></p> <p>This unfavourable variance is due to severe temperature swings, four significant freezing rain events, and unseasonably cold temperatures in early January resulting in a higher than normal usage of salt. Inventory was replenished in the spring and is currently at maximum capacity.</p>			
<p><u>Impact Going Forward</u></p> <p>This variance is expected to level out by year-end as inventory amounts are utilized in November and December, however, the extent to which the variance is normalized is weather dependant.</p>			
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>Management will continue to budget based on expected weather events and historical costs incurred.</p>			

Service/Driver: Roads & Rail Operations – Watercourse Detention Pond			
Budget: \$0	Actual: \$564K	Variance \$: (\$564K)	Variance %: N/A
<p><u>Reason for Variance</u></p> <p>This unfavourable variance is due to the 2017 sediment removal project that was pushed into 2018 because of unforeseen delays associated with the Ministry of Natural Resources and Forestry.</p>			
<p><u>Impact Going Forward</u></p> <p>The total project is forecast to be about \$1M by year-end.</p>			
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>This work was originally budgeted in 2017 and the delay in completing the work contributed to the 2017 year-end surplus. Staff will attempt to utilize any in-year budget savings to mitigate the cost of this work in 2018.</p>			

Service/Driver: Fleet Operations – Repairs & Maintenance			
Budget: \$700K	Actual: \$935K	Variance \$: (\$235K)	Variance %: (34%)
<u>Reason for Variance</u> <p>An aging fleet is contributing to excessive vehicle repairs and maintenance expenses. A high proportion of fleet assets are beyond their recommended useful life.</p>			
<u>Impact Going Forward</u> <p>This expense is expected to increase going forward as fleet assets continue to age.</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>A fleet renewal and capital leasing program is currently being developed jointly by Fleet Services and Finance. If the program is aggressive enough, and is able to reduce the median age of fleet assets sufficiently, staff expect to see these expenses being reduced significantly.</p>			

Service/Driver: Business Development - Draws from Reserve and Provincial Funding			
Budget: N/A	Actual: N/A	Variance \$: (\$150K)	Variance %: N/A
<u>Reason for Variance</u> <p>Costs were incurred for sales commissions paid on industrial land sales in the first half of the year. These costs will ultimately be funded from the Industrial Land Reserve.</p> <p>Similarly, SBEC and Starter Company programs incurred operational costs during the first half of the year. However, the Province's share of the funding for these programs was not received as at the end of the second quarter.</p>			
<u>Impact Going Forward</u> <p>The budget overages will be resolved by year-end through reserve funding (sales commissions) and receipt of funding from the Province (SBEC and Starter Company).</p>			
<u>Actions to Mitigate Future Anticipated Variances</u> <p>No action required.</p>			

APPENDIX C

Capital Plan Progress Update by Division as at June 30, 2018

Summary of Capital Plan & Forecast	2018 Capital Budget			Performance Reporting					
	Carryover from Prior Year Budgets	New Projects Approved in 2018 Budget	2018 Total Budget with Transfers	Projected YTD Spending Plan	Actual 2018 Spending	Variance to 2018 Projected	% of 2018 Projected Spending Plan Achieved	% of 2018 Total Budget	Planned Spending (Deferred)
Access Barrie	(122,147)	2,161,091	2,038,944	405,063	421,104	(16,041)	104%	21%	(122,979)
Community and Corporate Services	20,231,679	77,519,402	97,751,081	28,577,137	12,525,074	16,052,063	44%	13%	(37,825,025)
Infrastructure & Growth Management	66,169,850	86,582,521	152,752,371	29,440,076	19,119,803	10,320,273	65%	13%	(62,765,736)
Developer Built Projects	9,287,102	19,256,600	28,543,702	34,073	21,329	12,744	63%	0.1%	(28,109,630)
Innovate Barrie	8,969,917	4,084,810	13,054,727	2,097,957	2,011,611	86,346	96%	15%	(3,268,191)
Total	104,536,401	189,604,424	294,140,825	60,554,306	34,098,921	26,455,385	56%	12%	(132,091,561)

APPENDIX D

Capital Plan Status Variances at June 30, 2018

Harvie Road Crossing:

2018 Total Budget with transfers	\$17.1M
Projected Spending Plan to end Q2	\$ 6.5M
Actual Spending to end Q2	\$ 2.1M
Variance to Projected to end Q2	\$ 4.4M

The anticipated property spending associated with negotiated settlements did not occur. The City was able to gain access to certain properties in order to advance works allowing utility relocations to occur. Highway crossing tender was released on schedule and contractor will be onboard for fall.

McKay Road New Interchange and Transmission Watermain:

2018 Total Budget with transfers	\$2.5M
Projected Spending Plan to end of Q2	\$1.1M
Actual Spending to end of Q2	\$ 0M
Variance to Projected at end of Q2	\$1.1M

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

Sandringham Drive New Trunk Watermain – Big Bay Point to Maplevue:

2018 Total Budget with transfers	\$1.4M
Projected Spending Plan to end of Q2	\$1.1M
Actual Spending to end of Q2	\$0.06M
Variance to Projected at end of Q2	\$1.0M

The contract did not progress on the project work as quickly as originally anticipated. City staff coordinated with the contractor to minimize disruption to surrounding homeowners as much as possible.

Barrie – Simcoe Emergency Services Campus Phase 1:

2018 Total Budget with transfers	\$45.8M
Projected Spending Plan to end Q2	\$17M
Actual Spending to end Q2	\$5.3M
Variance to Projected to end Q2	\$11.7M

LSRCA phosphorus offsetting policy effective January 1, 2018, substantially impacted the project schedule, planning, costs and forecasting. In addition, spring / summer weather caused delay in critical path construction progress; superstructure and civil works. Work has been escalated since Q2 and efforts are underway to resolve the schedule and cost variance by year-end, as feasible.



Memorial Park/Meridian Place (Construction):

2018 Total Budget with transfers	\$3.2M
Projected Spending Plan to end Q2	\$3.2M
Actual Spending to end Q2	\$1.5M
Variance to Projected to end Q2	\$1.7M

The project was completed at end of Q2, although invoicing for all completed work had not been finalized and the resulting payments were not processed during Q2. All remaining invoicing and payments will be processed in Q3 to align actual with forecasted values.

APPENDIX E

Key Division Service Delivery Initiatives (KDSDI's) at June 30, 2018

Office of the Chief Administrative Officer

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

- Electronic E-tendering system (Bids and Tenders) launched in May 2018, for all RFQ's increasing vendor satisfaction and lower cost to participate in City procurement processes. Phase 2 of this project scheduled with a go live date of October 2018, will have all open procurements going fully electronic with paperless submissions. The benefits of E –tendering include improved compliance with on-line quality checks, significant time-savings for both City staff and vendors, and environmental benefits with reduced use of paper and courier delivery services.
- Council further strengthened the Financial Management of the City by approving a Capital Financing and Debt Management Policy. This policy ensures the prudent financing of the City's operating and infrastructure needs. Adherence to the Capital Financing and Debt Management Policy, along with the City's Financial Policy Framework and financial management practices, signals to rating agencies and capital markets that the City is well managed, and likely to meet its debt obligations in a timely manner.
- One of the City's guiding principles for growth is that it be undertaken in a financially responsible manner. This involves the coordination of growth and development so that it corresponds with the timing of infrastructure required, and it also involves the need to forecast, manage and balance the flow of revenues and expenditures over time. This year Council approved a Development Charge (DC) Credit policy. This policy provides a framework for evaluating potential developer-build projects, while protecting the City from potential financial risks associated with advancing infrastructure and providing DC credits. This Policy also serves as a resource for ensuring that all regulatory requirements are considered prior to the City entering into an agreement under the Development Charges Act, 1997.
- In June of this year, the City hired Watson and Associates to lead the update to the City's DC background study. City staff have begun the process of data collection to support the background study. The planned approval date of the updated background study and related Development Charge By-law is June 2019.

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

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

-
- Mapping of the Staff Strategic Plan to the CSA Psychologically Safe Workplace framework underway with planning place for transition
 - Additional sessions of the Working Mind for both people leaders and staff continue to be delivered
 - Plans are in place to bring online training for People Leaders (Q3) on Respect in the Workplace and for staff (Q4) as well as Safety related training focused on substance use in the workplace to address changing legislation.
 - Legislative Services which includes the provision of Marriage Licences, Burial Permits and maintenance of the vital statistics records and Transit Customer Service have transitioned into Service Barrie.
 - The knowledge base has been expanded to have more details for the new services from Legislative Services and Transit. Total page count is 131. Refinements and updating are actively being done to prepare for the new technology systems that are coming in 2019.
 - In collaboration with CCI and Service Barrie, the Customer Relationship Management (CRM) RFP process has narrowed down the vendors and negotiations are ongoing with the preferred vendor.
 - The formal Innovatology program was launched in January 2018 and the team has held two Innovators Community of Practice sessions that are aimed at sharing new tools and topics for staff. Innovation Day in April was a success and there were more than 30 display booths set up with innovative ideas from across the organization.

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

- In November 2017, Council gave approval for staff to commence the certification progress of the World Council on City Data (WCCD), standardized city data program.
- The certification of the City of Barrie with the WCCD, and reporting on globally comparable performance indicators, will improve citizen trust in municipal government, enable evidence-based decision making to improve spending practices and promote the identification and implementation of best practices in municipal service delivery.

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

- The Salem and Hewitt's Secondary Plans are being implemented as planned. Three draft plans were approved since the last update bring the total to 12 draft approved plan of subdivisions within Phase 1. No appeals were received. The applicants are in the process of clearing the draft conditions in order to progress to registration. The applicants are at varying stages of clearing conditions but it is anticipated that one plan could be registered as early as Q4 2018 or Q1 2019, with others to follow by Q4 2019. Tree Removal Permits (six in Hewitt's and one in Salem) and Site Alteration Permits (two in Hewitt's and two in Salem) have been issued. Further permit applications are expected as the development progress. One Phase 2 conformity review has been received in Hewitt's.
- The South Barrie Secondary School site plan agreement was registered in June. Site works are underway and the building permit was issued. The Board has indicated in their announcement

material that the school is scheduled for opening in the fall of 2021. The outstanding OMB appeal was withdrawn.

- Three new voluntary contribution agreements (\$6M) have been secured since the last update. This brings the total to \$42.2M in voluntary contribution Agreements with Phase 1 landowners/developers.
- Infrastructure is coordinated via the Infrastructure Implementation Plan (IIP) (to be updated in consultation with the development community) including two trunk watermain installations (Sandringham Drive and Ashford/Madeline Drive) substantially complete. The Hewitt's Trunk Sanitary Sewer is substantially complete. Design assignments and tenders continued throughout the first two quarters of 2018.

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

The ERP system is getting closer to completion. The builds are all complete and testing is underway. The planned go live is still Q4 this year. Here are just some of the benefits the City will realize:

- Electronic vendor payment will now be possible, saving time;
- Enhanced system security will increase control and protection over sensitive information;
- Single source of accurate and complete data increases confidence in analysis, decision making and reporting;
- Processing time of POs should be faster, and tracking of non-standard POs will be automatic now instead of manual;
- Employees have the ability to check their own time banks;
- The more employees in a department, the harder it becomes to keep track of which employees have entered time. Electronic time entry provides the Manager with visibility to quickly see a team view of time waiting for approval;
- Bank transfer process will be automated which save significant time by avoiding manual steps;
- Seamless integration from data entry for payroll to posting to Finance and transfer of employee payments to banks decreases workload and potential for manual errors;
- Integration between systems for time entry means no more duplicate data entry, saving over 1,000 hours a year in the Recreation department alone; and,
- Employee can view his or her pay statement and T4 online, saving paper and time for the corporation.

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

- The Sandbox Entrepreneurship Centre initiative was significantly advanced, formalizing the Board, finalizing the facility design, securing 40+ memberships and 20+ multi-year sponsorships, raising more than 700,000 in funding commitments over the next three years and initiating a recruiting campaign for the Managing Director.
- The 2nd Annual Manufacturing Innovation Summit was held in April, with expanded strategic partners (Next Generation Manufacturing Canada, Southern Ontario Super Computing Innovation

Program, BDC), structured programming to accelerate industry-academic projects and support both Barrie's position as a node in the Advanced Manufacturing Supercluster and the fall launch of the Advanced Technology, Innovation and Research Centre, in which the City of Barrie has invested.

- In April 2018, a trade and investment mission to Germany in conjunction with the Hannover Messe manufacturing show was led by Mayor Jeff Lehman and Deputy Warden Terry Dowdall along with County and City economic development staff and 4 central Ontario companies, including:
 - Innovative Automation - Barrie;
 - Linear Transfer Automation - Barrie;
 - Prodomax Automation - Barrie;
 - Molded Plastic Consultants – Oro-Medonte
- Business Development and the County of Simcoe EDO met with twenty-six (26) foreign direct investment (fDi) leads in the clean tech, advanced manufacturing, and ICT industries. Companies also met with company leads and to date, two participating companies have indicated that there are future business opportunities that will arise from the trade mission. Staff continue to cultivate relationships and leads from the mission.

Community & Corporate Services

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

Work is in progress to expand the use and improve the functionality of the temporary training centre. It is expected by end of Q3 that the upgrades undertaken will be available for BFES to utilize.

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

The conceptualization studies have been completed and received approval in principle by Council. These studies will help shape the future development of each facility by providing a framework and design concept to build upon.

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

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

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

Energy Management continue to work with staff in all Branches to conduct energy audits, recommissioning studies and optimize operations. Specifically, finalized Re-commissioning Reports for the Barrie Molson

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

Develop a Green Team to promote conservation amongst all staff

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

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

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

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

- Analysis of comprehensive local data to support an evidence based strategy to meet the current and future service level requirements, specifically in areas of intensification and planned growth is underway.
- Revision and execution of new technical rescue, training facility, automatic aid, and County CBRN agreements has been undertaken to ensure complete cost recovery and expanded 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 centre.
- Revised deployment strategies focused on service delivery standards based on community risk.
- Implementation of innovation and technology to enhance productivity, work flow and accountability.
- Construction and commissioning of new modular temporary training facility at Saunders Rd. location.

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

- Identification of the City's highest risk buildings, followed by the completion of pre-incident plans by operations staff.
- 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.
- Increased Officer training focused on evidence collection and documentation.

- Implementation of Officer examination process proactively meeting the revised FPPA standards.
- Development of an on-line learning module to facilitate the delivery of NFPA 1035 Public Educator training.

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

- Developed and implemented a residential smoke and CO alarm inspection program.
- Lead by operations staff, BFES will complete an excess of 10,000 (one-quarter of our residential building stock) home visits in 2018
- In partnership with IT and GIS BFES is utilizing web based mobile technology to map, and track each home inspection.

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

A comprehensive review of sport field utilization rates is being done to identify opportunities for:

- Existing program enhancements
- Development of a marketing strategy to both meet changing demands for sports fields and to maximize usage
- To address plans for future population growth both within developed boundaries and the Hewitt's and Salem lands.

Collaboration with Facility Planning and Development and Parks Operations is underway in revising the Development Charges Bylaw. This involves an assessment of the existing and planned inventory of recreation facilities to address the growing and changing needs of our City's population.

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

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

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

Sixty-five Quest 2 evaluations have been completed and entered in the national database to date with an annual target of 122 evaluations by year-end. Internal procedures are 90% updated and are being worked through the approval process. 80% of staff (99 employees) who work with children aged 6-12 have been trained to date. Branding and marketing efforts include: adding the HIGH FIVE logo to staff uniforms, including program information in the Rec Guide and Summer Camp Guide, making promotional rack cards available to parents, and adding a post to our new Summer Camp blog.

Continued implementation of an active investment and debt management.

Council further strengthened the Financial Management of the City by approving a Capital Financing and Debt Management Policy. This policy ensures the prudent financing of the City's operating and infrastructure needs. Adherence to the Capital Financing and Debt Management Policy, along with the

City's Financial Policy Framework and financial management practices, signals to rating agencies and capital markets that the City is well managed, and likely to meet its debt obligations in a timely manner.

Procurement and implementation of an e-tendering platform

Electronic E-tendering system (Bids and Tenders) launched in May 2018 for all RFQ's increasing vendor satisfaction and lower cost to participate in City procurement processes. Phase II of this project scheduled with a go live date of October 2018, will have all open procurements going fully electronic with paperless submissions. The benefits of E –tendering include improved compliance with on-line quality checks, significant time-savings for both City staff and vendors, and greatly reducing the use of paper.

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

One of the City's guiding principles for growth is that it be undertaken in a financially responsible manner. This involves the coordination of growth and development so that it corresponds with the timing of infrastructure required, and it also involves the need to forecast, manage and balance the flow of revenues and expenditures over time. This year Council approved a Development Charge (DC) Credit policy. This policy provides a framework for evaluating potential developer-build projects, while protecting the City from potential financial risks associated with advancing infrastructure and providing DC credits. This Policy also serves as a resource for ensuring that all regulatory requirements are considered prior to the City entering into an agreement under the Development Charges Act, 1997.

In June of this year, the City hired Watson and Associates to lead the update to the City's Development Charge background study. City staff have begun the process of data collection to support the background study. The planned approval date of the updated background study and related Development Charge By-law is June 2019.

Expand the implementation of the expedited resolution process for POA fines

The expansion of the expedited resolution process for POA fines is a multi-stakeholder initiative involving Prosecution services of the Legal Services Department, Court Services, judiciary, and enforcement agencies. Court Services has addressed the aspects of the project within its control and is prepared to proceed with the expansion, once all of the other stakeholder's aspects have progressed.

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

Election planning and preparations well under way. Equipment is ordered, scheduled for delivery in August. Locations have been determined and site visits under way.

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

Implementation of recommendations under way. RFP for replacement of the RMAIS system underway. Staff are investigating other systems to assist with records management (Email Capture, Retention System, etc.)

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

The approved Collection Expansion Project (late 2017) is on revenue target as at June 30th. Access to MTO records has been approved and staff are currently waiting for actual access to the ARIS system which is anticipated shortly. The 3rd party collection agencies are currently targeting individuals who own real property to encourage payment of their outstanding fines.

Finalize pilot Transportation Industry Licensing Project and implement final outcome.

Staff will be reviewing one year pilot project results (ending August 2018), analyzing the findings and providing a report to General Committee outlining recommendations. Upon report submission and recommendations, any changes approved by Council to the By-law and licensing regime will be implemented.

Invest Barrie

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

- Five Points
 - Launched Five Points Theatre new brand/signage, and operationalized
 - Integrated into Corporate Events planning
 - Assumed responsibility for concession/bar, to feature Barrie entrepreneur/business products (food, beverage, merchandise) – have raised \$4,000 in net revenues to date
- Meridian Place
 - Initiated Meridian Working Group to direct and oversee operations of the new facility
 - In collaboration with the BIA, have launched programming in Meridian Place, which has been extremely well received by the public. More than 400 attendees on weeknights for films, new concerts and events have attracted 800+ attendees, apart from regularly scheduled events.
- GO Open Data Conference & Hackathon
 - Held provincial-wide conference, attracting more than 200 attendees, including municipal staff, technology developers, not for profits, students and private sector companies, large and small.
- Sandbox Entrepreneurship Centre
 - Facility design finalized
 - Matching industry funding secured to release first tranche of City funding
 - MOU for transfer of funds completed
 - Over 40 businesses confirmed as members, over 15 sponsors

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

- Launched Creative Economy social media channels along with GO Open Data Conference, on Facebook, Twitter and Instagram, with 16-30% growth month over month in audience and overall engagement.
- Tabulated Impact metrics for 2017 Creative Economy initiatives, and socialized with stakeholders, partners and the public.

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

- **Train in Tech Expo** - The Train in Technology Career Expo is a large-scale, hands-on event that showcases local companies presenting interactive technologies in real time with the purpose of promoting the role of technology in all sectors of business, and to demonstrate career opportunities that exist for knowledge workers in Barrie. The event was held at the Barrie Molson Centre on March 27th and included a job fair in partnership with the local Employment Ontario offices. Hundreds of students along with the public engaged with local industry over the daylong event.
- **GO Train Commuter Pilot** - In order to draw awareness to job opportunities within Barrie's commuter population, ten companies participated in a hiring GO Train Pilot Project looking for highly skilled workers to fill positions. A unique website landing page was created to showcase the ten employers and re-position the perception of Barrie with commuters. The campaign also included an advertising campaign at both Barrie GO stations.

Strategic Sector Business Attraction– Develop a targeted sector strategy and engage in promotion and lead generation activities that will drive business attraction opportunities as identified through the strategy.

- **Trade Mission** - In April 2018, a trade and investment mission to Germany in conjunction with the Hannover Messe manufacturing show was led by Mayor Jeff Lehman and Deputy Warden, Terry Dowdall, along with County and City economic development staff and four central Ontario companies, including:
 1. Innovative Automation - Barrie;
 2. Linear Transfer Automation - Barrie;
 3. Prodomax Automation - Barrie;
 4. Molded Plastic Consultants – Oro-MedonteBusiness Development and the County of Simcoe EDO met with twenty-six (26) foreign direct investment (fDi) leads in the clean tech, advanced manufacturing, and ICT industries. Companies also met with company leads and to date, two participating companies have indicated that there are future business opportunities that will arise from the trade mission. Staff continue to cultivate relationships and leads from the mission.

Access Barrie

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

- During Q2, more than 20 communications plans were worked on. These included a new Camps blog for Recreation, Celebrate Barrie, Emergency Preparedness Week, Essa Road and Bradford Street Corridor Study, Fall/Winter Rec Guide, Free Goods Exchange Day, Fast Track program, Licence 2 Ride, Mercury Roundup program, National Public Works Week, Picture Barrie Campaign, Accessibility Plan Review, Mobility Hub Feasibility Study, ICI Fast Track, Spirit Catcher Awards, development and launch of a series of staff videos focusing on 'a day in the life' of a City employee, new bids and tenders process, Youth Arts Drop In program among others.
- Marketing and Communications led communications to the public/stakeholders during an Ice Storm in April and a major fire that occurred at a not-for profit housing complex. In Q2, the team also led the development of a Community Report which visually outlined the City's highlights from 2017 as well as the last Council term.

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

- Marketing and Communications issued 31 media releases in Q2 in order to proactively communicate with the public on a number of key initiatives outlined above. Marketing and Communications continued to leverage regular radio advertising with Corus Entertainment and This Week in Barrie which is printed in the Barrie Advance each Thursday to communicate with residents and raise the profile of the City.
- Marketing and Communications planned a media launch for the ground breaking of the Harvie Road crossing and played a key role in the planning of official openings of Memorial Square and Meridian Place.

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

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

Seek new opportunities for public engagement.

- Marketing and Communications, in partnership with Planning and Building Services, successfully piloted Building Barrie, the City's first wholesome online engagement platform for two Planning & Building projects (Intensification and Essa/Bradford Corridor Study), one Barrie Transit project (Mobility Hub) and one Human Resources project (Accessibility Plan Review). From April 3 to May 31, 2018, the Building Barrie website had:
 - 2,818 site visits;
 - 220 site registrations; and,
 - 208 activated participants.
- Developed and implemented three interactive in-person engagement sessions with Planning and Building Service (two for the Intensification project & one for the Essa/Bradford Corridor Study).
- Developed online engagement opportunity for public input in updating the Committee of Adjustment process.

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

Marketing and Communications worked with Service Barrie and Legislative and Court Services to update the branding on public facing blinds at their service counter on the first floor of City Hall and work continues on finalizing the internal online store for popular promotional items.

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

Initial meetings held with the two new MPP's and several delegations were secured for the AMO Conference to brief the new Government on City initiatives and issues.

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

New Customer Policies developed and approved by EMT. Rollout in conjunction with HR is planned for Q3/Q4.

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.

Legislative Services which includes the provision of Marriage Licences, Burial Permits and maintenance of the vital statistics records and Transit Customer Service have transitioned into Service Barrie.

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

A one year contract extension has been negotiated with LiveConx for the provision of After Hours call service. Refinements and improvements to the processes and knowledge base to support this activity is ongoing.

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

The knowledge base has been expanded to have more details for the new services from Legislative Services and Transit. Total page count is 131. Refinements and updating are actively being done to prepare for the new technology systems that are coming in 2019.

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

In collaborations with CCI, the RFP process has narrowed down the vendors and negotiations are ongoing with the preferred vendor.

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

- In Dec of 2017, Council directed staff to complete a feasibility transit hub study in 2018.

- The results of the study were presented to Council in Q2 of 2018, where Council approved the project in principle pending funding from phase II of the Public Transit Infrastructure Fund (PTIF) program. Staff are anticipating details of the PTIF Phase II program will be released in the fall of 2018.
- City staff will continue to meet with Metrolinx and other intercity carriers regarding the development of the hub at the Allandale Waterfront GO Station as the project continues to progress.

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

- The County of Simcoe allocated funding to a public transit system as part of their 2017 Business Plan. City of Barrie transit staff have been working in partnership with the County of Simcoe staff to improve connectivity within the county.
- 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.

Innovate Barrie

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

- Build of the Project Server system is underway with testing of the system expected to occur in Q4 2018; go-live is expected for Q4 2018. This system will allow the City to better manage project resources, standardize project methodology, and have enhanced project reporting and visibility.
- Project reporting dashboards are updated on a monthly basis

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

- New Innovation Community of Practice introduced in Q1 continues to draw staff from across the organization to learn new tools and share ideas.
- Innovation Showcase held at City Hall during World Creativity and Innovation Week featuring over 30 innovative projects and pilots at the city and attracting over 150 staff.

Continue to enhance training opportunities and education programs for staff

- Plans in place to bring in online training for Respect in the Workplace for staff in Q4
- Safety related training focused on substance use in the workplace for people leaders Q3

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

- Templates and governance for strategic projects have been completed and will be incorporated into the Project Server Build. Three other project streams have also been established for vertical, horizontal and facilities projects.
- Build of the Project Server system is underway with testing of the system expected to occur in Q4 2018; go-live is expected for Q4 2018. This system will allow the City to better manage project resources, standardize project methodology, and have enhanced project reporting and visibility.

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

- The SSP strategy focused on years 2015 – 2018 and Human Resources staff are reviewing the balance of actions to be completed, largely focused on Wellness and Recognition, with a view of renewing the strategy for 2019.
- Activities associated with recognition include the roll out of a guide for people leaders, branding for recognition boards as well as the nomination process for the Corporate values calendar.

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

- Analysis currently underway regarding non-union group (NUG) pay scale to assess possible options to deal with market pressures as well as a benefits framework for NUG employees.
- Policy currently in development to deal with corporate compression issues.
- Additional sessions of the Working Mind for both people leaders and staff continue to be delivered.
- Mapping of the Staff Strategic Plan to the CSA Psychologically safe Workplace framework underway with planning in place for transition.
- Framework for Peer Support developed and at the beginning stages of implementation with Fire.

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

- Mobile Device Management infrastructure upgrade completed, providing enhanced security capabilities and ability to take advantage of the latest IOS and Android enterprise management features.

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

- Several backend OS/firmware upgrades were completed to ensure data storage and server stability. Some of the major backend components that were upgraded include our virtual server environment, storage management and backup management solutions. Keeping OS and Firmware environments current ensure the latest security fixes and enhancements are applied and helping to protect the City's technology assets.

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

- AS400 infrastructure upgrades completed. AS400 Hardware was approaching End of Life, where the risk of hardware failure begins to increase dramatically. Hardware at the main data centre was replaced and the backup system at the secondary data centre was upgraded. The AS400 infrastructure mainly supports utility billing and some records management processes.

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

- 40+ tablets deployed for mobile process enablement. As different digital process initiatives are going live, IT has provided secure Android and IOS tablets in support of reduced paperwork and the mobile work force.

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

- Work started on updating the web forms on Barrie.ca to take advantage of the new Barrie.ca infrastructure (targeted Q3). The web form applications will seamlessly integrated with the load balancing and resiliency of Barrie.ca. This eliminates a single point of failure for web forms. Some small usability and accessibility improvements were also made to the forms.

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.

- Continuing the Open GIS initiative, which aims to provide easier access to more of the City’s GIS Data, three new layers of data were added to the public Open GIS portal. Storm water, sanitary and water infrastructure are now available for the public to access and download.

Grow our “Open Data” initiative, providing citizens with timely and updated information

- Partnered with Georgian College and hosted the Go Open Data Conference (May 11) at Georgian College. Followed by a Hackathon (May 12) host at City Hall. The conference was attended by public and private sectors furthering the collaboration and alignment of various Open Data initiatives throughout the region.

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

- APLI portal servicing small building permits launched Q2 2018; 70 permits received online
- Phase 2 kicked off Q1 2018; Site Plan for Launch to APLI Portal Q4 2018
- Improved and streamlined Building permit for release Q4 2018. This includes moving 18 processes into a single process.
- Pilot run for new permit process to commence in Q3 2018

Upgrade and enhance work order and facilities management solutions

- Water mobility initiatives underway, including process review and redesign to identify and efficiencies
- Focusing on Cityworks mobility deployment to Ground Water Supply unit, increasing the availability of information required for field work, while improving collection of information about that work.
- Project Vanilla launched in June 2018 – five month project to upgrade and re-commission the Archibus CMMS used for managing Corporate Facilities
- Process investigations ongoing in Roads to identify opportunities for Cityworks data and process improvements

Complete the ERP Project and ensure process optimization

- Planning sessions for HR modules are completed and the design and build of HR is completed
- Purchasing and Inventory module review completed; corrections underway and will be completed by Q3
- Testing for HR and procurement will occur in Q3 2018
- Minor enhancements for Finance modules have been completed and testing for the enhancement has also been completed
- Business Intelligence System build will be completed in Q3 2018 including testing



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- Final user acceptance testing for entire system will occur in Q3 2018.
 - End user training for system will occur in Q4 2018
 - Planned go live in place – planned for Q4 2018

APPENDIX F

Key Performance Indicators (KPI's)

	Annual Target	Q2 YTD Actual
Community and Corporate Services		
Barrie Fire and Emergency Services		
Emergency Call Handling Time for NFPA - Barrie Only	95%	95.62%
Emergency Response Call Volumes - Barrie Only	9100	4174
Less Than 6 Minute Road Response - 90% of the time, all calls	90%	91%
Home Fire Safety Visits (new program in 2018)	1500	2357
Total Fire Code Inspections – All	2300	1157
Facilities		
Facility Energy (ekWh/ft ²) ¹	28.97	31.28
Wastewater Energy (ekWh/mL) ²	372	386.1
Water Energy (ekWh/mL) ³	1036	1153.2
Positive customer satisfaction response rate ⁴	80%	Not Available
Maintenance effectiveness: # of preventative maintenance work orders as a percentage of total maintenance work orders ⁴	65%	Not Available
Average number of back logged work requests per month ⁴	15/month	Not Available
Back log in weeks ⁴	12 weeks	Not Available
Average number of work requests per month ⁴	1,100	Not Available
Facility maintenance cost per square foot ⁴	\$7.77	Not Available
Finance		
Audited Financial Statement Completion Date	May	June
Quarterly Reports	3	1
Capital Status Report	2	1
Days to complete a procurement process	80	103
Percentage of invoices paid in 30 days	65%	69.0%
Percentage of tax, water, wastewater bills paid electronically	91%	90%

¹ Energy Management KPI's include a 4% consumption savings above base budget targets. KPI is trending downward since last year. Electricity consumption is modestly trending downward, but a cooler winter in 2018 compared to 2017 increased natural gas usage for heating purposes, which has contributed to the higher KPI than targeted.

² KPI is trending downward since last year. A modest increase in electricity usage and the volume of processed effluent has contributed to higher KPI than targeted.

³ KPI is trending higher than targeted due to a significant increase in natural gas usage attributed to higher heating demand in the winter month compared to 2017 combined with a modest decrease in water production.

⁴ As the system to monitor these measurements has not yet been implemented, the statistics are not available. It is anticipated that the system will be in place in late Fall 2018.

	Annual Target	Q2 YTD Actual
Average number of bids received per bid process	5	4
Tax arrears as a per cent of current year levy	6.5%	7.5%
Water wastewater arrears as a percentage of last 12 months of billing ⁵	3%	2.23%
Return on Investments ⁶	Avg Bank rate plus 1.0%	2.03%
Legislative and Court Services		
Number of customers served at court services counter (Barrie Court Services) ⁷	35,000	Not available
Average customer processing time	4:00 min/defendant	Not available
Number of meetings supported ⁸	118	70
Percentage of minutes published within 4 days after the meeting ⁹	100%	95%
Number of trial requests processed (Barrie) ¹⁰	18,000	8,748
Average time to trial - Part I charges (months) ¹¹	6 Months	5 Months
Percent of business licenses renewed by due date ¹²	80%	82.01%
Volume of by-law administration files ¹³	4,600	1,865
Volume of by-law enforcement files ¹⁴	67,000	36,106
Number of marriage licenses issued ¹⁵	704	380
Number of deaths registered ¹⁶	1200	534

⁵ 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.

⁶ Investment Portfolio remains on track to meet the budgeted income target of \$1.92 million for FY2018. Due to active management, the portfolio is outperforming the target bank return of 1.56% by 47 basis points. Portfolio remains constricted by the timing and magnitude of cash flow needs as well as by the market's expectations for interest rates. Bank of Canada remains somewhat cautious as ongoing trade tensions, and the health of housing market remaining primary concerns.

⁷ The Q-matic system which tracks these measures unexpectedly failed early in the year and is currently being replaced. As a result, statistics are not available on these measures. The Expedited Resolution Program and a reduction in overall charge volume by enforcement agencies has resulted in a decrease in the number of defendants attending the front counters as this more customer-friendly option would be available (call in to plead guilty and pay on-line)

⁸ 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.

⁹ 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.

¹⁰ As Part I charge volumes are down by 12% at end of Q2 in the Barrie Court Service Area, the number of trial requests produced is more current. The number of requests for trial is down by 27% as at end of Q2 over the same period in 2017

¹¹ Decreased due to reduced requests for trial as a result of decreased charge volumes.

¹² 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.

¹³ The pilot related to Transportation Industry Business Licensing has reduced the number of licences to be issued. Once adjusted for this factor, the KPI is on target

¹⁴ Ticket volume and Yard Maintenance complaints have increased

¹⁵ The number of marriage licences issued is higher than anticipated after the declining trend experienced in 2015 and 2016

¹⁶ Lower than Target, but consistent with 2017 actuals.

	Annual Target	Q2 YTD Actual
Number of formal MFIPPA requests received ¹⁷	55	31
Percentage of MFIPPA requests responded to within legislative framework ¹⁸	100%	100
Percentage of cost recovery from fees and fines (Enforcement Services)	68%	59%
Recreation		
Community Group Usage of Recreation Facilities (Total Hours) ¹⁹	42,000	21,639
Total Visits to Community Centres ²⁰	2,500,000	1,176,374
RecPASS Member Visits ²¹	300,000	153,895
Total RecACCESS Participation ²²	-	656
Recreation Services Operating Cost Recovery Rate	55%	60%
Office of the CAO		
Internal Audit		
Number of projects completed from approved plan	100%	50%
Number of recommendations	N/A	24
Legal Services		
Percentage of Insurance Claims/Incidents Handled In-House	80%	99%
Ratio of Closed to Open Files	.95:1	.83:1
Number of property transactions completed (acquisition, disposition, expropriation, access, easement, lease, and encroachment)	30	30
Percentage of Properties Acquired by Negotiation vs. Expropriation	60	76
External legal costs inclusive of consultants	\$910,000	\$195,880
Percentage of prosecutorial success	70%	75%
Percentage of trial requests resolved by XRP (Barrie Court Service Area)	8%	9%
Infrastructure and Growth Management		
Engineering		
Percent of capital project designs completed on schedule	100%	85%
Percent of capital projects tendered on schedule	100%	80%
Average Pre-consultation review time 1 st submission (days)	20 days	16 days
Average Site Plan review time 1 st submission (days)	25 days	38 days

¹⁷ FOI requests are increasing, specifically requests related to litigation, investigations related to fires, complaints/service requests submitted and bid submissions.

¹⁸ Staff were able to address all MFIPPA requests within the legislative framework.

¹⁹ Community group utilization of Recreation facilities is on Q2 target and is anticipated to meet or exceed annual target

²⁰ The total visits to the Community Centres is down 1.3% for the same period in 2017. Holly had a decrease of 2.5% and East Bayfield had a decrease of 2.4%. Allandale had an increase of 1.7% over 2017 YTD Q2.

²¹ Total number of RecPass visits have increased marginally from 2017 Q2 and is on pace to meet or exceed the 2018 annual target.

²² Year-to-date RecACCESS participation is down slightly from 2017 (679), however, a higher number of participants are opting for full memberships rather than registering for individual programs. This trend achieves a key objective of the RecACCESS program; that is, to have applicants take advantage of the benefits of full membership.

	Annual Target	Q2 YTD Actual
Percent of total Risk Management Plans completed	50%	36%
Percent of parks and trails capital projects completed on schedule	100%	100%
Environmental Services		
Number of Customer Complaints – Curbside Collections/1,000 serviced units	10	14.1
Monthly Average Total Phosphorus Effluent Concentration mg/L (Wastewater)	0.10	0.04
Number of Customer Complaints per 1,000 Customers (Water)	1.8	0.41
Planning and Building Services		
Average number or working days for issuance of draft site plan approval conditions (days)	45 days	47.5 days
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium)	90%	71%
Number of development applications approved that incorporate denser residential and/or mixed use development in the Intensification Areas	10	7
Percent of site plan applications approved that incorporate improved streetscape, including street oriented buildings and boulevard amenities such as gardens, patios, benches and bicycle racks.	95%	75%
Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha)	18 ha	0 ha
Number of new policies, amendments to Planning documents and/or special studies approved by Council.	3	9
Number of Open Houses/Ward Meetings Held for Policy Planning Projects	25	5
Number of Ward Meetings Held for Development Applications	16	7
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings	400	277
Number of Special Interest Group Presentations (i.e. BILD)	10	5
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)	80	9
Number of Second Suite Zoning Registrations Issued by the Planning Services Department	65	10
Percentage of Low, Medium and High Density Housing Units Approved through Development Proposals	60%/20%/20%	3%/6%/90%
Percentage of Ownership and Rental Units Approved through Development Proposals	75%/25%	85%/15%
Percentage of Building Permit applications reviewed within legislated timeframes	92%	90%
Average # of inspections to approve occupancy for new dwelling units	1.6	1.45
Invest Barrie		
Business Development		
Number of New Businesses started through Starter Company Plus Program	20	17
Number of Investment/Development projects facilitated by Business Development	20	12
Number of local companies participating in Trade Show and Trade & Investment mission activities	8	4
Number of Talent Attraction events/initiatives delivered or participated in	6	2

Creative Economy		
Days of use at Five Points	140	80
Revenues – Five Points	\$70,000	\$44,567
Days of use at Georgian College	200	103
Revenues – Georgian	\$125,000	\$98,562
Attendees at Corporate Events (not including Kempenfest)	135,000	140,000
Number of events in the downtown for creative industries	18	20
Access Barrie		
Customer Service		
Number of Service Barrie interactions (phone, email, counter, etc.)	185,000	96,997
Percentage of City of Barrie identified customer service transactions provided by Service Barrie	75%	75%
Communications		
Potential media reach via print, radio, and television	42,000	102,000
Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	58.3%
Positive/neutral media coverage	70%	93.2%
Marketing		
Percentage increase in the number of visitors to Barrie.ca	5%	8.1%
Total number of impressions on Twitter and Facebook	8M	1.3M
Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, etc.) in relation to impressions	2.5%	2.03%
Total number of impressions on Instagram	150,000	66,130
Transit		
Revenue to cost ratio	31.5%	35.8%
On Time Performance	87%	84%
Percentage of bus stops that are accessible	50.5%	51.0%
Annual Ridership	2.72M	1.45M
Innovate Barrie		
Human Resources		
Corporate Training Dollars Spent per Permanent Employee	\$50.00	\$23.90
Departmental Training Budget Spent ²³	100%	46%
Turnover (Voluntary) ²⁴	5.0%	4.1%
Turnover in First 2 Years of Employment	0.0%	0.7%
Internal Promotions Rate	8.0%	2.8%
Grievance Rate – CUPE ²⁵	3.0%	0.8%
Grievance Rate – BPPFA	2.0%	0.6%
Number of Lost Time Incidents	5	10
Total Cost of Lost Time Incidents	\$140,000	\$234,404

²³ This number is for Human Resources only.

²⁴ Driven mainly by retirements.

²⁵ The labour relations climate has been positive.

Average Number of Absences per Employee (days)	6	6.3
Quarterly % EFAP Usage	25.0%	14.2%
Information Technology		
Annual Number of Visits to the City of Barrie Website	3.6M	1.8M
Number of City of Barrie eServices ²⁶	12	14
City of Barrie Website Availability (Includes Planned Outages) ²⁷	99.9%	99.48%
Enterprise Application Availability ²⁸	99.9%	99.96%
Centre for Continuous Improvement		
Creation of a New Corporate Governance Model for Transformational Projects ²⁹	100%	100%
Creation of Templates for Projects Available for Corporate Use	100%	100%
Improve Project Forecasting: Year 1 – Tracking of All Projects for Planned Start/Finish/Spend Against Actual Start/Finish/Spend ³⁰	60%	50%
Update of prioritization criteria ³¹	100%	N/A
Project Systems Project Intake created ³²	100%	N/A
Improved Governance Process (Methodology Compliance for Artifacts – Required vs. Actual) ³³	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.)	50%	0%
Corporate Projects Have Proper Status Reporting into EMT on a Monthly Basis ³⁴	100%	100%
Ensure That Projects Within the EMT Corporate Projects Have Movement. Projects Should Not Have the Same Status/No Movement for More than 2 Reporting Periods (2 Months) ³⁵	60%	20%

²⁶ APLI introduced Decks, Pool Fences, Accessory Buildings/Sheds, and Sewage Systems.

²⁷ A majority of our outages were due to planned upgrades to our infrastructure and server environments.

²⁸ Based on our automated enterprise availability monitoring.

²⁹ Governance created; RFP awarded in Q2 for formal project server build, work progressing.

³⁰ New dashboard created; projects being tracked. 100% compliance for all projects. Actuals may be difficult to obtain until new Project Systems build is completed.

³¹ Deferred to 2019 with Project Systems implementation.

³² Mandatory and optional documentation outlined for all departments. RFP awarded in Q2 for formal project server build, work progressing.

³³ Resource shortages with ERP delays impacted ability to deliver this objective.

³⁴ New dashboard created; 100% compliance.

³⁵ All City projects now in one dashboard. Tracking and compliance has improved, though project systems implementation will be required to achieve full compliance.



APPENDIX G

Capital Projects Requiring Additional Funding

Project Name	Project #	Total Approved Budget	Total Project Cost to Date	Additional Funding Required	Funding			Comments
					Tax Capital Reserve	Ww Capital Reserve	DC Reserve	
Sander/Salter Replacement (08-5019)	14-18-4520-2111	\$300,000	\$0	\$75,000	\$75,000			The need for reticulating blades at the front end of this unit to accommodate the narrow roads in the Annexed land requires additional parts and retrofit.
Sander/Salter Replacement (08-5020)	14-18-4520-2112	\$300,000	\$0	\$75,000	\$75,000			
Bryne Dr - South of Essa to Caplan Class EA	14-16-2320-0689	\$500,000	\$556,899	\$56,899	\$14,225		\$42,674	This project was closed on the Capital Status Report (FIN008-18) prior to all invoices being received. This final billing has put the project over budget and requires additional funding approval.
Barrie Community Sports Complex Electrical Grounding Surge Protection Upgrade	14-17-3395-1825	\$50,000	\$23,386	\$125,000		\$125,000		The original budget for this project was expected to be sufficient based on a preliminary estimate. An electrical study was completed and quotes from various vendors were obtained. Based on the results of the study and quotes recieved it was determined the cost to complete the project will likely be approximately \$150K.
				\$331,899	\$164,225	\$125,000	\$42,674	

APPENDIX H

Capital Projects Requiring Additional Funding – Delegated Authority

Project Name	Project #	Total Approved Budget	Total Project Cost to Date	Additional Funding Required	Funding	
					Tax Capital Holding Account	Ww Capital Holding Account
Mapleview Dr E - Welham to Huronia	14-16-2511-0615	\$6,328,283	\$6,335,646	\$7,363	\$7,363	
WwTF Tertiary Filters 1 - 6 Study	14-16-2515-1656	\$130,995	\$133,980	\$2,986		\$2,986
Pumper Rescue Truck Replacement (06-5014) - BFES	14-15-2120-1713	\$790,755	\$791,809	\$1,053	\$1,053	
Pumper/Tanker Replacement (03-5003) - BFES	14-15-2120-1738	\$806,396	\$807,450	\$1,053	\$1,053	
Sander/Salter Replacement (03-5002) - Roads	14-18-4520-1872	\$216,749	\$217,710	\$962	\$962	
Traffic Signal Cabinet Upgrade - Cundles & Coulter	14-16-2361-1883	\$25,000	\$25,238	\$238	\$238	
Traffic Signal Cabinet Upgrade - Cundles & Harding	14-16-2361-1884	\$20,000	\$20,226	\$226	\$226	
				\$13,881	\$10,895	\$2,986