



TO: GENERAL COMMITTEE

SUBJECT: BUSINESS PLAN STATUS AS AT SEPTEMBER 30, 2017

WARD: ALL

PREPARED BY AND KEY CONTACT: M. JERMEY, MANAGER OF BUSINESS PLANNING AND BUDGET, EXTENSION #4407

SUBMITTED BY: C. MILLAR, DIRECTOR OF FINANCE / 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 FIN022-17 concerning the 2017 Budget and Business Plan Status as of September 30, 2017, be received.

PURPOSE & BACKGROUND

Report Overview

2. The purpose of this Staff Report is to provide members of Council with a status update on the 2017 Business Plan and summarize the Corporation’s financial and non-financial performance up to September 30, 2017.
3. 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

4. The following table summarizes the financial variances to September 30, 2017 between planned net operating expenditures and actual results by Division for tax rate based operations along with the forecasted year-end surplus/deficit. The Corporation’s year-to-date net result is approximately 122% of plan. However, results are expected to come in line with expectations by year-end. Appendix A includes a breakdown of the tax rate based variances by department.

	Year-To-Date September 30, 2017			(\$)
	Budget (\$)	Actual (\$)	Variance (\$)	Forecasted Y/E Surplus (Deficit)
Council & Mayor’s Office	687,488	634,920	52,568	11,638
Office of the CAO	2,015,258	1,393,087	622,171	205,741
Community and Corporate Services	31,038,869	29,122,203	1,916,666	753,475
Infrastructure and Growth Management	28,183,299	24,014,469	4,168,830	(352,174)



	Year-To-Date September 30, 2017			(\$)
	Budget (\$)	Actual (\$)	Variance (\$)	Forecasted Y/E Surplus (Deficit)
Invest Barrie	2,852,675	2,647,617	205,058	370,424
Access Barrie	10,480,501	10,179,107	301,394	30,344
Innovate Barrie	7,825,728	7,248,847	576,881	(55,093)
Financial Expenses & Other General Government	41,354,540	42,718,689	(1,364,149)	(390,775)
Service Partners & Grants	73,362,124	73,099,256	262,868	165,000
Total Net Expenditures	197,800,482	191,058,195	6,742,287	738,580
Corporate Revenues	(226,475,993)	(225,987,366)	(488,627)	(423,437)
Total Variance	(28,675,511)	(34,929,171)	6,253,660	315,143

5. Key contributors (positive variances) to the Corporation's general tax rate surplus include the following:
- Salary Gapping \$1.87M (detail below);
 - Utilities \$572K (detail below);
 - Service Partners & Grants – County of Simcoe \$257K (detail below);
 - Environmental Operations – Curbside Collection and Bins - \$1M (see Appendix B);
 - Road Operations – Watercourse Detention Pond \$951K (see Appendix B);
 - Facilities Internal Charges \$524K (see Appendix B);
 - Parks & Forestry – Landscaping, Asphalt, Repairs \$507K (see Appendix B);
 - Corporate Revenues – Province of Ontario Grant Revenue \$456K (see Appendix B);
 - Recreation – Contracted Services and Minor Capital \$380K (see Appendix B);
 - Recreation – Passes Revenue \$320K (see Appendix B);
 - Corporate Legal Services – Legal Expenses \$302K (see Appendix B);
 - Corporate Revenues – Property Tax Capping Adjustments \$156K (see Appendix B);
6. Key offsetting contributors (negative variances) to the Corporation's tax rate general surplus include the following:
- Development Charge Discounts (\$381K) (detail below);
 - Corporate Revenues – ARB Decisions (\$492K) (see Appendix B);
 - Corporate Insurance (\$490K) (see Appendix B); and,
 - Interest and Penalties on Taxes in Arrears (\$254K) (see Appendix B).
7. 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.

8. 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

9. 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.
10. As of September 30th, the City has realized a favourable variance of \$1.87M in salary gapping. Total salary gapping of \$2.62M was achieved against a third quarter target of \$750K. 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 \$224K. 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. Finally, temporary positive variances in the amount of \$820K primarily related to Innovate Barrie and Roads are expected to be spent by year end.

Utilities

11. A favourable variance of \$572K has been achieved at the end of the third quarter. This is largely driven by \$267K of savings due to a difference in the actual rate for electricity as compared to the estimate used when creating the budget. Additional savings of \$165K were also realized as a result of reduced consumption by the City in electricity (4%), natural gas (3%), and water (9%).

Service Partners

12. The majority of the year-to-date positive variance for service partners is driven primarily by the County of Simcoe at \$257K. This variance is not operational and will be eliminated as requests for payment of grants are received and/or funded by corresponding reserves.

Development Charge Discounts

13. A negative variance of \$381K is due to development charge discounts given throughout the year. DC Discounts are periodically used as a mechanism to encourage development of a particular type, or in particular areas within the City. As the amount of development charge discounts provided often exceeds any budgeted amounts, any additional discounts are typically offset by related reserves and in-year operating results at year end. These variances will be eliminated at year end when the appropriate funding sources are determined.



SUMMARY OF OPERATING RESULTS – WATER

	Year-To-Date September 30, 2017				(\$)
	Budget (\$)	Actual (\$)	Variance (\$)	%	Forecasted Y/E Surplus (Deficit)
Salaries and Benefits	5,586,474	5,235,865	350,609	94%	270,535
Operating Expenses	5,000,703	3,735,273	1,265,429	75%	587,087
Corporate Overhead	5,164,445	4,956,149	208,297	96%	55,817
Debt Charges	6,209,688	6,209,688	-	100%	-
Revenues	(26,143,748)	(24,772,984)	(1,370,764)	95%	(478,177)
Transfer to Reserve	4,182,438	4,636,009	453,571	111%	435,262

14. The Water Operations Branch finished the third quarter with an operating surplus of \$454K. Expenditures for the quarter were 92% of budget and revenue was 95% of the target.
15. The positive operating expense variance is mainly due to SWTP membrane replacement program work, asphalt repair, and pump and well maintenance work that has been pushed back into Q4. This variance is expected to normalize by year end.
16. Corporate overhead recoveries are based on actual work and staff time in support of Water from various departments. This work is tracking slightly behind plan in the third quarter.
17. Water rate revenue is \$1.3M below plan. The reason for this variance is lower actual consumption throughout the first three quarters of the year due to a larger level of precipitation than expected resulting in decreased lawn watering. Water rates for 2017 were based conservatively on the average trend of the previous 24 months.

SUMMARY OF OPERATING RESULTS – WASTEWATER

	Year-To-Date September 30, 2017				(\$)
	Budget (\$)	Actual (\$)	Variance (\$)	%	Forecasted Y/E Surplus (Deficit)
Salaries and Benefits	3,130,239	3,150,946	(20,707)	101%	100,571
Operating Expenses	6,965,496	5,013,777	1,951,719	72%	70,658
Corporate Overhead	4,321,696	3,555,291	766,405	82%	160,079
Debt Charges	5,804,039	5,804,039	-	100%	-
Revenues	(30,662,060)	(28,963,827)	(1,698,233)	95%	(10,000)
Transfer to Reserve	10,440,590	11,439,774	999,184	110%	321,308



18. The Wastewater Branch finished the quarter with an operating surplus of \$1M. Expenditures completed the quarter at 87% and revenues at 95%.
19. The main driver of the positive operating expenditure variance is a result of work activities being delayed. Several large maintenance projects totaling over \$1M (clarifier collection systems repairs, tank clean-out, and liner inspection) were pushed back into Q4. This significantly reduced contracted service, small parts, and equipment costs. The variance is expected to normalize by year end as these projects are completed. Other positive variances include water/sewer and hydro costs which are trending lower due to innovative optimization between the WWOB and the Energy Management Branch such as the re-use of effluent water.
20. Corporate overhead recoveries are based on actual work and staff time in support of Wastewater from various departments. This work is tracking behind plan in the third quarter but is expected to catch up by year end.
21. Sewer rate revenue is \$1.6M behind plan. Sewer rate revenue is directly correlated with water consumption, which was behind plan for the third quarter due to the wet summer and reduced lawn watering.

SUMMARY OF OPERATING RESULTS – PARKING

	Year-To-Date September 30, 2017				(\$)
	Budget (\$)	Actual (\$)	Variance (\$)	%	Forecasted Y/E Surplus (Deficit)
Salaries and Benefits	283,490	279,542	3,947	99%	(1,200)
Operating Expenses	568,589	464,327	104,263	82%	10,143
Corporate Overhead	257,347	228,196	29,151	89%	8,870
Debt Charges	976,794	976,794	-	100%	-
Revenues	(1,360,765)	(1,615,696)	254,931	119%	222,500
Contribution from Reserve	(725,456)	(333,164)	392,292	46%	240,313

22. Parking Operations have an operating surplus of \$392K as of the end of Q3. Expenditures are at 94% of budget and revenue is at 119%.
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 third quarter.
24. Revenues were \$255K more than budget due to higher than planned Parking Meter & Special Event revenue.

CAPITAL PLAN STATUS AT SEPTEMBER 30, 2017

25. The Capital Plan presented in Appendix C is a high level summary of activity as at September 30, 2017. The total capital budget for 2017 is \$216.9M, including carryover from prior years and new projects. The projected year-end spending plan is \$87.8M due to the multi-year nature of many of the projects. The actual YTD spending at September 30 was \$62.9M, which is 64% of the YTD projected spending plan of \$98.8M. The capital projects that contribute to the key variances between planned and actual spending have been identified in Appendix D.



KEY DIVISION SERVICE DELIVERY INITIATIVES & KEY PERFORMANCE INDICATORS

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

ENVIRONMENTAL MATTERS

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

ALTERNATIVES

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

FINANCIAL

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

LINKAGE TO 2014-2018 STRATEGIC PLAN

30. 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 September 30, 2017

	Budget	Actual	Variance	Forecasted Y/E Surplus (Deficit)
Office of the Mayor and CAO	2,702,746	2,028,007	674,739	217,379
Council & Mayor's Office	687,488	634,920	52,568	11,638
Office of Chief Administrative Officer	508,559	443,787	64,772	22,060
Legal Services	1,298,396	784,828	513,568	146,003
Internal Audit	208,303	164,472	43,831	37,678
Community and Corporate Services	31,038,869	29,122,203	1,916,666	753,475
GM of Community and Corporate Services	264,764	169,688	95,076	127,944
Facilities	1,545,160	1,193,025	352,135	456,153
Barrie Fire and Emergency Services	18,937,847	18,859,610	78,237	(117,226)
Finance	2,683,544	2,581,086	102,458	41,562
Legislative and Court Services	1,958,160	1,487,839	470,321	82,253
Recreation	5,649,394	4,830,955	818,439	162,789
Infrastructure & Growth Management	28,183,299	24,014,469	4,168,830	(352,174)
GM of Infrastructure and Growth Management	270,829	229,842	40,987	8,588
Engineering	1,893,433	1,408,126	485,307	(83,281)
Planning & Building Services	599,626	151,160	448,466	423,051
Environmental Services	4,766,288	3,663,221	1,103,067	(304,843)
Roads Operations	10,540,197	9,563,405	976,792	(477,775)
Parks & Forestry Operations	4,499,487	3,624,346	875,141	12,195
Traffic	2,700,375	2,542,662	157,713	90153
Fleet	2,913,064	2,831,707	81,357	(20,262)
Invest Barrie	2,852,675	2,647,617	205,058	370,424
Invest Barrie – Administration	360,693	337,509	23,184	36,570
Business Development	606,272	499,116	107,156	424,844
Department of Creative Economy	1,885,710	1,810,992	74,718	(90,990)
Access Barrie	10,480,501	10,179,107	301,394	30,344
Access Barrie - Administration	313,954	241,356	72,598	119,045
Customer Service	573,913	654,204	(80,291)	(104,371)
Communications and Marketing	723,629	689,049	34,580	(2,550)



	Budget	Actual	Variance	Forecasted Y/E Surplus (Deficit)
Transit & Parking Strategy	8,869,005	8,594,498	274,507	18,220
Innovate Barrie	7,825,728	7,248,847	576,881	(55,093)
Innovate Barrie – Administration	260,895	278,069	(17,174)	(1,150)
Centre for Continuous Improvement	639,960	363,909	276,051	(115,646)
Human Resources	1,821,950	1,695,798	126,152	(106,283)
Information Technology	5,102,923	4,911,071	191,852	167,986
Other Expenses				
Financial Expenses & Other General Government	41,354,540	42,718,688	(1,364,148)	(390,775)
Total Net City Services	124,438,358	117,958,938	6,479,420	573,580
Service Partners and Grants	73,362,124	73,099,256	262,868	165,000
Total Net Expenditures	197,800,482	191,058,194	6,742,288	738,580
Net Taxation for own purposes	(218,853,346)	(218,536,845)	(316,501)	(301,459)
Payments in Lieu of Taxes	(1,600,125)	(1,541,962)	(58,163)	(9,649)
Interest Income	(2,924,192)	(2,673,202)	(250,990)	(302,065)
Corporate Overheads	(2,887,080)	(2,887,092)	12	(14,164)
Sundry Revenue	(211,250)	(348,264)	137,014	203,900
Total Revenue	(226,475,993)	(225,987,365)	(488,628)	(423,437)
Total Operating Variance	(28,675,511)	(34,929,171)	6,253,660	315,143



APPENDIX B

Detailed Tax Supported Operating Variance Explanations

Service/Driver: Environmental Operations – Curbside Collection and Bins				
Budget: \$1.9M	Actual: \$855K	Variance \$: \$1M	Variance %: 45%	Forecasted Year End Variance: (\$174,800)
<u>Reason for Variance</u> <p>The collection contract garbage and recycling tonnages were lower than estimated at the end of the third quarter.</p>				
<u>Impact Going Forward</u> <p>The Q4 holiday season is expected to offset the lower tonnages realized to date. In addition, yard waste tonnages are highest in the fall and will also contribute to increased contract expense in the final quarter. As a result this variance is expected to normalize by year end.</p>				
<u>Actions to Mitigate Future Anticipated Variances</u> <p>No further action required at this time.</p>				



Service/Driver: Roads Operations – Watercourse Detention Pond				
Budget: \$1.1M	Actual: \$157K	Variance \$: \$951K	Variance %: 14%	Forecasted Year End Variance: \$0
<u>Reason for Variance</u> Sediment removal from watercourse detention pond will take place in Q4. Work is expected to begin late November and will be completed before year end.				
<u>Impact Going Forward</u> This 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: Facilities Internal Charges (excludes Salaries, Utilities)				
Budget: \$2.76M	Actual: \$2.24M	Variance \$: \$524K	Variance %: 13%	Forecasted Year End Variance: (\$4K)
<p><u>Reason for Variance</u></p> <p>The favourable variance can be partially attributed to the timing of invoicing from contractors, and a better than expected first half of the 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.</p>				
<p><u>Impact Going Forward</u></p> <p>Staff anticipate that invoicing will balance out through the remainder of the year in contracted services. 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 year end.</p>				
<p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>With the recruitment process completed staff will be able to plan and execute the work, training, and consulting required for this year.</p>				



Service/Driver: Parks & Forestry Operations – Landscaping, Asphalt, Repairs & Maintenance				
Budget: \$1.05M	Actual: \$538K	Variance \$: \$507K	Variance %: 49%	Forecasted Year End Variance: \$53K
<u>Reason for Variance</u> The positive variance is due to seeding programs (bulbs, greenhouse seeds, and over-seeding program), surface repairs, north shore trail grading, and bollard installation projects being shifted to the fourth quarter.				
<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 fall.				
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.				



Service/Driver: Corporate Revenues – Province of Ontario Grant Revenue				
Budget: \$0K	Actual: (\$456K)	Variance \$: \$456K	Variance %: N/A	Forecasted Year End Variance: \$476K
<u>Reason for Variance</u> The variance is due to unexpected payments from the Province related to a 2016 decision to exempt retirement residences from property taxes.				
<u>Impact Going Forward</u> No additional payments are expected from the Province in subsequent years.				
<u>Actions to Mitigate Future Anticipated Variances</u> No budget in 2018.				



Service/Driver: Recreation – Contracted Services and Minor Capital				
Budget: \$1.47M	Actual: \$1.09M	Variance: \$380k	Variance: 26%	Forecasted Year End Variance: \$0
<u>Reason for Variance</u> Contracted Services: The positive variance is a result of light snowfall in the beginning of 2017. Minor Capital: The majority of minor capital budgets for 2017 are in the procurement process, with no significant variances anticipated for year-end.				
<u>Impact Going Forward</u> Staff anticipate regular winter conditions in the latter part of 2017 that will normalize spending on contracted services. Coupled with the planned expenditures on minor capital and subsequent repairs and maintenance in Q4, the variance is expected to be insignificant at year-end.				
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required at this time.				



Service/Driver: Recreation – Passes Revenue				
Budget: (\$1.02M)	Actual: (\$1.34M)	Variance: \$320k	Variance: 31%	Forecasted Year End Variance: \$190K
<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 budgeted 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>Revenue growth will continue to be used to offset annual cost pressures and minimize the impact to the tax base. In addition, multi-year trending will be used in the development of the 2018 business plan.</p>				



Service/Driver: Corporate Legal Services – Legal Expenses				
Budget: \$607K	Actual: \$305K	Variance: \$302K	Variance: 50%	Forecasted Year End Variance: \$0
<u>Reason for Variance</u> The favourable variance is mainly attributable to the following: <ul style="list-style-type: none">• Significant work performed in period but unbilled; and,• Litigation schedule readjusted (outside of our control).				
<u>Impact Going Forward</u> Civil litigation files involving the Allandale Train Station lands continue to be very active and unpredictable. It is anticipated that the budgeted dollars will be exhausted at year end.				
<u>Actions to Mitigate Future Anticipated Variances</u> None anticipated.				



Service/Driver: Corporate Revenues – Property Tax Capping Adjustments (Commercial)				
Budget: \$0K	Actual: (\$156K)	Variance \$: \$156K	Variance %: N/A	Forecasted Year End Variance: \$200K
<u>Reason for Variance</u> Variance is due to ARB decisions/settlements related to prior years.				
<u>Impact Going Forward</u> Property tax capping is being gradually phased out. Costs related to ARB decisions/settlements that affect prior years will continue to be processed, but will decline in number and value over the next 3-4 years. The forecasted year-end variance will impact positively on the year-end result.				
<u>Actions to Mitigate Future Anticipated Variances</u> No further action required.				



Service/Driver: Corporate Revenues – ARB Decisions				
Budget: \$375K	Actual: \$867K	Variance \$: (\$492K)	Variance %: (131%)	Forecasted Year End Variance: (\$400K)
<u>Reason for Variance</u> The timing of 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; and, Calloway Real Estate (several properties) - \$241K.				
<u>Impact Going Forward</u> There are several additional province wide centralized appeals that are ongoing but are not expected to be settled in 2017. Some of these appeals may be rescheduled from the old stream to the new stream, as the ARB implements its new Rules of Practice and Procedure that came into force as of April 1, 2017. The ARB will start sending out notices for the larger, more comprehensive “General Proceeding” appeals in late 2017, with commencement dates starting in early 2018.				
<u>Actions to Mitigate Future Anticipated Variances</u> 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: Corporate Insurance				
Budget:	Actual:	Variance \$:	Variance %:	Forecasted Year End Variance:
\$1.76M	\$2.25M	(\$490K)	(28%)	\$199K
<u>Reason for Variance</u>				
Frank Cowan Company Limited 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>				
The 4 th quarter budget will offset the current deficit which resulted from the change to the billing cycle timing. A small surplus is forecast by year end.				
<u>Actions to Mitigate Future Anticipated Variances</u>				
No action required at this time.				



Service/Driver: Corporate Revenues – Interest and Penalties on Taxes in Arrears				
Budget: (\$1.91M)	Actual: (\$1.65M)	Variance \$: (\$254K)	Variance %: 13%	Forecasted Year End Variance: (\$300K)
<u>Reason for Variance</u> Interest and Penalties on Taxes in Arrears are lower than planned due to a decline in tax arrears. This is directly related to improving economic conditions, including significantly higher employment levels in 2017 compared to 2016.				
<u>Impact Going Forward</u> If this trend continues for the balance of the year, interest and penalty revenues will be below the \$2.54M annual budget.				
<u>Actions to Mitigate Future Anticipated Variances</u> Based on current and forecasted economic and political conditions, the 2018-2021 budget and forecasts will be reviewed and adjusted as required.				



APPENDIX C

Capital Plan Progress Update by Division as at September 30, 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 YTD Spending	Variance to 2017 YTD Projected	% of 2017 YTD Projected Spending Plan Achieved	% of 2017 Total Budget	Planned Spending (Deferred)
Community and Corporate Services	1,163,912	6,659,850	1,250,000	9,073,762	3,324,354	2,130,437	1,193,917	64%	23%	(6,840,137)
Infrastructure & Growth Management	89,734,665	82,210,535	15,242,898	187,188,098	85,366,336	54,844,874	30,521,462	64%	29%	(111,266,455)
Innovate Barrie	6,427,597	5,420,990	600,000	12,448,587	6,137,004	2,636,887	3,500,117	43%	21%	(6,097,842)
Access Barrie	4,916,197	1,175,000	2,100,000	8,191,197	3,949,572	3,298,874	650,698	84%	40%	(4,909,116)
Total	102,242,371	95,466,375	19,192,898	216,901,644	98,777,266	62,911,072	35,866,194	64%	29%	(129,113,550)

APPENDIX D

Capital Plan Status Variances at September 30, 2017

Hotchkiss Creek – Essa Road – Anne to Gowan:

2017 Total Budget with transfers	\$9.4M
Projected Spending Plan to end Q3	\$7.2M
Actual Spending to end Q3	\$1.7M
Variance to Projected to end Q3	\$5.5M

The project tender was advanced to meet the requirements of the Clean Water Wastewater Fund Grant Program. The forecasts are completed early in the year before the contract is awarded. The tender was not awarded until late Q2 with the contractor commencing work in the beginning of July. The contractor has done approximately \$1.7 million in work by the end of September however the payment process is in Q4. The project is to be substantially complete by end of November and 95% of the contract value anticipated to be utilized by end of 2017.

Morrow Road – Patterson to Ardagh:

2017 Total Budget with transfers	\$3.7M
Projected Spending Plan to end Q3	\$1.6M
Actual Spending to end Q3	\$0.1M
Variance to Projected to end Q3	\$1.5M

This contract was cancelled as the contractor was not meeting timelines for the project. The project is being retendered to have a new contractor complete the work in 2018.

Advanced Nutrient Removal at WwTF – Ultimate Solution:

2017 Total Budget with transfers	\$3.9M
Projected Spending Plan to end Q3	\$1.4M
Actual Spending to end Q3	\$0.6M
Variance to Projected to end Q3	\$0.8M

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. 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	\$1.7M
Projected Spending Plan to end Q3	\$1.6M
Actual Spending to end Q3	\$0.1M
Variance to Projected to end Q3	\$1.5M

The schedule for this project was a few weeks behind which meant that the majority of the anticipated spending is occurring in Q4. The tender values were slightly lower than anticipated in forecast and 82% of contract value will be utilized (top lift asphalt and sidewalk work to be completed in 2018)



Design for Harvie Road Crossing:

2017 Total Budget with transfers	\$7.1M
Projected Spending Plan to end Q3	\$6.2M
Actual Spending to end Q3	\$1.6M
Variance to Projected to end Q3	\$4.6M

The property acquisitions have not progressed as quickly as anticipated. 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 Q3	\$0.8M
Actual Spending to end Q3	\$0.2M
Variance to Projected to end Q3	\$0.6M

Consultant invoicing was lower than forecast leading up to tendering of the pump station. Construction of pump station will be awarded and construction start will be prior to end of 2017 which is slightly behind anticipated schedule. Design of the forcemain component of the project was delayed and will be under a separate contract.

Landfill Reengineering:

2017 Total Budget with transfers	\$3.7M
Projected Spending Plan to end Q3	\$3.1M
Actual Spending to end Q3	\$1.4K
Variance to Projected to end Q3	\$1.7M

The Project has proceeded on time and on budget. The Landfill Reclamation component of the project has been completed with the remaining tasks representing the work associated with the remainder of the facility upgrades, much of which are to re-establish efficient and safe public access and transfer of waste, efficient site operations, site security as well as requirements under the Environmental Compliance Approval (ECA). The Project Plan identifies that the remainder of the funds will be spent by year end 2017. The \$1.7 M variance is due to invoices that were not processed until the middle of Q4.

County of Simcoe Capital Program - Paramedic Services:

2017 Total Budget with transfers	\$2.3M
Projected Spending Plan to end Q3	\$1.6M
Actual Spending to end Q3	\$0.8M
Variance to Projected to end Q3	\$0.8M

The City receives billings for this project on a monthly basis from our Service Partners. The current variance is a reflection of the status of the billings received at this time.



ERP System:

2017 Total Budget with transfers	\$2.0M
Projected Spending Plan to end Q3	\$1.1M
Actual Spending to end Q3	\$0.3M
Variance to Projected to end Q3	\$0.8M

Due to project delays, the project has not spent the full amount that was previously forecasted.

APPENDIX E

Key Division Service Delivery Initiatives (KDSDI's) at September 30, 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 5th “Leading Together” Management Leadership Forum is scheduled for November 29th with a focus on manager as coach.
- Work continues on the Staff Strategic Plan action items in 2017 as planned. Action items of significance that have been implemented are as follows:
 - The recommendation to create a Rewards and Recognition program was approved by SLT mid-June. A team has been assembled and is currently in the process of designing the first phase of the program with an anticipated launch in November 2017
 - To date, those noted below have attended the mental health training program, *The Working Mind*
 - 7 full day management program sessions and 103 people leaders attended
 - 9 half-day employee sessions during which 148 staff attended (four of these sessions were held at the Ops Centre for RPF)
 - 3 more employee sessions planned between now and the end of the year. Sessions will continue throughout 2018
- Service Barrie has successfully completed Phase 2 of the launch of this new service model. Phase 2 included services for Engineering, Building and Planning. Phase 3 service transitions is underway and is contemplated for implementation Q4 2017/Q1 2018.
- Innovation: 9 City of Barrie staff attended the 3rd annual Municipal Innovators Community (MiC) conference in Guelph in September, 2017. This year’s conference focused on leading in digital and innovative environments, civic innovation labs and the power of storytelling.

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

- City Staff continue to work with BMA Consulting services to update the City’s long-term financial plan, which includes assessing the City’s current financial condition, looking forward at long term plans, and making recommendations to strengthen the City’s Financial Policy framework. Final report and presentation was provided at the November 22, Finance and Corporate Services Committee.
- The City’s recently created Treasury group continues to set up internal infrastructure to facilitate an active investment program, this included hiring an investment analyst in early November. The Treasury group has engaged various financial institutions and Infrastructure Ontario to explore debt financing options for capital projects.

- City staff completed engagement with the local business community seeking feedback on new options available to municipalities on the vacancy rebate program. Staff will be reporting to Council with recommendations as part of the 2018 Business Plan deliberation process in January.
- The City's new budgeting system Questica is being utilized in the development of the City's 2018 Business Plan and Budget. Efficiencies from the system have allowed for a more robust financial review of the proposed 2018 capital plan that will be considered by Council in January. Additional efficiencies in the budgeting process will be achieved once Questica is fully integrated with the City's accounting software, which will occur after the implementation of SAP.
- City Staff continue to work with the City's internal auditor, including reviewing and implementing recommendations from previous and upcoming audit reports. Such recommendations strengthen financial management through stronger internal controls and also identifies operating efficiencies.

Develop an Internal Audit Program

- Internal Audit continued to execute its approved audit work plan identifying enhancements to existing internal controls and providing recommendations for improved operating efficiency and effectiveness. Working with Human Resources, an updated staff Code of Conduct was launched and a new whistleblower program was implemented.

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 Secondary Plans are being implemented as planned with zoning in Phase One scheduled to be approved by year end. Critical infrastructure is coordinated via the Infrastructure Implementation Plan (IIP).
- Two trunk watermain installations (Sandringham Drive and Ashford/Madeline Drive) are nearing completion. The Hewitt Trunk Sewer is substantially complete. Transportation Class EA's for Salem and Hewitt were filed in September – design assignments underway. The growth monitoring framework remains under development.
- APLI (permit processing software) for building permits operational – citizen portal under development. Planning applications and other applications will continue to evolve over the next 18 to 24 months. The Growth 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

- System development for the financial reporting and financial portions of the system are complete, and testing is well underway. The new vendor for the human resources portions of the system should be on board in November.
- The System is slated to go live in 2018.

Continue development of community relationships

- City Council supported funding for an Advanced Technology, Innovation and Research Centre at Georgian College. Georgian submitted an application for federal funding in June 2016. The college was advised their funding application was successful and the construction of the new centre is underway.
- 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.

Community & Corporate Services

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 175 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.
- Initiation of a Smoke and CO alarm inspection program 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 expansion of technical rescue, training facility, automatic aid, and County CBRN agreements 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.

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 commence in fall of 2017, with construction expected to start in winter of 2018. Construction 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

- Strategic Planning is successfully underway.
 - Salem and Hewitt's Secondary Plan Lands Facilities
 - Individual Conceptualization Studies for the Salem and Hewitt's facilities are underway and expected to be completed in Fall of 2017:
 - a. Hewitt's / Salem Recreation + Library facilities
 - b. Salem South Operations Satellite Yard
 - c. Fire Stations 5 & 6
 - Hewitt's / Salem Recreation + Library facilities studies were presented in a report to Council in late 2017. Information presented included an evaluation summary of recommended sites along with a land acquisition strategy, the recommended program for each facility to allow for response to support growth and future needs, and capital / operating budgets with recommended phasing / implementation strategies.

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 underway, and more detailed information has been provided to support the development of a sustainable asset management plan.
- Ongoing assessments will continue, to build a comprehensive asset management and capital planning database across each facility portfolio (to be used within Archibus and Questica).

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

- Energy Management is continuing to implement Energy audits and Re-commissioning studies of facilities to develop a long term capital plan and also identify operational strategies to reduce energy costs. Energy Management staff continue to work with staff in all Branches to increase knowledge and optimize operations in regards to energy use for all city Facilities.

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 recent enhancements:
 - 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 cancelations and refunds;
 - Utilizing the system to send automated e-mail alerts to customers for expiring memberships;
 - Creating the ability to share registered program enrolment on Facebook/Twitter with friends and family;
 - Utilizing the system to e-mail cancelations due to inclement weather;
 - Providing flexible membership payment plans;
 - Eliminating paper registration forms; and,
 - 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.

- 75 staff in Recreation Services have been trained and certified in the Principles of Healthy Child Development to-date, with 8 staff achieving the Quest 2 certification. The City of Barrie is on schedule to have all 62 aquatics and 60 program evaluations complete by the end of 2017.

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 is concluding in the 4th quarter. BMA Consulting presented the results to the Finance & Corporate Services Committee in November. 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.

Assist with implementation of APLI system modules related to enforcement allowing for electronic submissions for permits, inspection requests and complaints.

- The implementation of Phase One of the APLI system has resulted in some efficiencies whereby the inspection reports and photographs can be taken and uploaded into the complaint file immediately, reducing the administrative time previously required. This has assisted with enforcement staff being able to remain out on inspection while responding to complaints. Staff anticipate that as further enhancements are made to the system, it will help to further create efficiencies.

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 will be implemented in late 2017/early 2018. The program has been proven to reduce costs of witnesses, including officers from having to attend court, and 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 first quarterly memorandum was provided on November 13th, 2017 related to the pilot.

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.

Invest Barrie

Celebrate Canada's 150th with a series of unique celebrations, arts installations, etc.

Community Engagement

- Planning committee expanded to include Barrie Film Festival, Downtown BIA, Tourism Barrie and Georgian College; co-promotional opportunities identified
- Save the Date image created and distributed for Illuminate Barrie over Labour Day Weekend
- Finalized collaboration between three local breweries to produce a special Canada 150 brew for Illuminate Barrie to be hosted in the Wine and Beer Garden – agreement to co-market and sell resulting brew amongst the three breweries
- 69 local small businesses and innovators engaged in Innovation Alley vendor market

Partnerships

- Partnership agreement signed with Fireside, to hosts talks on innovation and entrepreneurship as part of Illuminate Barrie, and as a precursor event to their annual retreat, the week following Labour Day
- Partnership established with Augmented Marketing to develop a virtual reality and wayfinding app for use at Illuminate Canada
- Announced confirmed engagement with Snowbirds for a special Air Show in June, as part of Canada 150 Celebrations
- In-Kind partnerships established with two local radio stations for cross-promotion of various events

Grant Funding and Sponsorships

- Secured \$50,000 grant funding from Government of Canada for Canada 150 Celebrations
- Secured \$50,000 grant funding from the Province of Ontario for Canada 150 Celebrations
- 37 Sponsors engaged, resulting in \$113,000 in cash and in-kind sponsorship (not including grant funding)

Juried Temporary Public Art Exhibits

- Public Art Committee completed a call for submissions for the temporary public art exhibits as part of Canada 150, to include walking tours and sponsorship support
- 105 days of placemaking through public art in downtown Barrie

SnowBirds Air Show

- Attendance numbers and media penetration – data still being collated; estimates from City staff are 50,000+ attendees.
- Anecdotal feedback is that the community attendance was the largest ever, with capacity crowds at all park locations around Kempenfelt Bay

Impact/Results

- 115,000 unique Facebook views; 25% increase in Festivals and Events landing page due to Canada 150 programming and marketing
- 89% ranked their experience at a Canada 150 Barrie event as a 7/10 or higher
- Fireworks were rated as the most favorite part of Illuminate Barrie Festival (56%)
- 60% of vendors indicated they had higher than expected sales during Illuminate Barrie
- 63% of survey respondents (277 total) traveled further than 40 km away to attend Illuminate

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

Parking Lot Disposition

- The first parcel to be dispositioned at Owen and McDonald Streets continues through its diligence periods for environmental conditions, with the Buyer completing investigations on the site. This due-diligence condition is expected to be complete in November and the Buyer is also working on its development applications.
- Per council direction, staff are working with the property owner of 85 Bayfield Street to acquire land for traffic circle and accesses incorporating the City's property at 10-14 Collier Street parking lot.
- For the parking lot located at 1-15 Bayfield, Invest Barrie continues to work Planning Services and the Downtown Development Committee to finalize the vision and planning principles to identify the specific re-zoning language.
- The remaining surplus lots on Maple Street are currently being assessed for marketability and potential to support affordable housing.
- Given that there are several developments that have occurred or are planned for downtown, both public and private (market/sandbox, Meridian Square, Georgian College downtown campus, residential condo applications, etc.), and the associated increased utilization in parking, revisiting the City's strategic parking lot holdings in context with new development may yield a new perspective and strategy to greater leverage the City's assets. Staff are working to develop a scope of work to complete the study.

Downtown Creative Industries and Entrepreneurship

- In partnership with business leaders, Invest Barrie and its partners succeeded in developing and gaining Council approval for a Sandbox business plan that included operating, governance and financial models. Invest Barrie also presented a comprehensive business plan to Council, for the revitalization of Fisher Auditorium into a new theatre and conference space in the downtown. This facility, if approved, would create an opportunity for a cultural district to emerge around the fisher auditorium. Invest Barrie has also collaborated with the Facilities Department on the connectivity and cross-programming between the proposed permanent market and the sandbox.
- The entrepreneurship team been in discussions with a downtown building owner regarding the establishment of a technology hub in the downtown.
- The Creative Economy Department been in discussions with Georgian College's school of Design and Digital Arts regarding the connectivity between the downtown campus and the sandbox, as well as the establishment of a potential creative-tech hub/incubator in the downtown.
- Invest Barrie is working with the BIA to establish a governance framework (and organization) that will enable comprehensive programming at occur at Meridian Square. This can be a key component of the City's music strategy.

Downtown Creative Hub Activities

- Invest Barrie has launched several non-festival cultural activities in the downtown that bring business and creative minds together, and also aim to bring more visitors and residents to the downtown. These include:
 - A series of events called "Creative Economy Night Out", which brings business leaders and creative leaders together in the downtown.
 - A new conference in 2017 called "Manufacturing Innovation Summit", held at the Mady Theatre. This conference is aimed at attracting manufacturing businesses from Barrie and the GTA. This conference will be expanded in future years, but a new location will need to be identified since the Mady will likely be too small.
 - Other new creative industry events, such as "Game On" and "Staying In Tune" were also held at the Mady Theatre and were very successful. More than 200 people came out to the Mady Theare to participate in Game On, a video-game themed event.
 - Invest Barrie partnered with the Barrie District Association of Realtors to host a housing hackathon at City Hall.

Launch a concierge program as part of an overall effort to reduce barriers to investment and promote a pro-business approach.

- One of five resulting action items from the Ideas in Motion Action Plan – a plan for moving Barrie's economy forward - was specific to creating an environment more conducive to doing business called "Open for Business". More specifically, "Open for Business" was to address the following: How do we remove roadblocks so that new and existing businesses can thrive? How do we improve customer service and reduce red tape in City Hall? What do we do to make things easier for businesses to thrive in Barrie? Driven by this action plan, and in support of Council's Strategic Priority of "Building a Vibrant Business Community", the Business Concierge Program has been developed to help foster a pro-business culture at the City of Barrie.
- A cross-functional team of representatives from Invest Barrie, Building and Planning Services, and Engineering was created to help build the program framework with the ultimate goal of fostering a pro-business culture throughout the organization. Staff training will help encourage solutions driven attitudes and reinforce with staff that they play important roles in helping developments fit within our regulatory framework or in helping businesses resolve issues. Their role is not just to provide a "yes" or "no" answer; it is about looking for alternative options and asking themselves "How could we make this work?"
- In addition to encouraging a pro-business attitude, Invest Barrie will provide one-on-one facilitation and project management to projects/issues that are more complex in nature, or fit into a strategic sector or location. This will help ensure that more time consuming projects/issues are provided the extra assistance they require to move forward. This will in turn allow staff in other departments to devote more time to other applications and help ensure that all project/issues regardless of complexity, etc. are given adequate attention.
- The Concierge Program was included in the "Business Burden Reduction Pilot Project" initiated through Association of Municipalities of Ontario (AMO) and the Ministry of Economic Development and Growth (MEDG) as one of five municipalities undertaking projects to help improve the way they work with businesses. Mayor Lehman and Invest Barrie Executive Director, Zvi Lifshiz were asked to deliver a session presentation at the AMO conference in August addressing Barrie's pilot project, stimulating interest from Provincial bodies in looking at the APLI program as a way to support the City's efforts with streamlining approvals.
- Invest Barrie has been facilitating development projects and business issues through the Concierge Program and the Investment Readiness Team has initiated their regular meeting schedule to identify key projects. Invest Barrie has met with Access Barrie to look at Customer Service elements that can be incorporated into the Concierge Program. Staff training is to be initiated in Q4.

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.

- Service Barrie has successfully completed Phase 2 of the launch of this new service model. Phase 2 included services for Engineering, Building and Planning. Confirmation of Phase 3 service transitions is underway and is contemplated for implementation Q4 2017/Q1 2018.
- Customer Service interaction tracking is being measured manually through a sharepoint interactive logging form. Introduction of a CRM (RFP to close Dec 1, 2017) with anticipated deployment in 2018 will increase the availability and relevance of metrics.
- A Quality Assurance plan to measure and track customer satisfaction is in development and is expected to begin piloting in Q4 2017.

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

- Developed & executed marketing campaigns for Culture Days, Rythmfest, Hot Summer Nights, Barrie-Simcoe Emergency Services Campus location announcement, Community Job Fair, Xcelerate Summit, 55+ Centre brand refresh (to align with new corporate brand), Fall/Winter Rec Guide, Multiple Barrie Theatre shows, Canadian Manufacturing & Technology Show (booth design), Georgian College UPass, Building Process Improvements, Municipal Naming events (H. John Murphy – Water Reservoir and Osmond Rowe – Pedestrian Bridge), multiple construction projects (Essa Rd. Centennial Park, Mapleview Drive).
- Developed and executed the marketing plan for Illuminate Barrie events to celebrate Canada's 150th including posters, online advertising, rack cards and the pilot street banner program.

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.

- Issued to date 75 media releases promoting a variety of City events, initiatives and programs.
- Ongoing proactive communications through corporate channels including *This Week in Barrie*, weekly radio ads on Rock 95 & KOOL FM, social media, digital screens etc.
- Provided internal communications support for projects including United Way, A-Team (internal energy conservation campaign), APLI, Code of Conduct, human resources and Service Barrie.
- Continued to work with Departments to promote corporate news on InSite through web banners, newsfeed, content updates etc.

Continue to seek new opportunities for the public to access self-serve applications

- 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 is anticipated to launch in February 2018 and will allow residents to apply for deck, pool, plumbing, demolition, water & Sanitary, and interior renovation (excluding Second Suite) permits online
 - APLI 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.

Lead efforts to develop a new corporate brand and subsequent implementation

- Communications and marketing rolled out new templates for staff use, including: meeting agendas and minutes; stationary; email signatures; media relations materials; PowerPoint and online platforms including Facebook, Twitter, Instagram, eNews etc. Currently finalizing template for new corporate business cards.
- Invitation for RFQ issued and proposals received for updating the Highway 400 gateway signage to the new brand, including taglines. Fabrication expected for Q4 2017 and installation scheduled for early 2018.
- Phased Implementation of the brand through all our channels continues, including expanding the visual standards guidelines, creating new sign standards for the corporation, the Fall/Winter Recreation Guide and as part of the work done by Engineering the Bayfield water tower now includes the new brand.
- Internal online promotional store (ie. shirts, pens, mugs, and other items) RFP has been issued, and submissions are planned to be received and reviewed in Q4 2017.

Lead and facilitate intergovernmental relations with municipal, provincial and federal partners

- Access Barrie took a leading role on the coordination and planning of a visit from the Prime Minister.
- Created talking point presentations for AMO delegate meetings with various Provincial government representatives and staff.

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

- Customer Service expectations are being redefined through the transition of services from Engineering, Planning & Building departments. Several services have had processes redesigned to meet customer expectations.
- Customer Service training opportunities are being planned for Q4 as part of a corporate wide initiative.

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 120 pages of dedicated service information which documents information, procedures and process maps for a variety of services. Refinements and additions are done on a regular basis through normal business operations. Large development is aligned with the intake of new departments and services.

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

- City staff have met with Metrolinx regarding the development of a multi-modal transit hub and plan to present a capital intake form to Council as part of the 2018 Business Plan with recommendations for the study to commence in 2018.

Continue to establish policies, practices and procedures to ensure transit is 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. City of Barrie transit staff have been working in partnership with the County of Simcoe staff to improve connectivity within the county.

- 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 are also working on the renewal agreement with Essa Township which is set to expire on Dec 31, 2017 and plan to bring an update to Council in the fall of 2017.

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 2.5% 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, to provide identifiable areas for continuous improvement and creating a baseline to compare with future experiences (428 respondents, results being analyzed).

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 in draft format. New vendor selection underway for Project Server implementation. Roll out planned for Q1 2018.

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

- Phase 1 of APLI has gone live for building permit application solution. Targeting Citizen Portal Pilot for Q1 2018.

Upgrade and enhance work order and facilities management solutions.

- Upgraded Cityworks to newest version, which includes mobility functionality, which will be rolled out for specific processes and teams in early 2018.
- Upgrade planned for Archibus, to move from current highly-customized version 21 to un-customized "vanilla" version 23.

Complete the ERP Project and ensure process optimization.

- The first and second rounds of end to end testing is completed for the finance and materials management portion of the system. Conversion of data into the user acceptance testing portion of the environment, and user acceptance testing is the next step for this portion of the project.
- New vendor for HR to start in November 2017.
- Business intelligence system is currently in its first end to end test.
- Hundreds of documents for configuration, new process mapping, work instructions, training, etc. have been completed.
- System integrations to many systems (reducing data entry) have been completed (13 integration points).
- New project schedule underway.

Implement 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 recommendation to create a Rewards and Recognition program was approved by SLT mid-June. A team has been assembled and is currently in the process of designing the first phase of the program with an anticipated launch in November;
 - The Corporate Training Calendar will be published in August with training/workshops running throughout September to December;
 - To date, 109 people leaders have attended the mental health training program, The Working Mind. Additional manager sessions, as well as employee sessions are scheduled for the fall;
 - Strategic workforce planning continues, including the launch of an Organizational Design roster; 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.
 - RFP issued for new STD adjudication services.
- 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 to follow in Q4.

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.

- GIS Backend upgrades, completed earlier this year, and the team built the foundation for the new GIS portal to be launched November 15th. The new portal is part of the 'Open GIS' initiative, which aims to provide easier access to more of the City's GIS data.

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

- Began the planning stage to migrate barrie.ca to a multi-data centre architecture to ensure this critical communication tool is always available.

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

- Team is working collaboratively with contractors, citizens and City staff to automate land and growth initiatives, reducing paper and improving the City's response times.

Infrastructure and Growth Management

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

- The Salem and Hewitt Secondary Plans are being implemented as planned. Public meetings have been held for all active Phase 1 projects in the Hewitt's Secondary Plan and 30% of public meetings have been held for active Phase 1 projects in Salem Secondary Plan. The first set of draft plan conditions will be issued by the end of the year in Hewitt's.

Continue with the preparation of a new Official Plan

- The Official Plan update has been placed on hold pending an approach refresh. An Expression of Interest has been prepared and is anticipated to be released before Christmas. An update, along with a population and employment update.

Finalize the development of a climate change strategy and develop an implementation plan

- Development of the Climate Change Strategy is progressing on schedule. The implementation plan including an annual reporting framework will be complete by March 30, 2018.

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. It is expected that the McKay ESR will be filed in January 2018.

Continued Implementation of the Sustainable Waste Management Strategy

- 2017 represented the first full year the landfill operated without the 100 kg subsidy
- Drywall recycling was approved in the 2017 Budget and implemented effective October 2017
- A Public Space Bin Rationalization Study was procured and undertaken in 2017 and results will be available in early 2018
- Inaccessible public space recycling bins were removed from service on the waterfront during the fall of 2016 and returned in the spring of 2017, resulting in lower recycling contaminated levels.
- In January 2017 commencement of a municipally provided Front End Bin Garbage Collection Program and an Organics Collection Program began as per Council Resolution 15-G-223. The Program is comprised of three phases spanning approximately three years; Phase 1 (2017), Phase 2 (2018) and Phase 3 (2019).
- Phase one included the transition of 77 buildings (5064 units) on to both the Front End Bin Garbage Collection and Organics Collection Program. This represents approximately 41% of the total multi-residential properties eligible for these programs.
- Throughout January to October 2017, a total of 102 tonnes of organic material was collected from buildings participating in the Multi-Residential Organics Program.

APPENDIX F

Key Performance Indicators (KPI's)

	Annual Target	Q3 YTD Actual
Community and Corporate Services		
Fire		
Emergency Response Call Volumes – Barrie only	8,700	6,352
Public Education Community Touch Points	12,500	10,000
Less than a 6 minute road response - 90% of the time	92%	90%
Total fire code inspections – All	1,700	1,863
Energy Management		
Facility Energy Consumption per square foot (ekWh/ft ²)	32.37	30.17
Wastewater Energy Consumption per megalitre (ekWh/mL)	391	387.9
Water Energy Consumption per megalitre (ekWh/mL)	1160	1080.1
Finance		
Audited Financial Statement Completion Date ¹	Jun/17	May 24/17
Quarterly Reports	3	2
Capital Status Reports	2	1
Percentage of Tax, Water and Wastewater bills paid electronically	91%	91%
Tax Arrears as a Percentage of Current Year Levy ²	6.5%	5.7%
Percentage of Invoices Paid in 30 days	65%	67%
Water Wastewater Arrears as a percent of last 12 months of billing ³	3%	2.3%
Days to Complete a Procurement Process ⁴	75	102
Average Number of Bids Received per Bid Process	5	5
Return on Investments (Target is the average bank rate plus 1.0%)	2.0%	1.91%
Legislative and Court Services		
Number of Customers Served at Services Counter (Barrie Court Services)	40,000	24,728
Average Customer Processing Time (Minutes / Defendant) ⁵	3:50	4:05
Number of Meetings Supported ⁶	130	87
Percentage of Minutes Published within 4 Days after the Meeting ⁷	100%	95%
Number of Trial Requests Processed (Barrie) ⁸	19,150	12,805
Average Time to Trial - Part I Charges (Months)	6	6
Percent of Business Licenses Renewed by Due Date ⁹	85%	77.99%
Volume of By-Law Administration Files ¹⁰	9,300	3,362
Volume of By-Law Enforcement Files ¹¹	52,000	48,824
Number of Marriage Licenses Issued ¹²	700	749
Number of Deaths Registered ¹³	850	743
Number of Formal MFIPPA Requests Received ¹⁴	44	57
Percentage of MFIPPA Requests Responded to within Legislative Framework ¹⁵	95%	100%



	Annual Target	Q3 YTD Actual
Percentage of Cost Recovery From Fees and Fines (Enforcement Services)	68%	83.87%
Recreation		
Recreation Services Operating Cost Recovery Rate ¹⁶	55.0%	58.5%
Office of the CAO		
Internal Audit		
Number of projects completed from approved plan	8	6
Legal Services		
Percentage of Insurance Claims/Incidents Handled In-House	80	97
Ratio of Closed to Open Files	.95:1	1:1
Property Transactions Completed (acquisition, disposition, expropriation, easement, lease, and encroachment) ¹⁷	21	18
Percentage of Properties Acquired by Negotiation vs. Expropriation	60	100
External legal costs inclusive of consultants ¹⁸	910,000	302,000
Percentage of prosecutorial success ¹⁹	65	64
Percentage of trial requests resolved by XRP (Barrie Court Service Area)	2.5	8.5
Infrastructure and Growth Management		
Engineering		
Capital Expenditures as a percentage of forecasted expenditures	100%	68%
Environmental Services		
Number of Customer Complaints – Curbside Collections/1,000 serviced units	10	8.81
Monthly Average Total Phosphorus Effluent Concentration mg/L (Wastewater)	0.10	0.02
Number of Customer Complaints per 1,000 Customers (Water)	1.8	0.27
Planning and Building Services		
Number of Open Houses/Ward Meetings Held for Policy Planning Projects	7	5
Number of Ward Meetings held for Development Applications	13	12
Number of Land Owners and/or Residents in attendance at Ward Meetings	650	373
Number of Second Suite Zoning Certificates Issued by the Planning Services Department	150	81
Percentage of Building Permit Applications Reviewed within Legislated Timeframes	92%	84%
Invest Barrie		
Business Development		
Number of Business Leaders that are actively engaged in projects/initiatives that support the Invest Barrie strategy.	54	75
Number of Businesses Utilizing the Concierge Program Service ²⁰	15	15
Creative Economy		



	Annual Target	Q3 YTD Actual
Number of attendees at corporate events (not including Kempenfest)	130,000	170,000
Number of events in the downtown for creative industries	12	17
Days of use - Mady	200	127
Days of use - Georgian	135	157
Access Barrie		
Customer Service		
Number of PingStreet "Report a Problem" Submitted	900	782
Number of emails received in Service Barrie	20,000	17,939
Communications		
Number of Communication Strategies Written and Implemented	52	39
Marketing		
Percentage Increase in the Number of Visitors to Barrie.ca ²¹	12%	-4.38%
Total Number of Impressions of Twitter and Facebook	10M	4.5M
Transit		
Revenue to cost ratio	32.1%	32.9%
Passenger trips per in-service vehicle hour	15.79	15.73
Percentage of bus stops that are accessible	47.8%	45.6%
Innovate Barrie		
Human Resources		
Corporate Training Dollars Spent per Permanent Employee ²²	\$50.00	\$7.45
Departmental Training Budget Spent ²³	100%	61.0%
Turnover (Voluntary) ²⁴	5.0%	3.2%
Turnover in First 2 Years of Employment	0.0%	0.33%
Internal Promotions Rate ²⁵	7.5%	5.7%
Grievance Rate – CUPE	2.0%	2.1%
Grievance Rate – BPPFA	2.0%	0.6%
Number of Lost Time Incidents ²⁶	5	15
Total Cost of Lost Time Incidents ²⁷	\$20,000	\$274,167
Average Number of Absences per Employee (days) ²⁸	6	7.80
Quarterly % EFAP Usage ²⁹	15.0%	21.48%
Information Technology		
Annual Number of Visits to the City of Barrie Website	3.0M	2.32M
Number of City of Barrie eServices ³⁰	12	10
City of Barrie Website Availability (Includes Planned Outages) ³¹	99.9%	99.02%
Centre for Continuous Improvement		
Creation of a New Corporate Governance Model for Transformational Projects ³²	100%	90%



	Annual Target	Q3 YTD Actual
Creation of Templates for Projects Available for Corporate Use ³³	50%	90%
Improve Project Forecasting: Year 1 – Tracking of All Projects for Planned Start/Finish/Spend Against Actual Start/Finish/Spend ³⁴	60%	20%
Improved Governance Process (Methodology Compliance for Artifacts – Required vs. Actual) ³⁵	60%	20%
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.) ³⁶	50%	0%
Corporate Projects Have Proper Status Reporting into EMT on a Monthly Basis ³⁷	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) ³⁸	50%	50%

- 1 In addition to completing the financial statements before the targeted deadline, the 2016 Financial Information Return (FIR) was also completed on time this year.
- 2 Tax arrears closely mimic employment trends. The City's unemployment rate has been trending downwards in 2017 and is currently at its lowest level in ten years. This has contributed to a reduction in tax arrears.
- 3 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. The annual target has been revised using a method that is consistent with the tax arrears calculation.
- 4 The number of days to complete procurement processes was negatively impacted by numerous staff storages.
- 5 In 2017, Court Services has experienced more repeat persons with multiple extensions of time to pay fines, a lack of judicial resources and visiting justices from other areas who deny applications more often, which resulted in increased customer contacts and time to process.
- 6 Only a few meetings of Committees occurred in July and August.
- 7 Timing delays related to follow up required for minutes/reports to ensure proper names were recorded related to Planning Act public meetings.
- 8 Charge volumes are down by approximately 9% in the Barrie Court Service Area YTD which generally impacts the average number of trial requests being produced in any given year.
- 9 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 percentage drops, as resources are available.
- 10 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 licenses to be issued. Once adjusted, for these factors, the KPI is on target.
- 11 Substantially higher number of complaints received than first three quarters of 2016 which was used as the target.
- 12 The number of marriage licences issued is higher than anticipated, especially after the decline experienced in 2015 and 2016.
- 13 On track for first three quarters.

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- 14 FOI requests are increasing, specifically requests related to litigation, complaints/service requests submitted and bid submissions.
 - 15 Staff were able to address all MFIPPA requests within the legislative framework.
 - 16 With delayed spending in minor capital and repairs and maintenance the overall cost recovery rate was lowered, Recreation Services is anticipating to meet the 55.0% cost recovery target or achieve a slightly above target performance for 2017.
 - 17 Anticipating the 2017 actual will exceed the plan.
 - 18 Anticipating the 2017 actual will exceed the plan.
 - 19 Anticipating the 2017 actual will exceed the plan.
 - 20 While the formal, cross-functional concierge program is new to the City, Business Development has been involved in a number of large projects, both from a development and business issue perspective, helping businesses to navigate through the municipal process and foster a pro-business approach to working with businesses across municipal projects.
 - 21 The % of unique visitors to Barrie.ca were up in Q3, however, the trend continues to show a decline overall of new visitors to barrie.ca. This decline could be a result of PingStreet users continuing to increase, and people using social media to source answers. It should be noted that number of sessions per user increased by over 3%, which means more users who did visit the site during Q3 later returned, which can be an indication of visitor satisfaction.
 - 22 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.
 - 23 Reviewing use of funding for opportunities to improve overall training for 2018.
 - 24 Driven mostly by retirements.
 - 25 Development Status procedure and equivalency procedures helping.
 - 26 Increased numbers of traumatic stress and PTSD claims.
 - 27 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 and one concussion claim for IGM division. These costs include 4 claims carried over from 2016 lost time approvals.
 - 28 Includes sick, STD, LTD, and WSIB absences.
 - 29 50% of the EFAP usage is attributed to psychological services.
 - 30 No change at the end of 2017 Q3. The next increase is expected when the APLI Citizen Access portal goes live.
 - 31 Impacted by the SQL database migration to version 2014 – now complete. Issues with the Internet service provider, beyond the City's control, prevented public from accessing the site.
 - 32 Draft created; RFQ completed for project systems install.
 - 33 Major documents completed.
 - 34 New dashboard created; projects being tracked. Actuals may be difficult to obtain until new Project Systems build is completed.
 - 35 Project Systems build delayed due to resourcing issues. Difficulties tracking without outside of CCI.



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- ³⁶ Resource shortages with ERP delays impacted ability to deliver this objective.
 - ³⁷ New dashboard created; most projects have monthly reporting.
 - ³⁸ All City projects now in one dashboard. Tracking remains a difficulty until Project Systems implementation.