



**TO:** GENERAL COMMITTEE

**SUBJECT:** BUSINESS PLAN STATUS AS AT SEPTEMBER 30th, 2020

**WARD:** ALL

**PREPARED BY AND KEY CONTACT:** J. KUEHL, MANAGER OF BUSINESS PLANNING AND BUDGET #4425  
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 EMT004-20 concerning the 2020 Budget and Business Plan Status as of September 30, 2020 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 2020 Business Plan and summarize the Corporation's financial and non-financial performance up to September 30, 2020.
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. As of September 30, 2020, the City's revenues were \$12.5 million lower than budget, however, the lost revenues were offset by cost reductions and deferred spending of \$18.8 million resulting in a tax supported budget surplus of \$6.3 million. The following table summarizes the financial variances to September 30<sup>th</sup>, 2020, between planned and actual results by Division for tax rate-based operations. Appendix "A" includes a breakdown of the tax rate-based variances by department.

	Year-to-Date September 30 <sup>th</sup> , 2020			
	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
Access Barrie	18,999,841	18,299,226	700,615	3.7%
CAO & Mayor's Office	4,780,270	3,916,690	863,580	18.1%
Community & Corporate Services	35,711,813	33,802,231	1,909,582	5.3%
Council & Committees	639,838	492,788	147,050	23.0%
Corporate Expenses	52,725,492	52,921,043	(195,551)	-0.4%
Infrastructure & Growth Management	32,783,737	27,191,200	5,592,537	17.1%
Service Partners & Grants	81,393,044	81,068,035	325,009	0.4%
<b>Total Net Expenditures</b>	<b>227,034,036</b>	<b>217,691,213</b>	<b>9,342,823</b>	<b>4.1%</b>
Corporate Revenues	(260,884,457)	(257,807,217)	(3,077,240)	1.2%
<b>Surplus</b>	<b>(33,850,421)</b>	<b>(40,116,003)</b>	<b>6,265,583</b>	<b>-18.5%</b>

5. Excluding the funds received by the City under the Safe Restart agreement, the 2020 year-end result is forecast to be a deficit of \$2.0 million. Expenditures associated with work that was pushed out due to the initial shut down and restrictions as a result of the pandemic, are expected to be caught up by the end of the year. If further delays due to weather or COVID restrictions materialize, the work may get pushed out further, resulting in a more financially favourable year end result.

#### COVID-19

6. The pandemic continues to impact the City's operations in the third quarter of 2020, but to a lesser degree after entering Phase 3 in July. Recreation facilities were re-opened with restrictions in place to follow public health guidelines, which limited capacity and usage from what would be expected with a full return to normal operations. Some facilities typically available for rental, remain closed. Enforcement of paid parking resumed with a waterfront restriction to City pass holders and ongoing allowances to assist with curb-side pick-up and Dunlop Street construction in the downtown area. Transit fare collection resumed with the installation of protective barriers and usage of the front doors of buses. The significant pull back in spending across the Corporation through intentional cost reductions continued but to a lesser extent as some services became operational once again. The impact to revenues, offset by the year to date reduced spending has resulted in a \$6.3M surplus as of September 30<sup>th</sup>. Staff from various departments are forecasting negative variances at year end resulting from reduced revenues and increased costs associated with COVID-19.
7. In the first phase of Safe Restart funding announced by the Province on August 12<sup>th</sup>, the City's allocation was \$6,601,400 in municipal funding plus an additional \$2,556,418 in transit funding, for a total phase one allocation of \$9,157,818. A second phase of Safe Restart funding can be applied for if COVID-19 operating costs and pressures exceed the Phase 1 allocation. Staff are applying for the phase two funds; however, it is difficult to know if the application will be successful as the criteria the Province will use for evaluating the applications are not known at this time. Information on how the remaining funds are applied will be reported back to Council on the final 2020 year-end report.

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8. Key contributors (positive variances) to the Corporation's general tax rate surplus as of September 30<sup>th</sup> include the following, with details below and in paragraphs #10-18 of the report:
- Services, Materials and Equipment \$10.1M
  - Staffing Reductions and Salary Gapping \$6.8M.
  - Utilities \$1.1M
  - Fuel \$1M
9. Key offsetting contributors (negative variances) to the Corporation's tax rate general surplus include the following, with details in paragraphs #19-22 of the report:
- User Fees & Rental Revenue \$9.2M.
  - Property Taxation \$3.3 Million

#### Services, Materials & Equipment

10. Spending on contracted and consulting services, materials and equipment has been reduced significantly across the City due to the pandemic. A positive variance of \$10.1M is the result of numerous departments delaying or reducing services. Some of the larger drivers of the variance are shown below, and additional details for these variances can be found in Appendix B:
- Transit \$1.5M
  - Facilities \$921K
  - Traffic Services \$800K
  - Parks & Forestry \$771K
  - Landfill Operations \$440K
  - Human Resources \$409K
11. The positive variances in services, materials and equipment is expected to decrease significantly as departments begin work plans that were delayed in the first two quarters. Traffic Services, Parks & Forestry, and Landfill Operations are all areas that expect to see spending for the year to be close to budget as they catch up on the back log of operational projects caused by COVID.

#### Staffing Reductions and Salary Gapping

12. The salary gapping provision approved by Council in the 2020 Business Plan is \$1.5M. This amount includes both permanent staff and casual/part-time salary costs. The City typically implements a variety of techniques to achieve salary gapping targets, including delaying rehires when viable, managing overtime costs, and reducing the number of paid weeks for summer students. However, 2020 has seen significant changes due to extraordinary circumstances. As a result of the global pandemic, many City facilities were shut down and various revenue generating activities were put on hold, forcing the City to make difficult staffing decisions which resulted in significant reductions to payroll costs across the City.
13. As of September 30<sup>th</sup>, the City has realized \$7.9M in salary gapping against a third quarter target of \$1.1M, resulting in a favourable variance of \$6.8M. The majority of this variance is from savings as a result of staff layoffs, which have been used to offset the significant losses in revenues that resulted from the pandemic.
14. Some of the significant drivers of the \$7.9M in salary gapping were as follows:
- Recreation & Culture Services \$3.8M
  - Operations \$2.3M
  - Legislative & Court Services \$1.1M
  - Finance \$444K

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15. The forecasted salary variance is expected to continue to grow at a similar rate as the first three quarters of the year. Staff reductions came into effect in late April, and while some layoffs have ended, other areas continue to have a reduced workforce as compared to the plan due to a decreased level of services being offered.

#### Utilities

16. The favourable variance of \$1.1M is largely driven by a reduction in consumption of 32% for electricity and 40% for natural gas compared to budget due to impact of COVID related facility closures. As the majority of City facilities are now operational (although at reduced capacity) it is anticipated that the current variance of \$1.1M will grow slightly to \$1.3M by year end.

#### Fuel

17. Fuel cost is showing a positive variance of \$1.0M against a budget of \$2.6M at the third quarter. Fuel prices have experienced high volatility and have been as high as \$1.12/litre in 2018 to the recent low of \$0.49/litre in 2020. The rate used when preparing the 2020 Business Plan was \$1.14/litre and decreased fuel prices in 2020 have resulted in significant savings year to date. Reduced vehicle usage resulting from the pandemic is also contributing to the lower fuel cost. The primary contributors to this variance are Transit with a surplus of \$879K and Fleet with a surplus of \$171K.
18. Fuel prices remain below the average rate used in budget preparation and are likely to stay depressed for the immediate future. However, Fleet activity is expected to increase in the second half of the year with the return of some services, winter control and transit, therefore the variance is not expected to build significantly going forward.

#### User Fees & Rental Revenue

19. COVID-19 has resulted in large decreases in user fees for various departments. Recreation and Transit were two of the most significantly impacted areas with the shortfall in revenues shown below. Additional details for these variances can be found in Appendix B:
- Recreation and Culture \$4.9M
  - Transit \$2.8M
20. User fees and rental revenue will continue to come in below budget throughout the remainder of the year.

#### Property Tax

21. At the end of Q3, tax revenues were under budget by \$3.8M, mainly due to higher ARB settlement costs than anticipated, and a timing delay in tax addition billing revenues. The last MPAC update for the tax rolls is scheduled for November 7, 2020.
22. The variance to budget is not expected to change significantly from now until the end of the year.

**Water & Wastewater**

23. In response to COVID-19, motion 20-G-05 provided a needs-based relief program for residential customers that eliminated the fixed charge for water and wastewater customers for one bi-monthly billing cycle. The total amount available for the program was capped at \$500,000 with funding from the water and wastewater stabilization reserves.
24. A total of 2,657 accounts received the credit of approximately \$68.07 for a total of \$180,878. The program has passed the one billing cycle and is no longer available.

**SUMMARY OF OPERATING RESULTS – WATER**

	Year-to-Date September 30, 2020			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	6,268,663	5,765,047	503,616	8.0%
Operating Expenses	4,049,668	4,265,797	(216,129)	-5.3%
Transfers to Reserves	5,094,524	5,094,524	0	0.0%
Corporate Support	6,025,557	6,061,488	(35,931)	-0.6%
<b>Total Net Expenditures</b>	<b>21,438,412</b>	<b>21,186,856</b>	<b>251,556</b>	<b>0.1%</b>
Revenues	(21,012,012)	(21,491,404)	479,392	-2.3%
<b>Surplus</b>	<b>426,400</b>	<b>(304,548)</b>	<b>730,948</b>	<b>171.4%</b>

25. The Water Operations branch finished the third quarter with an operating surplus of \$731K. Net expenditures were \$252K (0.1%) under budget while revenues were \$479K (2.3%) over budget.
26. Operating expenses were over budget partially due to several larger equipment replacements required at the Surface Water Treatment Plant which included a large valve and actuator, a blower, and the associated electrical connections and programming work, as well as increases in spending on PPE due to the ongoing COVID-19 pandemic.
27. Corporate support is based on actual work and staff time in support of Water Operations from various departments and was on budget in the first three quarters of the year.
28. Water rate revenue is \$479K above plan due to 7% higher residential consumption year over year, likely due to a combination of more people working from home and the hot summer. Non-residential consumption dropped during the early months of shut down due to COVID but has picked up in the past few months.
29. The revenue numbers for water are lower by \$76,065 as a result of the fixed charge relief program. At year end an adjusting entry will be made to fund the lost revenue.

**SUMMARY OF OPERATING RESULTS – WASTEWATER**

	Year-to-Date September 30, 2020			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	3,656,403	3,331,547	324,856	8.9%
Operating Expenses	5,984,465	5,386,247	598,217	10.0%
Transfers to Reserves	11,886,480	11,886,480	0	0.0%
Corporate Support	5,702,911	5,676,107	26,804	0.5%
<b>Total Net Expenditures</b>	<b>27,230,259</b>	<b>27,497,368</b>	<b>949,877</b>	<b>3.5%</b>
Revenues	(26,923,315)	(27,497,368)	574,052	-2.1%
<b>Surplus</b>	<b>306,944</b>	<b>(1,216,987)</b>	<b>1,523,930</b>	<b>496.5%</b>

30. The Wastewater Operations branch finished the third quarter with an operating surplus of \$1.5M. Net expenditures were \$950K (3.5%) under budget while Revenues were \$574K (2.1%) over budget.
31. During this period, the enactment of Provincial Emergency Orders with restricted operational focus to essential work, and the suspension of recruitment activities, resulted in lower net operating expenditures. Higher revenues were the result of higher water consumption.
32. Corporate support is based on actual work and staff time in support of Wastewater Operations from various departments and was slightly under budget due to reduced facility related contracted services.
33. The revenue numbers for wastewater are lower by \$104,813 as a result of the fixed charge relief program. At year end an adjusting entry will be made to fund the lost revenue.

**SUMMARY OF OPERATING RESULTS – PARKING**

	Year-to-Date September 30, 2020			
	Budget (\$)	Actual (\$)	Variance (\$)	%
Salaries and Benefits	313,647	265,315	48,332	15.4%
Operating Expenses	248,975	166,275	82,700	33.2%
Transfers to/(from) Reserves	(464,776)	(464,776)	0	0.0%
Corporate Support	1,816,656	1,626,629	190,027	10.5%
<b>Total Net Expenditures</b>	<b>1,914,502</b>	<b>1,593,443</b>	<b>321,059</b>	<b>16.8%</b>
Revenues	(1,676,521)	(1,036,804)	(639,717)	38.2%
<b>Deficit</b>	<b>237,981</b>	<b>556,639</b>	<b>(318,658)</b>	<b>-133.9%</b>

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34. Parking Operations finished the third quarter with an operating deficit of \$319K. This deficit is largely due to a shortfall in revenue (\$639K), offset by a favorable variance in corporate support which is mainly due to the timing of Parkade repairs and mitigation tactics to minimize operating costs during the COVID-19 pandemic.
  35. A projected year-end parking deficit of approximately \$1 million is being driven by reduced revenue as a result of the COVID-19 pandemic. Parking was made free in the downtown from April until early September to support relief measures. Despite parking rates being reintroduced as of September 8th, revenue is trending at 32% of normal levels.

#### **CAPITAL PLAN STATUS AT SEPTEMBER 30, 2020**

36. The Capital Plan presented in Appendix C is a high-level summary of activity as at September 30, 2020. The total capital budget for 2020 is \$356.5M, including carryover from prior years and new projects. The projected year-to-date spending forecast was \$89.1M with actual year-to-date spending at September 30 of \$67.8M, which is 76.1% of the forecast. A detailed project update is provided in the fall Capital Status Staff Report FIN014-20.

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

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

#### **ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS**

38. There are no environmental and/or climate change impact matters directly related to the recommendation.

#### **ALTERNATIVES**

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

#### **FINANCIAL**

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

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

41. The recommendation in this report is operational and is not specifically related to the goals identified in the 2018-2022 Strategic Plan.

APPENDIX "A"

Tax-Supported Operating Budget Variance by Department as at September 30, 2020

	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
<b>Access Barrie</b>	18,999,841	18,299,226	\$700,615	3.7%
Access Barrie Admin	266,059	229,175	\$36,885	13.9%
Customer Service	907,839	770,124	\$137,715	15.2%
Information Technology	6,578,250	5,806,073	\$772,177	11.7%
Innovation	264,833	213,808	\$51,024	19.3%
Marketing & Communication	774,327	1,068,840	-\$294,513	-38.0%
Transit & Parking Strategy	10,208,532	10,211,206	-\$2,673	0.0%
<b>CAO &amp; Mayor's Office</b>	4,780,270	3,916,690	\$863,580	18.1%
Human Resources	2,342,620	1,932,647	\$409,973	17.5%
Internal Audit	268,459	293,630	-\$25,171	-9.4%
Legal Services Department	1,426,809	1,155,604	\$271,205	19.0%
Office of the CAO	510,701	342,247	\$168,454	33.0%
Office of the Mayor	231,680	192,561	\$39,119	16.9%
<b>Community &amp; Corporate Services</b>	35,711,813	33,802,231	\$1,909,582	5.3%
Barrie Fire & Emergency Services	20,253,774	19,932,759	\$321,014	1.6%
Facilities Department	1,729,412	1,351,849	\$377,563	21.8%
Finance Department	3,081,854	2,501,160	\$580,694	18.8%
GM of Community & Corporate Services	339,403	390,250	-\$50,848	-15.0%
Legislative & Court Services	2,093,990	2,322,884	-\$228,894	-10.9%
Recreation & Culture Services	8,213,381	7,303,329	\$910,052	11.1%
<b>Council &amp; Committees</b>	639,838	492,788	\$147,050	23.0%
City Council	580,213	488,865	\$91,348	15.7%
Committees	59,625	3,923	\$55,702	93.4%
<b>Infrastructure &amp; Growth Management</b>	32,783,737	27,191,200	\$5,592,537	17.1%
Building Services	134,822	134,822	-\$0	0.0%
Business Performance & Environmental Sustainability	1,036,000	740,974	\$295,027	28.5%
Corporate Asset Management	695,110	558,341	\$136,769	19.7%
Development Services	1,932,741	1,564,070	\$368,671	19.1%
Economic & Creative Development	1,523,328	1,325,260	\$198,068	13.0%
Environmental Services	-	19,691	\$-	0.0%
GM Infrastructure & Growth Management	393,658	337,850	\$55,808	14.2%
Infrastructure Department	1,126,630	404,212	\$722,418	64.1%
Operations	25,941,448	22,105,980	\$3,835,467	14.8%



	Budget (\$)	Actual (\$)	Variance (\$)	Variance (%)
<b>Other Expenses</b>	52,725,492	52,921,043	-\$195,551	-0.4%
Corporate Expenses	52,725,492	52,921,043	-\$195,551	-0.4%
<b>Total Net City Services</b>	145,640,993	136,623,179	\$9,017,814	6.2%
Service Partners & Grants	81,393,044	81,068,035	\$325,009	0.4%
<b>Total Net Expenditures</b>	<b>227,034,036</b>	<b>217,691,213</b>	<b>\$9,342,823</b>	<b>4.1%</b>
Corporate Recoveries	(4,011,090)	(4,011,090)	\$0	0.0%
Corporate Revenues	(22,500)	(1,161,700)	\$1,139,200	-5063.1%
Investment Revenue	(3,268,069)	(2,326,728)	-\$941,341	28.8%
Net Taxation for own purposes	(252,025,573)	(248,206,739)	-\$3,818,834	1.5%
Payments in Lieu of Taxes	(1,557,225)	(2,100,960)	\$543,735	-34.9%
<b>Total Revenue</b>	<b>(260,884,457)</b>	<b>(257,807,217)</b>	<b>-\$3,077,240</b>	<b>1.2%</b>
<b>Total Operating Surplus</b>	<b>(33,850,421)</b>	<b>(40,116,003)</b>	<b>\$6,265,583</b>	<b>-18.5%</b>

**APPENDIX “B”**

**Detailed Tax Supported Operating Variance Explanations**

<b>Service/Driver:</b> Transit – Contracted Services			
<b>Budget:</b> \$13.1M	<b>Actual:</b> \$11.6M	<b>Variance \$:</b> \$1.5M	<b>Variance %:</b> 13%
<p><b><u>Reason for Variance</u></b></p> <p>In response to the COVID pandemic, and with the provincial legislation to close schools and businesses, Barrie Transit had experienced a reduction in ridership to as low as 25% of its regular ridership. With the requirement to move to rear door boarding, transit provided free service between March 20<sup>th</sup> and August 1<sup>st</sup>. As a result, Barrie Transit had reduced its service hours to approximately 65% of its regular service levels. This maintains the minimal service level to maintain the base coverage area for the entire City to ensure essential travel can still be provided. Barrie Transit has recently increased service to 85% of normal operation. The reduction in service has reduced expenditures to help mitigate the impact of free transit.</p>			
<p><b><u>Impact Going Forward</u></b></p> <p>Barrie Transit has returned to front door boarding and paid service as of August 1<sup>st</sup>; however, ridership levels are still hovering between 40%-45%. Transit service has been reduced to reflect the current ridership levels and the City is anticipating funding through the Safe Restart Agreement.</p>			
<p><b><u>Actions to Mitigate Future Anticipated Variances</u></b></p> <p>Ridership levels are directly correlated to the presence of COVID-19. If the state of the pandemic improves then it is anticipated that ridership levels will incrementally improve. Barrie Transit has returned to 85% of their normal routing to ensure 30-minute frequency on core routes to minimize the impact on riders getting to and from work, shopping, and other commitments and will continue to ensure the transit service accommodates the needs of riders.</p> <p>Staff will continue to strive for a balanced approach of fiscal responsibility and service to the community and maximize available funding to offset losses. All current information and best estimates have been reflected in the 2021 Business Plan.</p>			



<b>Service/Driver:</b> Facilities – Contracted & Other Services			
<b>Budget:</b> \$2.467M	<b>Actual:</b> \$1.546M	<b>Variance \$:</b> \$921K	<b>Variance %:</b> 37%
<b><u>Reason for Variance</u></b>  With the onset of COVID-19 and related shuttering of non-essential buildings, most service contracts and contractor-led work was temporarily suspended. In specific cases, City staff were reallocated to complete work that would normally have been completed by contracted resources. In addition, some quarterly preventive maintenance work in closed buildings will not have to be completed since the equipment was shut down within the building.			
<b><u>Impact Going Forward</u></b>  Contracted and other services costs will remain under budget for the remainder of the year, and only be partially offset by increased staffing costs (where work was performed in house).			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>  While facilities have since re-opened to the public, contracted services are trending back to normal			

<b>Service/Driver:</b> Traffic Services – Contracted Services, Equipment & Materials \$800K			
<b>Budget:</b> \$1.98M	<b>Actual:</b> \$1.18M	<b>Variance \$:</b> \$800K	<b>Variance %:</b> 40%
<b><u>Reason for Variance</u></b>  This positive variance is related primarily to COVID related delays in operational projects. Traffic Services expects to catch up on these projects in Q4.			
<b><u>Impact Going Forward</u></b>  The variance is expected to normalize by year end as traffic calming removal, fall line painting, and streetlight & illumination maintenance contracts are completed in Q4.			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>  No further action required at this time.			

<b>Service/Driver:</b> Parks & Forestry Operations – Equipment & Capital Purchases, and Services			
<b>Budget:</b> \$1.043M	<b>Actual:</b> \$272K	<b>Variance \$:</b> \$771K	<b>Variance %:</b> 74%
<b><u>Reason for Variance</u></b>			
<p>This positive variance is a result of contract start-up being delayed due to contractor shut downs during the April to end of June period. The impact of the provincial orders delaying the opening of park elements (e.g. splash pad). Also, the City’s internal response plan to COVID-19 delayed the planned maintenance and expenditures and set a 70% target for expenditures.</p>			
<b><u>Impact Going Forward</u></b>			
<p>Many delayed projects are expected to be completed in Q4, however, a small positive variance is expected by the end of 2020.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
<p>No further action required at this time.</p>			

<b>Service/Driver:</b> Landfill Operations – Contracted Services			
<b>Budget:</b> \$1.016M	<b>Actual:</b> \$577K	<b>Variance \$:</b> \$440K	<b>Variance %:</b> 43%
<b><u>Reason for Variance</u></b>			
<p>This positive variance is related to COVID related delays in operational projects. In addition, the Barrie Landfill was closed for approximately 11 weeks and as such various contracted services were suspended. These included: Household Hazardous Waste, CFC Decommissioning, and other contracted services for the management of materials.</p>			
<b><u>Impact Going Forward</u></b>			
<p>The variance is expected to normalize by year-end.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b>			
<p>No further action required at this time.</p>			



<b>Service/Driver:</b> Human Resources Department – Net Expenses			
<b>Budget:</b> \$2.3M	<b>Actual:</b> \$1.9M	<b>Variance \$:</b> \$409K	<b>Variance %:</b> 21%
<b><u>Reason for Variance</u></b> <p>Significant variances were largely driven by the continued impact of the pandemic. For Human Resources, most of the activity that would incur costs such as Recruitment, Job Evaluation, events and Training &amp; Development (both Corporate and HR Staff) were suspended from mid-March through to the end of Q2. While some activity in these areas have started up again there are delays in project work activity and the continued requirement to engage remotely.</p> <p>Main Drivers of the Variance:</p> <ul style="list-style-type: none"><li>• \$195K Variance in Consultants – General</li><li>• \$137K Variance in Training &amp; Development</li></ul>			
<b><u>Impact Going Forward</u></b> <p>It is anticipated that services will continue to ramp up and/or alternate formats required which will see costs incurred. That said, some variances will remain through to year end however 2021 business planning will be reflective of normal activity levels and associated costs. Some planned costs will be assessed for repurposing given the changed landscape as it relates to service delivery, specifically in the area of technology.</p>			
<b><u>Actions to Mitigate Future Anticipated Variances</u></b> <p>These ongoing variances were associated with a significant and unusual event which we do not anticipate happening again.</p>			

<b>Service/Driver: Recreation – Revenues</b>			
<b>Budget:</b> \$7.7M	<b>Actual:</b> \$2.8M	<b>Variance \$:</b> \$4.9M	<b>Variance %:</b> 64%
<p><b><u>Reason for Variance</u></b></p> <p>All Recreation &amp; Culture facilities closed as of March 14, 2020 due to the coronavirus pandemic. This had an immediate effect on all revenue streams as programs and rentals were cancelled and memberships were suspended. Programming restarted in July with outdoor summer camps, and facilities began a staged re-opening on August 4, with all three main recreation centres fully opened by September 8. This provided the opportunities to offer limited registered programming, modified drop-in swims and fitness workouts, and ice rentals. The Q3 revenue shortfall to budget was \$2.3M bringing the accumulated year-to-date total shortfall to \$4.9M. The largest impacts were:</p> <ul style="list-style-type: none"> <li>• \$1.9M of registration and drop-in fees due to cancelled recreational programming</li> <li>• \$1.2M due to ice rental cancellations</li> <li>• \$964K due to lost revenues from general facility rentals and special events</li> <li>• \$704K due to the suspension of recreation memberships</li> </ul> <p>Mitigation strategies went into effect immediately and continued into Q3 as part of the phased re-opening of recreation centres. Efforts to manage expenses have resulted in expense savings of \$5.8M to budget. Several savings were the result of difficult management decisions (for example, staff layoffs) while additional savings were the function of facility closures and a strategically implemented re-opening plan. As a result, savings included:</p> <ul style="list-style-type: none"> <li>• \$3.1M in part-time salaries primarily from layoffs and a phased re-hiring process</li> <li>• \$704K in full-time salaries due to layoffs, redeployments, and phased re-hiring process</li> <li>• \$838K in utilities savings due to closures</li> <li>• \$450K in operational expenses related to theatre venue closures and special events</li> <li>• \$427K in contracted services, repairs and maintenance, and minor capital</li> </ul>			
<p><b><u>Impact Going Forward</u></b></p> <p>The impact of COVID is going to have a long-term effect on recreational and cultural activities. Facility capacity limits, social distancing guidelines, and cleaning/disinfecting protocols will limit revenue potential while adding costs to service delivery. Short-term, the impact will be fewer rentals and special events and lower traffic volume of individuals/families using our recreational facilities. In Q4, as facilities have re-opened, YTD expense savings will diminish as deferred maintenance and minor capital requirements will be completed. A longer-term impact will be in recPASS memberships having dropped by 30% from pre-COVID levels.</p>			
<p><b><u>Actions to Mitigate Future Anticipated Variances</u></b></p> <p>Recreation and Culture Services is developing strategies to improve the financial performance of the department and to rebuild the recreational and cultural offerings to the City's residents. Some of the</p>			

initiatives involve innovative delivery models for existing services, developing new services, and marketing plans to rebuild memberships. Some examples include:

- Transitioning more service transactions to online; adding touchless payment
- Innovative programming: outdoor fitness activities, updated summer camps and drop-ins
- Developing virtual events and programming such as was done with Canada Day

Efforts to increase our programming and rental activities will be governed by ongoing measures at all levels of government to manage the spread of the coronavirus.

<b>Service/Driver: Transit – Revenues</b>			
<b>Budget:</b> \$4.96M	<b>Actual:</b> \$2.15M	<b>Variance \$:</b> \$2.8M	<b>Variance %:</b> 57%
<p><b><u>Reason for Variance</u></b></p> <p>In response to the COVID pandemic, and with the provincial legislation to close schools and businesses, Barrie Transit had experienced a reduction in ridership to as low as 25% of its regular ridership. The U-Pass was suspended due to Georgian College offering virtual learning. To ensure proper physical distancing, as directed by the ministry of health, Barrie Transit was required to move to rear door boarding and providing free services since between March 20<sup>th</sup> - August 1<sup>st</sup>.</p>			
<p><b><u>Impact Going Forward</u></b></p> <p>Barrie Transit has returned to front door boarding and paid service as of August 1<sup>st</sup>, however ridership levels are still hovering between 40%-45%. Transit service has been reduced to reflect the current ridership levels and the City is anticipating funding through the Safe Restart Agreement.</p>			
<p><b><u>Actions to Mitigate Future Anticipated Variances</u></b></p> <p>Ridership levels are directly correlated to the presence of COVID-19. If the state of the pandemic improves then it is anticipated that ridership levels will incrementally improve. Barrie Transit has returned to 85% of their normal routing to ensure 30-minute frequency on core routes to minimize the impact on riders getting to and from work, shopping, and other commitments.</p> <p>Staff will continue to strive for a balanced approach of fiscal responsibility and service to the community and maximize available funding to offset losses. All current information and best estimates have been reflected in the 2021 Business Plan.</p>			



APPENDIX "C"

Capital Plan Progress Update by Division as at September 30, 2020

Summary of Capital Plan & Forecast	2020 Capital Budget			Performance Reporting Q3					Annual Deferred Budget
	Carryover from Prior Year Budgets	New Projects Approved in 2020 Budget	2020 Total Budget including Transfers	Projected YTD Spending Forecast	Actual 2020 Spending	Variance to 2020 Projected	% of Spending Forecast Achieved	% of 2020 Total Budget Spent	
Access Barrie	\$ 7,958,540	\$ 9,604,572	\$ 17,563,112	\$ 7,157,377	\$ 5,548,444	\$ 1,608,933	77.5%	31.6%	\$ 8,396,110
Community & Corporate Services	\$ 14,703,943	\$ 23,552,477	\$ 38,256,420	\$ 13,586,998	\$ 10,737,658	\$ 2,849,340	79.0%	28.1%	\$ 19,831,605
Developer Built Projects	\$ 54,665,214	\$ 4,120,674	\$ 58,785,888	-\$ 3,651	\$ 150,335	-\$ 153,986	-4118.1%	0.3%	\$ 58,552,263
Infrastructure & Growth Management	\$ 142,476,311	\$ 100,966,936	\$ 243,443,247	\$ 68,316,667	\$ 51,369,968	\$ 16,946,699	75.2%	21.1%	\$ 141,695,166
<b>Total</b>	<b>\$219,804,008</b>	<b>\$ 138,244,659</b>	<b>\$ 358,048,667</b>	<b>\$ 89,057,391</b>	<b>\$ 67,806,405</b>	<b>\$ 21,250,986</b>	<b>76.1%</b>	<b>18.9%</b>	<b>\$ 228,475,143</b>

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**Capital Plan Status Variances at September 30, 2020**

**EN1071 Dunlop Street West ROW Replacement – Eccles to Toronto:**

2020 Total Budget with transfers	\$12.9M
Projected Spending Plan to end of Q3	\$5.8M
Actual Spending to end of Q3	\$3.9M
Variance to Projected at end of Q3	\$1.9M

**Comments:**

The Project is progressing with some delays. The delays to activities planned in 2020 relate to the dewatering treatment system meeting effluent discharge parameters and deferral of planned activities and associated expenditures by the Contractor by about two months during the third quarter of 2020. These activities are expected to be completed in the next two months and the project remains on track to meet the overall schedule for completion in 2022.

**EN1167 Dunlop Street East Corridor Improvements – Toronto to Mulcaster:**

2020 Total Budget with transfers	\$14.7M
Projected Spending Plan to end of Q3	\$7.9M
Actual Spending to end of Q3	\$7.3M
Variance to Projected at end of Q3	\$0.6M

**Comments:**

The work will be substantially complete by the end of November 2020. The variance is due to slippage of some of the activities planned in the third quarter of 2020.

**EN1265 City Wide Cycling Network:**

2020 Total Budget with transfers	\$1.9M
Projected Spending Plan to end of Q3	\$1.5M
Actual Spending to end of Q3	\$0.6M
Variance to Projected at end of Q3	\$0.9M

**Comments:**

The work will be substantially complete by the end of November 2020. The variance is due to slippage of some of the activities planned in the third quarter of 2020.

**EN1269 Kidds & Sophia Creek Storm Pond Upgrades:**

2020 Total Budget with transfers	\$3.1M
Projected Spending Plan to end of Q3	\$2.1M
Actual Spending to end of Q3	\$1.2M
Variance to Projected at end of Q3	\$0.9M

**Comments:**

The tender for construction has been delayed to address additional requirements in relation to LSRCA permits. The construction contract will be tendered early in 2021.

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## **HARVIE ROAD CROSSING PROJECTS**

### **EN1262 Harvie Road Expansion – Essa to Bryne:**

2020 Total Budget with transfers	\$17.2M
Projected Spending Plan to end of Q3	\$4.5M
Actual Spending to end of Q3	\$3.4M
Variance to Projected at end of Q3	\$1.1M

### **EN1286 Big Bay Point road ROW Expansion – Bayview to Huronia:**

2020 Total Budget with transfers	\$4.8M
Projected Spending Plan to end of Q3	\$0.9M
Actual Spending to end of Q3	\$0.2M
Variance to Projected at end of Q3	\$0.7M

### **EN1287 Harvie Road & Big Bay Point Road Crossing – Highway 400:**

2020 Total Budget with transfers	\$43.7M
Projected Spending Plan to end of Q3	\$13.6M
Actual Spending to end of Q3	\$9.6M
Variance to Projected at end of Q3	\$4.0M

### **EN1288 Bayview Drive Transmission Watermain – Little to Big Bay Point Road:**

2020 Total Budget with transfers	\$1.5M
Projected Spending Plan to end of Q3	\$0.9M
Actual Spending to end of Q3	\$0.2M
Variance to Projected at end of Q3	\$0.7M

#### **Comments:**

A number of individual projects contribute to the overall Harvie Road Crossing project. The combined underspend at September 30<sup>th</sup> for this group of projects is \$6.5M

The project is near completion and had an anticipated completion date of October 31, 2020. Most of the work, with the exception of the west embankment of the bridge and MTO related work will be completed in 2020. Works on the west side have experienced delays. Roughly \$3.7 million of the planned expenditures are related to property acquisition and these transactions will be completed in 2021.

### **FC1020 Barrie - Simcoe Emerg Serv Campus - Ph 1:**

2020 Total Budget with transfers	\$9.14M
Projected Spending Plan to end of Q3	\$9.21M
Actual Spending to end of Q3	\$6.99M
Variance to Projected at end of Q3	\$2.22M

#### **Comments:**

The BSESC project is behind forecasted spending as a result of COVID19 contractor access restrictions. In an abundance of caution, contractors were not permitted access to the facility for an extended period. When access was again permitted, the number of contractors on site was limited. With limited access the final project scope and deficiencies could not be completed in a timely manner. As a result of the delays, work could not be billed as scheduled in the forecast.

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## APPENDIX "D"

### Key Division Service Delivery Initiatives (KDSDI's) as at September 30, 2020

#### Office of the Chief Administrative Officer

#### **Strengthen Financial Management through the Long-Range Financial Plan and increased automation of financial data to support accurate and timely reporting**

- Staff continue to work together and with the development community to address a guiding principle that growth is undertaken in a financially responsible manner. The coordination of growth and development so that it corresponds with the timing of infrastructure, and forecasting, managing and balancing the flow of revenues and expenditures over time are integral to this effort. The framework for evaluating the timing of infrastructure investment to support growth, while protecting the City from potential financial risks continues to evolve.
- Staff engaged Watson to begin work on the long-range financial plan in January of this year. However, the project was stopped as a result of COVID-19 crisis that began in March. With the 2021 capital budget development process underway and the official growth plan work proceeding, along with recent changes from Bill 197, it was agreed to pause work on the long range financial plan until October, whereby an updated draft 2021 capital plan will be incorporated into the analysis, along with any new assumptions driven from Bill 197 and presented to Council early Q2 2021.

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

- Innovation team supported essential services, COVID response and corporate projects with research, training, documentation and consultation.
- Customer Experience Management (CEM) system - approximately 94% of the functional configuration required for a Q4 launch is complete. Functional testing is approximately 49% complete. The integrated knowledge base is being configured simultaneously and is currently 52% complete and is on track to be completed for the Phase 1 Q4 launch.

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

- Key Performance Indicators were selected for the Council Strategic Plan and performance data gathering will begin in Q2 2020. A memo is planned for Council for Q4 2020.

#### **Oversee the development in the Secondary Plan areas**

- Planning applications in the Salem and Hewitt's Secondary Plan Areas continue to be processed. Landowners continue to be keen to proceed into Phase 2 lands and beyond in both secondary plan areas. This interest creates financial and infrastructure challenges that staff continue to work through.
- No subdivisions have been registered as of yet in 2020, however we expect registrations by year end.
- There has been a lot of activity with pre-servicing, as well as model homes and sales trailer approvals.
- Staff continue to estimate that we are tracking about 3 years behind the projections used to prepare the foundational planning, engineering and financial plans for the Secondary Plan areas; adjustments

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are being made to the Capital Plan to reflect this impact on overall financial planning and impact of COVID-19 on the overall development of these areas is monitored closely.

- The draft new Official Plan was released for a 90-day public commenting period and a settlement boundary expansion in the Secondary Plan areas is being proposed for additional employment lands and community area lands to accommodate growth up to 2041. Staff continue to work with MMAH regarding how to address the recently released 2051 projections

#### **Manage the City's Growth Plan in a manner consistent with the approved financial framework for growth**

- The 2021 Capital Plan preparation is well under way is reflecting a smoothing of spend to ensure the financial sustainability of the City and adequately resourced projects.
- Staff continue to have discussions about alternate funding options and collaborations.
- Changes to the Growth Plan population projections provide for a 2051 horizon year for 298,000 people and 150,000 jobs although 2041 total of 253,000 and 120,000 jobs remain unchanged.
- Community Benefit Bylaw details were outlined in July 2020 and the City is determining the most appropriate course of action for development charges and the potential implementation of a Community Benefit charge to replace the former Section 37 agreements. In the meantime, Staff continue to work on development applications within this period of transition. A hybrid solution will be presented to Council shortly.
- Monitoring and reporting tools continue, and the 2019 snapshot was presented to Council in Q3. There continues to be slower than projected registered units although indicators are that registrations will happen in the next 6 months.
- The new Community Improvement Plan (CIP) second grant intake took place in Q2/Q3 2020. Uptake was strong, particularly in the Affordable Housing category; that area is fully allocated and there remain funds for redevelopment projects and historical improvement projects.

#### **Complete the final phase of the ERP solution that strengthens processes and provides effective reporting and intelligence**

- During the third quarter, staff have continued to maximize current investment in SAP by learning to utilize all functionality. As well, staff have been researching opportunities related to HR modules.

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

- Implementation of the Economic Recovery Action Plan: 20 actions have been delivered, 11 actions are in-progress and two actions have been explored. Highlights include:
  - Business Recovery Support Kits - 500 distributed to local businesses, with Invest Barrie visiting 244 businesses;
  - #Barrietogether shop local campaign, including an Explore Barrie video series to showcase local shopping experiences;
  - Invest Barrie is featuring local companies and their stories of survival throughout the pandemic on a weekly basis through Investbarrie.ca;

- Partner co-delivery of seminars and programs to help businesses leverage funding programs, and with digitization and core business functions; and
- Development of Q4 programming including Culture Days, Xcelerate Summit, Mayor's Innovation Awards, and Digital Mainstreet 2.0.

### **Enhance our Employee Wellness Program; implementing the CSA Standard for Psychologically Safe Workplaces**

- BeWell Barrie initiative progressed with the completion of focus groups. Weekly wellness Wednesday emails sent to all staff highlighting elements of the CSA standard and encouraging use of available tools.
- Peer Support Program in BFES progressing well with accolades from staff and participants in the process. This activity included training for peer support members as well as Before Operational Stress programming for some staff

### **Review Benefits Provision at the City**

- Transitioned to new benefits provider for Extended Health and Dental as well as LTD and Life.
- In response to COVID extended psychological benefits to include certified psychotherapist for all employee groups

### Community & Corporate Services

### **Support design development initiatives related to strategic and operational projects such as Allandale Train Station redevelopment, Fisher Theatre and Events Centre, Permanent Market and Barrie Farmers' Market, Waste Water Treatment Plant and Oro bio-solids site upgrades, City Hall Intensification, Barrie Simcoe Emergency Services Campus move planning, Ferndale Operations Centre and Environmental Centre upgrades, and ongoing growth planning**

- Support for design development initiatives and growth-related facility projects which was largely suspended in Q2 due to COVID-19, resumed for specific projects in Q3. Some staff resources have been reassigned to support facility reopening measures and work on additional projects will ramp up as resources allow.

### **Develop and implement an effective and sustainable maintenance and operations strategy using Facility Department's Integrated Workplace Management System.**

- The Corporate Facilities service delivery model changed drastically beginning late Q1 in response to COVID-19. Changes included the introduction of enhanced cleaning protocols in facilities that remained open, terminal cleaning of shuttered facilities and the suspension of most contracted maintenance work. Where required, internal resources were reallocated from closed buildings to those that remained operational to meet updated service requirements and City staff assumed suspended contractor maintenance roles. In Q3 City staff changed focus to support the safe reopening of closed city facilities while maintaining COVID-19 cleaning standards implemented in Q1 and Q2.

### **Monitor Barrie Fire and Emergency Services department response time benchmarking including call taking, turnout time, and road response on a quarterly basis to identify and implement enhancements**

- Response time benchmarking is on track

**Continue to train all Barrie Fire and Emergency Services department staff to be NFPA 1035 certified public educators**

- 142 staff completed NFA 1035 Public Life Educator Level 1 training

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

- On hold due to COVID

**Implement a modern, Physician directed Peer Support Program committed to proactively supporting the mental health of all employees**

- Committee is formed and trained, roll out committee initiatives in process. Work Well assessments starting November 2,2020.

**Operationalize the new back-up communications centre at the Barrie Simcoe Emergency Services Campus shared with Barrie Police Service**

- Completed – waiting on Bell installation infrastructure to finalize project

**Continued research and development of the next generation 911 emergency dispatch/communications system, including procurement preparation, and system implementation**

- Ongoing, in coordination with IT and stakeholders

**Review and update City Emergency Plan to include business continuity, as well as new/emerging risks**

- Review is completed, business continuity and pandemic planning is ongoing

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

- This work was put on hold due to the focus on closures and re-openings due to COVID. Strategic planning efforts have been re-focused on mitigating the impacts of COVID over the next 2-3 years including innovative ideas for recreation programming and cultural venue utilization.

**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**

- Due to the shutdown caused by the coronavirus outbreak, ACTIVE Net took the opportunity to develop several system enhancements that will be rolling out over the balance of the year including:
  - Implementation of new Customer User Interface (CUI) within ACTIVE Net which will improve use on mobile devices for customers, streamline search and payment functions, and provide multi-lingual support in English and French.
  - The addition of touchless payment at our Rec Centres and a mobile fitness app for customers.

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**Maintain our HIGH FIVE Accreditation which reflects the highest standard of recreational programming quality and safety, apply for Play Work's recognition as a Youth Friendly Community Gold designation and achieve the Safer Spaces designation**

- In April, HIGH FIVE suspended all 2020 requirements for maintaining our accredited status until 2021. In response to this decision, our Recreation Programming team took the following action:
  - No Quest 2 program evaluations were conducted in the second and third quarters due to program cancellations.
  - In preparation for the revised summer camp program, camp staff were coached in the use of the HIGH FIVE principles using the procedural manual developed for staff.
  - Promotion of our HIGH FIVE accreditation continued through a pre-summer camp email program.
- Play Works Youth-Friendly Designation
  - In January 2020, the working group for the Youth Friendly Submission – January 2021 was formed consisting of: Youth Haven, Barrie Public Library, Gilbert Centre, Mayor's Office, Innisdale Secondary School, YMCA and Barrie Police Services.
  - Due to COVID-19, the working group has not met as each member organization focused on supporting their individual organizations during the pandemic. A request is being made to extend our status to provide time for the preparation of a new submission to Play Works.
- Safer Spaces
  - The Safer Spaces team met monthly pre COVID-19 and prepared summer training, fall orientation training, June survey (benchmark) and Camps training. Training was delivered to Summer Camp staff with further training opportunities under review.
  - Under the Gilbert Centre Safer Spaces, we are now considered a Champion level. We have ordered signage for all Rec locations to promote this achievement.

**Continued implementation of proactive tax base assessment management**

- As part of Assessment Base Management, a review of anomalous assessment takes place using Real Property Tax Analytics (RPTA) software which identifies any properties that may be incorrectly assessed for follow up with MPAC to make the necessary corrections. Finance and the Building Department are working together to ensure MPAC is receiving all the building permit information required to capture assessment growth. Staff has reviewed every open assessment appeal and has worked directly with the appellants, MPAC and the Assessment Review Board to facilitate settlements that mitigate the City's losses and ensure more timely resolution.

**Continue the implementation of the e-tendering platform**

- The City will continue to utilize more functionality of the bidding system to streamline communication with vendors and automate processes. The City has completed the on boarding of the contract module for City contracts which gives the City more visibility into contract expiration, expired insurance and WSIB certificates, and renewal terms. Vendors received automatic email reminders regarding expired documents and are able to upload their documents directly to the bidding system. The City is now using the upgraded Bids&Tenders PRO for most functions with some use of the legacy system during the transition period. Bid&Tenders. PRO provides a significantly improved user interface and enhanced functionality.

**Establishment and implementation of Prudent Investor Board**

- In January 2020, the City approved the appointment of four citizen representatives, who along with the City Treasurer make up the members of the Investment Board. The Investment Board developed the Investment Policy Statement which was approved by Council in June 2020. The Investment Policy Statement and the Prudent Investment Standard provide the basis for an Investment Plan to be

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developed, which will be followed by the Investment Board in their control and management of the City's investments. Both the policy statement and plan will be reviewed at least annually.

**Continue to implement the long-range financial plan, incorporating impact of Bill 108, growth targets and updated master plans**

- Staff engaged Watson to begin work on the long-range financial plan in January of this year. However, the project was stopped as a result of COVID-19 crisis that began in March. With the 2021 capital budget development process underway and the official growth plan work proceeding, along with recent changes from Bill 197, it was agreed to pause work on the long-range financial plan until November, whereby an updated draft 2021 capital plan will be incorporated into the analysis, along with any new assumptions driven from Bill 197. It is expected an updated long-range financial plan will be presented to Council early Q2 2021.

**Continue to support and participate in the enhancement of the Enterprise Resource Planning System (ERP)**

- In the first two quarters of this year staff completed the integration of the City's budget system Questica with SAP. This integration permits the nightly updates of actuals into the budgeting system (Operating and Capital) which will greatly improve staff's ability to efficiently report on actual results and provide updated forecasting. As well, this integration will improve efficiency in developing annual budgets and business plans
- At the end of the second quarter, staff completed the automation of Capital Funding within SAP. This automation will save considerable time and will allow for more timely and accurate reporting on reserve balances and capital projects.
- E-billing went live allowing residents to sign up using the Water Billing Portal to receive their Water/Wastewater bills via email and accessing their water bill in a more environmentally friendly and convenient manner.
- Rolled out new SAP and Business Intelligence (BI) reports including new capital budget reporting to monitor and track development charge funding, capital funding as well as various human resources reports. These reports provide enhanced data views for users to analyze data.
- Re-organization of Police and Operations purchasing release strategies to align with organization changes. These updates ensure that correct staff are approving purchase orders with the proper threshold and purchasing group.
- Implemented automated cost allocations which has resulted in a reduction of staff time required to execute the internal allocation strategy annually and improvements to month-end closure efforts. In addition, this automation improves the accuracy and quality of allocations posted as these were previously manually calculated.
- Process enhancements using SAP functionality are expected to result in securely capturing vendor's bank account details (for the Electronic Funds Transfer initiative), automation of Goods Receipt/Invoice Receipts account reconciliations and releasing of blocked invoices.

**Continue the implementation of the collection policy for unpaid, overdue POA fines**

- This initiative has been on hold since March 16<sup>th</sup> due to the Emergency Order to stop collection and enforcement activity on all POA matters.

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**Work with Prosecution Services to expand the expedited resolution process**

- All major police agencies are now participating in the program; however, all in-court activity has stopped by Order of the Chief Justice due to the pandemic situation.

**Continual assistance with the ongoing implementation of various APLI system modules related to enforcement allowing for electronic submissions for permits, applications, inspection requests and complaints**

- Project advancement slowed due to budget values and COVID activity

**Review opportunities to enhance customer experience related to application of by-laws and educate the community regarding the importance of compliance with municipal laws**

- Additional information related to regulations added on website. Additionally, regular updates based on seasonal issues or COVID regulations/enforcement communicated through social media outlets. In most cases weekly but some monthly.

Access Barrie

**Develop proactive marketing and communications with the community on City initiatives, programs and services through the development of promotional materials including brochures, publications, posters etc. and digital design including web, video, social media graphics and infographics.**

- Marketing and communications plans and materials were created to support a variety of corporate projects as well as extensive support for COVID related messaging and projects to educate residents on impacts to City services and programs throughout the pandemic, opening and closing of city programs and facilities as well as changes to services throughout the pandemic.

**Support Human Resources in the development and implementation of the next phase of the Staff Strategic Plan including physiological health and safety.**

- Staff continued to support the Be Well Committee as part of the Core team, material for staff, tools and resources on InSite and assisted with the launch of the staff checkpoint. Work began on the transition of the staff calendar from focusing on the staff strategic plan to an educational tool on Be Well and the work to support our evolving workplace.

**Lead community engagement opportunities about City services, programs and initiatives; support City staff in their efforts to keep community members informed and ensure opportunity for all to participate in engagement opportunities.**

- The City's online platform - BuildingBarrie.ca continued to be a key engagement resource for the Barrie community. The website was used as an engagement hub for Together At Home- A Recreation and Culture initiative to provide residents of all ages with at home activities including fitness, crafts, and gardening tips. BuildingBarrie.ca was also utilized to gather critical feedback from local business owners and residents for the COVID-19 Business Recover Action Plan. Continued moderation of Make a Suggestion (UserVoice) forum.

**Continued support for the Official Plan Update engagement and communications strategy through reallocation of a communications resource.**

- Continued communications support for the City's new Official Plan as well as developing information updates, assisting with the phase 2 consultation report and discussion papers,

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updates to buildingbarrie.ca, gathered feedback from stakeholders and residents on which types of buildings, parks, and other developments they want to see more of and less of throughout Barrie, and preparing for phase 3.

**Provide strategic direction and governance for the City's audience-specific social media accounts including content and creative on Twitter, Facebook, Instagram and YouTube.**

- Supported live-streaming on YouTube and promotion of City Council and committee meetings to help ensure access to Council discussions during the COVID-19 pandemic. Moved towards a centralized approach to social media management: all Creative Barrie, Invest Barrie, and City of Barrie channels are now managed by the Marketing & Communications Department's Social Media Specialist (exception: City of Barrie LinkedIn page, currently managed by HR for recruitment). Invest Barrie LinkedIn page launched in June 2020 in line with previously developed LinkedIn guidelines.

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

- Monitoring COVID Provincial and Federal announcements to share with Council, staff and residents.

**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.**

- On hold due to COVID

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

- Many projects are on hold due to the pandemic, but as a result of necessity during the pandemic several new access options have been developed such as
  - o Burial Permit electronic process to allow legislated service to continue in a safe manner for staff and customers
  - o Development of new monitoring and communications processes to support two sites at City Hall
  - o Card Not Present (as approved by Finance) credit card processing to allow customer to pay for services safely and allow services to continue smoothly – this has grown in breadth since beginning in Q2 encompassing more departments.
  - o Worked collaboratively with several departments to facilitate payment and customer interactions i.e. ROWA permit payments, Business license intake and payment (Cedar Pointe closed to foot traffic)
  - o Implemented an appointment system and contact tracing for in person transactions.

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

- A successful RFP for the After Hours call handling was completed. A new contract began on August 31<sup>st</sup>, 2020 and is going well with minimal wait times to reach an after-hours agent. This involved extensive collaboration with various corporate departments and a dedicated focus to overhauling existing knowledge system and content. Process refinement and evaluation with the vendor is ongoing.

**Optimize Citizen Engagement Management (CEM) technology to more effectively track and monitor customer interactions.**

- Functional configuration of the system that is expected to launch in Q4 is approximately 90% complete. Functional system testing has begun with final User Acceptance testing and defect tracking in progress. Aim to complete by Q4.

**Improve and optimize telephone access for customers through Service Barrie and develop effective monitoring and metrics for the system.**

- A new call recording system (Telstrat) with a built in Quality Monitoring system is now live. Design of the Quality Monitoring program is complete and will be part of the overall Quality Assurance plan for Service Barrie. Q4 will see this put to extensive use and it has already proven instrumental in the overall quality assurance plan for Service Barrie.

**Provide reliable and secure connectivity to City systems for smart phones and tablets; enabling faster response times to service requests and reducing unforeseen service disruptions.**

- With the 10-fold increase in VPN and remote connections due to COVID, the planned Q4 upgrades to the backup VPN and internet connections were advanced to, and completed in, Q3. Should there be an issue with the primary connections, the backup VPN and connection is now appropriately sized to minimize any impacts to VPN and remote connections.

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

- Service Barrie agents were prioritized and converted to laptops as part of the PC refresh project. Agents are now able to almost instantly move and work from various remote locations with all their tools and applications. This further enhances the business continuity for the call center to continue to be available for citizens.

**Maintain compatibility matrices that ensure the City's applications are secure and current; enabling the latest software innovations for delivering City services.**

- SAP Server and application module upgrades continue through Q3 and Q4. The Sandbox and Development environment have upgrade to current version with Quality and Production environment planned in Q4 and early Q1 2021. Keeping current on the SAP modules ensure the latest features are available for current process and new processes moving to SAP.

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

- PC refresh project kicked off to replace the city's leased computers with purchased computers. These computers take advantage of the latest security innovations that have hardware and software security features working together to better protect technology assets.

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

- APLI launched Zoning By-Law, Official Plan, Draft Plan of Subdivision and Certified Model applications further digitalizing the City's Planning application processes.

**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 Maps and data have played a key role in visualizing the many changes and closers through the pandemic. From Park and facility closures, to parking changes.

**Grow our “open data” initiative to provide enhanced municipal data to the business community enabling a diverse and resilient economy.**

- The open data continues to be updated according to their weekly or monthly update schedule.

**Work with internal and external stakeholder departments to improve and transform business systems and processes through our business technologies, such as our Enterprise Resource Management system (SAP); Computerized Maintenance Management System; Applications, Licensing, Permits and Inspections (APLI through Accela) and our Customer Experience Management system.**

- Dozens of applications were quickly, but securely, made available for staff to access from remote locations in Q2. Through Q3, many these applications were revisited to ‘sure up’ the technology they are running on and bring them up to the City’s best practice standards. Ensuring the stability and reliability of the applications.

**Continue to submit all eligible and strategic capital projects for transit to provincial and federal programs to maximize available funding including the Investing in Canada Infrastructure Program (ICIP).**

- As part of the first ICIP application intake process, the City of Barrie made submissions for the following 5 projects: 1) Allandale Hub, 2) Downtown Connection Hub, 3) On-Street Infrastructure Improvements, 4) Conventional Fleet Replacement, and 5) Specialized Fleet Replacement. The applications have recently been approved and the City of Barrie will receive approximately \$30M over the next seven years from the federal and provincial governments for these projects.

**Upon successful provincial and federal funding approval, partner with Corporate Facilities in the design and eventual build of the relocated transit terminal to the Allandale Waterfront GO station.**

- The City of Barrie recently received federal and provincial funding approval on this project. Staff are planning to present a staff report to Council in the fall providing further details on the next steps and timelines associated with this project.

**Finalize development of an updated parking strategy with input from key community stakeholders that will identify parking philosophies and make key recommendations on parking inventory, technologies, and integrated pricing strategies to be adopted by Council.**

- The Parking Strategy Update was initiated in 2019 with the intent to create a guiding document that identified solutions for existing business problems and laid the foundation for a financially sustainable approach to parking that will manage evolving parking demand in the future. The Parking Strategy Update was led by staff in the Transit and Parking department working closely with transportation consultant IBI Group, who contributed technical expertise and industry knowledge of best practices, based on their extensive experience preparing parking studies for municipal governments across Ontario. A Working Group of key internal stakeholders including representatives from Transit and Parking, Operations, Planning Services, Enforcement Services and Business Development provided guidance on key milestones of the project. Staff had originally planned to present the report to Council in April 2019, but as a result of the COVID pandemic, staff delivered the report to Council on October 19<sup>th</sup>, 2020.

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**Develop a pilot program for Transit on Demand in low ridership areas of the City to determine the feasibility as a viable option as development occurs in the annexed lands.**

- Transit on Demand is a service with no fixed schedule or route pattern. The bus operates in a designated geographical area (or zone) where an algorithm optimizes the route pattern and schedule based on the trip requests. Riders choose the closest bus stops to their origin and destination via a mobile app. In June 2020, the City of Barrie awarded RideCo as the preferred software provider of the requested service through a RFP process. RideCo has been assisting City staff on the development and implementation of this new service model, where the pilot program was launched on August 17, 2020. Following the pilot program, staff will report back to Council to provide results from the program and recommendations on next steps including expansion of the on-demand zones.

**Undertake a comprehensive technology review with a primary focus on the eventual implementation of a smart card program for transit.**

- Staff in the transit department have been working with the IBI Group since April 2020 to develop a comprehensive technology review and plan to present a recommendation to Council in Q4 on the next steps regarding a transit alternative payment method.

**Lead the Innovatology program for 2020, increasing the facilitation support and training offered to departments on innovation tools and processes and continue to support the Edison awards aimed at recognizing innovation at the City**

- During the pandemic, all staff engagement activities of the Innovation program for training and workshops were paused as we supported essential services. We restarted the newsletter in Q3, added an Innovation Idea Exchange Group, and a cross-functional facilitated conversation series for employees. We continue to support corporate transformation projects, working with the CEM team on user testing in Q3, the performance monitoring tool for Service Barrie interactions, and the pandemic municipal scan.

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

- We have restarted some virtual cross-functional programming and will continue to expand opportunities as the organization evolves in the new normal. We continue to support cross-functional initiatives, including the Phase In Committee, and work with participants to develop tools for staff.

Infrastructure and Growth Management

**Implement the Council-endorsed Strategic Asset Management Policy to comply with new Provincial regulation**

- The City continues to follow the Policy's guiding principles when doing asset management work, that being service focused, value based and affordable, and risk based. Several Asset Management Plan updates are underway, which identify investment needs to meet existing service levels. The AMPs will be completed in alignment with the regulatory timelines, the next milestone of which is water, wastewater, stormwater and road AMPs will be updated by July 2021. Various data collection activities are underway, which will inform decision making at all levels. The City's capital planning work continues to use a risk-based prioritization framework.



**APPENDIX "F"**  
**Key Performance Indicators (KPI's)**

	Annual Target	Q3 YTD Actual
<b>Community and Corporate Services</b>		
<b>Barrie Fire and Emergency Services</b>		
Emergency Call Handling Time for NFPA - Barrie Only	95%	96%
Emergency Response Call Volume - Barrie Only <sup>1</sup>	9,000	1,908
Less Than 6 Minute Road Response - 90% of the time, all calls	91%	90.2%
Home Fire Safety Visits <sup>2</sup>	11,000	0
Total Fire Code Inspections – All <sup>3</sup>	3,000	1,044
Average Emergency Incident Response Time (minutes)	5.30	5.4
<b>Facilities</b>		
Facility Energy Consumption Per Square Footage (ekWh/ft2) <sup>4</sup>	29.2	24.1
Wastewater Energy Consumption Per Megalitre (ekWh/mL) <sup>5</sup>	399	397
Water Energy Consumption Per Megalitre (ekWh/mL) <sup>6</sup>	1,097	1,108
Cost avoidance dollars per year <sup>7</sup>	\$350,000	\$1,366,455
Positive customer satisfaction response rate percentage <sup>8</sup>	80%	Not Available
Maintenance effectiveness: # of preventative maintenance work orders as a percentage of total maintenance work orders <sup>9</sup>	70%	34.27%
Average number of back logged work requests per month <sup>10</sup>	35/month	66/month
Back log in weeks <sup>11</sup>	3 weeks	2.18 Weeks
Average number of work requests per month <sup>12</sup>	1,500	794
Facility maintenance cost per square foot <sup>13</sup>	\$7.8	\$7.32
<b>Finance</b>		
Audited Financial Statement Completion Date <sup>14</sup>	May 2020	June 2020
Quarterly Reports	3	2

<sup>1</sup> Emergency Incidents are trending 10-15% lower than previous years.

<sup>2</sup> Alarmed for Life suspended due to COVID

<sup>3</sup> Multiple inspections due to COVID via Zoom

<sup>4</sup> COVID shut down of City services significantly reduced energy consumption in the majority of facilities, particularly recreational facilities.

<sup>5</sup> Increased wastewater flows had moderate impact of energy consumption but still exceeding 2020 plan target.

<sup>6</sup> Energy intensity is trending downward from 2019 actuals but still above target due to natural gas consumption impacts. Optimization activities are targeting natural gas usage.

<sup>7</sup> Significantly impacted by facility closures

<sup>8</sup> Survey scheduled for completion in Q4

<sup>9</sup> Due to COVID-19 many PM work orders were not completed either due to staffing availability or because equipment in closed buildings was shut down eliminating the need. Furthermore, demand maintenance requests have increased significantly for COVID-related support, and this increase is expected to continue until Q4 or beyond.

<sup>10</sup> Average backlog per employee

<sup>11</sup> Average backlog per employee

<sup>12</sup> Reduction of work requests generally corresponds with COVID staffing reductions

<sup>13</sup> Lower costs in Q3 due to COVID

<sup>14</sup> Challenges with staffing and remote work due to COVID made timelines difficult to achieve.



	Annual Target	Q3 YTD Actual
Month End Close by 9 <sup>th</sup> Business Day <sup>15</sup>	75%	11%
Days to complete a procurement process <sup>16</sup>	80	86
Construction Lien Compliance payments within 28 days	100%	100%
Water and Wastewater Electronic Billing <sup>17</sup>	30%	0%
Percentage of permanent vendors paid with electronic funds transfer <sup>18</sup>	20%	0%
Average Number of Bids received per Bid Process	5	6
Tax arrears as a per cent of current year levy <sup>19</sup>	6.0%	5.35%
Water wastewater arrears as a percentage of last 12 months of billing <sup>20</sup>	3%	8.03%
Return on Investments <sup>21</sup>	2.60%	1.98%
<b>Legislative and Court Services</b>		
Number of formal MFIPPA requests received <sup>22</sup>	60	65
Percentage of MFIPPA requests responded to within legislative framework <sup>23</sup>	100%	100%
Number of meetings supported <sup>24</sup>	130	58
Percentage of minutes published within 4 days after the meeting <sup>25</sup>	98%	90%
Number of customers served at court services counter (Barrie Court Services) <sup>26</sup>	30,000	N/A
Average customer processing time <sup>27</sup>	5:00 min/ defendant	N/A
Number of trial requests processed (Barrie) <sup>28</sup>	17,000	8,796
Average time to trial - Part I charges (months) <sup>29</sup>	5 Months	N/A
Percent of prosecutorial success (Trial Convictions) <sup>30</sup>	75%	N/A
Percent of trial requests resolved by XRP (Barrie Court Service Area) <sup>31</sup>	10%	N/A

<sup>15</sup> Staffing, remote work and workloads largely due to COVID made targeted close dates unrealistic.

<sup>16</sup> Methodology adjusted to remove outliers.

<sup>17</sup> On track for pilot Aug/Sept, full rollout in Q4.

<sup>18</sup> Planning rollout by end of Q4.

<sup>19</sup> Tax arrears have decreased in Q3 as the COVID initiative to eliminate interest on late payments has ended, as well as the final installment due date moving to October (Q4) rather than the standard September (Q3) due date.

<sup>20</sup> Water/wastewater arrears are higher due to COVID-19 measures that were in place to aid residents financially including the elimination of interest, extended due dates, and ceasing water shut offs.

<sup>21</sup> Interest rates on investments decreased due to COVID-19. Mitigated due to locked-in rates pre-COVID-19 and increase in value of bond portfolio due to decrease in yields.

<sup>22</sup> Slight increase in number of FOIs. The increase is not attributed to any particular matter.

<sup>23</sup> Numbers consistent with annual plan.

<sup>24</sup> Decrease in meetings attributed to COVID-19.

<sup>25</sup> Delays resulting from Committee resources being re-deployed.

<sup>26</sup> No Q3 statistics available as courts facility was closed to the public as of March 18<sup>th</sup> due to the pandemic and remains closed.

<sup>27</sup> No Q3 statistics available as courts facility was closed to the public as of March 18<sup>th</sup> due to the pandemic and remains closed.

<sup>28</sup> Requests for trial continue to be received but the setting of trials is on hold due to the closure of in-court operations as of mid-March and there has been no current direction of the Chief Justice to set trials.

<sup>29</sup> Q3 data is not available due to the closure of in-court operations as of mid-March. Time to trial is anticipated to be in excess of 5-6 months once court operations recommence.

<sup>30</sup> Data is not available due to court closures.

<sup>31</sup> Data is not available due to court closures.



	Annual Target	Q3 YTD Actual
Percent of business licenses renewed by due date <sup>32</sup>	80%	N/A
Volume of by-law administration files <sup>33</sup>	3,800	2,531
Volume of by-law enforcement files <sup>34</sup>	68,000	49,214
<b>Recreation</b>		
RecACCESS Participation (number of users) <sup>35</sup>	1,400	1,532
RecACCESS Participation Rate as a % of Low-Income Population <sup>36</sup>	8.3%	9.1%
Number of Camp Registrations <sup>37</sup>	8,000	484
Percent of Staff Trained in HIGH FIVE <sup>38</sup>	90%	N/A
Community Group Usage of Recreation Facilities (Total Hours) <sup>39</sup>	43,000	11,758
Total Visits to Recreation/Community Centres <sup>40</sup>	2,400,000	646,298
RecPASS Member Visits <sup>41</sup>	290,000	64,548
Recreation Services Operating Cost Recovery Rate <sup>42</sup>	51.8%	28.7%
RecPASS Retention Rate <sup>43</sup>	50.0%	38.2%
Client Satisfaction Rating <sup>44</sup>	75%	N/A
Value of Sponsorships from all Corporate Events <sup>45</sup>	\$70,000	\$7,179
Number of Special Event Permits Issued <sup>46</sup>	150	7

<sup>32</sup> While COVID-19 restrictions permitted opening in Q3, we have not been strict on renewal times, allowances are being provided due to slower than normal business operations. General reminder notices sent to all businesses that renewals may be processed for at this time.

<sup>33</sup> In Q3, some reductions in lottery licensing due to closures or reduced opportunities to sell tickets, reductions in sign permit issuance, etc.

<sup>34</sup> Some reduction in Q3 with some COVID-19 restrictions being lifted, however other volume of calls remains the same.

<sup>35</sup> Drop reflects recACCESS membership expirations that occurred during period of closure. These members are being offered an additional 60-day period to re-apply.

<sup>36</sup> Percentage reflects the drop in recACCESS memberships.

<sup>37</sup> Modified outdoor summer camps were offered from July 17 to September 4. Achieved a 95% fill rate which indicated strong demand for summer programming opportunities in 2021.

<sup>38</sup> HIGH FIVE has suspended 2020 program requirements for meeting staff training targets. Efforts will continue to train new staff upon hiring.

<sup>39</sup> Q3 lower than Q2 due to reservation cancellations within youth community groups for Fall period. Adult hours have remained stable. Q3 results are 27% of plan.

<sup>40</sup> Drop-in swims, fitness workouts and ice rentals have been key factors in rebuilding client traffic. October will add registered programs. Q3 results are 27% of plan.

<sup>41</sup> Memberships were reactivated September 8. Visits have been growing during September, however, they remain low due to limited capacity in fitness centers and pools due to COVID guidelines and capacity management. Scans may be impacted by COVID protocols related to customer traffic flow within centres.

<sup>42</sup> Cost recovery dropped during Q3 due to ramp-up costs as facilities were re-opened. Minimal revenue was generated during the July to September period.

<sup>43</sup> Family recPASS represents 66% of all memberships and retention was only 37% versus a year prior. During the Apr-Sept period, almost 30% of recPASS memberships were cancelled by customers or not renewed due to COVID-19 as services and facilities were closed until July and had limited capacities thereafter.

<sup>44</sup> COVID-19 closures limited survey results. Client satisfaction surveys being relaunched in Q4.

<sup>45</sup> Winterfest is the only event that has been held this year. Celebrate Barrie was cancelled. Reduction of revenue from Q2 reflects a recategorization of revenue unrelated to sponsorships.

<sup>46</sup> In Q3, 3 permits were issued, including a film permit. Majority of special events permits occur during warmer months. All previously scheduled events were cancelled as of March 14<sup>th</sup> due to COVID-19.



	Annual Target	Q3 YTD Actual
Number of Events at Meridian Square <sup>47</sup>	60	4
Rental Revenue – Five Points <sup>48</sup>	\$72,000	\$9,245
Rental Revenue – Georgian Theatre <sup>49</sup>	\$131,000	\$5,076
Days of Use – Five Points <sup>50</sup>	240	28
Days of Use – Georgian Theatre <sup>51</sup>	145	32
<b>Office of the CAO</b>		
Internal Audit		
% of projects completed from approved plan <sup>52</sup>	100%	21%
% of recommendations accepted	100%	100%
% of recommendations implemented <sup>53</sup>	80%	50%
Legal Services		
# of property transactions completed (acquisition, disposition, expropriation, access, easement, lease, and encroachment)	30	16
% of properties acquired by negotiation vs expropriation	60%	75%
External legal costs inclusive of consultants <sup>54</sup>	\$910,000	\$133,886
% of insurance claims/incidents handled in-house	95%	94%
Ratio of closed to open files	.90:1	.89:1
Human Resources		
Corporate training \$ spent per permanent employee <sup>55</sup>	\$75	\$0.52
% Departmental training budget spent <sup>56</sup>	100%	27%
% turnover in first 2 years of employment <sup>57</sup>	0.0%	0.21%

<sup>47</sup> In Q3, 2 permits were issued for events at Meridian Square. Majority of Meridian Square events occur during warmer months. All events were cancelled as of March 14<sup>th</sup> due to COVID-19.

<sup>48</sup> High percentage of booking days occur during the May-September period which was cancelled as of March 14<sup>th</sup>. Will remained closed until the end of 2020 due to COVID-19.

<sup>49</sup> High percentage of booking days occur during the May-September period which was cancelled as of March 14<sup>th</sup>. Will remained closed until the end of 2020 due to COVID-19. Q3 revenue drop was the result of reservation cancellations.

<sup>50</sup> Facilities were closed as of March 14<sup>th</sup> due to COVID-19 for the balance of 2020.

<sup>51</sup> Facilities were closed as of March 14<sup>th</sup> due to COVID-19 for the balance of 2020.

<sup>52</sup> The COVID-19 state of emergency impacted our ability to work with departments and other parties to complete projects in the first half of 2020. Considering additional projects in progress but not yet completed, approx. 50% of Internal Audit's approved plan was either completed or is in progress as at September 30<sup>th</sup>, 2020.

<sup>53</sup> Implementation status is assessed during follow up reviews. Outstanding recommendations require additional remediation which will continue to be monitored and assessed by Internal Audit.

<sup>54</sup> The Annual Plan includes \$400,000 in reserve funding. COVID-19 related court closures resulted in litigation delays and underspend of budget.

<sup>55</sup> Majority of corporate training program paused due to COVID-19.

<sup>56</sup> Majority of departmental training paused due to COVID-19.

<sup>57</sup> Two departure out of 947 permanent positions.

	Annual Target	Q3 YTD Actual
<b>Infrastructure and Growth Management</b>		
<b>Infrastructure</b>		
Percent time treatment effluent limits met all requirements (Wastewater)	100%	100%
Number of Customer Complaints per 1,000 Customers (Water)	1.6	2.85
<b>Planning and Building Services</b>		
Average number or working days for issuance of draft site plan approval conditions (days)	45 days	N/A
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium)	90%	0
Average number or working days for issuance of draft site plan approval conditions (days)	10	7
Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha) <sup>58</sup>	18 ha	24.66 ha
Number of new policies, amendments to Planning documents and/or special studies approved by Council.	4	20
Number of Open Houses/Ward Meetings Held for Policy Planning Projects <sup>59</sup>	25	3
Number of Ward Meetings Held for Development Applications	13	12
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings	400	252
Number of Special Interest Group Presentations (i.e. BILD)	10	3
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)	80	0
Percentage of Low, Medium and High-Density Housing Units Approved through Development Proposals	60%/20%/20%	0%/100%/0%
Percentage of Ownership and Rental Units Approved through Development Proposals	75%/25%	100%/0%
Percentage of Building Permit applications reviewed within legislated timeframes	93%	68.5%
Average # of inspections to approve occupancy for new dwelling units	1.6	2.0
<b>Business Development</b>		
Number of local companies pro-actively engaged for BR+E activities	100	444
Number of talent attraction events delivered or participated in	8	6
Number of local companies participating in talent attraction events/initiatives delivered by Invest Barrie	65	30
Number of Businesses started where Business Development and/or Small Business Centre have been engaged	120	101
Number of Investment/Development Projects facilitated/supported by Business Development	15	16
Number of square feet occupied by investment/development projects facilitated/supported by Business Development	100,000	398,000
Number of new jobs created by investment/development projects facilitated/supported by Business Development	100	0
<b>Creative Economy</b>		

<sup>58</sup> Approximately 18 ha identified through recent ZBA approvals for future dedication

<sup>59</sup> Including online engagements

	Annual Target	Q3 YTD Actual
'Number of businesses engaged in one or more of the City's innovation programs.	35	177
Total R&D/Innovation/Investment Funding Raised (reported annually)	3.4 mil	0
Number of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives (incl. incubator programs)	200	93
<b>Access Barrie</b>		
<b>Customer Service</b>		
Number of Service Barrie customer interactions (Phone, Email, Counter)	200,000	62,331
Percentage of Customer Satisfaction rates as moderately high to high <sup>60</sup>	72%	N/A
Percentage of Service Barrie phone calls answered with 30 seconds <sup>61</sup>	70%	58%
<b>Communications</b>		
Media exposure (number of times City of Barrie appears in media stories) <sup>62</sup>	650	1,108
Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	50.5%
Positive/neutral media coverage <sup>63</sup>	80%	79.1%
<b>Marketing</b>		
Percentage increase in the number of visitors to Barrie.ca	3%	6.6%
Total number of impressions on Twitter and Facebook	5M	3.9M
Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, etc.) in relation to impressions	2.5%	2.9%
Total number of impressions on Instagram	400,000	492,855
<b>Transit</b>		
Revenue to cost ratio <sup>64</sup>	34%	15.3%
On Time Performance	85%	86%
Percentage of bus stops that are accessible	56%	60%
Annual Ridership <sup>65</sup>	3.6M	1.5M
KM's of Transit Service per 100K Population <sup>66</sup>	2,162,508	1,263,035
Transit Trips per Capita <sup>67</sup>	22.6	10.6
<b>Information Technology</b>		
Number of City of Barrie eServices	19	23

<sup>60</sup> Due to lockdown, no customer surveys have been completed for 2020 to date

<sup>61</sup> Service Barrie agents returned to onsite work in July 2020. With COVID-19 call volumes at an unprecedented high and half of the staff compliment having moved to assist with in person interactions, call answer timelines increased.

<sup>62</sup> Increased media exposure due to COVID closures, opening and changes to City programs, services during the Pandemic.

<sup>63</sup> On track to meet annual target

<sup>64</sup> As a result of COVID, transit service has been provided without the collection of fares between March 20<sup>th</sup> and August 1<sup>st</sup>.

<sup>65</sup> As a result of COVID where businesses and school closures, transit ridership decreased to as low as 20% of pre-COVID numbers and currently is trending between 40-45%.

<sup>66</sup> Km's of transit service is lower than originally planned, due to the fact that service was reduced as impacted by COVID

<sup>67</sup> As a result of COVID where businesses and school closures, transit ridership decreased to as low as 20% of pre-COVID numbers and currently is trending between 40-45%.



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	Annual Target	Q3 YTD Actual
City of Barrie Website Availability (Includes Planned Outages) <sup>68</sup>	99.9%	99.9%
Number of Technology Related Service Delivery Interruptions	10	4
Number of manual business processes that are automated, digitally transformed, or made mobile <sup>69</sup>	500	697

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<sup>68</sup> Zoning ByLaw, Official Plan, Draft Plan of Subdivision and Certified Model went live in Q3

<sup>69</sup> 697 work activities/business processes mobilized by the Digital Transformation team YTD in 2020, includes 175 process in Q3, 332 processes in Q2, and 190 processes in Q1.