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|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| TO: | GENERAL COMMITTEE |
| SUBJECT: | BUSINESS PLAN STATUS AS AT JUNE 30, 2021 |
| WARD: | ALL |
| PREPARED BY AND KEY CONTACT: | J. KUEHL, MANAGER OF BUSINESS PLANNING AND BUDGET C. GILLESPIE, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENT |
| 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 EMT004-21 concerning the 2021 Budget and Business Plan Status as of June 30, 2021, 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 2021 Business Plan and summarize the Corporation's financial and non-financial performance up to June 30, 2021.
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 June 30, 2021, the tax supported budget had a surplus of \$4.0 million. Tax rate-based expenditures were 2.0% below budget for the first half of 2021 and revenues were essentially on budget.
5. Excluding the Safe Restart Funding, it is expected the year end operating results will not result in a surplus but will be closer to budget. This is a result of accelerating operational spending on departmental initiatives and the potential costs and lost revenue possible with further COVID-19 impacts in the last half of the year.
6. The City has available \$5.12M from Safe Restart Funding for COVID-19 related expenses or revenue shortfalls. There is also an addition \$1.63M available from the Safe Restart Transit Phase 3 program for transit-related pressures due to COVID-19. These funds are not reflected in the Q2 results and will be applied at year end when the annual impact of the pandemic is known.

7. City staff are in the process of tabulating the costs of the Tornado, which occurred in July, subsequent to the reporting period of this report being June 30, 2021. Staff will be reporting to Council with a separate memo on the City's costs of the Tornado later this quarter.
8. The following table summarizes the financial variances to June 30, 2021, 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 June 30 th , 2021 | | | |
|--------------------------------------|-------------------------------------------|---------------------|------------------|--------------|
| | Budget (\$) | Actual (\$) | Variance (\$) | Variance (%) |
| Access Barrie | 12,394,232 | 12,260,037 | 134,194 | 1.1% |
| CAO & Mayor's Office | 3,296,636 | 3,099,964 | 196,672 | 6.0% |
| Community and Corporate Services | 23,170,215 | 23,143,248 | 26,967 | 0.1% |
| Corporate Expenses | 44,649,129 | 45,517,606 | (868,477) | -1.9% |
| Council & Committees | 447,317 | 390,708 | 56,609 | 12.7% |
| Infrastructure and Growth Management | 22,823,020 | 20,535,465 | 2,287,555 | 10.0% |
| Service Partners & Grants | 78,719,277 | 76,784,623 | 1,934,654 | 2.5% |
| Total Net Expenditures | 185,499,826 | 181,731,651 | 3,768,174 | 2.0% |
| Corporate Revenues | (263,405,162) | (263,664,269) | 259,107 | -0.1% |
| Total | (77,905,336) | (81,932,618) | 4,027,281 | |

9. Key contributors (positive variances) to the Corporation's general tax rate surplus as of June 30th include the following:
 - Staffing Reductions and Salary Gapping \$2.0M (detail below);
 - Service Partners \$1.9M (detail below);
 - Utilities \$635K (detail below);
 - Transit – Contracted Services \$602K (see Appendix B);
 - Corporate Revenues – Province of Ontario Grants \$456K (see Appendix B);
 - Development Services – Engineering Fees and Consultants \$391K (see Appendix B);
 - Road Surface Maintenance \$375K (see Appendix B);
 - Traffic Services – Painting, Repairs & Maintenance \$360K (see Appendix B);
 - Fleet Operations – Gasoline & Diesel \$237K (see Appendix B);
 - Facilities – Contracted & Other Services \$235K (see Appendix B).
10. Key offsetting contributors (negative variances) to the Corporation's tax rate general surplus include the following:
 - Recreation – User Fees partially offset by Materials \$2.0M (see Appendix B);

- Interest & Penalties Revenue - \$782K (see Appendix B);
- Court Services – Fines partially offset by Contracted Services \$425K (see Appendix B);
- Enforcement Services – Fines \$233K (see Appendix B);

Staffing Reductions and Salary Gapping

11. The salary gapping provision approved by Council in the 2021 Business Plan is \$1.3 million, or \$638 thousand by the end of the second quarter. 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 and 2021 have 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.
12. As of June 30th, the City has realized \$2.6 million in salary gapping against a second quarter target of \$638 thousand, resulting in a favourable variance of \$2 million. 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 continue to be a result of the pandemic.
13. Some of the significant drivers of the \$2.6 million were as follows:
 - Recreation & Culture Services \$1.8M
 - Operations \$517K

Service Partners

14. The Service Partners surplus of \$1.9 million was largely driven by the County of Simcoe. Ontario Works, Children Services, and Long-Term Care are the major contributors to the positive variance, with these areas being partially offset by increased costs for Paramedic Services.
15. The Barrie Library is contributing \$446 thousand to the Service Partners variance. This is due to Council direction to withhold the Holly Library Branch related funding until a signed lease is in place. As of Q2, the lease was still being negotiated.

Utilities

16. The favourable variance of \$635K is largely driven by a reduction in consumption of 18% for electricity and 24% for natural gas compared to budget. This is largely due to the impact of COVID related facility closures. The buildings within the Recreation and Culture Services department account for \$532K of this variance for the first half of the year.
17. The utility variance will continue to grow throughout the year as facilities are underutilized resulting in decreased consumption. Current forecasts point to a \$826K variance at year end.

SUMMARY OF OPERATING RESULTS – WATER

| | Year-to-Date June 30, 2021 | | | |
|------------------------|----------------------------|--------------|------------------|--------|
| | Budget (\$) | Actual (\$) | Variance (\$) | % |
| Salaries and Benefits | 4,029,323 | 3,810,228 | 219,095 | 5.4% |
| Operating Expenses | 2,831,843 | 2,908,548 | (76,705) | (2.7%) |
| Transfers to Reserves | 3,610,092 | 3,633,832 | (23,740) | (0.7%) |
| Corporate Support | 4,542,687 | 4,369,835 | 172,852 | 3.8% |
| Total Net Expenditures | 15,013,945 | 14,722,443 | 291,502 | 1.9% |
| Revenues | (14,571,288) | (14,153,346) | (417,942) | 2.9% |
| Deficit | 442,656 | 569,097 | (126,440) | |

18. The Water Operations branch ended the quarter with an operating deficit of \$126 thousand. Net expenditures were \$292 thousand (1.9%) under budget and revenues were \$418 thousand (2.9%) under budget.
19. Operating expenses, salaries, and corporate support are all tracking closely to budget at Q2.
20. Revenues are slightly under budget as actual volume increases have not quite matched the growth assumptions.

SUMMARY OF OPERATING RESULTS – WASTEWATER

| | Year-to-Date June 30, 2021 | | | |
|------------------------|----------------------------|--------------|------------------|--------|
| | Budget (\$) | Actual (\$) | Variance (\$) | % |
| Salaries and Benefits | 2,321,722 | 2,366,620 | (44,898) | (1.9%) |
| Operating Expenses | 4,292,261 | 3,856,721 | 435,540 | 10.2% |
| Transfers to Reserves | 8,261,661 | 8,285,401 | (23,740) | (0.3%) |
| Corporate Support | 3,670,682 | 3,531,718 | 138,964 | 3.8% |
| Total Net Expenditures | 18,546,325 | 18,040,460 | 505,865 | 2.7% |
| Revenues | (18,564,789) | (17,936,214) | (628,575) | 3.4% |
| Deficit | (18,464) | 104,245 | (122,709) | |

21. The Wastewater Operations branch finished the quarter with an operating deficit of \$123 thousand. Net expenditures were \$506 thousand (2.7%) under budget while Revenues were \$629 thousand (3.4%) under budget.

22. Operating expenses came in \$435 thousand under budget on lower spending in contracted services and chemicals. For contracted services, the Wastewater Collection team moved to Wastewater operations in 2020. The branch has been able to utilize the team resulting in a lower need to contract out certain services to outside contractors. Lower spending in chemicals is the result of increased efforts in optimizing the usage of alum and oxygen.
23. Corporate support is based on actual work and staff time in support of Wastewater Operations from various departments and is close to budget at the end of Q2.
24. Revenues are slightly under budget as actual volume increases have not quite matched the growth assumptions.

SUMMARY OF OPERATING RESULTS – PARKING

| | Year-to-Date June 30, 2021 | | | |
|-------------------------------------|-----------------------------------|--------------------|----------------------|----------|
| | Budget (\$) | Actual (\$) | Variance (\$) | % |
| Salaries and Benefits | 223,380 | 212,089 | 11,291 | 5.05% |
| Operating Expenses | 217,794 | 124,834 | 92,960 | 42.7% |
| Transfers to/(from) Reserves | (312,664) | (312,998) | 334 | (0.1%) |
| Corporate Support | 903,561 | 817,560 | 86,001 | 9.5% |
| Total Net Expenditures | 1,032,091 | 841,485 | 190,606 | 18.5% |
| Revenues | (991,870) | (601,010) | (390,860) | 39.4% |
| Total | 40,221 | 240,475 | (200,254) | |

25. Parking Operations finished the second quarter with an operating deficit of \$200K. This deficit is largely due to a shortfall in revenue (\$391K), offset by a favourable variance in corporate support and operating expenses which is mainly due to the timing of Parkade repairs. The sale of parking permits and transient parking fees has been negatively impacted by COVID with more employees working from home, provincial restrictions on social gatherings, and redirected enforcement resources.

CAPITAL PLAN STATUS AT JUNE 30, 2020

26. The Capital Plan presented in Appendix "C" is a high-level summary of activity as of June 30, 2020. The projected Q2 spending forecast was \$30.9M with actual spending of \$25.5M (82.6% of forecast). The total capital budget for 2021 is \$348.4M, including carryover from prior years and new projects. The Q2 actuals of \$25.5M account for 7.3% of the available 2021 budget.

KEY DIVISION SERVICE DELIVERY INITIATIVES & KEY PERFORMANCE INDICATORS

27. 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

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

ALTERNATIVES

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

FINANCIAL

30. 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

31. 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 of June 30, 2021

| | Budget (\$) | Actual (\$) | Variance (\$) | Variance (%) |
|-----------------------------------------------------|--------------------|--------------------|----------------------|---------------------|
| Access Barrie | 12,394,232 | 12,260,037 | 134,194 | 1.1% |
| Access Barrie Admin | 174,197 | 155,936 | 18,261 | 10.5% |
| Customer Service | 585,880 | 637,669 | (51,790) | -8.8% |
| Information Technology | 4,191,241 | 3,861,596 | 329,645 | 7.9% |
| Marketing & Communication | 554,118 | 643,994 | (89,876) | -16.2% |
| Transit & Parking Strategy | 6,888,797 | 6,960,843 | (72,046) | -1.0% |
| CAO & Mayor's Office | 3,296,636 | 3,099,964 | 196,672 | 6.0% |
| Office of the Mayor | 153,283 | 113,647 | 39,636 | 25.9% |
| Office of the CAO | 328,763 | 257,201 | 71,563 | 21.8% |
| Legal Services | 935,526 | 980,672 | (45,146) | -4.8% |
| Internal Audit | 181,891 | 181,401 | 490 | 0.3% |
| Human Resources | 1,697,173 | 1,567,043 | 130,130 | 7.7% |
| Community and Corporate Services | 23,170,215 | 23,143,248 | 26,967 | 0.1% |
| GM of Community & Corporate Services | 178,233 | 119,378 | 58,856 | 33.0% |
| Facilities | 985,644 | 919,107 | 66,537 | 6.8% |
| Barrie Fire & Emergency Services | 13,380,634 | 13,589,112 | (208,477) | -1.6% |
| Finance | 2,065,178 | 1,833,105 | 232,073 | 11.2% |
| Legislative & Court Services | 1,334,567 | 1,698,171 | (363,605) | -27.2% |
| Recreation & Culture Services | 5,225,959 | 4,984,375 | 241,583 | 4.6% |
| Other Expenses | 44,649,129 | 45,517,606 | (868,477) | -1.9% |
| Corporate Expenses | 44,649,129 | 45,517,606 | (868,477) | -1.9% |
| Council & Committees | 447,317 | 390,708 | 56,609 | 12.7% |
| City Council | 408,289 | 379,590 | 28,699 | 7.0% |
| Committees | 39,029 | 11,119 | 27,910 | 71.5% |
| Infrastructure & Growth Management | 22,823,020 | 20,535,465 | 2,287,555 | 10.0% |
| Building Services | 35,032 | 35,032 | (0) | 0.0% |
| Business Performance & Environmental Sustainability | 902,892 | 791,495 | 111,398 | 12.3% |
| Corporate Asset Management | 526,682 | 341,688 | 184,993 | 35.1% |
| Development Services | 3,315,592 | 2,380,100 | 935,493 | 28.2% |
| Economic & Creative Development | 1,088,443 | 1,207,889 | (119,446) | -11.0% |
| GM Infrastructure & Growth Management | 233,483 | 167,775 | 65,707 | 28.1% |



| | Budget (\$) | Actual (\$) | Variance (\$) | Variance (%) |
|---------------------------------|----------------------|----------------------|------------------|--------------|
| Infrastructure Department | 659,256 | 306,221 | 353,035 | 53.6% |
| Operations | 16,061,639 | 15,305,265 | 756,374 | 4.7% |
| Total Net City Services | 106,780,549 | 104,947,028 | 1,833,520 | 1.7% |
| Service Partners & Grants | 78,719,277 | 76,784,623 | 1,934,654 | 2.5% |
| Total Net Expenditures | 185,499,826 | 181,731,651 | 3,768,174 | 2.0% |
| Net Taxation for own purposes | (255,486,458) | (255,383,249) | (103,209) | 0.0% |
| Payments in Lieu of Taxes | (2,053,300) | (2,037,351) | (15,950) | 0.8% |
| Corporate Recoveries | (2,288,540) | (2,338,219) | 49,679 | -2.2% |
| Corporate Revenues | (1,337,000) | (2,162,446) | 825,446 | -61.7% |
| Investment Revenue | (2,239,864) | (1,743,005) | (496,859) | 22.2% |
| Total Revenue | (263,405,162) | (263,664,269) | 259,107 | -0.1% |
| Total Operating Variance | (77,905,336) | (81,932,618) | 4,027,281 | -5.2% |

APPENDIX "B"

Detailed Tax Supported Operating Variance Explanations

| | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------|---------------------|
| Service/Driver: Transit – Contracted Services | | | |
| Budget: \$8.5M | Actual: \$7.9M | Variance \$: \$602K | Variance: 7% |
| <u>Reason for Variance</u> Barrie Transit is currently operating at approximately 85% of pre-pandemic levels to maintain an appropriate level of service to the community but also to account for the current ridership levels between 40-45% of normal activity. In addition, the transit service provider has experienced bus operator staffing shortages which have resulted in some missed service and associated performance deductions resulting in the current YTD favourable variance. | | | |
| <u>Impact Going Forward</u> The Transit department is anticipating that ridership will increase as more students return to on campus at Georgian College, provincial restrictions are loosened, and rider confidence increases. Staff will balance service to the community and fiscal responsibility amidst the termination of Safe Restart funding from upper-level government. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> Staff will continue to monitor changing trends and utilize available funding in the Provincial Gas Tax reserve over the coming years to maintain sustainability until transit ridership and revenue return to pre-pandemic levels. | | | |



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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------|----------------------|
| Service/Driver: Corporate Revenues – Province of Ontario Grants | | | |
| Budget: \$1.3M | Actual: \$1.8M | Variance \$: \$456K | Variance: 34% |
| <u>Reason for Variance</u> \$456K in Transitional Mitigation funding was received. This is related to non- profit long term care homes being exempt from property tax. This funding began in 2016 and was supposed to be a one-time payment, but the Province has continued to provide the funding each year since. As there is no agreement in place, the funding has historically not been budgeted. | | | |
| <u>Impact Going Forward</u> The positive variance related to this funding will continue for the remainder of 2021. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> The Transitional Mitigation funding has been budgeted for 2022, therefore the positive variance is not expected to continue beyond the current year. | | | |



| Service/Driver: Development Services – Engineering Fees | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|-----------------|
| Budget: \$296K | Actual: \$585K | Variance \$: \$289K | Variance: 97.4% |
| <u>Reason for Variance</u> The reason for this positive variance is due to the fact that the Planning department has received and performed more services related to development projects than originally anticipated. The city collects a fee of 5% of gross cost of engineering works for infrastructure, grading, inspections, storm water management on subdivisions and site plan projects. Revenues are recognized as the review processes are completed. | | | |
| <u>Impact Going Forward</u> Due to higher-than-expected development projects commencing in the area, we expect the variance to continue and perhaps increase by year end. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> Engineering fees are budgeted based on expected growth. We revise our best estimates annually based on the most current information available. | | | |

| Service/Driver: Development Services – Consultants | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------|---------------|
| Budget: \$127K | Actual: \$25K | Variance \$: \$102K | Variance: 80% |
| <u>Reason for Variance</u> The procurement of various consultants will occur later in the fiscal year than originally anticipated. All consulting funds are expected to be spent by year end. | | | |
| <u>Impact Going Forward</u> Variance is expected to normalize by year-end. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> No impact going forward. | | | |



| Service/Driver: Road Surface Maintenance – Contracted Services and Repairs & Maintenance | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------|-----------------|
| Budget: \$467K | Actual: \$93K | Variance \$: \$375K | Variance: 80.1% |
| <u>Reason for Variance</u> The current positive variance is due to contractor and COVID related delays that pushed the start of many maintenance projects back into the last two quarters of the year. All budgeted projects are currently underway and are expected to be completed in Q3 & Q4. | | | |
| <u>Impact Going Forward</u> Variance is expected to normalize by year-end. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> No impact going forward. | | | |

| Service/Driver: Traffic Systems – Painting, Repairs & Maintenance | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|---------------|
| Budget: \$563K | Actual: \$203K | Variance \$: \$360K | Variance: 64% |
| <u>Reason for Variance</u> Several projects were delayed and will be completed later in the year than originally anticipated. | | | |
| <u>Impact Going Forward</u> This variance is expected to normalize by year end. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> No impact going forward. | | | |



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| Service/Driver: Fleet Operations – Gasoline & Diesel | | | |
| Budget: \$731K | Actual: \$494K | Variance \$: \$237K | Variance: 32.4% |
| <u>Reason for Variance</u> The City's heavy-duty vehicles are the main driver of fuel consumption. The light winter we experienced at the beginning of the year reduced the need for plowing, salting, and sanding and significantly reduced the amount of fuel that was consumed. | | | |
| <u>Impact Going Forward</u> Depending on the type of winter we experience in Q4, our variance is expected to remain. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> Management uses an estimate of cost per liter and an average of historical amounts consumed when determining fuel budgets. Going forward we will continue to budget using this methodology as it is the best predictor of future consumption. | | | |



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| Service/Driver: Facilities – Contracted & Other Services | | | |
| Budget: \$1.2M | Actual: \$984K | Variance \$: \$235K | Variance: 19% |
| <u>Reason for Variance</u> Many facilities continued to be closed or at reduced capacity due to COVID-19 leading to lower contracted services and on-demand maintenance requests. | | | |
| <u>Impact Going Forward</u> There is an increase in work orders and contracted services as Facilities prepare for staff return to work in Q3 and Q4. While recruitment of qualified technical staff remains a challenge in the current environment, recruitment activities are ongoing to ensure we have enough technical staff to complete required work as facilities return to normal operations | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> It is anticipated that the current positive variance trajectory will end with the easing of COVID-19 restrictions and the return to normal facility operations. | | | |

| Service/Driver: Recreation – User Fees, Service Charges & Rentals | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------|----------------------|
| Budget: \$3M | Actual: \$352K | Variance \$: \$2.6M | Variance: 88% |
| <p><u>Reason for Variance</u></p> <p>All Recreation facilities were open only between Feb 20th – Apr 1st, 2021, while the Five Points Theatre remained closed due to COVID restrictions. With limited capacities permitted, only drop-in activities were scheduled for the pool and fitness centre. Virtual fitness classes offered residents the opportunity to participate from the comfort and safety of their own home which resulted in over 12,300 registrations. Ice rental revenue was minimal with Mariposa and minor hockey using the ice at Allandale Recreation Centre. The largest shortfalls to budget were a direct reflection of COVID health restrictions which closed community centres and recreational facilities across the province.</p> <ul style="list-style-type: none"> ➤ \$756K of registration and drop-in fees due to closures of recreation facilities ➤ \$759K of ice rentals ➤ \$533K of membership revenue ➤ \$467K of general facility rentals and special events | | | |
| <p><u>Impact Going Forward</u></p> <p>The negative revenue variance has been offset by a \$2.9M reduction in expenditures. The unplanned impact of remaining closed for most of the first half of 2021 has been reflected in the 2021 forecast, 2022 budget, and 2023-25 financial projections as staff plan a multi-year strategy to emerge from the impacts of the pandemic.</p> | | | |
| <p><u>Actions to Mitigate Future Anticipated Variances</u></p> <p>Facilities have re-opened as of late July as part of the province's re-opening plan. Expectations are that restrictions will continue to be lifted which will permit more visitors to our centres with larger capacities in pools, fitness centres, gymnasiums, and arenas. Staff also hope to see a return to registered activities in late September.</p> <p>A marketing campaign will be launched in the Fall to rebuild our recPASS memberships.</p> <p>Additionally, as staff rebuilds our programming, the opportunity exists to take an innovative approach as to how recreational and cultural services are delivered. Staff will also expand on some of our COVID successes such as outdoor fitness activities, virtual fitness classes, and virtual cultural programming such as Canada Day and New Year's.</p> | | | |



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| Service/Driver: Recreation – Contracted Services and Supplies | | | |
| Budget: \$1.3M | Actual: \$665K | Variance \$: \$600K | Variance: 47% |
| <u>Reason for Variance</u> Due to facility closures for all but 5 weeks of the first half of 2021, contracted service requirements were under budget by \$426K, and supplies and point of sale expenses were under budget by \$157K. Cost avoidance in repairs and maintenance was only \$18K as facilities staff took the opportunity with no customer traffic to complete several projects. | | | |
| <u>Impact Going Forward</u> The majority of these expenses are directly related to operating and maintaining our facilities in excellent condition for our customers. As we slowly emerge from the COVID pandemic, these expenses will trend upwards as our recreation and cultural facilities are more fully used and re-open our other sites for community rentals. Some capital improvement and repair projects were unable to be completed due to health restrictions on contractors' and other service firms' ability to access our buildings and, in some cases, a shortage of materials or longer delivery times. While some projects such as required pool maintenance are moving forward as quickly as possible now that restrictions have been lifted, specific projects have been rescheduled to later this year, therefore, staff anticipate spending to budget in the second half of 2021. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> The long-term departmental strategy highlights a multi-year recovery from the impacts of COVID. Materials & Supplies and Services expenses which are primarily utilities, contracted services, and repairs and maintenance will be managed based on community need and usage. The goal is to increase the utilization of our recreational and cultural facilities based on the relaxation of COVID restrictions over the balance of 2021 and into 2022. | | | |



| Service/Driver: Interest & Penalties | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|---------------|
| Budget: \$1.7M | Actual: \$908K | Variance \$: \$782K | Variance: 46% |
| <u>Reason for Variance</u> Council passed a motion in April to waive penalty/interest on 2021 tax levies until September 30, 2021. | | | |
| <u>Impact Going Forward</u> The impact will continue in Q3, Q4 should see revenue from penalties/interest increase to the 2020 levels. Fiscal year actuals are forecasted to be approx. \$2M against a budget of \$3.4M | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> N/A | | | |

| Service/Driver: Court Services – Fines | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|---------------|
| Budget: \$3.2M | Actual: \$2.2M | Variance \$: \$960K | Variance: 31% |
| <u>Reason for Variance</u> The Chief Justice's Orders pertaining to fines in default and authorization to recommence collection and enforcement activity were pushed out from December 1, 2020, until February 26 th , 2021, which negatively impacting achievable revenues stemming from these processes. As well, the approval of operating trial courts was delayed by approximately 5 months which has also impacted achievable revenues. These delays were unexpected at time of budget preparation. | | | |
| <u>Impact Going Forward</u> The current financial impact may be carried forward for the remainder of the year due to the above noted delays. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> Suspension activity is expected to ramp up in September from current levels of activity (after summer vacations). This should assist with minimizing the current revenue shortage. | | | |



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| Service/Driver: Court Services – Contracted & Other Services and External Transfers | | | |
| Budget: \$948K | Actual: \$413K | Variance \$: \$535K | Variance: 56% |
| <u>Reason for Variance</u> The largest contributors to the contracted variances are from a substantial reduction of number of available courts to address court matters virtually, thus reducing costs of judicial resources. As well, due to the delays in approvals to reschedule trial matters, it has led to an unanticipated reduction in witness and interpreter fees but also a reduction in achievable revenues for the partners which forms the external transfer figure. | | | |
| <u>Impact Going Forward</u> This cost savings is expected to be carried forward for the remainder of the year. Loss of achievable revenues for the partners (external transfers) is also expected to be carried forward to end of the year. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> An element stemming from Bill 177 which is coming into force on November 1, 2021, will allow the Clerk of the Court to move forward with convicting offenders where they have failed to respond (FTR) to a ticket. Although the launch of an FTR letter campaign has resulted in over \$44,000 of revenue as at end of Q2, currently we are sitting on the remainder of over 15 months of FTR dockets due to lack of judicial resources. Additional revenues are anticipated to be produced once the Clerk of the Court FTR powers come into force in Q-4. | | | |



| Service/Driver: Enforcement Services – Fines and Licenses Revenues | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|---------------|
| Budget: \$1.024M | Actual: \$791K | Variance \$: \$233K | Variance: 23% |
| <u>Reason for Variance</u> Council direction on enforcement has resulted in lower revenues. Items include: <ul style="list-style-type: none">- Waiving of Business Licensing fees April 26, 2021 – April 26, 2022- Cancellation of Parking Infractions for “Food” (supporting local)- Overall reduction in parking infraction issuance – enforcement in Downtown redirected as of January 2021 | | | |
| <u>Impact Going Forward</u> Impact will be ongoing for the remainder of the year. | | | |
| <u>Actions to Mitigate Future Anticipated Variances</u> No alterations can be undertaken at this time to mitigate losses. | | | |



APPENDIX "C"

Capital Plan Progress Update by Division as of June 30, 2021

| Summary of Capital Plan & Forecast | 2021 Capital Budget | | | Performance Reporting Q2 | | | | | Annual Deferred Budget |
|------------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|---------------------------------|----------------------|----------------------------|---------------------------------|------------------------------|------------------------|
| | Carryover from Prior Year Budgets | New Projects Approved in 2021 Budget | 2021 Total Budget including Transfers | Projected YTD Spending Forecast | Actual 2021 Spending | Variance to 2021 Projected | % of Spending Forecast Achieved | % of 2021 Total Budget Spent | |
| Access Barrie | \$ 9,693,771 | \$ 9,160,535 | \$ 18,854,306 | \$ 3,819,500 | \$ 3,326,319 | \$ 493,181 | 87.1% | 17.6% | \$ 9,118,975 |
| Community & Corporate Services | \$ 22,942,773 | \$ 37,730,781 | \$ 60,673,554 | \$ 3,692,440 | \$ 1,966,316 | \$ 1,726,124 | 53.3% | 3.2% | \$ 38,138,275 |
| Developer Built Projects | \$ 56,890,944 | -\$ 4,724,281 | \$ 52,166,662 | \$ 3,932,678 | \$ 132,866 | \$ 3,799,812 | 3.4% | 0.3% | \$ 37,515,044 |
| Infrastructure & Growth Management | \$ 156,006,179 | \$ 60,666,105 | \$ 216,672,284 | \$ 19,432,526 | \$ 20,064,618 | -\$ 632,092 | 103.3% | 9.3% | \$ 123,906,788 |
| Total | \$ 245,533,666 | \$ 102,833,140 | \$ 348,366,806 | \$ 30,877,144 | \$ 25,490,119 | \$ 5,387,025 | 82.6% | 7.3% | \$ 208,679,082 |

APPENDIX "D"

Key Division Service Delivery Initiatives (KDSDI's) as of June 30, 2021

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

- The City's long-range financial plan project was paused last year as a result of the COVID-19 crisis. The project was resumed earlier this year and is expected to be presented to Council for consideration in the third quarter of this year.
- The City continues the automation of financial data and implemented the following process improvements in SAP within the first months of this year:
 - Established an SAP governance structure including a change management policy and protocols.
 - Automated various Accounts Payable functions to enable improved recording of data, issue resolution and timely payments to vendors.
 - Configured SAP to enable payments to vendors via EFT (Electronic Funds Transfers)
 - Provided various Business Intelligence (BI) reports to provide the business with enhanced reporting and data analytics capabilities.
 - Identified opportunities to improve SAP access security thereby strengthening internal controls through segregation of duties and restricting access to appropriate functions.
 - Assisted departments to automate various functions through manipulation of data used for processing or reporting. These initiatives have resulted in faster and accurate data collection, entry and reporting in SAP.
 - Interfacing of various financial systems with SAP to enable enhanced analytics and reporting.

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

- Human Resources supported work through the Be Well Barrie initiative with Howatt Consulting that includes regular employee engagement/pulse surveys, executive coaching and leadership sessions for management staff.
- Human Resources commenced a process review through the Lean Six Sigma Team of the current recruitment and selection processes to prepare to go out to market for an Applicant Tracking System.
- A committee was formed to review the Total Rewards for non-union employees.
- A revised Respect in the Workplace Policy was implemented along with a new intranet page to highlight the policy and process for initiating a formal complaint. Work commenced in Q2 on the creation of an e-learning module for all staff and is anticipated to be implemented in early Fall 2021.

Implementation of a performance measurement framework that enhances accountability and transparency

- Key Performance Indicators (KPI's) were selected for the Council Strategic Plan and performance plans are created annually by departments and KPI data is gathered on a quarterly basis.

Oversee the development in the Secondary Plan areas

- Planning applications continue to be processed and infrastructure continues to be built in the Salem and Hewitt's Secondary Plan Areas. While the Landowners continue to be keen to proceed into

future phases of development in both secondary plans there are real financial and infrastructure challenges that staff continue to work through collaboratively with all parties.

- Approximately 280 lots were registered in the secondary plans in the first two quarters of 2021, and we expect more registrations in the remaining quarters of 2021 and into 2022 in both Salem & Hewitt's.
- Construction and site preparation activity remains strong and there is a lot of activity with site preparation, pre-servicing, model homes, sales trailer approvals and housing models obtaining certified model building permit process for several developers.
- While overall impacts of COVID-19 may continue to be felt, Staff have been advised that pre-sales and overall interest in the developments in these areas remain high. More than anything, COVID-19 has impacted the price of materials and availability of labour more than a lack of interest in the development projects.
- 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 are being made to the Capital Plan to reflect this impact on overall financial planning.
- The second draft of new Official Plan was released for public comment and review with Staff hosting statutory Open House and Public Planning meetings. Work continues on the new Official Plan to respond to the comments received. The second draft brings the existing Salem & Hewitt's into the City's Official Plan and adjusts the phasing policies as the entirety of the land in the City of Barrie will be in the settlement area once the new Official Plan is adopted by Council and approved by the Ministry of Municipal Affairs and Housing. The phasing for future phases of both secondary plan areas is tied to 60% of the area being in registered plans of subdivision and the payment of development charges. This is a proposed change from the current trigger of 60% of the area being in draft plan approved subdivisions. This change is intended to ensure development happens in a logical manner is actually built out and under construction and with the payment of development charges to the City to finance the new and planned infrastructure in the secondary plan areas.
- Construction continues on the new secondary school, Maple Ridge Secondary School, and it is slated to open to students in September 2021.

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

- 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.
- The 2022 Capital Plan preparation was completed with long term financial sustainability of the City in mind and ensuring all projects were adequately resourced. Staff continue to have discussions about alternate funding options and collaborations.
- Monitoring and reporting tools continue, with the annual CIP report, Affordable Housing report and 2020 Growth Report were all presented to Council in Q1 2021.
- Interest in the Community Improvement Plan (CIP) remains strong, particularly in the Affordable Housing category; that area is fully allocated after the first intake in 2021 while funds remain for redevelopment projects and historical improvement projects and additional funds will be requested to the CIP through the annual budget process.

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

- Continued support to businesses through economic response and recovery, including:

- Completed second iteration of **Digital Main Street program**, where the SBEC received \$50,000 to connect local businesses to the Digital Service Squad to assist Barrie businesses with their digital transformation and provide one-on-one training and targeted support to help grow their online presence.
- Through partnering with area municipalities and Regional Tourism Organization 7 (RT07) to secure funding for the **COVID-19 Tourism Response Fund**. Qualifying tourism businesses and organizations in the Barrie area were able to apply (up to January 31st) for \$2,500 to \$20,000 to help offset the costs of adapting to changing health & safety regulations during the COVID-19 pandemic.
- Completed cohort of the 2020 Starter Company Plus program. funded by the Province of Ontario, ran from October 2020 to March 2021 with 29 participants, of whom, 16 received grant funding to start or grow their business and announced intake for 2021 cohort.
- Ongoing partnership with the BIA to support Open Air Dunlop and the completion of the finishing works for Dunlop Streetscaping Project.
- Continued featuring of local companies and their stories of survival throughout the pandemic on a weekly basis through Investbarrie.ca;
- Development of Q4 programming including Culture Days, Xcelerate Summit,
- In support of talent attraction the City of Barrie partnering with County of Simcoe, The Province of Ontario, Employment Ontario, member municipalities, and several other supporting partners to deliver the a Virtual Job Fair on Wednesday, June 2nd more than 40 employers participated.
- Began the inaugural Business Data and Employment Survey, which will provide a 'feet on the street' inventory of local business and provide real time data into the City's business and employment composition. The data collected will allow the City to better monitor existing industry classifications, business sectors, business longevity and employment trends into recovery.
- The Barrie Public Art Committee applied and successfully received project funding of \$40,000 to initiate a project that brings public art and small business together in the Downtown through a patio beautification project

Community & Corporate Services

Support design development initiatives related to strategic and operational projects such as Allandale Transit Hub, Allandale Train Station redevelopment, Performing Arts Centre, Waste Water Treatment Plant and Oro bio-solids site upgrades, City Hall Intensification, Ferndale Operations Centre and Environmental Centre upgrades, and ongoing growth planning

- Several strategic and growth-related projects as mentioned above have commenced or completed the procurement phase of the project lifecycle in Q2. Staff continue to plan for the execution of these strategic projects.

Successfully deliver strategic and growth-related facility projects identified in the 2021 Capital Plan as well as LED conversion projects, water conservation and energy recovery projects

- Facilities Planning and Development continues to execute strategic projects. The Allandale Transit Hub and Downtown Mini-Hub validation phase has commenced. The Operations Master Plan Implementation project has commenced the Procurement phase to select a Constructor and Design Lead. Staff are actively working with the Energy Management branch to plan and execute energy recovery projects.

Develop, in partnership with Corporate Asset Management, a comprehensive process to meet facility asset management and capital planning needs based on information from Facility Condition Assessments and updated master planning documents

- Staff are actively working on completing updated Facility Condition Assessments for the Recreation Facility portfolio. Development of an updated process in collaboration with Corporate Asset Management has been delayed due to COVID-19 resourcing constraints and is expected to commence later this year.

Continue work towards achieving best-in-class benchmark energy use in facilities, with a target of NetZero city facilities

- Energy Management staff are actively working with project managers across all portfolios to embed net-zero carbon considerations within project delivery.

Complete a comprehensive city-wide greenhouse gas (GHG) management plan including greenhouse gas inventory, baseline emissions and GHG emission reduction strategies

- The plan is in its final stage of development as the baseline, inventory, targets and reduction strategies have been quantified or developed. Final plan delivery with public consultation is anticipated to take place in Q1 of 2022.

Monitor and evaluate 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

- Utilizing our real time incident dashboards BFES reviews all our critical operational performance indicators to ensure we are delivering the appropriate level of service mandated by our City Council and expected by our community.

Delivery of NFPA 1031 Fire Inspector 1 training for operations staff

- New recruits are 1031 certified, Suppression and Communications staff will have a course offering Nov 17-Dec 17, 2021, and the Captains, Acting Captains and PC's that require it will commence in early 2022

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

- Introduction of virtual based Barrie Fire Academy through the schools and partnered with Barrie City Library for summer activity programs

Expand the implementation of the modern, Physician directed Peer Support Program committed to proactively supporting the mental health of all employees

- All BFES in 2021 will have the opportunity to complete a Work Well Assessment with a Psychologist. Over 100 assessments have been completed since the program was initiated in late 2020.

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

- Working with IT to develop project charter for scope of work for project contract person

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

- A draft Pandemic Plan and Business Continuity Plan have been created and will be added to the Emergency Plan as annexes when finalized. As part of the annual compliance process the Hazard Identification and Risk Assessment will be reviewed to ensure the document is updated and identifies any new or emerging risks for the City of Barrie.

Developing recreational and cultural programming that addresses the ongoing impact of the COVID by monitoring and adhering to guidelines and restrictions as set by the province and local health unit; Ensuring these programs meet the needs of our residents while balancing the cost of delivering these services

- The Programming Team adapted well to COVID health restrictions by developing several new initiatives to help keep residents active. Over 1,200 virtual fitness classes were delivered to over 12,300 registrants with yoga, piloga, and Zumba being the most popular. Similar activities were planned for National Youth Week and Seniors' Month in June to keep residents engaged.

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

- This work was put on hold due to the focus on closures and re-openings related 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 such as virtual programming and cultural venue and event revitalization efforts.

Assist in the development of a Tourism Strategy led by Invest Barrie that encourages growth in the sports tourism sector and cultural events

- Staff will continue to work on sports tourism opportunities within the Tourism Master Plan as well as assisting in the development of the Sport Tourism Strategy over the next 2-3 years.

Continuous improvement of recreation registration system and special events permitting 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

- Launched a new Customer User Interface (CUI) at play.barrie.ca which provides a better overall experience for residents when signing up for programs. Benefits include easier-to-navigate screens with menu buttons versus text, a simplified "My Account" page, concise filter options to find activities more quickly, and a page layout that is more compatible with mobile devices. Additional upgrades are being tested and will be phased in over Q3 and Q4.

Enhance the flexibility and use of the e-proval system to create a more efficient process for issuing permits for special cultural and community events and theatre programming

- Extended the contract for e-proval and have expanded its usage for theatre
- Added ability to charge organizers directly for parking fees, thereby streamlining the process
- Implemented a permitting process for the Business in Parks program through Economic & Creative Development

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 2020, HIGH FIVE suspended all requirements for maintaining our accredited status until further notice. In response to this decision, our Recreation Programming team took the following action:
 - Quest 2 program evaluations are being conducted on summer camp programming.
 - In preparation for the 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 pre-summer camp emails.
 - Play Works Youth-Friendly Designation
 - Our deadline for submission was extended.
 - Currently Playworks will start taking submissions again January in 2022 as facilities and programs continue to open.
 - They will continue to assess and if needed extend submission date if needed.
 - Safer Spaces
 - In 2021 to date, staff have accomplished the following:
 - Confirmation of our Champion Status. Purchased door stickers and signage to display in our centres.
 - 75% of Camp staff were trained in June 2021.
 - The committee communicated via email/teams as needed and will be reconvening in the fall as the centres re-open.

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

- The City continues the automation of financial data and implemented the following process improvements in SAP within the first months of this year:
 - Established an SAP governance structure including a change management policy and protocols.
 - Automated various Accounts Payable functions to enable improved recording of data, issue resolution and timely payments to vendors.
 - Configured SAP to enable payments to vendors via EFT (Electronic Funds Transfers)
 - Provided various Business Intelligence (BI) reports to provide the business with enhanced reporting and data analytics capabilities.
 - Identified opportunities to improve SAP access security thereby enhancing segregation of duties and restricting access to appropriate functions.
 - Worked with departments to automate data collection, entry and reporting in SAP to improve timelines and accuracy.
 - Interfacing of various financial systems with SAP to enable enhanced analytics and reporting.

Continued implementation of proactive tax base assessment management and e-tendering platform

- As part of Assessment Base Management, a review of anomalous assessment takes place using 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 reviews every open assessment appeal and works directly with the appellants, MPAC and the Assessment Review Board to facilitate settlements that mitigate the City's losses and ensure more timely resolution.

-
- The City continues to utilize the e-tendering platform for all public bids along with the management of contracts and contract documentation (e.g., insurance certificates). The City is now using the upgraded Bids&Tenders PRO for most functions with some use of the legacy system during the transition period. In Q2-2021, the City moved to accepting electronic/digital bonds only during the bidding process to improve vendor compliance and reduce risk.

Implementation of Prudent Investor Board

- The Prudent Investor Board is now set up. The City is in the implementation phase of the Prudent Investor Standard portfolio. The portfolio is expected to be fully diversified across asset classes by the end of 2022 based on market conditions.

Update long range financial plan and related policies, incorporating Bill 197, growth targets and updated master plans

- The City's long-range financial plan project was paused last year as a result of the COVID-19 crisis. The project was resumed earlier this year and is expected to be presented to Council for consideration in the third quarter of this year.

Continue the implementation of the collection policy for unpaid, overdue POA fines and the expansion of the expedited resolution process

- Orders from the Chief Justice in the latter part of Q-1 allowed collections to recommence. All six 3rd party collection agencies were brought back on-board to commence collections. Collections have been active in Q-2 and has led to a more positive revenue stream for both the Barrie and Orillia Court Service areas.
- The Early resolution process was further expanded to matters where requests for trial have been received but a trial date not yet set. This too has assisted in leading to a more positive revenue stream in Q-2.

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

- Ongoing work with the APLI team and now the Lean Six Sigma group on implementation. Currently working on implementing Business Licensing to the system.

Prepare for the enactment of Bill 177 to process "Fail to Respond" convictions, payment extension applications and re-opening applications

- November 1, 2021 has now been officially announced by the Province as the enactment date where the powers of the Clerk of the Court will be expanded to review Fail To Respond matters and approve, but not deny, extensions of time to pay fines. It is also understood, the expanded powers of the Clerk of the Court pertaining to approving but not denying Re-opening applications will not be enacted until sometime after November 1, 2021.

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

- Continue to utilize social media and communications staff to ensure the public are aware of the regulations. A "Did you know" program was developed to express various by-laws monthly through social media along with other media releases etc.

Access Barrie

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

- Staff developed a number proactive marketing and communications campaigns in Q2, which included By-law Did You know facts, LDD Moths, Pollinator week, Community Gardens, Communities in Bloom, Affordable Housing report, Barrie Fire Annual Report, Textile collection, National Indigenous Peoples' Day, Canada Day. Staff also created proactive communications campaigns for the following road projects: Anne Street Bridge, Harvie Road Crossing Opening and Maplevue Drive construction. In addition, staff continued to proactively communicate service changes due to COVID-19 and all COVID-19 recovery programs.

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.

- Marketing and Communications staff lead community engagement on a number of projects in Q2, including the Stormwater Climate Action Fund, Official Plan, Heritage Park Master Plan, 30 for 30 Activity Challenge and Road safety consultation.

Provide strategic direction and governance for City of Barrie, Invest Barrie, and Creative Barrie social media channels including content and creative on Twitter, Facebook, Instagram, LinkedIn, and YouTube.

- Staff provided strategic direction on corporate social media channels for several campaigns including LDD moth infestation prevention, Bike Month (Active Transportation), and National Indigenous Peoples Day. Strategic direction provided on campaigns for Business Development channels included the Mayor's Innovation Awards and Manufacturing Innovation Summit.

Continue implementation of a 2-year pilot sponsorship program, focusing on both revenue generation and development of internal sponsorship capabilities.

- Sell other assets in the sponsorship pilot program, complete all benefits for sold assets and maintain client lists. Look for new opportunities to collaborate and support departments to explore naming rights opportunities.

Ongoing development of Service Barrie through collaboration with departments in the next phases to effectively and efficiently transition their customer service delivery into Service Barrie.

- In Q2 discussions and research have commenced for the onboarding of curbside collection to Service Barrie. Intent is to onboard officially in late Q4 of this year.

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

- Launched CEM May 2021, Service Barrie super users and other departments using the system include: Building Services, Dev Services (planning), Operations, Finance, Legislative Services, Transit. From May to end of Q2 – constant refinement and stabilization of system for back-office users. Tandem work being done on the upcoming customer portal with projected launch of Q3/Q4. There were 27,581 total interactions in the CEM for Q2 2021.

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

- Ongoing refinements and additions to our call tree – in Q2 in preparation for CEM launch, added the opening greeting about being recorded and introduced the CEM. We have also capitalized on unused call tree phone options to assist the health unit with vaccine calls. We have a hidden option built for when we go live with Curbside Collection.

As a result of 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.

- Based on the preliminary project schedule staff have achieved the procurement milestone and are on schedule as the project team has been selected. The validation phase of the project that formalizes key objectives, site design and general layout based on operational considerations, as well as costing and schedule details is anticipated to be complete in Q3 2021. The project is on track for an anticipated construction completion and building occupancy in Q4 of 2022.

Finalize the implementation of an updated parking strategy approved by Council that identifies parking philosophies and recommendations on parking inventory, technologies, and integrated pricing strategies.

- Several components of the approved Parking Strategy have been implemented including the optimized pricing structure; parking controls at City Hall and the Library; designation of on-street parking as short-term only; implementation of spillover parking restrictions for the waterfront, downtown, and hospital areas; formalize waterfront spillover parking policy; removal of yellow pass access to the waterfront; allow vehicles without trailers at boat launches in winter; expand Marina pass eligibility; adjust hybrid lots rate structure; increase waterfront rates & fines for non-residents; increase hospital rates & fines; increase downtown monthly rates; and launch the HotSpot parking app in March of 2021.

Continue 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 transit service that operates with no fixed schedule or route pattern within a designated area where an algorithm optimizes the on-demand passenger trip requests. Since the launch of this service in August 2020, riders have provided highly favorable feedback with an average ride rating of 4.7 out of 5 and an on-time performance of 96%. As a result of the success of this pilot program, the low ridership area that was being serviced by the conventional route 11 has now been replaced with this Transit on Demand service. Next, staff will be working to expand the Transit on Demand service into the new developments occurring in the Salem & Hewitt's city growth areas.

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

- A comprehensive transit technology review has been completed that analyzed transit alternative payments, specialized transit software, and other emerging technologies. These technologies have been rated for benefit, relevance, and cost and a roadmap was developed over the next 10 years for consideration. The primary goal to implement an alternative payment technology has been examined and a capital intake form has been submitted and approved to start the project in 2021.

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

- The Cores of the City Data centres were migrated to the new architecture and hardware as part of the multi-year Network Revitalization project. The new network core provides many new modern networking features including improvements to how video conference connections, such as Microsoft Teams and Zoom, are handled.

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

- Q2 saw several major services launched in our Applications Permits Licensing and Inspections (APLI) program. Included Zoning applications, Official Plan Amendments, Subdivision amendments, Site alterations, Permitted Use and submissions to the Community Improvement Plan program. Although all launched in Q2, the work has been underway for many months prior.

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

- This City's open data portal continues to see increased use from external parties. With the regular data maintenance and upkeep of the currently available data set, the open data portal has become a reliable source of information for the business community and citizens. Some of the consistently popular data sets include traffic counts, trails and city owned parking lots.

Infrastructure and Growth Management

Continue Implementation of the sustainable waste management strategy

- The current curbside collection contract has been extended to provide service until 2024 when the City must transition to the provincial Extended Producer Responsibility Model in which producers become accountable for recycling systems. In preparation for this transition, staff are developing an RFP for the procurement of future curbside collection services within the objectives of the provincial model and the City's Circular Economy Policy Framework.

Complete the pre-design for the Wastewater Advanced Nutrient Management Project

- The pre-design for the Wastewater Advanced Nutrient Management project has been completed. Detailed design and construction phases will be delivered utilizing the Integrated Project Delivery (IPD) model.

To develop a vibrant downtown economic corridor

Invest Barrie, in collaboration with other key City Departments, as needed, has undertaken a number of strategic projects in partnership with the BIA to support downtown business through recovery from the pandemic. Highlights of projects include:

- Open Air Dunlop: The City has approved funding for \$60,000 to the BIA to fund the costs of all road closures in addition to marketing and additional operational (garbage removal, street cleaning) support.
- Business outreach, communication and support to complete the remaining Dunlop Streetscaping project works.
- Support to extend the patio season for Downtown businesses and a curb-side pick-up pilot program.
- Matching grant with Downtown Business Improvement Association (BIA), City of Barrie and Tourism Barrie to execute Barrieliicious, supporting participation for local restaurants and provide support for takeout and PPE supplies and increased promotion.

-
- Extended Business in the Parks Programming – including Meridian Place. Providing opportunities for business to leverage park space to provide their programs/services while adhering to health regulations.

Facilitate continued emergence of a diverse and sustainable arts and cultural sector

- Economic and Creative Development completed the review of the City's Cultural Grant Program with a series of recommendations adopted by Council to ensure the program is best serving the arts and cultural sectors, meeting corporation standards and is aligned with City Council priorities.
- For 2021, the approved Cultural Grants budget was \$389,785, which included a one-time \$50,000 increase to the funding program, which has been invested in 22 organizations and projects.
- The Barrie Public Art Committee was successful in securing grant funding to support the 'Brightening Barriers' initiative which will see professional artists paired with downtown sidewalk patio operators to create art installations that will be temporarily installed on the businesses' patio fencing.
- Council endorsed the creation of an Arts Advisory Committee, as well as being supported by the Public Art Committee to support some Councillor's with Ward beautification projects.
- Economic and Creative Development have continued their investment and partnership with OMCI to deliver the 2021 Emerging Musicians Program, advancing youth skill development and programming downtown spaces with buskers.

Startup Ecosystem

Summer Company Program

- The Small Business Centre onboarded eight entrepreneurs for the annual Summer Company program
- Taking in over 30 applications, this was one of the most competitive years yet
- This year's cohort is diverse in that it contains service and retail businesses as well as start-up and more established companies.

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

- The City continues to advance our compliance against the Provincial AM regulation (O.Reg. 588/17) through the completion of Asset Management Plans (AMPs). These AMPs provide valuable information to staff and Council to help inform decisions about how we look after our assets, where to direct spending, and how to manage risk. Asset Management Plans for two of the four core asset classes (stormwater and transportation) were approved by Council in February and June of 2021, respectively. The remaining two (water and wastewater) will be presented to Council in the fall of 2021. This will see Barrie achieve compliance with the regulation well in advance of the required deadlines. Earlier this year, the province extended the previous deadline for completion of AMPs for core asset classes by one year, to July of 2022. Staff are also initiating the Asset Management Plans for the City's non-core assets and are well positioned to complete that work in accordance with the regulatory deadline of 2024. All AM Plans are being completed in accordance with the City's Asset Management Policy and identify further opportunities for advancement of the City's AM goals.

Realign Fleet management program

- The Fleet Strategy is focused on establishing foundational asset management information around what fleet we own, where it is located, what condition it's in and how much we need to spend to provide service. Procurement is starting to implement a fleet maintenance management system that will store this data and make it available for further analysis such as development of the fleet replacement plan and optimizing our spending. The remainder of 2021 will be focused on procurement of this system, improving our data and policies around fleet, and procurement of several key pieces of equipment.

Proactively manage the Infrastructure & Growth Management Capital Plan

- The Infrastructure Department is continually improving project planning, project controls, risk management and stakeholder engagement to deliver infrastructure projects with cost certainty, schedule certainty and positive legacies.

Advance the Barrie WwTF Program in accordance with approved methodology and schedule

- Currently in formal discussions with both the selected Prime Consultant and General Contractor to finalize procurement and to initiate collaboration for the WwTF program utilizing the IPD methodology.

APPENDIX "E"
Key Performance Indicators (KPI's)

| | Annual Target | Q2 YTD Actual |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Community and Corporate Services | | |
| Barrie Fire and Emergency Services | | |
| Emergency Call Handling Time for NFPA - Barrie Only | 95% | 98% |
| Emergency Response Call Volume - Barrie Only | 8,000 | 3,934 |
| Less Than 6 Minute Road Response - 90% of the time, all calls ¹ | 91% | 88% |
| Alarm for Life Program - Home Fire Safety Visits ² | 11,000 | 0 |
| Total Fire Code Inspections – All | 3,000 | 2,256 |
| Average Emergency Incident Response Time (minutes) ³ | 5.30 | 5.43 |
| Facilities | | |
| Positive customer satisfaction response rate percentage ⁴ | 85% | N/A |
| Maintenance Effectiveness: # preventative maintenance work orders as a percentage of total maintenance work orders (world class 80%) ⁵ | 70% | 42.2% |
| Average number of back logged work requests per month ⁶ | 100 | 109 |
| Back log in weeks | 2 | 2.32 |
| Average number of work requests per month ⁷ | 4,500 | 750 |
| Facility Maintenance – \$ per square foot ⁸ | \$8.02 | \$6.41 |
| Facility Energy Consumption Per Square Footage (ekWh/ft2) ⁹ | 28.8 | 21.8 |
| Cost avoidance dollars per year ¹⁰ | \$457,115 | \$981,800 |
| Wastewater Energy Consumption Per Megalitre (ekWh/mL) ¹¹ | 391 | 403 |
| Water Energy Consumption Per Megalitre (ekWh/mL) ¹² | 1,133 | 1,021 |
| Capital Project Cost Forecast Accuracy % ¹³ | 85% | 68.2% |

¹ Road/Bridge construction projects slowing response

² To begin in September

³ Travel time longer due to road construction

⁴ Customer Satisfaction Survey to be completed in Q4 when more staff return to normal office schedules

⁵ This value is significantly below plan as staff were able to defer some preventive maintenance work on systems shut down and facilities closed due to COVID-19 restrictions. This trend is anticipated to continue through Q3.

⁶ Back logged work is a result of lower average work request per month along with a temporary shortage of technical staff.

⁷ A target set by Corporate Facilities for workflow planning purposes, the significant reduction in actual demand maintenance requests is a direct result of a decrease in the number of staff working in city facilities due to COVID-19. This trend is expected to continue through Q3.

⁸ Some facilities remained closed reducing maintenance costs. Temporary technical staff shortage has led to reduced contracted service levels

⁹ COVID-related facility closures have significantly reduced facility energy usage.

¹⁰ Cost avoidance is exceeding target due to COVID related facility closures

¹¹ KPI is slightly higher than target due to increased usage of natural gas in the winter period.

¹² KPI significantly exceed target related to reduction in natural gas usage due to conservation action undertaken at the Surface Water Treatment Plant

¹³ KPI below target as a result of delays in anticipated contract award and commencement. Further, there are significant delays in material and equipment delivery, contributing to spending below forecast.

| | Annual Target | Q2 YTD Actual |
|--------------------------------------------------------------------------------------------|------------------------|---------------|
| Finance | | |
| Audited Financial Statement Completion Date ¹⁴ | May 2020 | Achieved |
| Quarterly Reports ¹⁵ | 3 | 1 |
| Month End Close by 9 th Business Day ¹⁶ | 75% | 33% |
| Days to complete a procurement process ¹⁷ | 80 | 84 |
| Water and Wastewater Electronic Billing ¹⁸ | 20% | 5.11% |
| Percentage of permanent vendors paid with electronic funds transfer ¹⁹ | 20% | 1% |
| Average Number of Bids received per Bid Process ²⁰ | 5 | 6 |
| Tax arrears as a per cent of current year levy ²¹ | 6.0% | 5.97% |
| Water wastewater arrears as a percentage of last 12 months of billing ²² | 3% | 2.96% |
| Return on Investments ²³ | 1.50% | 1.50% |
| Legislative and Court Services | | |
| Number of formal MFIPPA requests received | 75 | 72 |
| Percentage of MFIPPA requests responded to within legislative framework | 100% | 100% |
| Number of meetings supported ²⁴ | 110 | 83 |
| Percentage of minutes published within 4 days after the meeting | 95% | 90% |
| Number of customers served at court services counter (Barrie Court Services) ²⁵ | 20,000 | N/A |
| Average customer processing time | 5:00 min/ defendant | N/A |
| Number of trial requests processed (Barrie) ²⁶ | 20,000 | N/A |
| Average time to trial - Part I charges (months) ²⁷ | 9 Months | 18 Months |
| Percent of business licenses renewed by due date ²⁸ | 80% | N/A |
| Volume of by-law administration files | 3,800 | 889 |

¹⁴ Statements were substantially complete by the end of May – went to FCSC June 8th

¹⁵ On target, capital status report completed in the second quarter. Q2 report on Council agenda in September with Q3 report November

¹⁶ Multiple systems across the corporation that are not integrated with SAP, and increased volumes as result of a growing City contribute to delays in achieving deadlines. However, with resources available, working towards more timely month end close by further improving processes and SAP functionality.

¹⁷ Increase due to volume and complexity of bids, relative to resources available.

¹⁸ Working with consultant to make modifications to permit downloading of bills into a PDF format. Once improved functionality available, will relaunch communication efforts to increase usage by customers.

¹⁹ Currently setting up new and existing vendors. Initial set up is labour intensive but have reallocated some resources. Expect to be closer to target at year end.

²⁰ Receiving more bids per bid process is very positive for the City as this provides more value for money opportunities and potential savings through better prices

²¹ Waived penalties on 2021 taxes has not resulted in arrears in excess of budget

²² On target

²³ Investment income is ahead of forecast by \$455,000 (\$1.66m vs. \$1.21m) despite the persistently low interest rate environment. This YTD % return represents double the bank deposit rate.

²⁴ Most Advisory Committees are back to a regular schedule. Extra Council and Standing Committees required in order to get through pertinent Council business.

²⁵ The doors remain closed and Q-matic is not currently in use.

²⁶ Authority to set and setting trials did not occur until early Q3.

²⁷ Due to the pandemic and lack of judicial resources.

²⁸ Not tracked during COVID, businesses not pressured to renew if not operating during the shutdown.

| | Annual Target | Q2 YTD Actual |
|-----------------------------------------------------------------------------------|---------------|---------------|
| Volume of by-law enforcement files ²⁹ | 62,000 | 10,805 |
| Percentage cost recovery from fees and fines (Enforcement Services) ³⁰ | 75% | 42.5% |
| Recreation | | |
| RecACCESS Participation (number of users) ³¹ | 1,550 | 1,978 |
| RecACCESS Participation Rate as a % of Low-Income Population ³² | 9.2% | 11.7% |
| Number of Camp Registrations ³³ | 4,000 | 1,162 |
| Percent of Staff Trained in HIGH FIVE ³⁴ | 90% | 90% |
| Community Group Usage of Recreation Facilities (Total Hours) ³⁵ | 25,000 | 18,681 |
| Total Visits to Recreation/Community Centres ³⁶ | 1,200,000 | 133,666 |
| RecPASS Member Visits ³⁷ | 160,000 | 6,361 |
| Recreation Services Operating Cost Recovery Rate ³⁸ | 41.8% | 6.8% |
| RecPASS Retention Rate ³⁹ | 35% | 35.8% |
| Client Satisfaction Rating ⁴⁰ | 75% | N/A |
| Value of Sponsorships from all Corporate Events ⁴¹ | \$22,500 | \$0 |
| Number of Special Event Permits Issued ⁴² | 100 | 3 |
| Rental Revenue – Five Points ⁴³ | \$43,300 | \$0 |
| Office of the CAO | | |
| Internal Audit | | |
| % of projects completed from approved plan ⁴⁴ | 80% | 25% |
| % of recommendations accepted | 100% | 100% |

²⁹ Enforcement in the Downtown has been suspended since January 2021, resulting in approximate loss of 8,000-10,000 parking infractions

³⁰ Licensing fees waived for general businesses per council April 26, 2021, to April 26 2022.

Ongoing cancellation of parking tickets both the Ticket for Food Program and Resident Parking Passes

³¹ Experienced an increase in applications due to financial impact caused by COVID pandemic.

³² Percentage reflects the increase in recACCESS applications.

³³ Summer camps were modified from our original plans as pandemic restrictions continued to limit capacity. 97% of camp spots were filled.

³⁴ Training new staff in the Principles of Early Childhood Development continues to be a priority for the department.

³⁵ Experiencing significant increases over 2020 in bookings for fields (softball, football, and soccer), tennis courts, and arenas as restrictions have been lifting.

³⁶ Reflects almost 100,000 visits to the SMDHU clinic at the Holly Community Centre. The balance of visits represents the brief periods of time we were open for in-person activities at our recreation centres from Jan-Jun.

³⁷ Visits remained low due to capacity limits in fitness centres and pools.

³⁸ Revenue was \$2.7M off budget and this was offset by \$2.9M in expense savings to budget. \$1.3M of savings was in part-time salaries due to facility closures.

³⁹ 65% of recPASS memberships were cancelled in 2020. The remaining 35% have maintained their memberships. This figure will slowly rebound as we begin rebuilding our membership base.

⁴⁰ Will begin using this measure through the Your Play, Your Say online survey starting in September.

⁴¹ No sponsorship revenues have been received to date.

⁴² Limited permitting for outdoor events occurred due to restrictions on gathering limits up to the end of June.

⁴³ No rentals occurred due to facility closure as per provincial health restrictions.

⁴⁴ We will continue to work towards achievement of the full work plan while also addressing projects that arise during the year as necessary.

| | Annual Target | Q2 YTD Actual |
|-------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| % of recommendations implemented ⁴⁵ | 50% | N/A |
| Legal Services | | |
| # of property transactions completed (acquisition, disposition, expropriation, access, easement, lease, and encroachment) | 30 | 13 |
| % of properties acquired by negotiation vs expropriation | 60% | 100% |
| % of annual target for property transactions completed | 100% | 43% |
| External legal costs inclusive of consultants ⁴⁶ | \$910,000 | \$310,350 |
| % of insurance claims/incidents handled in-house | 95% | 98% |
| Ratio of closed to open files | .90:1 | 1:1 |
| Human Resources | | |
| Corporate training \$ spent per permanent employee ⁴⁷ | \$75 | \$3.08 |
| % Departmental training budget spent ⁴⁸ | 100% | 34% |
| % turnover in first 2 years of employment ⁴⁹ | 0.0% | 0.1% |
| Number of lost time incidents | 25 | 5 |
| Number of formal complaints | 6 | 3 |
| Quarterly EFAP usage ⁵⁰ | 25% | 9.28% |
| Infrastructure and Growth Management | | |
| Infrastructure | | |
| Percent of capital project designs completed on schedule | 100% | 90% |
| Percentage of capital projects tendered on schedule | 100% | 90% |
| Capital expenditures as a % of forecasted expenditures | 90% | 103% |
| Change Orders as a % of total tender values | 5% | 7.5% |
| Percent time treatment effluent limits met all requirements (Wastewater) | 100% | 100% |
| Number of Customer Complaints per 1,000 Customers (Water) | 2.3 | 3.6 |
| Development Services | | |
| Percentage of permits issued within provincially mandated timeframes | 80% | 91.9% |
| Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium) | 90% | 0% |
| Number of development applications approved that incorporate denser residential and/or mixed-use development in the Intensification Areas | 10 | 6 |
| Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha) | 18 ha | 1.75 |
| Number of new policies, amendments to Planning documents and/or special studies approved by Council. | 4 | 4 |
| Number of Open Houses/Ward Meetings Held for Policy Planning Projects | 25 | 2 |
| Number of Ward Meetings Held for Development Applications | 13 | 10 |

⁴⁵ Implementation status is assessed during follow up reviews which will be completed in the balance of 2021.

⁴⁶ Reserve funding of \$400,000 was removed from the 2021 budget request. The approved budget is now \$510,000.

⁴⁷ Majority of corporate training program paused due to COVID-19.

⁴⁸ Departmental training paused due to COVID-19.

⁴⁹ One departure out of 961 permanent positions.

⁵⁰ 86.33 cases opened

| | Annual Target | Q2 YTD Actual |
|-----------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Number of Landowners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings | 400 | 365 |
| 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 | 70 |
| Percentage of Low, Medium and High-Density Housing Units Approved through Development Proposals | 60%/20%/20% | 10%/13%/77% |
| Percentage of Ownership and Rental Units Approved through Development Proposals | 75%/25% | 75%/25% |
| Building Department | | |
| Percentage of Building Permit applications reviewed within legislated timeframes | 93% | 92% |
| Average # of inspections to approve occupancy for new dwelling units | 1.6 | 1.74 |
| Economic & Creative Development | | |
| Goal #1 Position Barrie as a Premiere Destination | | |
| Number of Investment/Development Projects facilitated/supported by Business Development | 15 | 19 |
| Number of square feet occupied by investment/development projects facilitated/supported by Business Development | 250,000 | 100,000 |
| GOAL # 2 - Develop a robust entrepreneurial and small business ecosystem | | |
| Number of Businesses started, attracted, or grown where Economic and Creative Development have been engaged | 125 | 66 |
| Number of CONSULTATIONS delivered through the Small Business Centre to current or aspiring business owners. | 325 | 229 |
| Number of DELIVERED start-up and entrepreneur-based programs/events (includes ecosystem partnered events) | 52 | 37 |
| Number of entrepreneurs/businesses engaged in start-up and entrepreneur-based programs/events (includes ecosystem partnered events) | 550 | 2300 |
| GOAL # 3 - Cultivate a dynamic workforce and pipeline of talent | | |
| Number of talent attraction/development events/initiatives delivered or participated in | 6 | 4 |
| Number of local companies participating in talent attraction/development events/initiatives delivered by or in partnership | 50 | 127 |
| Goal #4 – Foster a Vibrant Downtown Economic Corridor | | |
| Number of strategic projects undertaken in partnership with the BIA | 2 | 6 |
| GOAL # 5 - Promote growth of a diverse and sustainable arts and cultural community | | |
| Number of participants in cultural development educational workshops, sector specific programming and hosted/partnered events | 40 | 36 |
| GOAL # 6 - Implement strategies to strengthen global competitiveness of Barrie's key business sectors | | |
| Number of Businesses s pro-actively engaged for BR+E activities. | 150 | 112 |
| Number of Businesses that engage in one or more of the City's innovation programs | 200 | 366 |
| Number of industry/academic research projects cultivated through ECD activities | 5 | 0 |

| | Annual Target | Q2 YTD Actual |
|---------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------|
| Corporate Asset Management | | |
| MC Permit – initial review within 5 days | 100% | 94% |
| MC Permit – approval within 15 days | 100% | 97% |
| Number of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives (incl. incubator programs) | 200 | 63 |
| Access Barrie | | |
| Customer Service | | |
| Number of Emails Received in Service Barrie ⁵¹ | 50,000 | 39,420 |
| Number of Service Barrie customer interactions | 202,500 | 117,231 |
| Percentage of Customer Satisfaction rates as moderately high to high ⁵² | 85% | N/A |
| Average wait time for Service Barrie phone calls to be answered | 30 Seconds | 5 Minutes & 19 Seconds |
| Communications | | |
| Media exposure (number of times City of Barrie appears in media stories) | 700 | 481 |
| Average open rate of Barrie Digest (avg. gov't rate 26%) | 55% | 54.4% |
| Positive/neutral media coverage ⁵³ | 80% | 90.7% |
| Marketing | | |
| Percentage increase in the number of visitors to Barrie.ca | 7% | 8.27% |
| Total number of impressions on Twitter and Facebook | 6M | 2.13M |
| Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, etc.) in relation to impressions ⁵⁴ | 7% | 9.45% |
| Total number of impressions on Instagram | 2M | 336,684 |
| Transit | | |
| Revenue to cost ratio ⁵⁵ | 28% | 15.7% |
| On Time Performance | 86% | 88.9% |
| Percentage of bus stops that are accessible ⁵⁶ | 70% | 62% |
| Annual Ridership | 2.4M | 596K |
| Information Technology | | |
| Number of City of Barrie eServices ⁵⁷ | 22 | 28 |
| City of Barrie Website Availability (Includes Planned Outages) ⁵⁸ | 99.9% | 99.9% |

⁵¹ Pandemic resulted in more emails due to City Hall closure

⁵² On hold due to Covid – survey is slated to be completed in Q4

⁵³ Positive news stories continue in Q2, notable coverage including Harvie Road bridge opening, active transportation and communities in bloom.

⁵⁴ Notable spikes in engagement resulted from outgoing communications on LDD moths and Mapleview construction. Significant incoming messaging from the public re: gatherings at Meridian Place.

⁵⁵ Ridership recovery and corresponding transit revenue has been slower than originally anticipated with the extended provincial safety measures and continued remote learning by Georgian College.

⁵⁶ Additional concrete pads are anticipated to be poured in Q3 2021

⁵⁷ Planning applications moved to e-services (Zoning applications, Official Plan, Subdivision, Site alterations, Permitted Use, and Community Improvement Plan)

⁵⁸ During the 3 months of Q2, Barrie.ca was up 100% of the time



| | Annual Target | Q2 YTD Actual |
|---------------------------------------------------------------------------|---------------|---------------|
| Number of Technology Related Service Delivery Interruptions ⁵⁹ | 6 | 9 |

⁵⁹ Short unplanned outage in our business intelligence platform, a telephone outage on a weekend at one city site and a discover barrie outage.