

New Investment and Service Recommendations

Themes	Description	Form #	Legislated	FTE Impact	2017 Budget		2018 Forecast	2019 Forecast	2020 Forecast
					Operating	Capital	Operating	Operating	Operating
Infrastructure	Maintenance Operator II	43		1	\$0	\$650	\$1,503	\$2,878	\$9,274
Infrastructure Total				1	\$0	\$650	\$1,503	\$2,878	\$9,274
Financial Management	Transit Revenue Clerk Conversion	36		1	(\$4,956)		(\$2,357)	\$317	\$3,051
	Internal Auditor	110		1	\$94,288	\$5,420	\$119,451	\$126,772	\$134,564
Financial Management Total				2	\$89,332	\$5,420	\$117,094	\$127,089	\$137,615
Environmental Protection	Permanent Part Time Field Technician	32		0.7	\$37,634		\$40,042	\$42,652	\$45,817
	Sustainable Waste Mgmt Strategy Waste Drywall Recycling Program	41			\$28,750		\$29,613	\$30,501	\$31,416
Environmental Protection Total				0.7	\$66,384	\$0	\$69,655	\$73,153	\$77,233
Growth Management	Right Size Facilities	85		5	\$126,015	\$52,340	\$146,887	\$169,086	\$181,318
	Growth Management Implementation - Development Services Field Supervisor	87		1	\$95,185		\$101,073	\$107,343	\$114,033
Growth Management Total				6	\$221,200	\$52,340	\$247,960	\$276,429	\$295,351
Customer Service	AODA Compliance - Specialized Transit Service Hour Parity	90	Yes		\$45,000		\$47,250	\$49,500	\$52,000
Customer Service Total					\$45,000	\$0	\$47,250	\$49,500	\$52,000
Workforce	Strategic Workforce Planning	59		1	\$109,301		\$116,113	\$117,769	\$119,450
Workforce Total				1	\$109,301	\$0	\$116,113	\$117,769	\$119,450
Technology Infrastructure and Business Systems	SAP Support Staff	46		2	\$213,453		\$227,502	\$236,666	\$240,043
Technology Infrastructure and Business Systems Total				2	\$213,453	\$0	\$227,502	\$236,666	\$240,043
Grand Total				12.7	\$744,670	\$58,410	\$827,076	\$883,485	\$930,966
Funding Sources	Tax Levy / Tax Capital Reserve				\$473,381	\$57,760	\$523,865	\$549,767	\$573,734
	Water				\$70,252		\$74,810	\$78,081	\$80,473
	Wastewater / Wastewater Capital Reserve				\$65,880	\$650	\$71,669	\$76,248	\$84,969
	Parking				\$10,673		\$11,375	\$11,833	\$12,003
	Recovery from Capital Projects				\$124,485		\$145,357	\$167,556	\$179,788

INFRASTRUCTURE

Infrastructure is critical to support services that our residents require on a daily basis. The City has \$3.3 billion in assets with an additional investment on the horizon of \$3.1 billion in new assets and asset replacement over the next 20 years. The level of investment is huge, but essential, not only to support growth but to maintain and replace existing infrastructure.

Taking care of existing infrastructure reduces the risk of asset failure which costs more than proactive maintenance and renewal. The City has the benefit of learning from the past growth boom that it is necessary to get infrastructure investments right from the start to avoid costly rehabilitation projects in the future.

**43 – MAINTENANCE OPERATOR II
INFRASTRUCTURE & GROWTH MANAGEMENT**

CONTACT: John Thompson, Director of Environmental Services (Ext. 4802)

DESCRIPTION:

The City of Barrie’s growth requirements triggered the most recent hydraulic expansion to the Wastewater Treatment Facility (WwTF) which was substantially completed in 2011. The expanded plant increased hydraulic capacity by approximately 33% from the pre-expansion rated capacity of 57 MLD to the existing rated capacity of 76 MLD. The hydraulic expansion included the installation of following various wastewater treatment tanks: one (1) secondary clarifier, two (2) aeration tanks, one (1) primary digester, two (2) shallow bed sand filters, and four (4) RBC treatment trains. The recently installed unit processes have been operating for 5 years and each process has critical mechanical and electrical operating components which require on-going maintenance to sustain proper and efficient operation as well as maintaining compliance with Provincial approvals.

Although a modest *operational* staff increase was requested and approved in 2011, additional wastewater *maintenance* staffing resources were not identified at the time of substantial completion because the new equipment was covered by warranties that were valid for several years. The warranty periods have now expired and the maintenance requirements of the WwTF have significantly increased.

The maintenance requirements of the existing aging infrastructure together with the equipment installed during the last expansion is beyond the Wastewater Operations Branch (WWOB) current capacity to effectively implement a proper preventative maintenance program.

BENEFITS:

The WWOB is currently relying on an array of approved contracted services through existing standing agreements to assist with the maintenance and repair of wastewater equipment. Contracted trades assigned by their employer to work at the WwTF are variable which causes repeated site and project orientation and significantly reduces efficiencies.

Reducing the WWOB dependency on equipment repair contracted services by reallocating budget to support the addition of a permanent full-time maintenance staff member would shift the focus from equipment repair to proper equipment preventative maintenance which increases equipment reliability and allows the WWOB to develop and grow in-house skill sets.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Salaries & Benefits	\$91,149	\$97,503	\$98,878	\$100,274
Materials & Supplies	\$7,500	\$4,000	\$4,000	\$4,000
Contracted Services	(\$98,649)	(\$100,000)	(\$100,000)	(\$100,000)
Total	\$0	\$1,503	\$2,878	\$4,274
Revenues				
Wastewater Rate	\$0	(\$1,503)	(\$2,878)	(\$4,274)
Total	\$0	(\$1,503)	(\$2,878)	(\$4,274)

Capital Changes:

	2017	2018	2019	2020
Expenditures				
IT and Furniture	\$650	\$0	\$0	\$0
Total	\$650	\$0	\$0	\$0
Revenues				
Wastewater Capital Reserve	(\$650)	\$0	\$0	\$0
Total	(\$650)	\$0	\$0	\$0

POSITION DETAILS:

Name	FTE Impact	New Position	Casual Conversion
Maintenance Operator II	1	1	

FINANCIAL MANAGEMENT

In keeping with Council's priority for Responsible Spending, the City needs strong financial management.

The long term financial plan and supporting policies need to be updated, to ensure growth does pay for growth, existing assets are maintained and the City has the ability to make strategic investments to make residents high quality of life even better.

The City is in the process of improving financial systems and processes through automation which will help enhance reporting, provide more accurate data and forecasting and track progress through consistent measurement systems.

The City must continue to put a focus on innovation to reduce costs and become more efficient.

It is important that the City not only continue its current efforts and momentum but ramp them up to take maximum advantage of the opportunities that are being provided through automation and increased municipal revenues. The recommended investments in 2017 total \$89 thousand for a junior internal audit position, with a tax impact of 0.04%.

36 – TRANSIT REVENUE CLERK CONVERSION

ACCESS BARRIE

CONTACT: Rebecca James-Reid, Executive Director of Access Barrie (Ext. 4462)

DESCRIPTION:

To insource the sorting and rolling of parking operations coin from the collections at parking meters and pay and display machines by converting a part time position to a full time position.

BENEFITS:

Staff in the Traffic and Parking branch, in collaboration with the Transit branch identified a need to improve the safety and controls of the parking collections operations and began a review of the process. In April of 2016 EMT approved a pilot project where the coin would be delivered to Transit for sorting, counting and rolling before being delivered to the bank.

The change in process would require additional resource hours by converting a part time position to a full time position, with the benefit of eliminating \$21K in expenses for a 3rd party to sort, count and roll parking operations coin.

The benefits to the change in process include:

- 1) Improved safety of the parking staff as the coin will be delivered to a safe and secure location with proper security monitoring;
- 2) Enhanced cash handling controls as the proposed solution tightens up controls by reducing the number of points where leakage could occur;
- 3) Allowing resource time in the Parking branch to focus efforts on operations and maintenance, which could include less down time of parking meters and pay and display machines, in turn minimizing lost revenue; and
- 4) Realized cost savings by moving to the new process.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Salaries & Benefits	\$16,244	\$19,479	\$22,808	\$26,217
Contracted Services	(\$21,200)	(\$21,836)	(\$22,491)	(\$23,166)
Total	(\$4,956)	(\$2,357)	\$317	\$3,051
Revenues				
Tax Levy	\$4,956	\$2,357	(\$317)	(\$3,051)
Total	\$4,956	\$2,357	(\$317)	(\$3,051)

POSITION DETAILS:

Name	FTE Impact	New Position	Casual Conversion
Transit Revenue Clerk	1		1

110 – INTERNAL AUDITOR

CHIEF ADMINISTRATIVE OFFICER

CONTACT: Carla Ladd, Chief Administrative Officer (Ext. 4368)

DESCRIPTION:

The Internal Audit function is an independent, objective assurance and consulting activity, which is established to add value and improve City operations. The mission of internal audit is to assist the City in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of corporate risk management, control and governance processes. The internal auditor's role is to assess the City's risk management, control and governance processes, as designed and represented by management, to determine whether these processes are adequate and functioning in a manner which provides reasonable assurance that:

- Risks are appropriately identified and managed;
- Key controls in mitigating risks are effective and efficient;
- Corporate assets and funds are properly accounted for, recorded and safeguarded against losses from avoidable causes;
- Corporate resources are acquired economically and used efficiently for achievement of the City's programs, plans, and objectives;
- Activities of the City are in compliance with applicable federal and provincial statutes and regulations, with City goals and objectives, policies, plans, procedures, standards, regulations, by-laws and other directives of Council; and,
- Financial, managerial and operating information is accurate, reliable and timely.

As the City grows, investments in assets, technology and services increases the risks to the City. Processes will become more segregated and governance structures, policies and procedures more complex. An internal audit function is necessary to ensure adequate controls, governance to reduce risk to the Corporation and was implemented by the City in 2016 with the hiring of a Director of Internal Audit to lead the Internal Audit function.

There has been no formal internal audit program in the City, and as such there is a significant workload related to internal controls especially as the City is entering a period of high growth. It is to the City's advantage to understand their risks and have solid business systems and controls to properly monitor and manage the pace of work. In order to achieve the foundational business systems and controls, an additional position in the Internal Audit function is essential.

BENEFITS:

The growth in the City and its processes, assets, and staffing can result in increased enterprise risk through fraud or inadequate processes resulting costly mistakes or inappropriate investments. Internal Audit processes are a proven and valued service in corporations. The addition of a junior internal audit resource is necessary to achieve effective and efficient operation of activities undertaken by the department, to address a backlog of auditing needs from prior years, and to establish effective internal controls going into period of high growth underpinned by significant increase in automation.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Salaries & Benefits	\$91,708	\$116,871	\$124,192	\$131,984
Materials & Supplies	\$2,580	\$2,580	\$2,580	\$2,580
Total	\$94,288	\$119,451	\$126,772	\$134,564
Revenues				
Tax Levy	(\$94,288)	(\$119,451)	(\$126,772)	(\$134,564)
Total	(\$94,288)	(\$119,451)	(\$126,772)	(\$134,564)

Capital Changes:

	2017	2018	2019	2020
Expenditures				
IT and Furniture	\$5,420	\$0	\$0	\$0
Total	\$5,420	\$0	\$0	\$0
Revenues				
Tax Capital Reserve	(\$5,420)	\$0	\$0	\$0
Total	(\$5,420)	\$0	\$0	\$0

POSITION DETAILS:

Name	FTE Impact	New Position	Casual Conversion
Internal Auditor	1	1	

ENVIRONMENTAL PROTECTION

The City of Barrie and its community is environmentally minded. Great strides have been made in taking proactive measures to improve waste diversion in the community to extend the life of the landfill. These efforts must continue to achieve significant cost avoidance for as long as possible.

Programs to protect drinking water sources for the safety of the public need to continue. Laws passed by the Province of Ontario, make this the City's responsibility. Recommended investments in 2017 total \$66 thousand with a tax impact of 0.01%.

32 – PERMANENT PART TIME FIELD TECHNICIAN

INFRASTRUCTURE & GROWTH MANAGEMENT

CONTACT: John Thompson, Director of Environmental Services (Ext. 4802)

DESCRIPTION:

The proposal is to create one permanent Part Time Field Technician position to support the Environmental Compliance Section in meeting regulatory requirements. Skills and competency of the Field Technician would include performing inspections of the Industrial, Commercial and Institutional Sectors and performing sampling activities. The position will support the Environmental Officers with inspection and sampling duties. Specifically, the position will conduct inspections of waste and wastewater streams at commercial, industrial and institutional facilities, assist with the monitoring of groundwater and surface water quality; and participate in various environmental monitoring activities including the collection of surface water, groundwater, wastewater and soil samples. Current staff resources are challenged to meet regulatory requirements in a timely fashion and workload is on a considerable increase.

BENEFITS:

The Environmental Compliance Section was created in response to a growing need to provide the municipality with advanced technical guidance with respect to the management of environmental issues associated with both publicly and privately owned lands. The Province of Ontario also enacted legislation which obligated the owner/controller of materials spilled into the natural environment to take immediate action to cleanup and restore any impacted land or water. Legislation such as the Lake Simcoe Protection Act, the Ontario Clean Water Act and newer Regulations under the Ontario Environmental Protection Act have created additional monitoring and reporting obligations.

The current complement of 5 Environmental Officers currently are responsible for administering the Sewer Use, Site Alteration and Waste Management By-laws, leading the City of Barrie Environmental Compliance Programs, reviewing and ensuring compliance with Environmental Compliance Approvals (ECA) and Permit to Take Water Applications as well as the administration and compliance of such agreements, providing recommendations regarding legislative requirements for site plans for developments and contaminated lands, responding to emergency and after-hours environmental issues as required, and to provide guidance and training of students.

At present, these full time staffs perform the inspection and sampling job functions proposed for the part time Field Technician position. They also participate in a rotating on-call roster (24 hours a day over a one week period) and respond to environmental incidents and complaints. The interval between on-call rotations for each officer is generally 4 weeks. Proposed boundary expansion and population increases will slow down the ability to respond to the management of incidents and complaints.

The Environmental Compliance unit responded to a total of 304 environmental related incidents in 2015 versus 236 incidents in 2011. Each response requires that the Environmental Officer complete an Incident Report and include any note taking and evidence gathered during the investigation. If an officer is able to identify an Owner of a spill, they must ensure that letters and invoices are prepared to recuperate costs for the City. In 2016, only 21% of incidents have completed reports.

Driven by provincial regulation, the City's updated Site Alteration By-law came into effect in 2012. Reports of incidents associated with silt migrating off construction sites and potentially causing negative impacts to the environment have increased by 50% since 2013. It is anticipated silt related incidents will continue to increase during the development and construction of the annexed lands as well as the intensification of the City Center.

The Waste Management By-law has been rewritten and passed by Council in 2016. It will allow the City to better enforce waste management policies and recoup costs for illegal disposals. The City has experienced an increase in illegal disposal incidents since the implementation of Every-Other-Week Garbage Collection. Prior to the implementation of Every Other Week Garbage Collection in 2015, the number of illegal disposals topped off at 73. Since this process change, the number of illegal disposals increased to 154 in 2015.

The Sewer Use By-law regulates discharges into the storm and sanitary sewer systems. It helps to protect

the Waste Water Treatment Facility and ensure compliance with the Environmental Compliance Approval (ECA). The WWTF will be under construction in 2017 for the installation of a membrane treatment system. During this time, the plant will be more vulnerable to incoming raw wastewater that exceeds by-law limits. It is during this time that utmost diligence will be required with respect to ensuring compliant discharges to the sanitary sewer to prevent waste water treatment plant upsets that could potentially create non-compliance with the plant ECA.

In addition there is a heavy reliance on students for compliance tasks which has created challenges with respect to note taking, reporting and evidence gathering. Consistency of process, report writing as well as legal validity gets questioned as students do not have authority to enforce legislative requirements on behalf of the corporation.

Hiring a field technician will allow for task allocation that would make better use of resources allowing full time senior staff to focus on other core operational functions, including environmental compliance activities, spill response and clean up and reporting and to continue to meet the City’s Mission of building a healthy and sustainable community.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Salaries & Benefits	\$36,434	\$38,842	\$41,452	\$44,117
Materials & Supplies	\$1,200	\$1,200	\$1,200	\$1,700
Total	<u>\$37,634</u>	<u>\$40,042</u>	<u>\$42,652</u>	<u>\$45,817</u>
Revenues				
Water Rate	(\$18,817)	(\$20,021)	(\$21,326)	(\$22,909)
Wastewater Rate	(\$18,817)	(\$20,021)	(\$21,326)	(\$22,909)
Total	<u>(\$37,634)</u>	<u>(\$40,042)</u>	<u>(\$42,652)</u>	<u>(\$45,817)</u>

POSITION DETAILS:

Name	FTE Impact	New Position	Casual Conversion
Field Technician	0.7	0.7	

**41 – SUSTAINABLE WASTE MANAGEMENT STRATEGY WASTE DRYWALL
 RECYCLING PROGRAM
 INFRASTRUCTURE & GROWTH MANAGEMENT
 CONTACT: John Thompson, Director of Environmental Services (Ext. 4802)**

DESCRIPTION:

Implementation of a Waste Drywall Recycling Program to preserve available capacity at the City of Barrie Landfill Site and reduce potential for offensive odours caused by landfilled waste drywall materials.

The City of Barrie Landfill Site received approximately 250 tonnes of waste drywall in 2015 which is equivalent to 40,000 bags of garbage. When waste drywall material gets wet it emits a gas known as hydrogen sulphide (a rotten egg smell) is emitted from wet waste drywall material. Recycling of waste drywall will help preserve available landfill capacity for current and future residents by freeing up space for non-divertible materials.

As the City grows, this initiative will free up an estimated 167 cubic metres of landfill space assisting with prolonging the life of the landfill site and deferring future costly landfill disposal options.

BENEFITS:

The cost to the City to dispose of 250 tonnes of waste drywall in the landfill is estimated at \$42,000. The cost to recycle this same tonnage of waste drywall in 2017 is estimated at \$28,750, resulting in a cost benefit to the municipality of approximately \$13,250.

It is anticipated that with future growth plans the amount of waste drywall needing to be managed will only increase. Diversion will extend landfill life hence delaying costs associated with the need for costly alternative disposal options.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Contracted Services	\$28,750	\$29,613	\$30,501	\$31,416
Total	\$28,750	\$29,613	\$30,501	\$31,416
Revenues				
Tax Levy	(\$28,750)	(\$29,613)	(\$30,501)	(\$31,416)
Total	(\$28,750)	(\$29,613)	(\$30,501)	(\$31,416)

GROWTH MANAGEMENT

Growth Management has been on the forefront of the City's agenda for the last several years. As growth occurs it will put considerable pressure on the City to provide the same services, at the same level, that current residents receive.

To manage this more proactively than in the past, the City needs systems, processes and people to do it. Recommended investments in 2017 total \$221 thousand, with a tax impact of 0.04%.

85 – RIGHT SIZE FACILITIES

COMMUNITY & CORPORATE SERVICES

CONTACT: Rick Pews, Director of Corporate Facilities (Ext. 4710)

DESCRIPTION:

Over the past 2 years, Council has supported initiatives to right size the organization to ensure the City was in the best position to respond to growth. At the time Corporate Facilities were not in a position to make recommendations on right sizing. Over the last six months, the new Director of Facilities has reviewed the staff capacity in Facilities to deliver effective project oversight, project management, facility planning and operational support. The recommendations to right size Facilities 5 FTEs, of which three are recovered from capital, one from operational savings for contracted services, resulting in only one position impacting the 2017 Tax Levy.

1. Facilities Capital Project Supervisors and Facilities Technologist

Convert two temporary Facility Capital Project Supervisor positions, and one temporary Facilities Technologist position, to permanent complement positions within the Facility Planning & Development branch. There is currently only one permanent Capital Project Supervisor in the Facility Planning & Development branch, and no permanent Facilities Technologist position.

Facility Capital Project Supervisors are responsible for overseeing the planning, design and construction of all facilities-related projects within the City's Business Plan, across a diverse portfolio of buildings, including all Corporate, Emergency, Environmental, Recreation, Library, Cultural, Waterfront, and Parks facilities.

The Facilities Technologist provides administrative, coordination and technical support to Facility Capital Project Supervisors. This role is integral to the contract administration, stakeholder coordination, and financial reporting support required for successful execution of each facility capital project throughout planning, design and construction.

With approximately 250 million dollars of renewal and growth identified in the 10 year Capital Plan across 66 existing facilities in the City, and 10 additional new facilities planned to accommodate growth within the Annexed Lands, there is a need to strengthen the permanent complement within the branch to attract and retain highly qualified and motivated individuals to the role.

Securing permanent staff in the branch will ensure continuity throughout all phases of projects, avoiding risk to project constraints (time, money and quality), and improve stakeholder and contract management, ensuring that dedicated resources are in place to uphold Council's commitments aligning with the Capital Plan, the City's Strategic Plan and Growth Management Strategy objectives. It will also minimize staff replacement and associated new employee training costs which are otherwise anticipated as an inevitable requirement under the current staffing model using temporary personnel.

The positions will be fully funded from capital projects, as the costs of managing each project with internal resources have been budgeted within the Capital Plan, therefore there is no impact on the operating budget.

2. Facilities Supervisor/Facilities Technician HVAC

The Facilities Supervisor position will address the requirements and recommendations noted in the *"Report on the Review of the Corporate Facilities Branch by Deloitte"* to the Finance and Corporate Services Committee in Oct 2015. Please refer to the Report document. The highlighted areas in the report refer to the requirement for better compliance, monitoring and execution of the Procurement By-Law which requires Facilities Supervisors and Coordinators to meet with contractors, review technical specifications and provide oversight of the tendering and delivery of this work.

The Facilities HVAC Technician position will result in a substantial reduction of outsourced HVAC costs and enable the current standard building technicians to concentrate on Non-HVAC

Preventative Maintenance, emergency calls, the trouble shooting of issues, and provide a better response to client requests. Annual position expenses will be fully offset by reduced external service expenses.

BENEFITS:

Providing permanent positions will attract and help to retain highly skilled applicants, and provide the corporation with committed resources to deliver projects, avoiding issues with cost, schedule, and quality that can be problematic when dedicated resources are not in place.

The new Facilities Supervisor position will address the audit recommendations and provide much needed support for the extensive burden of work on the existing facilities supervisors. The new Facilities HVAC position Technician will provide more cost effective and timely repairs and maintenance of the city's aging facilities infrastructure.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Salaries & Benefits	\$201,500	\$228,216	\$256,419	\$274,794
Salary & Benefit Recoveries From Capital Projects	(\$29,300)	(\$44,284)	(\$60,213)	(\$65,755)
Materials & Supplies	\$3,060	\$3,060	\$3,060	\$3,060
Contracted Services	(\$78,545)	(\$84,389)	(\$90,393)	(\$96,536)
Total	\$96,715	\$102,603	\$108,873	\$115,563
Revenues				
Tax Levy	(\$96,715)	(\$102,603)	(\$108,873)	(\$115,563)
Total	(\$96,715)	(\$102,603)	(\$108,873)	(\$115,563)

Capital Changes:

	2017	2018	2019	2020
Expenditures				
IT and Furniture	\$12,340	\$0	\$0	\$0
Cargo Van (Facilities Technician HVAC)	\$40,000	\$0	\$0	\$0
Total	\$52,340	\$0	\$0	\$0
Revenues				
Tax Capital Reserve	(\$52,340)	\$0	\$0	\$0
Total	(\$52,340)	\$0	\$0	\$0

POSITION DETAILS:

Name	FTE Impact	New Position	Causal Conversion
Facilities Capital Project Supervisor	2		2
Facilities Technologist	1		1
Facilities Supervisor Soft Services & Genera	1	1	
Facilities Technician HVAC Level 1	1	1	

87 – GROWTH MANAGEMENT IMPLEMENTATION – DEVELOPMENT SERVICES FIELD SUPERVISOR

INFRASTRUCTURE & GROWTH MANAGEMENT

CONTACT: Richard Forward, General Manager of Infrastructure & Growth Management (Ext. 4302)

DESCRIPTION:

The City is preparing for unprecedented growth over the next 20 years within the annexed lands and former City limits. The infrastructure associated with growth is estimated to cost over \$1.8 billion.

Commencing in 2017 through the growth initiatives associated with the new annex lands the City has committed through the Memorandum of Understanding (MOU) with the development community to strategically deliver infrastructure projects associated with subdivision development.

The staffing enhancements that are proposed will complement the delivery and provide oversight of infrastructure projects needed to allow growth within the annex lands. In order to provide effective field quality control on these projects, it is absolutely critical that the corporation's infrastructure asset management sustainability goals are fulfilled.

Additional City resources are needed to effectively oversee the "D" projects in the IIP which are to be delivered (design/construct) by the landowners with the City's oversight. One (1) additional staff complement is being identified to supervise the existing Development Services Field Coordinators and to provide construction oversight of "D" projects for 2017 and beyond. This position will have ability to stop or control these projects if issues arise as well as being responsible for review of progress payments and change orders. The position identified is a Development Services Field Supervisor. Additional external resources will be procured in 2017 and future years depending on the timing of Developer delivery of the "D" projects.

BENEFITS:

Development construction activities anticipated to begin in 2017 will result in significantly higher volume and complexity of work than has been experienced in the past. Through the implementation of the signed Memorandum of Understanding (MOU) with the land owners current resources are not sufficient to meet this challenge.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Salaries & Benefits	\$95,185	\$101,073	\$107,343	\$114,033
Salary & Benefit Recoveries From Capital Projects	(\$95,185)	(\$101,073)	(\$107,343)	(\$114,033)
Total	\$0	\$0	\$0	\$0

POSITION DETAILS:

Name	FTE Impact	New Position	Casual Conversion
Development Services Field Supervisor	1	1	

CUSTOMER SERVICE

As part of our efforts to improve customer service on Barrie Transit and to ensure compliance with the provincial Accessibility for Ontarians with Disabilities legislation, the recommended investment of \$45,000 in 2017 will ensure hour parity for Specialized Transit service with the hours of conventional bus service. This will provide our specialized transit customers with improved service times.

Recommended investments in 2017 total \$45 thousand, with a tax impact of 0.02%.

90 – AODA COMPLIANCE – SPECIALIZED TRANSIT SERVICE HOUR PARITY

ACCESS BARRIE

CONTACT: Rebecca James-Reid, Executive Director of Access Barrie (Ext. 4462)

DESCRIPTION:

Under the AODA (Accessibility for Ontarians with Disabilities Act, 2005) Specialized transportation providers are to offer hour parity where both conventional transportation services and specialized transportation services are offered by the same transportation service provider.

BENEFITS:

The government of Ontario has developed mandatory accessibility standards that identifies, removes, and prevents barriers for people with disabilities. Specialized transportation providers are obligated by the Transportation Standards under the Integrated Accessibility Standards of the Accessibility for Ontarians with Disabilities Act to comply with Hours of Service parity. The act 70(2) states "Where a transportation service provider provides both conventional transportation services and specialized transportation services, it shall ensure that the specialized transportation services have, at a minimum, the same hours and days of service as the conventional transportation services."

Specialized service currently operates Monday to Friday from 7:30am to 11pm, Saturday from 9am-11pm and Sunday from 9am-6pm. The City of Barrie currently budgets and offers their specialized clients 23,040 hours of service on an annual basis. By creating hour parity the specialized service would operate Monday to Friday from 5am to 1am, Saturday from 7am-1am and Sunday from 7am-1am. The additional required specialized service hours would approximately 1,650 per year, increasing the total annual hours available for specialized clients to 24,690. The proposed additional hours will eliminate the requirement for the use of a taxi service contract, that has historically been used by Barrie Transit to maintain compliance with AODA hours of service parity.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Contracted Services	\$45,000	\$47,250	\$49,500	\$52,000
Total	\$45,000	\$47,250	\$49,500	\$52,000
Revenues				
Tax Levy	(\$45,000)	(\$47,250)	(\$49,500)	(\$52,000)
Total	(\$45,000)	(\$47,250)	(\$49,500)	(\$52,000)

WORKFORCE

Investment in the City's workforce is essential – City staff are the engine behind all of the city's work and without them the City could not deliver services. The City needs to invest in its staff through training, recognition, and planning for the future to address the upcoming retirement bubble to ensure the City has staff with the right skills and talent to enhance business systems and deliver services.

Unfortunately investments in staff are often seen as being much less important than all the others but at the end of the day, a strong workforce is required to deliver services, undertake projects, solve problems and improve the organization through innovation. Recommended investments in 2017 total \$109 thousand, with a tax impact of 0.04%.

59 – STRATEGIC WORKFORCE PLANNING

INNOVATE BARRIE

CONTACT: Anne Marie Langlois, Director of Human Resources (Ext. 4366)

DESCRIPTION:

Strategic Workforce Planning (SWP) is the analytic, forecasting, and planning process that connects and directs talent management activities to ensure an organization has the right people in the right places at the right time and at the right price to execute its business strategy.

The Strategic Workforce Planning Specialist position is responsible for the planning, development, implementation and maintenance of the City-wide strategic workforce plan, ensuring alignment with the operational and strategic direction of the City. This position plays an integral role in establishing the foundation for effectively managing the City's workforce in order to strategically meet the current and future workforce needs; prevent disruptions in maintaining a stable workforce; ensure positions are filled by the appropriate talent with the necessary competencies; and leverage the workforce to meet and exceed the City's service delivery requirements and strategic priorities.

The Corporation is facing an increase in retirements every year over the next four years with a peak of the number of employees eligible to retire in the year 2020. By the end of 2020 the Corporation could potentially have upwards of 179 people eligible to retire. While the average age of our full time employees currently sits at 42 years of age, the largest number of employees falls with the demographic category of 50-54 years of age, representing 16% of our full time employees. In addition to the looming retirement bubble, municipalities in general are experiencing difficulties attracting and retaining talent. Recent recruitment activities suggest that we are losing candidates to other municipalities that may offer more ability for progression, improved total rewards or increased responsibility. Driven by common circumstances related to retirements and attracting competition, every municipality is competing for the same talent. The Corporation is also competing for talent with the private sector in areas such as Planning and Engineering which require unique recruitment and attraction strategies to acquire talent.

BENEFITS:

Strategic workforce planning delivers value by:

- Supporting the business planning and budgeting process
- Identifying shortages of qualified talent for critical roles
- Serving as a mechanism for identifying critical roles
- Identifying skills gaps in the workforce
- Assessing opportunities for efficiencies in staffing (i.e. Admin Pooling)

SWP integrates human resource strategies with the business strategies and assesses what the workforce implications are of each and provide tools and techniques to develop a long term workforce plan. This strategic workforce plan supports other Human Resource areas such as Recruitment, training and development, succession planning, compensation planning, performance management and leadership development.

The position requested plays an integral role in establishing the foundation for effectively managing the City's workforce in order to strategically meet the current and future workforce needs; reducing disruptions in maintaining a stable workforce; ensure positions are filled by the appropriate talent with the necessary competencies; and leveraging the workforce to meet and exceed the City's strategic plan and priorities.

FINANCIAL DETAILS:**Operating Changes:**

	2017	2018	2019	2020
Expenditures				
Salaries & Benefits	\$109,301	\$116,113	\$117,769	\$119,450
Total	<u>\$109,301</u>	<u>\$116,113</u>	<u>\$117,769</u>	<u>\$119,450</u>
Revenues				
Tax Levy	(\$96,185)	(\$102,180)	(\$103,637)	(\$105,116)
Water Rate	(\$8,744)	(\$9,289)	(\$9,422)	(\$9,556)
Wastewater Rate	(\$4,372)	(\$4,645)	(\$4,711)	(\$4,778)
Total	<u>(\$109,301)</u>	<u>(\$116,113)</u>	<u>(\$117,769)</u>	<u>(\$119,450)</u>

POSITION DETAILS:

Name	FTE Impact	New Position	Casual Conversion
Strategic Workforce Planning Specialist	1	1	

TECHNOLOGY INFRASTRUCTURE AND BUSINESS SYSTEMS

Finally, the City needs to continue investing in technology as a key tool to improve efficiency in delivering services to our residents. Council has supported a significant investment in technology and business systems so the City can achieve a much greater level of automation.

These investments however need to be secured by ensuring appropriate resources to sustain and grow them. This investment is no different than ensuring there are resources to sustain infrastructure – just as new kilometres of road require additional snowplows and drivers to clear them, as more automation is added, and networks expand, systems experts are required to maintain and further increase automation by maximizing the capacity of systems. Recommended investments in 2017 total \$213 thousand, with a tax impact of 0.05%.

46 – SAP SUPPORT STAFF

INNOVATE BARRIE

CONTACT: Rhonda Bunn, Executive Director of Innovate Barrie (Ext. 4574)

DESCRIPTION:

SAP was selected as the corporate Enterprise Resource Planning (ERP) system for the City. The system is slated to go live in early 2017.

Through the 2016 Business Plan, a request was submitted for permanent staff which would be implemented over 2 years. Two business process leads and one system analyst were approved for 2016. The requested 2017 staff at that time included one additional business process Lead for Finance and one technical analyst and these are being re-submitted for formal approval in the 2017 budget. This request aligns with the original business case submitted to Council in December 2010.

Highly trained SAP staff will be required to support the system moving forward. These staff will ensure that the City's significant investment in SAP is supported, and continues to provide high value.

The proposed Staff would be accountable to ensure that:

- The City will drive value from its investment in SAP;
- Provide management and support for solutions as an integrated team using common processes;
- Business alignment is driven through the collaborative development of strategic plans, business cases and requirements;
- Costs are controlled/lowered by relying less on external consultant organizations;
- Accountability exists by assuring all requests are balanced against a common resource pool, and prioritized by business value, current commitments and future plans; and,
- Resources are optimized by focusing team members on high value added functional and technical services while developing and maintaining a close alignment with their business counterparts.

BENEFITS:

The implementation of highly skilled SAP resourcing has been proven to reduce costs, and increase quality within an organization. Some of these benefits are listed below:

Quantitative Benefits:

- Reduced support costs by:
 - Research has shown when trained onsite staff are in place, there are lower costs to support both the users and systems;
 - Reducing time to resolve issues;
 - Cost avoidance by ensuring that upgrades are managed correctly and in a timely manner;
 - Optimization of processes and operations occur more frequently with onsite staff; and,
 - Ability to better measure and improve on KPIs.
- Companies with proper SAP staff in place are able to upgrade their own systems without having to contract out to a third party vendor, resulting in cost savings.
 - An estimate for full support costs was obtained from IBM. It is estimated that the City will save approximately \$1.34 M over a 5 year period by hiring skilled resources, as opposed to outsourcing (savings in consultant costs).

Qualitative Benefits:

- Improved partnership between the business divisions through centralized change management processes.
- Increased customer satisfaction through reliability of IT solutions, risk mitigation, business continuity, and benchmarking.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Salaries & Benefits	\$213,453	\$227,502	\$236,666	\$240,043
Total	\$213,453	\$227,502	\$236,666	\$240,043
Revenues				
Tax Levy	(\$117,399)	(\$125,126)	(\$130,167)	(\$132,024)
Water Rate	(\$42,691)	(\$45,500)	(\$47,333)	(\$48,009)
Wastewater Rate	(\$42,691)	(\$45,500)	(\$47,333)	(\$48,009)
Parking Rate	(\$10,673)	(\$11,375)	(\$11,833)	(\$12,002)
Total	(\$213,453)	(\$227,502)	(\$236,666)	(\$240,043)

POSITION DETAILS:

Name	FTE Impact	New Position	Casual Conversion
Business Process Lead	1	1	
Technology Analyst	1	1	

20 – COMMUNICATIONS OPERATOR – FULL TIME

BARRIE FIRE & EMERGENCY SERVICES

CONTACT: Bill Boyes, Fire Chief / Director of Emergency Services (Ext. 3223)

DESCRIPTION:

Addition of (1) Full Time Communications Operator.

The current staffing model is comprised of 4 platoons of 3 full time communicators working on a rotating basis to cover the 24 hour per day operation. The full time staff vacation and lieu time entitlement is covered by 3 permanent part time communicators who are limited in the number of total hours they can work monthly by the Collective Agreement. This model has been in place since September 2011. The current Collective Agreement with the Barrie Professional Fire Fighters Association limits us to a maximum of three (3) part-time communications operators for every ten (10) full-time Communications branch employees.

In 2014, 356 shifts were staffed by 2 people and in 2015 that number rose to 390 shifts. As a result, we are not able to ensure that communications operators are able to leave their desks for wellness breaks, including time to eat meals and use the washroom. Eating periods and breaks are required under the Employment Standards Act (ESA) and no exemption for communications operators exists. Having 2 staff in the Communications Centre makes it almost impossible to ensure employees take the required eating periods and breaks, resulting in the City not meeting the requirements of the Employment Standards Act. In addition, full time staff is becoming burnt out and unwilling to cover additional overtime shifts. Part time staff is restricted, in accordance with the Collective Agreement, to a maximum of 104 hours per month resulting in further staffing challenges. Furthermore, there has been an increase in wellness related issues, including two staff members off with stress related issues.

There is a high level of scrutiny put on the decisions and actions of communications operators during emergency call taking and dispatching. Their judgement is often reviewed after the fact for potential errors during the review of a fire department response. We have experienced an increase in FOI requests, including the 911 telephone calls and associated radio traffic. This information has led to some legal claims against the City for actions taken by BFES employees. Also, recent Office of the Coroner's inquests, held in 2016, recommends mandatory certification and training for fire communicators in Ontario. Creating and delivering the appropriate required training is essential. These activities are not being completed as Supervisors are required to function as operators. As a result, there is no supervisory function taking place when 2 operators are staffing the Communications Centre. Moreover, each Supervisor also has a portfolio that includes non-emergency (albeit required) functions including training, scheduling, call review and reference/procedure documentation. Many of these tasks are not being completed at all or in a timely manner.

The Office of the Fire Marshal and Emergency Management (OFMEM) has adopted the NFPA certification model for fire communicators in the Province of Ontario. Public Safety Tele-communicator I and II (from the National Fire Protection Association Standard for Professional Qualifications for Public Safety Telecommunications Personnel (NFPA 1061) 2014 Edition) is considered industry best practice and the legal standard to which employees will be held in any legal matters that may arise. Currently, we are behind on all activities leading up to completing the certification examinations. This is largely due to Supervisors constantly participating in the daily call processing process and not being able to complete project related duties. In today's fire service attending and maintaining the necessary levels of training is essential and legally prudent.

The ability to meet the guidelines set forth in NFPA 1221, Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, which establishes call answer and alarm processing times by communicators is a contractual requirement and industry best practice. Compliance is required to be evaluated monthly, which requires a review of emergency calls that exceed 60 seconds. This is another Supervisor project that has fallen behind due to availability of the Supervisor to complete this project.

Additional technological change by way of Text With 9-1-1 is also adding to the complexity of training and operations. Moreover, Next Generation 9-1-1 will continue to evolve throughout the next two years. This will mean additional methods of contacting 9-1-1 are available, therefore changing the complexity of emergency call taking and dispatching. Next Generation 9-1-1 is expected to dramatically alter the field of 9-1-1 communications and increase the workload on communications operators.

BENEFITS:

Since 2010, Barrie Fire Communications Branch has experienced an increase of more than 61% in emergency call volume and the population served by the 20 total fire departments is increasing each year, approaching 500,000 citizens. In 2015, BFES fielded nearly 100,000 phone calls and dispatched 20,000 incidents. This number continues to climb each year at a steady pace.

The current contracts with 19 customers are due to renew in 2018 and 2019. A review is being completed to assess new fees structures for future contracts in an effort to increase revenue and accurately charge for our dispatch services. Revenue for 2017 is expected to exceed \$400,000. A contractual review is currently underway with our Performance Analyst to examine our current fees and determine appropriate rates that can be implemented in future contracts. Pending this comprehensive review and updated fee structure (which cannot occur until 2018), revenue is expected to increase.

The additional staff member will enable increased supervision of employees, result in more work being done to assist in meeting the NFPA 1061 and NFPA 1221 standards and lessen the number of times when employees miss their required eating periods and breaks.

The proposed additional full time communicator position in 2017 will be scheduled to cover employee absences and high call volume periods in order to reduce the number of instances where only two employees are operating the Communications Centre.

FINANCIAL DETAILS:

Operating Changes:

	2017	2018	2019	2020
Expenditures				
Salaries & Benefits	\$60,660	\$92,596	\$94,765	\$96,988
Materials & Supplies	\$3,000	\$3,000	\$2,000	\$2,000
Total	\$63,660	\$95,596	\$96,765	\$98,988
Revenues				
Tax Levy	\$63,660	\$95,596	\$96,765	\$98,988
Total	\$63,660	\$95,596	\$96,765	\$98,988

POSITION DETAILS:

Name	FTE Impact	New Position	Casual Conversion
Communications Operator	1	1	