



CAO & Mayor's Office

Office of the Mayor

Office of the CAO

Finance

Human Resources

Internal Audit

Legal Services Department

DIVISION OVERVIEW

The Office of the CAO supports the organization to help successfully deliver on Council's strategic priorities while continuing to provide high quality programs and services to the community. The Office of the CAO is comprised of the CAO's Office, Legal Services, Internal Audit, Human Resources, the Mayor's Office and Finance.



DIVISION GOALS

- To direct and coordinate the operations of the Corporation in accordance with by-laws, policies and plans adopted by City Council to ensure delivery of the highest quality services at the best value for the citizens and businesses of the City of Barrie.
- To set the strategic direction for the organization that is aligned with Council's strategies and priorities.
- To ensure effective and responsible financial management.
- To build a positive and passionate organization culture that is customer focused, externally and internally.
- To strengthen organizational capacity to deliver service more efficiently through the introduction of new tools (technology), process improvements and innovations in service delivery.
- To increase corporate accountability, communications, collaboration, and continuous improvement.

KEY DIVISION SERVICE DELIVERY INITIATIVES (KSDSI'S)



- Become an Employer of Choice and strive to attract and retain top talent.



- Foster a culture of inclusion, diversity, and accessibility to promote a sense of belonging for all staff.



- Continuous improvement of development approval processes involving site plan and subdivision applications, committee of adjustment decisions, and related agreements.

EXTERNAL FACTORS INFLUENCING ACTIVITIES & OUTCOMES

- COVID-19 Impacts.
- General economic conditions.
- Partnerships with neighboring municipalities, and the development industry.
- Policy directions and funding constraints of other levels of government.

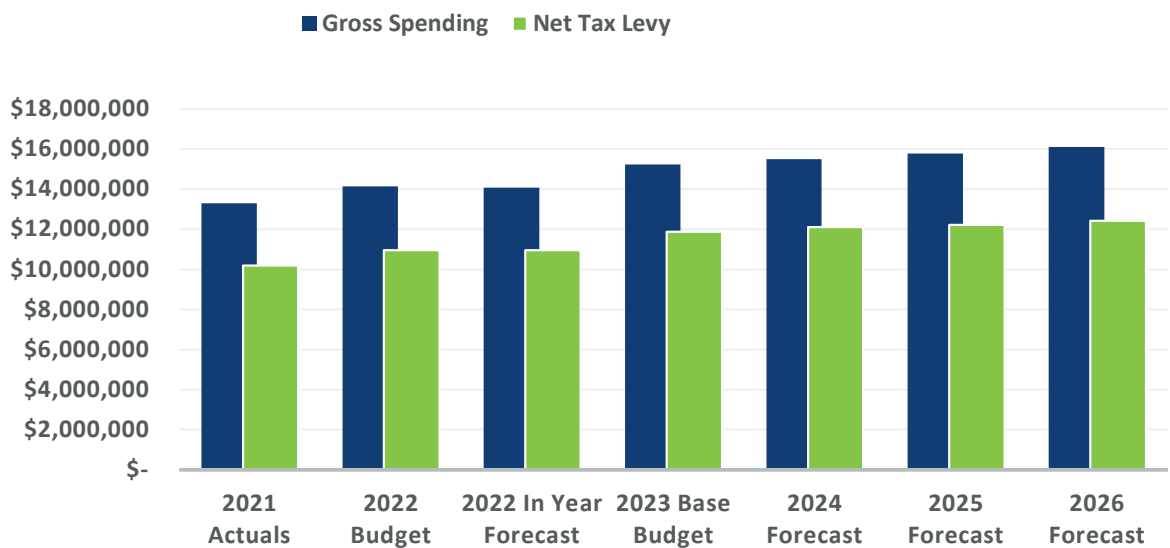
BUDGET & STAFFING SUMMARY

Tax Rate

Department	2023 Net Budget	2023 Staffing		
		Base Complement	Service Level Changes	Total
Finance Department	\$ 4,719,882	54.5	1	55.5
Human Resources	\$ 3,903,732	20	2	22
Internal Audit	\$ 404,868	2	0	2
Legal Services Department	\$ 2,036,023	11	0	11
Office of the CAO	\$ 759,020	2	0	2
Office of the Mayor	\$ 263,497	2	0	2
Total	\$ 12,087,022	91.5	3	94.5

Division Financial Overview

CAO & Mayor's Office Forecast



Base Budget Change Report – CAO & Mayor's Office

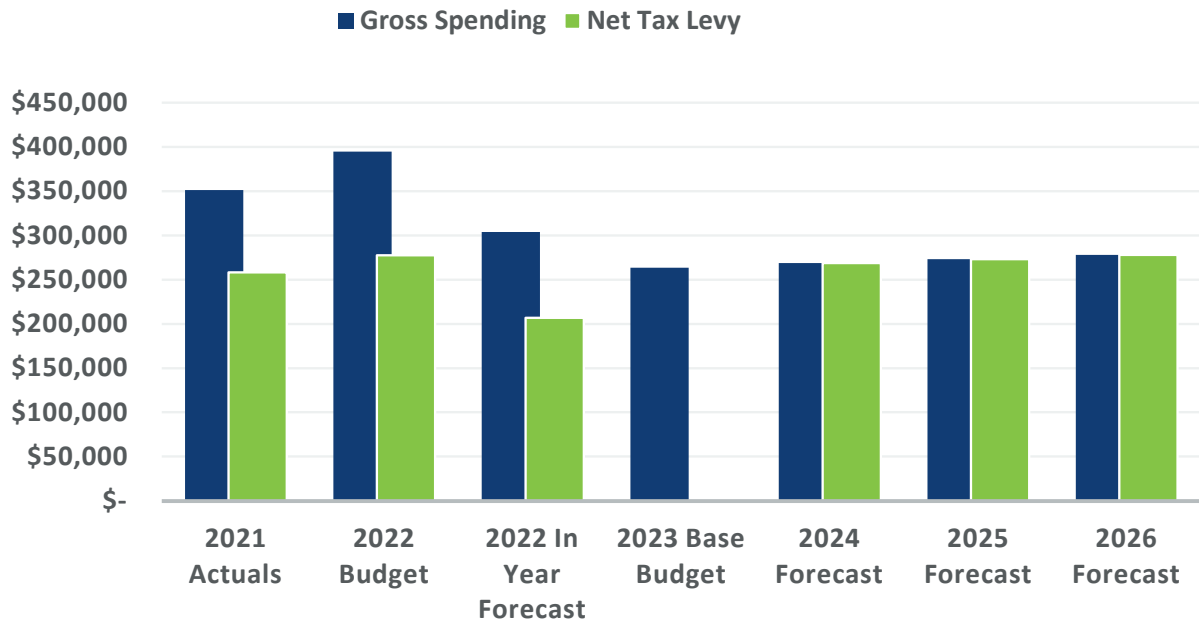
000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 11,235	\$ 11,793	\$ 11,585	\$ 12,645	\$ 852	7.22%
Recovery from Capital	\$ (439)	\$ (696)	\$ (322)	\$ (455)	\$ 241	-34.69%
Materials & Supplies	\$ 376	\$ 436	\$ 416	\$ 457	\$ 21	4.71%
Equipment & Capital Purchases	\$ 4	\$ 21	\$ 31	\$ 20	\$ (1)	-4.15%
Services	\$ 2,103	\$ 2,580	\$ 2,349	\$ 2,552	\$ (28)	-1.07%
Rents & Other Expenses	\$ 9	\$ 4	\$ 8	\$ 7	\$ 4	100.00%
Grant Expenses & Transfers	\$ 2	\$ -	\$ -	\$ -	\$ -	0.00%
Expenses Total	\$ 13,291	\$ 14,137	\$ 14,068	\$ 15,226	\$ 1,089	7.70%
Revenues						
User Fees, Service Charges, & Rentals	\$ 1,363	\$ 1,176	\$ 1,176	\$ 1,247	\$ 71	6.01%
Licenses & Permits	\$ 216	\$ 220	\$ 220	\$ 210	\$ (10)	-4.55%
Other Revenues	\$ 2	\$ -	\$ -	\$ -	\$ -	0.00%
Grant Revenues & Contributions	\$ 301	\$ 312	\$ 285	\$ 197	\$ (115)	-36.91%
Interdepartmental Transfers	\$ 1,206	\$ 1,461	\$ 1,423	\$ 1,699	\$ 238	16.30%
Revenue Total	\$ 3,088	\$ 3,170	\$ 3,104	\$ 3,354	\$ 184	5.79%
Net Operating Expense/(Revenue)	\$ 10,202	\$ 10,967	\$ 10,964	\$ 11,873	\$ 905	8.25%
			New Investments	\$ 214		
			Requested Net Levy	\$ 12,087		10.21%



OFFICE OF THE MAYOR

Financial Overview

Office of the Mayor Forecast



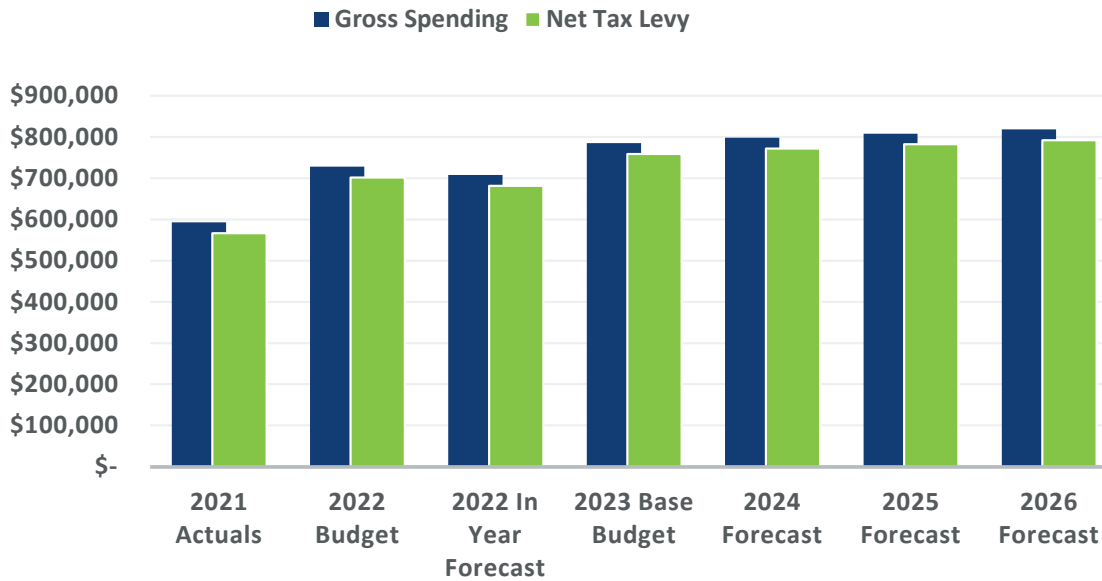
Base Budget Change Report - Office of the Mayor

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 304	\$ 244	\$ 218	\$ 240	\$ (5)	-1.90%
Materials & Supplies	\$ 25	\$ 20	\$ 7	\$ 18	\$ (3)	-12.81%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 22	\$ 130	\$ 79	\$ 6	\$ (124)	-95.38%
Expenses Total	\$ 351	\$ 395	\$ 304	\$ 263	\$ (131)	-33.25%
Revenues						
Grant Revenues & Contributions	\$ 93	\$ 117	\$ 97	\$ -	\$ (117)	-100.00%
Revenue Total	\$ 93	\$ 117	\$ 97	\$ -	\$ (117)	-100.00%
Net Operating Expense/(Revenue)	\$ 258	\$ 277	\$ 207	\$ 263	\$ (14)	-5.04%
			New Investments	\$ -		
			Requested Net Levy	\$ 263		-5.04%

OFFICE OF THE CAO

Financial Overview

Office of the CAO Forecast

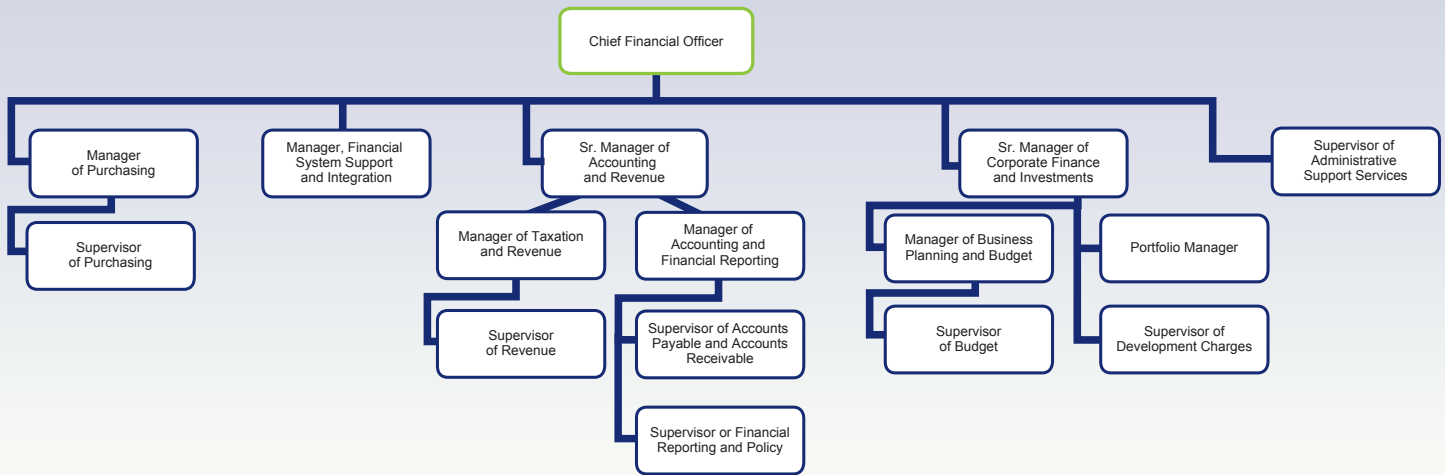


Base Budget Change Report - Office of the CAO

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 470	\$ 449	\$ 473	\$ 503	\$ 54	11.96%
Materials & Supplies	\$ 4	\$ 24	\$ 24	\$ 24	\$ 0	1.48%
Equipment & Capital Purchases	\$ -	\$ 1	\$ 1	\$ 1	\$ 0	1.44%
Services	\$ 119	\$ 253	\$ 210	\$ 256	\$ 3	1.24%
Expenses Total	\$ 593	\$ 728	\$ 708	\$ 785	\$ 57	7.87%
Revenues						
User Fees, Service Charges, & Rentals	\$ 26	\$ 26	\$ 26	\$ 26	\$ -	0.00%
Revenue Total	\$ 26	\$ 26	\$ 26	\$ 26	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 567	\$ 702	\$ 682	\$ 759	\$ 57	8.16%
				New Investments	\$ -	
				Requested Net Levy	\$ 759	8.16%

FINANCE



The Finance Department provides Financial Leadership, Advice and Support to the Corporation, and assists with the delivery of Council's Strategic Plan through four Branches: Accounting and Revenue Services, Corporate Finance and Investments, Procurement, and Financial Systems Management and Integration. The departments main deliverables include: the Audited Financial Statements, Coordinating the Annual Business Plan and Budget, Treasury and Debt Management, Procurement Administration and Support, Property Tax Revenue Management, Water Wastewater Revenue Management and Maintaining and Supporting the SAP Financial System.



BRANCHES:

Accounting and Revenue Services Overview

- Compile and draft Consolidated Financial Statements, Financial Information Return, and all related working schedules for external audit
- Compile and submit all mandatory external financial reporting documents and facilitate related audit requirements
- Develop and maintain appropriate internal control policies and practices
- Provide advisory services to the Corporation regarding appropriate accounting treatment for transactions in accordance with PSAB
- Provide financial guidance and support to related Boards
- Provide business support as it relates to financial and non-financial performance reporting
- Process over 30,000 vendor invoices within 30 days (on average)
- Process, monitor and follow-up on all outstanding municipal billings, collecting over 4,500 invoices
- Issuance and collection of 80,000 municipal property tax bills
- Proactive assessment management, which includes tracking permits and following up with MPAC to ensure timely updating of assessment rolls, continuous monitoring and reconciling of existing property tax classifications against MPAC tax rolls, and direct involvement and participation in assessment appeals
- Issuance and collection of 290,000 water and wastewater bills annually

Highlights		
 <p>City's credit rating improved to AA+ (S&P)</p>	<p>Process over 30K invoices within 30 days</p>	 <p>Coordinates annual budget</p>
	<p>Issue 80K property tax bills</p>	
<p>Issue and collect 290K water and wastewater bills annually</p>	<p>Issue and collect 290K water and wastewater bills annually</p>	<p>190 contracts awarded with a value of \$180M</p>

Corporate Finance and Investments Overview

The Corporate Finance and Investment team is responsible for planning for the long-term financial sustainability of the City, through careful management of debt, reserves and the capital plan. It is also responsible for investing the City's reserves and providing performance reporting to Council.

- Coordinates the Annual Business Plan and Budget Development Process
- Recommends key corporate financial policies and strategies including those related to: Development Charges, Reserve Management, Debt Management, and Investment Strategies
- Provides financial support to the Corporation through the development and monitoring of Long Range Financial Plans and Strategies to ensure that Operating and Capital plans are sustainable
- Provides financial support to departments and senior management in the areas of financial management, performance management, budget development, and special projects
- Provides quarterly performance reporting based on the annual business plan, and semi-annual reporting on the Capital Plan, which includes Project Status, Additional Capital Funding requirements, and Project Closures
- Treasury Management, which includes the execution of all cash, investment, and debt transactions
- City of Barrie's Standard and Poor's credit rating has improved to AA+

Procurement Overview

- It takes a variety of goods and services to keep the City running – everything from road salt, vehicles, and uniforms to printing services, office supplies, computers, communications technology and so much more.
- The Purchasing Branch works with Departments as a strategic partner, facilitating value-added procurement for all goods and services. To that end, we assist with procurement project management and collaborate as business partners and advisors to our customers.
- Provide professional support to City Departments with regards to developing and executing annual procurement plans
- Work with client departments to award 190 contracts with a value of approximately \$180M Internal training offered semi-annually to the corporation
- Compliance Monitoring and regular reporting to the City's Executive Management Team
- Policy Analysis including monitoring legislation and researching best practices for the City of Barrie

Financial Systems Management and Integration Overview

- The FSSI team maintains and supports financial systems including developing and delivering solutions and implementing business requirements.
- Maintain and support the SAP Financial System including developing and delivering solutions and business requirements
- Lead change initiatives for new system functionality or modifying existing configuration, and ensuring that changes are documented, approved, tested and supported
- Promote innovation by automating business processes and user practices. Connect and integrate related financial or billing systems with the SAP environment to reduce manual effort
- Support end users by resolving SAP issues and leading knowledge transfer efforts
- Convert business reporting requirements into custom SAP reports, Business Intelligence (BI) and Dynamic reporting, resulting in enhanced business user information and decision making

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Objectives, Plans and Measurables		
 Offering Innovative & Citizen Driven Services		
Strategic Objective	Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
Make tax dollars go further	<ul style="list-style-type: none"> • Financial Information – accurate, complete, timely • Enhancing Transparency – financial reporting, legislative reporting, procurement, business plan and budget 	Audited Financial Statement Completion Date
Make tax dollars go further	<ul style="list-style-type: none"> • Identifying Business Opportunities – policy, analysis, revenue management, procurement 	Return on Investments
Make tax dollars go further	<ul style="list-style-type: none"> • Mitigating Business Risk – internal policies and controls, procurement, long range financial planning • Promoting Innovation – internal and external customers 	Tax Arrears as a percentage of current year levy

Major Initiatives/Issues

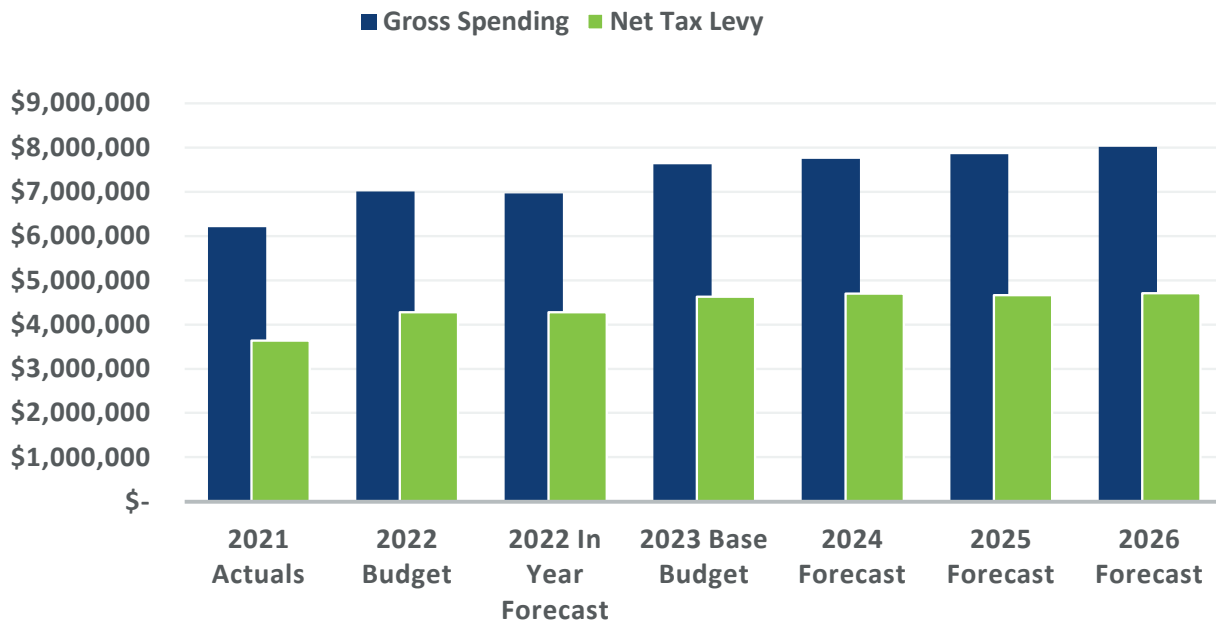
- 2023 and 2024 Business Plan and Budget
- 2022 Audited Consolidated Financial Statements
- Implementation of the Climate Action Fund – Stormwater Charge
- Develop Charge By-law, New Community Benefit Charge By-law and Parkland Dedication By-law Updates
- Sustainment and Enhancement of the City’s Enterprise Resource Planning System - SAP

Performance Measures

KPI		2020	2021	2022	2022	Baseline	2023
		Actual	Actual	Plan	Forecast	Trend	Plan
1	Audited Financial Statement Completion Date	June	June	May	May		May
2	Tax Arrears as a percentage of a current year levy	6%	6%	6%	6%		6%
3	Return on Investments	2.05%	1.61%	2%	2%		2%

Financial Overview

Finance Department Forecast



Base Budget Change Report – Finance Department

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 5,839	\$ 6,703	\$ 6,367	\$ 7,044	\$ 341	5.09%
Recovery from Capital	\$ (339)	\$ (634)	\$ (260)	\$ (392)	\$ 241	-38.10%
Materials & Supplies	\$ 331	\$ 337	\$ 334	\$ 355	\$ 18	5.45%
Equipment & Capital Purchases	\$ 4	\$ 11	\$ 22	\$ 11	\$ 0	0.88%
Services	\$ 350	\$ 585	\$ 495	\$ 600	\$ 15	2.51%
Rents & Other Expenses	\$ 9	\$ 4	\$ 8	\$ 7	\$ 4	100.00%
Grant Expenses & Transfers	\$ 0	\$ -	\$ -	\$ -	\$ -	0.00%
Expenses Total	\$ 6,195	\$ 7,006	\$ 6,966	\$ 7,625	\$ 619	8.84%
Revenues						
User Fees, Service Charges, & Rentals	\$ 1,149	\$ 1,013	\$ 1,013	\$ 1,067	\$ 54	5.33%
Licenses & Permits	\$ 216	\$ 220	\$ 220	\$ 210	\$ (10)	-4.55%
Grant Revenues & Contributions	\$ 143	\$ 195	\$ 188	\$ 197	\$ 2	1.03%
Interdepartmental Transfers	\$ 1,049	\$ 1,302	\$ 1,265	\$ 1,526	\$ 224	17.21%
Revenue Total	\$ 2,557	\$ 2,730	\$ 2,686	\$ 3,000	\$ 270	9.89%
Net Operating Expense/(Revenue)	\$ 3,638	\$ 4,276	\$ 4,280	\$ 4,625	\$ 349	8.17%
			New Investments	\$ 95		
			Requested Net Levy	\$ 4,720		10.38%

COMMENTS:

The increase in the Finance Department's budget is related primarily to an increase in salaries and benefits. In the second quarter of 2022, Council agreed to a new CUPE collective agreement that included increases of 2.8% in 2022 and 2% in 2023. The City's 2022 budget includes a 1% increase in 2022. As a result, the new collective agreement accounts for 3.8% of the department's increase in 2023. Other salary and benefit cost pressures relate to step increases, full-year cost of new positions approved in the 2022 budget, and a request for one new resource to strengthen the City's internal controls to reduce the risk of fraud and provide better support to vendors and internal stakeholders

Recovery from Capital: In 2021, two temporary positions were approved: a Project Manager Stormwater Climate Action Fund position and a Part-time Performance Analyst position, both of which were budgeted to be 100% recovered from capital. These temporary positions end March 31, 2023, and as a result, the 2023 Recoveries from Capital have been reduced to reflect the reduction in Salaries & Benefits for these positions.

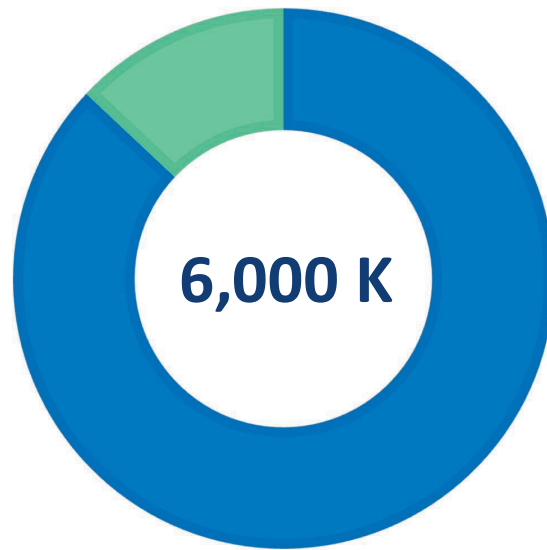
Interdepartmental Transfers: Interdepartmental transfers related to staff recoveries to Water, Wastewater, Parking and Stormwater rates have been updated to reflect annual salary and benefit cost increases. Additionally, in 2023, a Stormwater Billing Analyst has been added to the Finance Department to support the Stormwater rate and this position is 100% recovered from the Stormwater rate.

Finance Capital Budget

The capital portfolio for the Finance department includes financial system support needs and financial planning support tools. As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$6 Million. The requested and forecasted capital funding needs relate to a needed resident focused online enterprise payment portal. The majority of the capital plan is to be funded from Reserves.

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	850	950	3,200	500	200	100	100	100	0	0	6,000

10-Year Funding



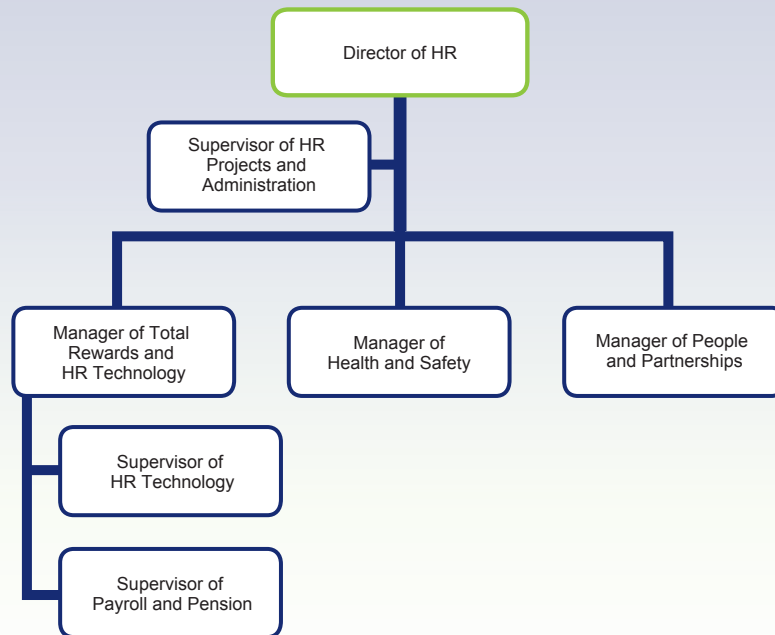
- Grants and Other - 0%
- Reserves - 87%
- Development Charge Reserves - 13%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%


HUMAN RESOURCES

The HR Department supports the creation of an effective, highly skilled and engaged workforce. The department champions an environment of accessibility, diversity, integrity, learning and mutual respect through the transparent and consistent application of human resources policies, practices, and procedures.

Through our strategic partnerships, collaboration, and multi-disciplined HR professionals, the HR Department at the City of Barrie:

- Manages human resources data and information.
- Manages salary administration and payroll.
- Manages a strategic and comprehensive approach for recruiting and retaining the right people, with the right skills, in the right jobs.
- Ensures a total rewards, recognition, benefits, and compensation philosophy which meets the City’s staffing needs and positions the City to be an employer of choice.
- Participates, supports, and manages ongoing Labour Relations activities and initiatives.
- Provides a comprehensive and integrated approach to health and safety, wellness and disability management.
- Provides personal and professional learning and growth opportunities to enhance and invest in staff skills, knowledge, attributes, and competencies.
- Supports organizational effectiveness, performance management, leadership development and succession planning.
- Supports the development of a positive and healthy workplace culture to sustain and improve employee engagement.
- The 2023 Strategic Plan sets out an ambitious vision for transformation focused on HR being seen as a key strategic partner who is key to enabling organizational success. We strive to have a department inspired to achieve excellence by championing best in class HR practices, enabling the professionalism of our staff, delivering service excellence and looking to helping build the City for a bright and prosperous future.



Highlights		
Manage illness and injuries	Advice, guidance, and policies on human resources and labour relations matters	 <p>Focus on employee engagement and wellness</p>
Disability management	Responsible for the recruitment & selection process	
 <p>Responsible for implementing and managing HR technology systems</p>	Accident and illness prevention initiatives	Manages compensation and benefits
	Manage payroll for 1700+ employees	Manages job description and evaluation process

BRANCHES:

The Human Resources Department is divided into 3 branches with the following mandates:

Health and Safety:

Accident and illness prevention is accomplished by the promotion of the internal responsibility system, hazard and accident prevention initiatives, health and safety related training, safety inspections, incident investigation, healthy workplace, driver education and mobile equipment training, ergonomic assessments, and recommendations.

The Health and Safety branch works to manage illness and injury from the first day right through to return to either full or accommodation duties. The Branch also includes the Disability Management processes and is also responsible for processing all workers' compensation claims and providing support in all modified work programs for occupational and non-occupational injuries and illnesses.

People and Partnerships:

The People and Partnerships branch is responsible for providing information and assistance to employees at all levels with regards to work related matters including the recruitment and selection process. We also work closely with our bargaining unit representatives to maintain respectful working relationships.

Total Rewards and HR Technology:




The Total Rewards and HR Technology branch is responsible for implementing and managing HR technology systems to ensure HR processes are effective and efficient. They also maintain human resources data and information and manage pay and benefits for all employees at the City. This branch also manages the job description and evaluation processes to ensure a fair, balanced and competitive pay structure that aligns with our policies. Finally, this branch is focused on employee's total wellness, focused on four pillars which include: financial, physical, psychological, and social wellness.

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Objectives, Plans and Measurables	
 Offering Innovative & Citizen Driven Services	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
Enhance employee engagement and build leadership strength	Corporate Training \$ Spent (per permanent employee)
Become and Employer of Choice and strive to Attract and Retain Top Talent	% Turnover *2021 calculated based exits in first 2 years of employment. 2022 onwards counts all exits of permanent staff
Ensure the Safety, Health and Total Wellness of our Employees	# of Lost Time Incidents

Performance Measures

KPI		2020	2021	2022	2022	Baseline	2023
		Actual	Actual	Plan	Forecast	Trend	Plan
1	Corporate Training \$ Spent (per permanent employee)	\$19.13	\$94.53	\$75	\$75		\$75
2	% Turnover (2021 Calculated based exists in first 2 years of employment, 2022 onwards counts all exits of permanent staff*)	0.21%	0.10%	0%	2.50%		2%
3	# of Lost Time Incidents	29	12	20	15		5

* 2022 planned target was based on the old calculation method, the target under the new methodology is 3%

Base Budget Change Report – Human Resources

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 2,772	\$ 2,540	\$ 2,656	\$ 2,839	\$ 298	11.74%
Materials & Supplies	\$ 11	\$ 41	\$ 38	\$ 46	\$ 5	11.94%
Equipment & Capital Purchases	\$ -	\$ 9	\$ 8	\$ 8	\$ (1)	-11.11%
Services	\$ 711	\$ 988	\$ 945	\$ 1,064	\$ 77	7.77%
Expenses Total	\$ 3,495	\$ 3,578	\$ 3,647	\$ 3,957	\$ 379	10.59%
Revenues						
Interdepartmental Transfers	\$ 157	\$ 159	\$ 157	\$ 173	\$ 14	8.86%
Revenue Total	\$ 157	\$ 159	\$ 157	\$ 173	\$ 14	8.86%
Net Operating Expense/(Revenue)	\$ 3,337	\$ 3,419	\$ 3,490	\$ 3,784	\$ 365	10.67%
			New Investments	\$ 119		
			Requested Net Levy	\$ 3,904		14.17%

COMMENTS:

Salaries & Benefits: Increases to base budget salaries and benefits expenses relate to COLA increases (approximately 3.8%), position changes due to job re-evaluation, natural step increases for temporary and part-time staff, introduction of top-of-grid budgeting for full-time permanent staff and general increases to benefits costs (CPP, EI, etc).

Services: The City has endorsed a total wellness strategy for City staff and as such there is an increase is a \$50.4K addition to the base budget for wellness and psychological health and safety initiatives and \$9.5K related to HR technology and software fixes.

The increases related to new investments relates to the following proposed changes: Intake 2718 – Payroll and Pension Specialist – conversion of temporary full-time position to permanent full-time – tax levy impact of \$119,498 for 2023. Over the last 20 years the City has grown by over 50% but no additional complement positions were provided to payroll. This position has been non-complement for several years and is required to be made permanent to ensure that we are able to pay staff of the City, Barrie Public Library, and the Barrie Police Services accurately and on time.

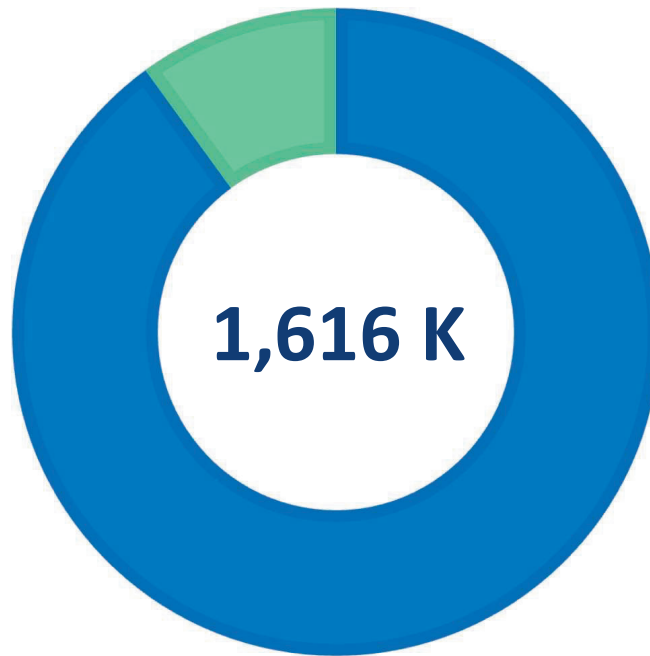
HUMAN RESOURCES CAPITAL BUDGET

The 10 year capital plan for Human Resources includes an HR software system for performance management, learning management, application tracking and onboarding. This project is to create efficiencies, streamline processes, advance the City's people strategy and bring HR technology at the City of Barrie up to a standard that other municipalities of a similar size are already benefiting from.

As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$1.6 Million, to be funded by Reserves and Development Charge Reserves.

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	362	204	175	175	175	175	175	175	0	0	1,616

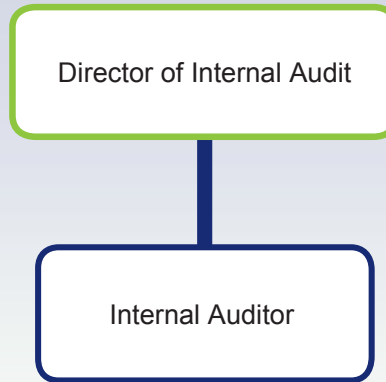
10-Year Funding



- Grants and Other - 0%
- Reserves - 90%
- Development Charge Reserves - 10%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%

INTERNAL AUDIT

Internal Audit is an independent and objective assurance and advisory function established to add value and improve City operations. Internal Audit brings a systematic, disciplined approach to evaluating and improving the effectiveness of the organization’s governance, risk management, and internal control processes.



Strategic Plans and Measurables	
 Offering Innovative & Citizen Driven Services	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
<ul style="list-style-type: none"> • Create and obtain Council approval for an Internal Audit plan which incorporates Council and EMT priorities • Utilize innovative audit strategies to proactively identify areas for improvement in the organization 	Internal Audit recommendations accepted by management
<ul style="list-style-type: none"> • Develop a fraud awareness culture for the organization as a key component of the City’s anti-fraud regime 	Fraud awareness sessions delivered

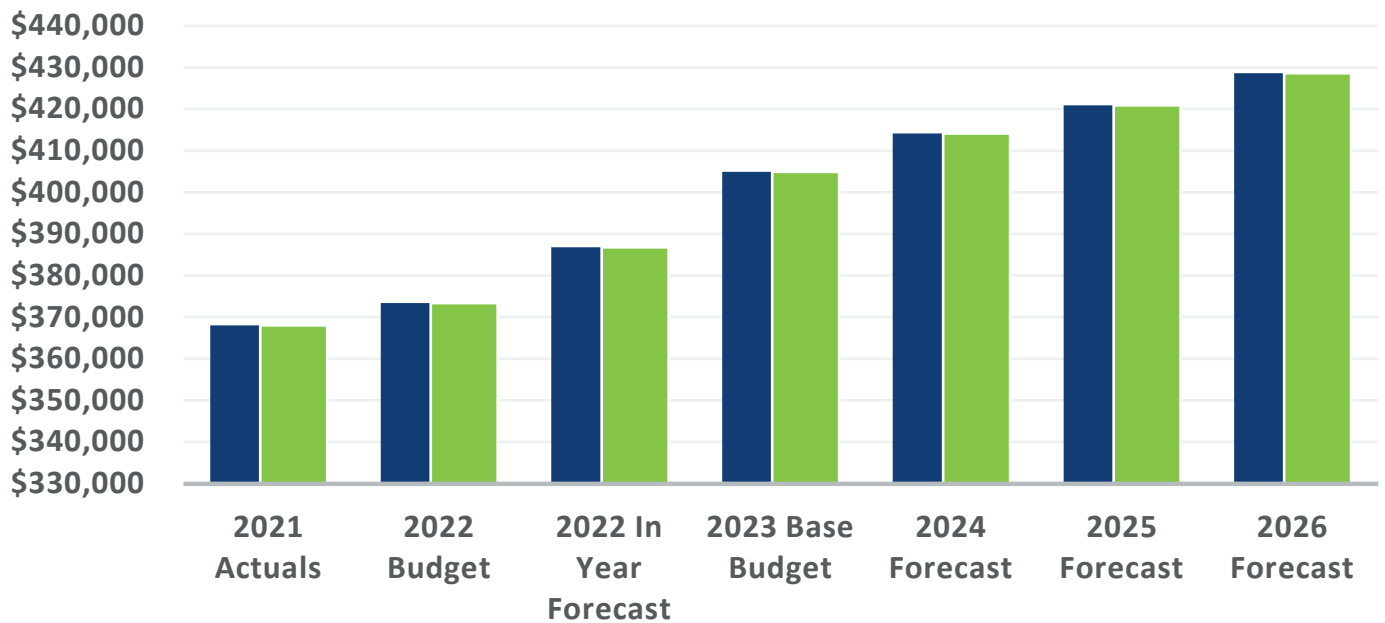
Performance Measures

KPI		2020	2021	2022	2022	Baseline	2023
		Actual	Actual	Plan	Forecast	Trend	Plan
1	Internal Audit recommendations accepted by management	100%	100%	100%	100%		100%
2	Fraud awareness sessions delivered	N/A	3	5	5		5

Financial Overview

Internal Audit Forecast

■ Gross Spending ■ Net Tax Levy

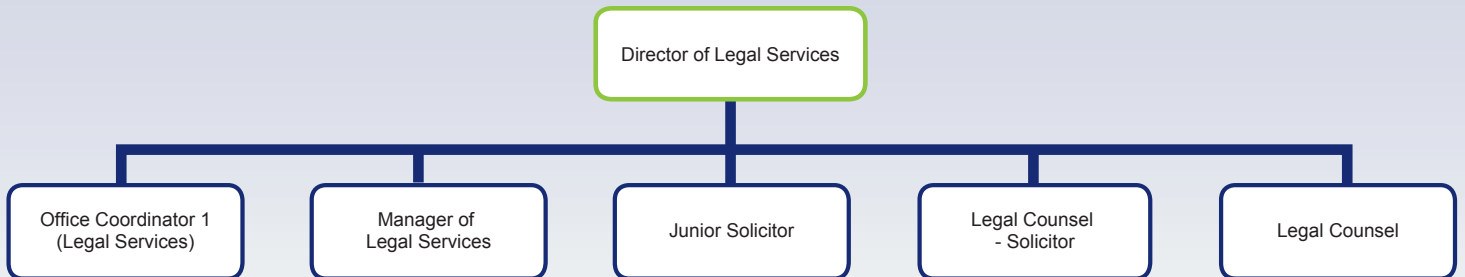


Base Budget Change Report – Internal Audit

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 355	\$ 352	\$ 368	\$ 384	\$ 32	9.08%
Materials & Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ -	0.00%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 13	\$ 21	\$ 18	\$ 20	\$ (0)	-2.17%
Expenses Total	\$ 368	\$ 373	\$ 387	\$ 405	\$ 32	8.45%
Revenues						
Revenue Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 368	\$ 373	\$ 387	\$ 405	\$ 32	8.45%
			New Investments	\$ -		
			Requested Net Levy	\$ 405		8.45%

LEGAL SERVICES

The Legal Services Department provides (i) timely and comprehensive legal advice to City Council, the CAO and City staff, and provides a full range of legal services to the Corporation, its boards and agencies. (ii) insurance administration and risk management, (iii) professional execution of the City's real estate program including acquisition, disposition, leasing and encroachments. The department strives to ensure that every measure is taken to provide a cost effective, high quality standard of service.



BRANCHES:

Legal Support

Legal Support staff perform the following services:

- coordination of all legal services for the City
- legal advice and direction to Council and City Departments
- management of litigation and administrative tribunal proceedings to which the City is a party
- discussion and negotiation with external parties, lawyers, tribunals, governmental bodies and boards for protection of the City's interests
- review, preparation and/or registration of by-laws (including part lot control by-laws, deeming by-laws, site specific development charge by-laws) and real estate documents
- preparation of precedent and customized agreements including development agreements
- title and corporate searches
- provision of legal advice, including documents preparation and negotiation on City strategic initiatives
- permanent road closure

Highlights:

- Provide **legal advice** and **direction to council** and **city departments**
- **Manages** litigation
- **Acquisition** and **disposition** of **city real estate**
- **Preparation** and **negotiation** of **Development Agreements**
- Processing of **Claims** and **risk management**
- Provision of **insurance coverage** requirements

Real Estate Matters

Real Estate staff perform the following services:

- acquisition and disposition of City real estate assets
- lease/license of property for the City as both tenant and landlord
- evaluation and appraisal services and advice
- encroachment and release of easements
- access to private property



Insurance Services

Insurance staff perform the following services:

- provision of insurance coverage requirements for City assets, activities and events
- risk management for City owned facilities and services
- processing and management of over 300 insurance claims annually

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

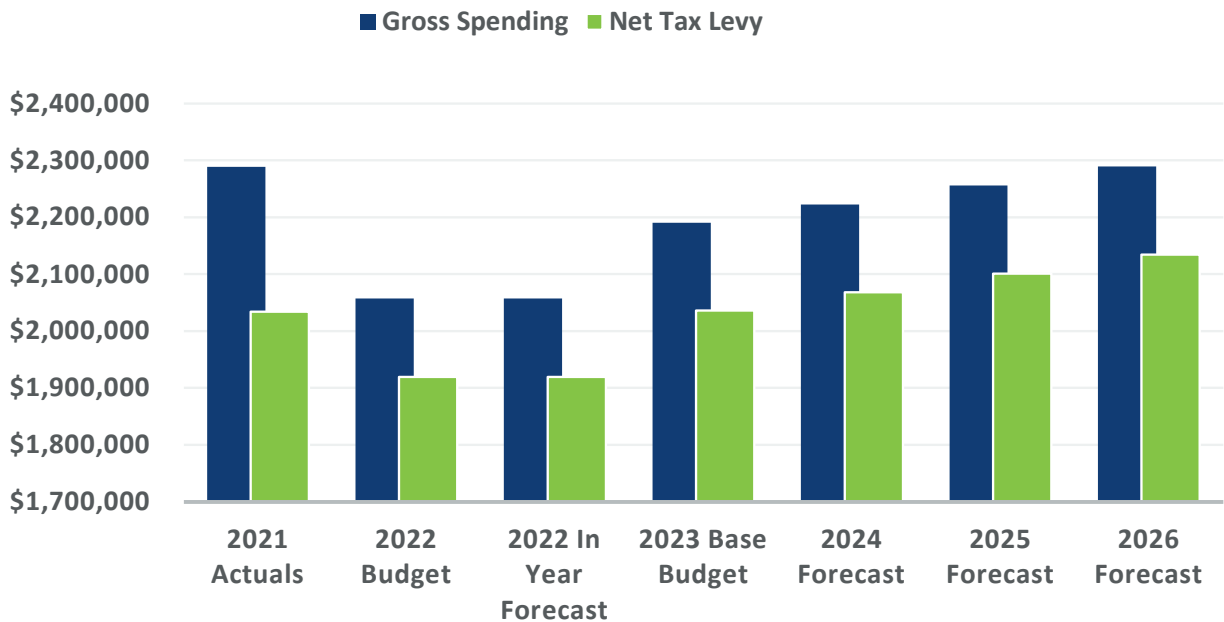
Strategic Plans and Measurables	
 Offering Innovative & Citizen Driven Services	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
<ul style="list-style-type: none"> • Ongoing assessment and provision of optimal insurance coverage in accordance with industry best standards 	% of insurance claims/incidents handled in-house
 Building Strong Neighbourhoods	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
<ul style="list-style-type: none"> • Cost effective and timely acquisition of property for City purposes and Council strategic priorities 	% of properties acquired by negotiation vs expropriation
<ul style="list-style-type: none"> • Timely preparation and registration of development agreements 	% of Site Plan and Subdivision Agreements in circulation for review within 15 business days following receipt of instructions and payment

Performance Measures

KPI		2020	2021	2022	2022	Baseline	2023
		Actual	Actual	Plan	Forecast	Trend	Plan
1	% of properties acquired by negotiation vs expropriation	71%	86%	60%	60%		60%
2	% of insurance claims/ incidents handled in-house	95%	97%	95%	95%		95%
3	% of Site Plan and Subdivision Agreements in circulation for review within 15 business days following receipt of instructions and payment	N/A	N/A	85%	85%		95%

Financial Overview

Legal Services Department Forecast



Base Budget Change Report - Legal Services Department

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 1,494	\$ 1,504	\$ 1,504	\$ 1,635	\$ 131	8.73%
Recovery from Capital	\$ (100)	\$ (62)	\$ (62)	\$ (62)	\$ -	0.00%
Materials & Supplies	\$ 4	\$ 13	\$ 13	\$ 12	\$ (1)	-4.13%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 889	\$ 603	\$ 603	\$ 605	\$ 2	0.39%
Grant Expenses & Transfers	\$ 2	\$ -	\$ -	\$ -	\$ -	0.00%
Expenses Total	\$ 2,289	\$ 2,057	\$ 2,057	\$ 2,190	\$ 133	6.47%
Revenues						
User Fees, Service Charges, & Rentals	\$ 187	\$ 137	\$ 137	\$ 154	\$ 17	12.18%
Other Revenues	\$ 2	\$ -	\$ -	\$ -	\$ -	0.00%
Grant Revenues & Contributions	\$ 65	\$ -	\$ -	\$ -	\$ -	0.00%
Revenue Total	\$ 254	\$ 137	\$ 137	\$ 154	\$ 17	12.18%
Net Operating Expense/(Revenue)	\$ 2,034	\$ 1,920	\$ 1,920	\$ 2,036	\$ 116	6.06%
			New Investments	\$ -		
			Requested Net Levy	\$ 2,036		6.06%



Access Barrie

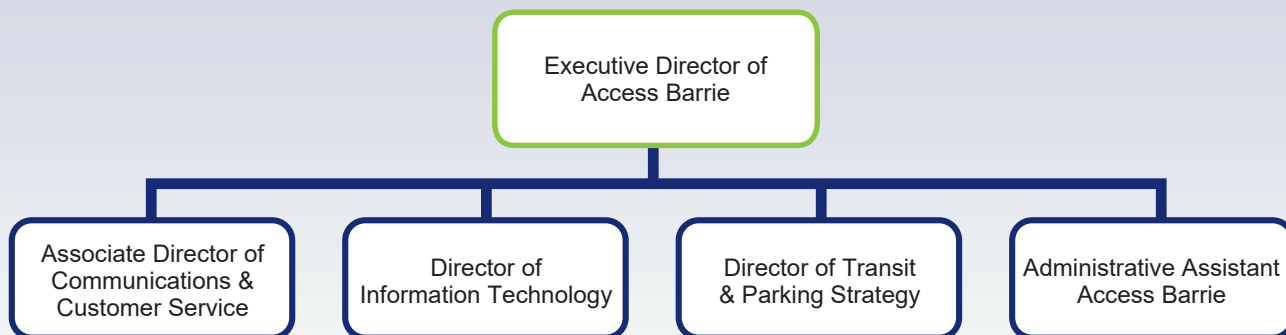
Information Technology

Marketing & Communications
and Customer Service

Transit & Parking

DIVISION OVERVIEW

Access Barrie combines the strengths of Information Technology (IT), Marketing & Communications, Customer Service and Transit & Parking to easily and efficiently connect the people who live and work in Barrie to the people, places, services, and information that matters to them. Whether that be in person at Service Barrie, online via our digital channels (barrie.ca, social media) or on our efficient, reliable and affordable public transportation service that links people, workplaces and the community.



KEY DIVISION SERVICE DELIVERY INITIATIVES (KDSDI'S)



Marketing & Communications

- Pilot a new web content contribution model for the external website (Barrie.ca) that is managed through Access Barrie to measure improvements to website accessibility, corporate-wide efficiencies in website content management, search optimization, and user experience.



Customer Service

- Continued focus on digital transformation, specifically focusing on increasing online self-service options via servicebarrie.ca.



Transit

- Launch a transit mobile ticketing payment option to allow riders to purchase fares from their mobile device in addition to the existing fare payment options.



Information Technology

- Next generation (NG) 911 RFP and implementation kick-off in 2023 are big steps toward upgrading Barrie Fire & Emergency Services PSAP (Public Safety Answering Point). Once fully implemented, NG 911 will support real-time text, video and enhanced location services.
- Kick-off Electronic Document Management System (EDMS) multi-year project. This will transform many of the City's internal processes as the City shifts its corporate records management from paper based to electronic based.

Budget Summary–Tax Rate

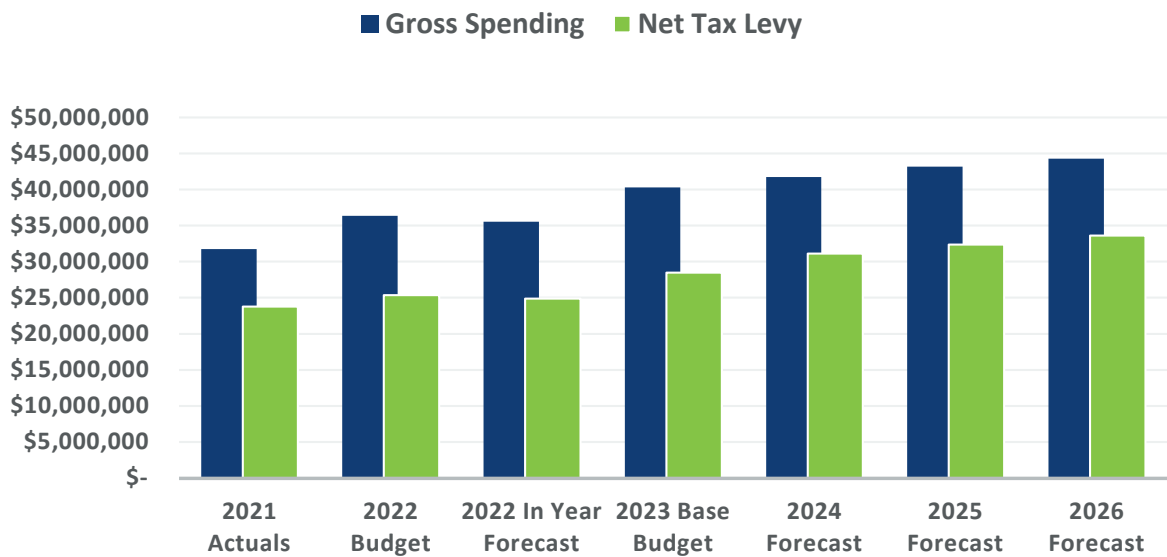
Department	2023 Net Requested Budget	2023 Staffing		
		Base Complement	Service Level Changes	Total
Access Barrie Administration	\$ 385,057	2	0	2
Customer Service	\$ 1,390,664	19	0	19
Information Technology	\$ 9,658,552	49	2	51
Marketing & Communications	\$ 1,313,703	9	1	10
Transit	\$ 15,547,791	9	0	9
Total	\$ 28,295,767	88	3	91

User Rate

Department	2023 Net Requested Budget	2023 Staffing		
		Base Complement	Service Level Changes	Total
Parking Operations	\$ 644,004	4	0	4
Total	\$ 644,004	4	0	4

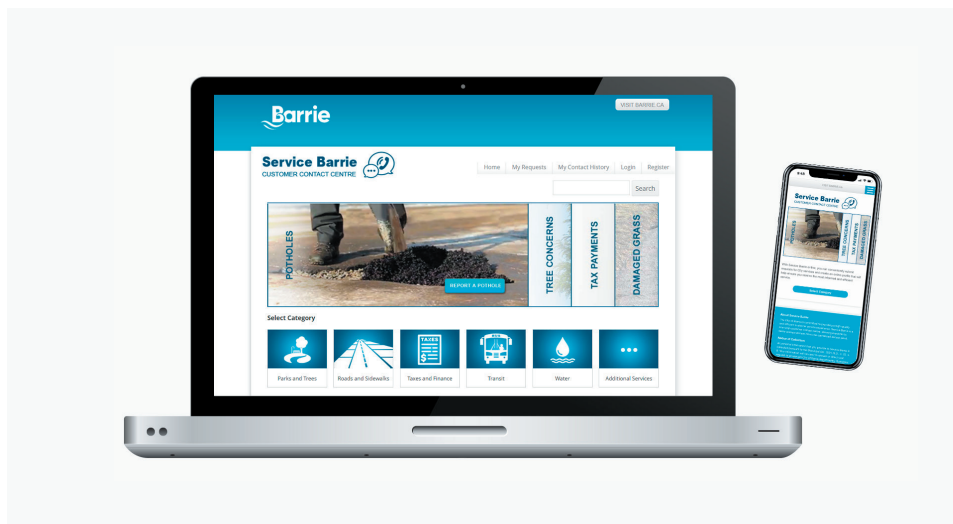
Division Financial Overview

Access Barrie's Forecast



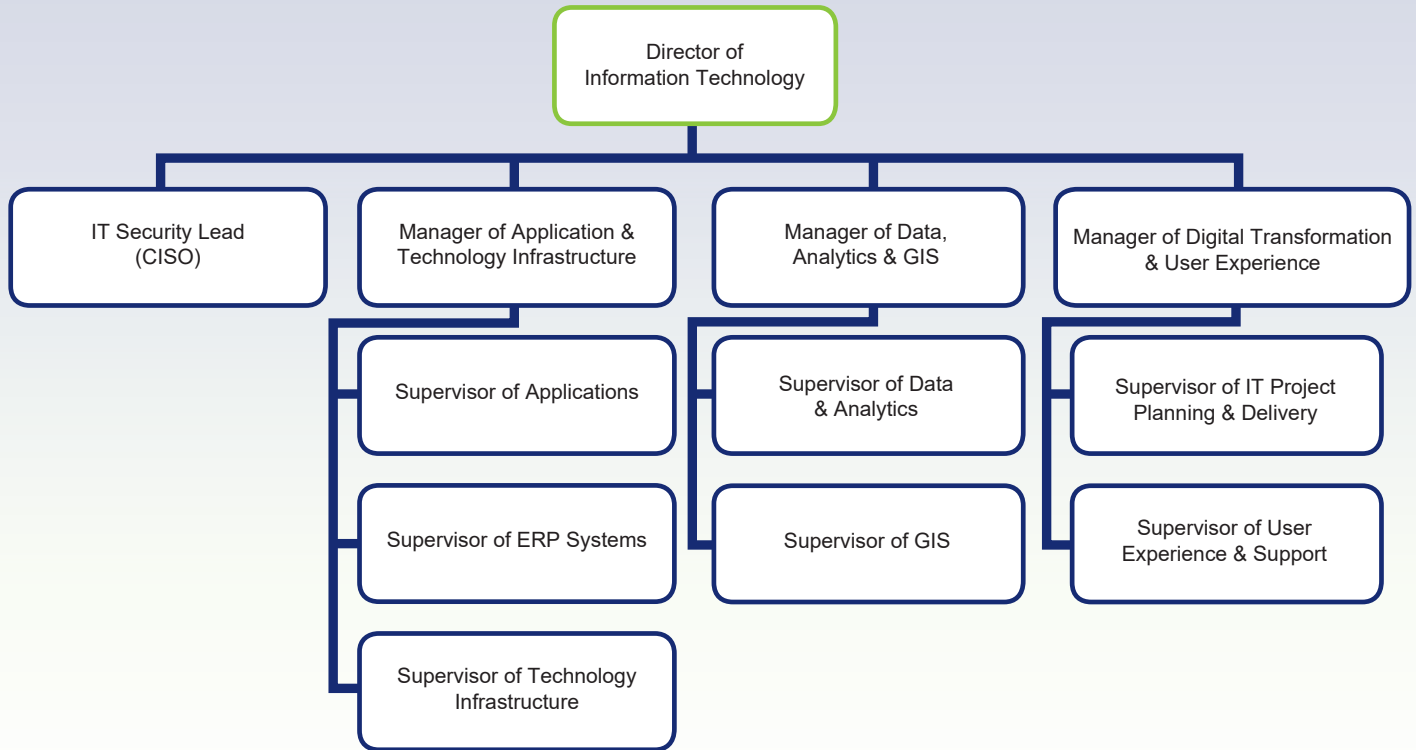
Base Budget Change Report – Access Barrie

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 9,989	\$ 11,212	\$ 10,156	\$ 11,846	\$ 634	5.66%
Recovery from Capital	\$ (471)	\$ (931)	\$ (589)	\$ (673)	\$ 258	-27.69%
Materials & Supplies	\$ 2,378	\$ 2,930	\$ 3,993	\$ 3,983	\$ 1,054	35.96%
Equipment & Capital Purchases	\$ 332	\$ 319	\$ 309	\$ 343	\$ 23	7.32%
Services	\$ 19,421	\$ 22,689	\$ 21,543	\$ 24,651	\$ 1,962	8.65%
Rents & Other Expenses	\$ 101	\$ 122	\$ 130	\$ 132	\$ 10	7.78%
Expenses Total	\$ 31,750	\$ 36,341	\$ 35,542	\$ 40,282	\$ 3,941	10.84%
Revenues						
User Fees, Service Charges, & Rentals	\$ 3,853	\$ 4,834	\$ 4,659	\$ 6,605	\$ 1,771	36.64%
Licenses & Permits	\$ 124	\$ 144	\$ 119	\$ 145	\$ 1	0.69%
Grant Revenues & Contributions	\$ 2,916	\$ 4,863	\$ 4,774	\$ 3,780	\$ (1,083)	-22.26%
Interdepartmental Transfers	\$ 1,072	\$ 1,130	\$ 1,127	\$ 1,268	\$ 139	12.29%
Intercompany Transfers	\$ -	\$ 1	\$ -	\$ 1	\$ 0	7.69%
Revenue Total	\$ 7,964	\$ 10,971	\$ 10,679	\$ 11,800	\$ 829	7.55%
Net Operating Expense/(Revenue)	\$ 23,786	\$ 25,370	\$ 24,863	\$ 28,482	\$ 3,112	12.27%
			New Investments	\$ (186)		
			Requested Net Levy	\$ 28,296		11.53%



INFORMATION TECHNOLOGY

As a growing city, Barrie is using technology to deliver services more effectively and provide a convenient level of service for citizens, visitors, and businesses. IT delivers the technology infrastructure that supports the City's path to better integrate processes and systems with real-time communication and data. This ensures requests for City services reach the correct area quickly, closing the gap between citizens and the service area. IT delivers technology infrastructure through three branches.



BRANCHES

Application & Technology Infrastructure

The branch provides secure voice, data, networking and wireless infrastructure to over 40 city locations. SMART/ Connected City IoT (Internet of Things) devices are also connected throughout the city, such as Smart Water Meters, irrigation controls, traffic signaling, etc.

In addition, the branch is responsible for the corporate infrastructure, system architecture, and expertise to over 200 applications used to deliver services across the City including our enterprise financial systems, automated water billing and emergency services. This includes maintaining compatibility matrices that ensure the City applications are secure and current which makes the latest software innovations available for the continuous improvement of how the city delivers services.

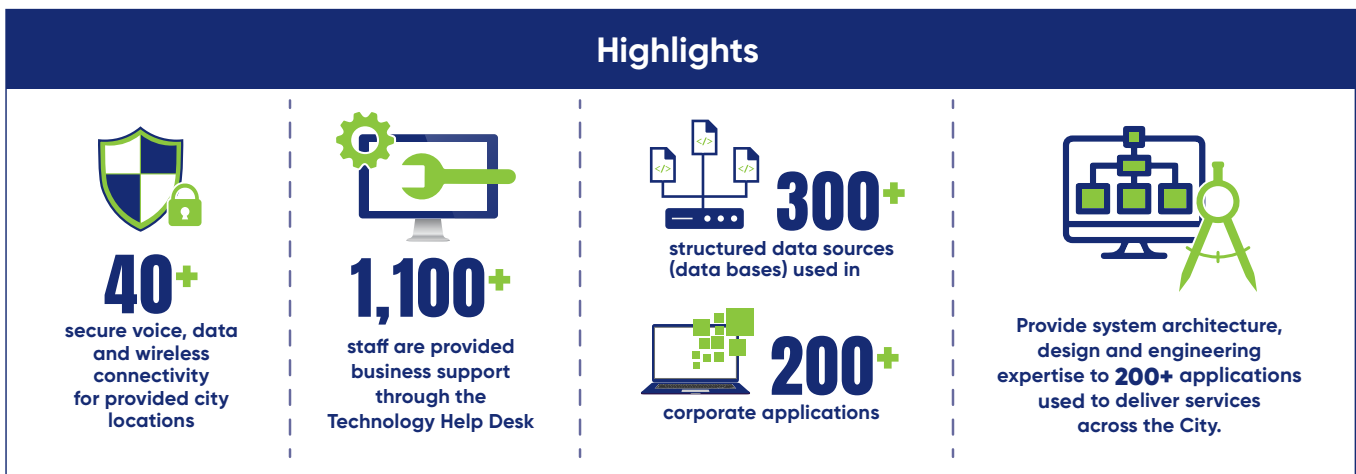
Data, Analytics & GIS

Ensuring the growing amount of data being captured and reported is a key focus area for this team. This included over 300 structured data sources (databases) used in over 200 corporate applications that support the delivery of City services from reporting potholes to pet licenses. The City's Open Data portal provides municipal data to local and perspective business to make informed decisions and support innovation in the private sector by reducing duplication and promoting reuse of existing data resources. The unstructured data such as electronic corporate records, draft documents, working files, committee agendas and minutes that support the daily activities of a transparent municipal government. Business Intelligence and Analysis provide timely and accurate information to decision makers. And finally, but equally critical, backup and point-in-time restorations of City data for error recoveries, accidental deletions and FOI requests.

The branch creates and manages system integration roadmaps to share data between systems with a 'single source of truth' master data practice which aims to have current and accurate data available across systems which reduces the manual data synchronization. We partner with external organizations to make City data available to support tourism and business growth (i.e. Waze, Barrie Realtor Association, etc.) and maintain the City's GeoHub (Discover.barrie.ca) with interactive visuals and maps to search City of Barrie information to easily locate services and inform the citizens (i.e. Road Closures and Construction).


Digital Transformation & User Experience

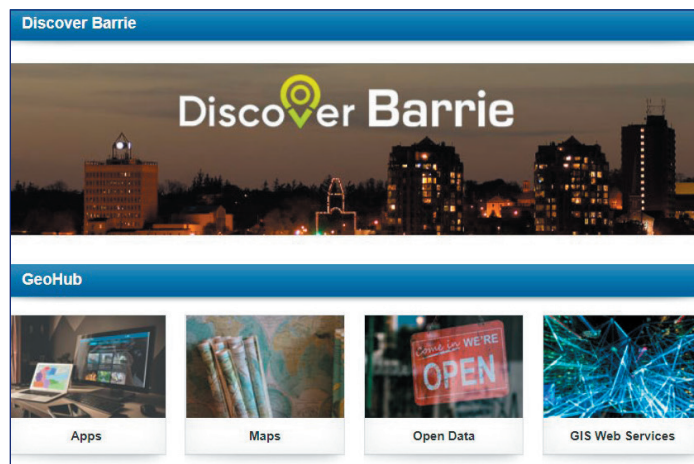
The branch supports the work of IT, and operating departments across the City through 3 units: Service Desk, Project Planning & Delivery, and Digital Transformation. Information Technology's Service Desk unit supports the over 1,100 full-time, part-time, and seasonal staff to effectively use the technology and applications required to deliver City services. This includes support for desktop and laptop computers, mobile phones, tablets, printers, meeting room technology, and the operating systems and applications that run on these devices. The Project Planning and Delivery unit applies project management best practices, tools, and governance to support new implementations and upgrades to application systems and network infrastructure, and other technology changes. The Digital Transformation unit explores and assesses emerging technologies and evolving project management approaches and businesses process analysis techniques to identify possible benefits and appropriate opportunities for adoption.



STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h2>Offering Innovative & Citizen Driven Services</h2>	
<p>Provide an accessible, secure, and reliable technology foundation that supports the business technologies and systems used to deliver City services more effectively.</p> <p>Expand the IT security program.</p>	<p>Application Systems Condition Index</p> <p>Technology Application Systems Condition Index</p>
<p>Maintain the City's Public Safety Radio Network that provides critical communication to Barrie Fire and Emergency Services, Barrie Police Service, Water Operations and Wastewater Operations; & Manage and support Barrie Fire and Emergency Services technology that operate 24/7/365 (e.g. 911/communications centre).</p>	<p>Technology Condition Index</p>
<p>Optimize the City's technology investments to make the dollars go further and support a culture of innovation and thoughtful risk taking.</p>	<p>Digital Transformation Project Delivery</p>



Major Initiatives/Issues

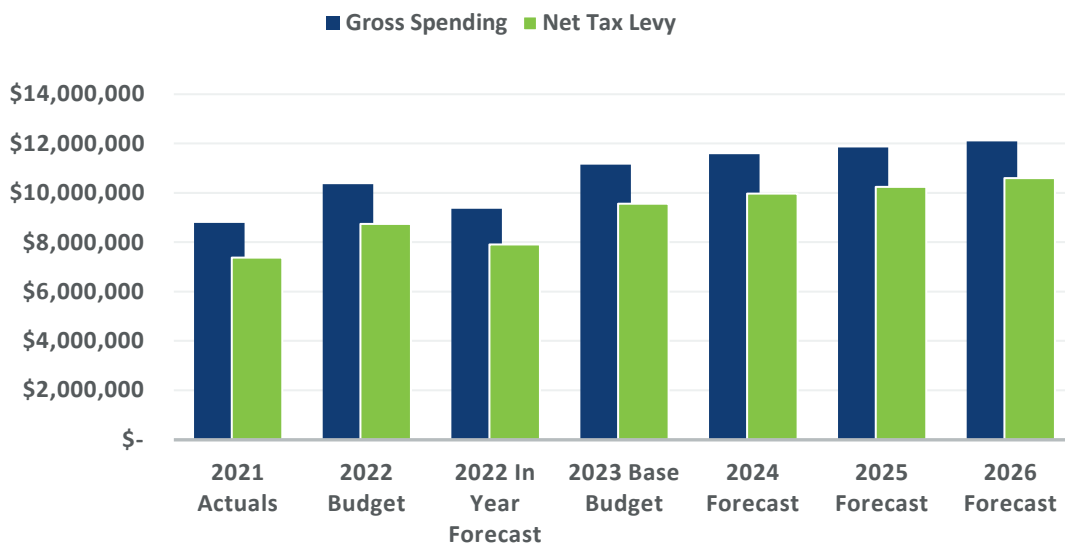
- Network Revitalization (Multi-year)–Year 5 – Carrier redundancy of large facilities, lifecycle replacement of communications room switches across city facilities
- Next Generation 911 RFP and implementation kick-off
- Electronic Document Management Systems scoping and RFP Kick-off
- barrie.ca phase 2 enhancements and integrations
- Expanding IT Security Program
- Expand Digital Transformation initiatives
- Fleet Management Systems replacement

Performance Measures

KPI	2020	2021	2022	Baseline	2022	2023
	Actual	Actual	Forecast	Trend	Plan	Plan
1 Technology Condition Index (Computers, Servers, switches, and other hardware)*		73	74		75	75
2 Application Systems Condition Index (Applications and Standard Software)		75	75		75	75
3 Digital Transformation Project Delivery (Degree IT projects meet Ontario Digital Service Standards, 2021)		75	75		75	75

*The technology industry continues to see supply chain challenges. Delays in delivery have necessitated some equipment remain in service past their planned replacement dates. Although IT has been ordering equipment much sooner to account for longer delivery dates to minimize the amount of these occurrences, not every delay in supply chain deliveries can be mitigated. All equipment that was planned to, but not yet, replaced in 2022 have estimated delivery dates for Q1 2023.

IT's Forecast



Base Budget Change Report – Information Technology

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 5,593	\$ 6,496	\$ 5,581	\$ 6,504	\$ 8	0.13%
Recovery from Capital	\$ (410)	\$ (751)	\$ (440)	\$ (441)	\$ 310	-41.24%
Materials & Supplies	\$ 32	\$ 50	\$ 49	\$ 52	\$ 2	4.87%
Equipment & Capital Purchases	\$ 250	\$ 297	\$ 286	\$ 320	\$ 23	7.86%
Services	\$ 3,253	\$ 4,201	\$ 3,815	\$ 4,652	\$ 451	10.74%
Rents & Other Expenses	\$ 60	\$ 57	\$ 65	\$ 65	\$ 8	14.01%
Expenses Total	\$ 8,778	\$ 10,349	\$ 9,356	\$ 11,152	\$ 803	7.76%
Revenues						
User Fees, Service Charges, & Rentals	\$ 78	\$ 39	\$ 39	\$ 44	\$ 5	12.24%
Grant Revenues & Contributions	\$ 451	\$ 588	\$ 499	\$ 524	\$ (64)	-10.81%
Interdepartmental Transfers	\$ 878	\$ 979	\$ 906	\$ 1,020	\$ 41	4.18%
Revenue Total	\$ 1,407	\$ 1,605	\$ 1,444	\$ 1,588	\$ (18)	-1.11%
Net Operating Expense/(Revenue)	\$ 7,372	\$ 8,744	\$ 7,912	\$ 9,564	\$ 821	9.39%
			New Investments	\$ 94		
			Requested Net Levy	\$ 9,659		10.46%

Variance Explanation

- As the CMMS and APLI phase 2 projects wind down the temporary staff are being off boarded as the projects move into sustainment. When looking at permanent staff only year-over-year budget is about a \$200k increase, or 3.4% increase.
- The \$300k decrease in capital recoveries reflects the reduction in temporary resources for CMMS and APLI.
- Increases reflect the high costs of technology goods and services.
- Reduction is mainly due to a reduction in Federal Gas Tax funding due to eligibility of IT projects planned for 2023.



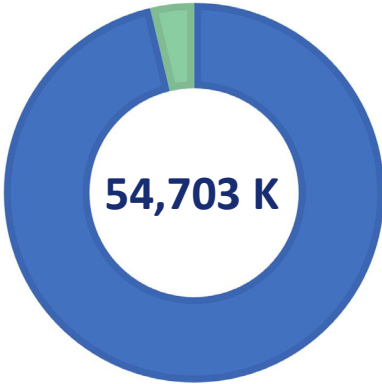
IT CAPITAL BUDGET

The capital portfolio for Information Technology department includes city wide technology infrastructure. This includes computer equipment (laptops, desktop computers, network equipment, servers, telephone systems, printers, scanners, fax machines) and computer software.

As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$54.7 M to support the IT digital services across the corporation. The majority of the capital plan is to be funded from reserves (mainly tax capital reserve).

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	3,786	4,349	4,684	4,280	3,836	5,985	6,376	6,701	7,272	7,435	54,703

10-Year Funding

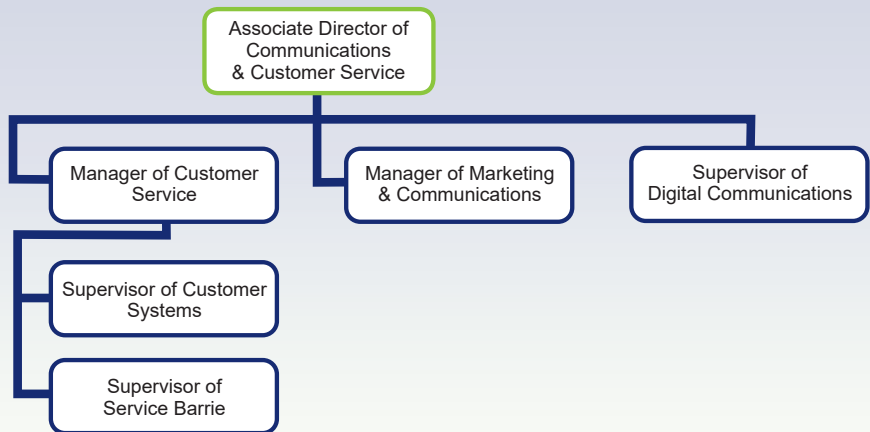


- Grants and Other - 0%
- Reserves - 96%
- Development Charge Reserves - 4%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%



ACCESS BARRIE ADMINISTRATION, MARKETING & COMMUNICATIONS AND CUSTOMER SERVICE

Access Barrie creates communications strategies, providing leadership on the development of communications programs, community engagement, crisis communications, managing the City’s digital communication tools including social media, overseeing media relations, managing the corporate brand, multimedia development, graphic design and sponsorship development. This strategic portfolio reflects the importance and need for the city to champion Customer Service and to align people and systems to support citizen centric service.



BRANCHES

Marketing and Communications

The Marketing and Communications department works to create content that is clear and concise so that it can be easily understood by the targeted audiences (internal and external, such as residents, visitors, and members of the media). The team combines the strengths of traditional (print, radio, etc) and digital (website, social media, app, video, etc) communication tools to improve customer experiences, enhance communications and expand community engagement opportunities. This strategic portfolio reflects the importance and need for the city to champion customer service and to align this service with marketing communications and corporate sponsorship.

Customer Service

Customer Service is fulfilling the multi-year implementation of a corporate wide Customer Service Plan. The major focus of the plan is to consolidate access to most general city services through the ongoing phased development of Service Barrie. Service Barrie handles phone, counter and online service requests and introduced customer management and knowledge management technology. Service Barrie will focus on optimizing and refining the Citizen Experience Management System (CEM) and the newly launched Citizen Portal (servicebarrie.ca) for all channels. Digital transformation will remain a key area of concentration. Additional responsibilities include management of the After Hours call service contract and community support during public emergencies.



STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h2>Offering Innovative & Citizen Driven Services</h2>	
<p>To effectively communicate and engage the City of Barrie's stakeholders through encouraging digital community participation by leveraging multiple communication platforms. The goal is to continue to maintain an above average engagement rate.</p>	<p>Engagement rate* for posts and stories on Facebook, Twitter, Instagram, and LinkedIn ("City of Barrie" accounts only).</p> <p>*Engagement rate = clicks, likes, shares, comments, etc. divided by impressions. Average engagement rate for government across social channels in 2021: 4.94%.</p>
<p>Proactive and reactive media relations to ensure the community and stakeholders are informed on the city's programs, services, accomplishments, and council priorities and ensuring it is done in a positive, consistent and credible manner.</p>	<p>% of positive/neutral media coverage by media outlets based on proactive and reactive media relations, marketing and communications programs, campaigns, and initiatives.</p>
<p>Optimization and refinement of the Citizen Experience Management (CEM) system with integrated knowledge to support Service Barrie operations and provide a high level of Customer Service to citizens.</p> <p>Continue to support corporate wide initiatives and departmental priorities as they relate to enhancing the customer experience.</p>	<p>% of customer interactions in Service Barrie that are resolved at first contact.</p>
<p>Foster a Corporate wide focus on customer service that highlights open and transparent provision of services to citizens.</p>	<p>% of customer satisfaction rated as moderately high to high.</p>

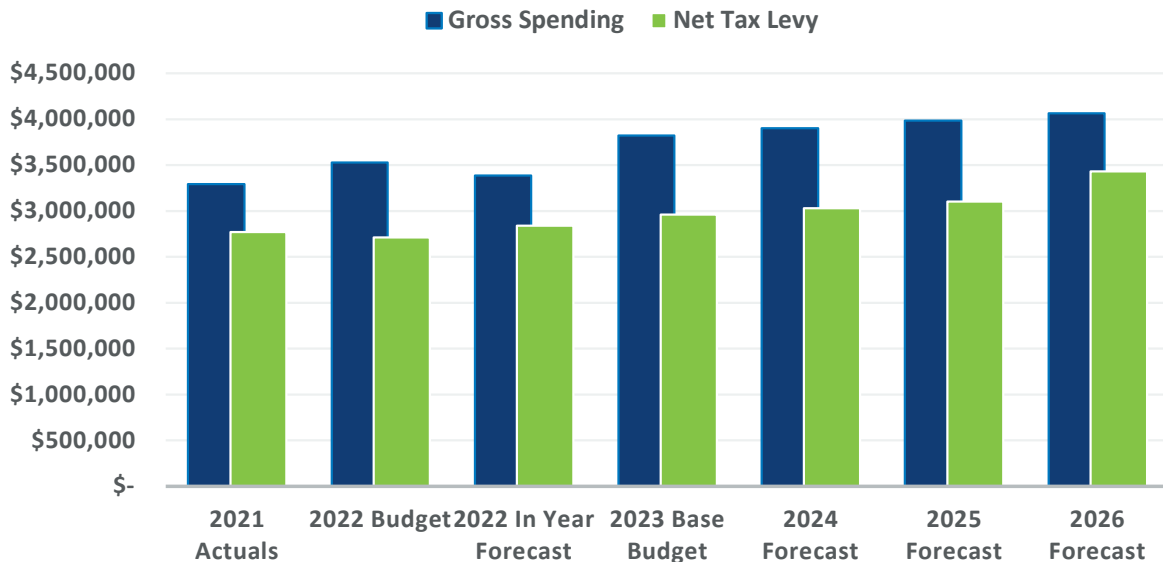
Performance Measures

Major Initiatives/Issues

- Support the marketing and promotion of the Council Strategic Priorities for 2022–2026.
- Pilot a new web content contribution model for the external website (Barrie.ca) that is managed through Access Barrie to measure improvements to website accessibility, corporate-wide efficiencies in website content management, search optimization, and user experience.
- Continued focus on digital transformation, specifically focusing on increasing online self-service options via servicebarrie.ca.

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Engagement rate for posts and stories on Facebook, Twitter, Instagram and LinkedIn (“City of Barrie” accounts only).	N/A	6.44%	5.50%	5.8%		5%
2 % of positive/neutral media coverage by media outlets based on proactive and reactive media relations, marketing and communications programs, campaigns and initiatives.	80%	78%	80%	81%		82%
3 % of customer interactions in Service Barrie that are resolved at first contact.	N/A	76%	75%	75%		75%
4 % of customer satisfaction rated as moderately high to high.	83%	84%	85%	86%		86%

Marketing, Customer Service and Access Barrie’s Forecast



Base Budget Change Report - Access Barrie Admin

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 2,944	\$ 3,086	\$ 2,983	\$ 3,420	\$ 334	10.84%
Recovery from Capital	\$ (61)	\$ (62)	\$ (61)	\$ (103)	\$ (41)	66.92%
Materials & Supplies	\$ 53	\$ 63	\$ 51	\$ 66	\$ 2	3.49%
Equipment & Capital Purchases	\$ 8	\$ 8	\$ 8	\$ 8	\$ 0	0.40%
Services	\$ 328	\$ 396	\$ 371	\$ 396	\$ (0)	-0.11%
Rents & Other Expenses	\$ 17	\$ 34	\$ 33	\$ 34	\$ 1	1.50%
Expenses Total	\$ 3,289	\$ 3,525	\$ 3,385	\$ 3,820	\$ 295	8.38%
Revenues						
User Fees, Service Charges, & Rentals	\$ 22	\$ 250	\$ 20	\$ 270	\$ 20	7.85%
Licenses & Permits	\$ 124	\$ 144	\$ 119	\$ 145	\$ 1	0.69%
Grant Revenues & Contributions	\$ 6	\$ -	\$ -	\$ 6	\$ 6	0.00%
Interdepartmental Transfers	\$ 367	\$ 420	\$ 407	\$ 438	\$ 18	4.36%
Intercompany Transfers	\$ -	\$ 1	\$ -	\$ 1	\$ 0	7.69%
Revenue Total	\$ 520	\$ 815	\$ 546	\$ 860	\$ 45	5.53%
Net Operating Expense/(Revenue)	\$ 2,769	\$ 2,710	\$ 2,839	\$ 2,960	\$ 250	9.23%
			New Investments	\$ 130		
			Requested Net Levy	\$ 3,089		14.02%

Comments

Salaries, Benefits and Recovery from Capital

Salaries and benefits for budgeting for COLA and step increases for Access Barrie, Marketing and Communications and Customer Service and estimated increases for benefit rates. This also includes the conversion of two CSR positions to senior positions in Service Barrie. The Capital Recovery is to support a temporary position to support the launch of the external website.

Materials and Supplies

Annual contract increases for marketing and communications programs for broadcast radio and print to maintain current level of service.

TRANSIT & PARKING

The Transit and Parking department strives to provide customer focused, efficient, reliable, and affordable public transportation and parking service that links people, workplaces and the community through an integrated, easy to use public transit and parking system that promotes economic development and improves the quality of life in Barrie.

Growth

Establishing service level standards and planning principles to guide the growth and expansion of the Transit service in alignment with the secondary lands. Ensure the system design remains intact to enable service expansion as well as foster future service partnerships with neighboring municipalities such as the County of Simcoe Linx and Metrolinx GO rail and transit to promote a more regional focused system.

System integration

Continue to grow partnerships with our transit service partners such as Metrolinx, Inter City Carriers and the County of Simcoe to create a seamless integration at multiple service locations such as Allandale and South GO station to help foster growth and economic development in the area. By having a seamless integration with these service partners, we will act as an economic driver for City development and growth by offering multiple transportation options to residents, businesses, students, and employees.

Active transportation

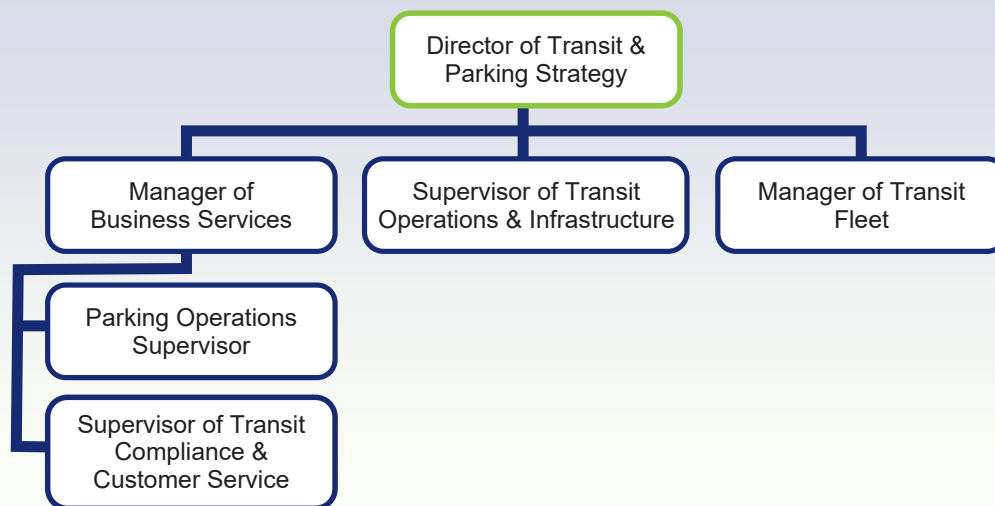
Enhancing and increasing the overall percent modal share through promoting active transportation and its integration with public transit systems; creating mobility hub destinations near residential and business areas to allow for ease of access by active transportation users.

Modal Shift

Increasing modal share by offering higher frequency of service to our customers to bring us from a current 3.0% modal share to a future planning state of 7.0% reducing our reliance and need for large linear infrastructure to support vehicular traffic and congestion.

Transit Continuous Improvement

Improved service levels and frequencies for riders; grow reliability of the service to ensure increased ridership levels moving forward; establishing planning principles to guide future planning and service expansion.



BRANCHES

Barrie Conventional Transit

City owns a fleet of 46 buses with the daily operation and maintenance service provided through a private contractor. The City is responsible for the administration, planning, scheduling, revenue generation and fleet purchases for this service. Transit service is provided 7 days a week.

Barrie Specialized Transit

City owns a fleet of 15 buses to provide specialized transit service to the physically disabled with the daily operation, scheduling, and maintenance provided through a private contractor. The City is responsible for the administration, service planning, eligibility standards and fleet purchases for this service. Specialized transit is a scheduled service and operates 7 days a week.

Parking Strategy

Coordinating with the short and long-term planning for paid parking services within the City of Barrie to improve functionality and increase operational efficiencies. The coordination of these plans play an integral role in providing customer focused, efficient, reliable and affordable parking services that link people, workplaces and the community and promotes economic development within the City of Barrie.

Parking Operations

On the ground services including equipment repair and maintenance, inspections and monitoring, revenue collection, utilization surveys and reporting, installations, and service request oversight to enhance the customer's parking experience and assist in the implementation of department goals and strategies.



Highlights

Transit service provided




City owns a fleet of
15 buses to provide
specialized transit
service



City owns a fleet of
46 buses to provide
conventional transit
service

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h2>Improving the Ability to Get Around</h2> <p>Improve ridership by maximizing transit accessibility & ease of use to residents of Barrie through multiple initiatives:</p> <ul style="list-style-type: none"> • Initiate Barrie Transit's network redesign planning activities for the relocation of the main terminal adjacent to Allandale Waterfront GO Station. • Primary lead for the City for the Metrolinx Regional Transportation (RTP) legislated review and the GO Regional Express Rail (RER) service expansion review to support GO station integration/access through a review of current and future City parking, transit, and active transportation infrastructure align with the demands of increased regional service to the City in the future. • Development of bus stop infrastructure improvement plan to meet AODA requirements and streamline access points for transit riders. • Initiate procurement of a mobile ticketing solution to promote contactless payments, increase accessibility to the transit system, and allow users to purchase fare products remotely. • Continue to enhance and explore opportunities for Transit ON Demand in low ridership areas of the City and make recommendations on future service delivery within the secondary lands. 	<p>Annual Ridership</p> <p>On Time Performance</p> <p>Transit Revenue to Cost Ratio</p>

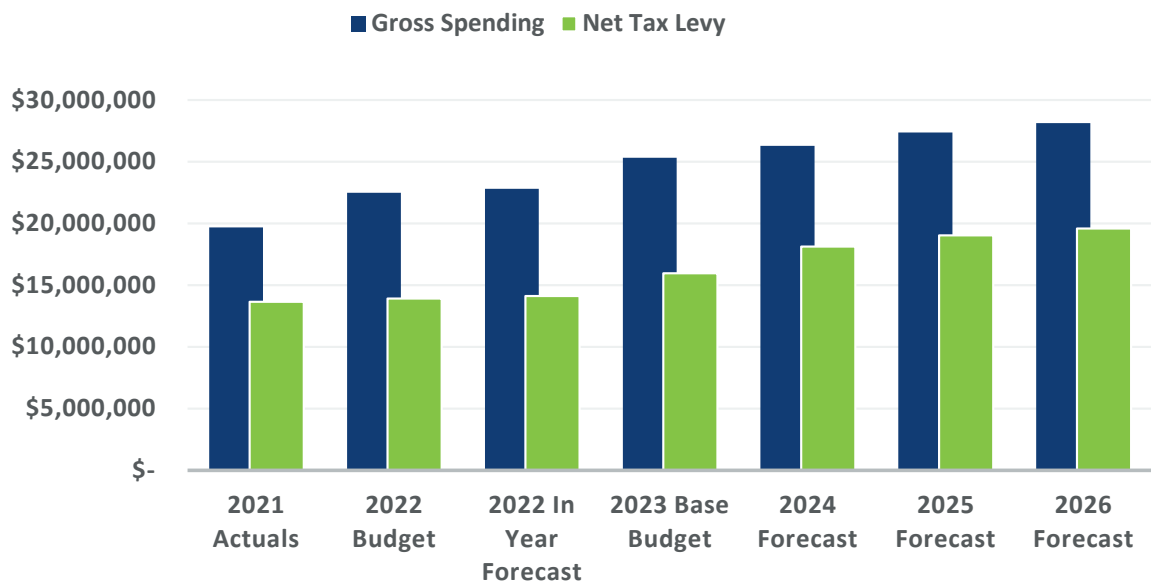


Performance Measures

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Annual ridership	1.9M	1.3M	2.4M	2.4M		3M
2 On-time performance	86%	86.60%	86%	86.60%		86%
3 Transit revenue to cost ratio	16.10%	18.20%	28%	28%		30%



Transit Forecast



Base Budget Change Report – Transit & Parking Strategy

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 1,451	\$ 1,630	\$ 1,592	\$ 1,922	\$ 292	17.90%
Recovery from Capital	\$ -	\$ (118)	\$ (88)	\$ (128)	\$ (11)	8.98%
Materials & Supplies	\$ 2,293	\$ 2,817	\$ 3,893	\$ 3,866	\$ 1,049	37.24%
Equipment & Capital Purchases	\$ 74	\$ 15	\$ 15	\$ 15	\$ -	0.00%
Services	\$ 15,840	\$ 18,092	\$ 17,357	\$ 19,603	\$ 1,511	8.35%
Rents & Other Expenses	\$ 24	\$ 32	\$ 32	\$ 33	\$ 1	3.17%
Expenses Total	\$ 19,683	\$ 22,468	\$ 22,801	\$ 25,310	\$ 2,842	12.65%
Revenues						
User Fees, Service Charges, & Rentals	\$ 3,752	\$ 4,545	\$ 4,600	\$ 6,291	\$ 1,747	38.43%
Grant Revenues & Contributions	\$ 2,459	\$ 4,275	\$ 4,275	\$ 3,250	\$ (1,025)	-23.98%
Interdepartmental Transfers	\$ (173)	\$ (269)	\$ (185)	\$ (189)	\$ 80	-29.65%
Revenue Total	\$ 6,038	\$ 8,551	\$ 8,689	\$ 9,352	\$ 801	9.37%
Net Operating Expense/(Revenue)	\$ 13,645	\$ 13,917	\$ 14,112	\$ 15,958	\$ 2,041	14.67%
			New Investments	\$ (410)		
			Requested Net Levy	\$ 15,548		11.72%

COMMENTS

Salaries & Benefits – Addition of Manager of Transit Fleet position in prior year and increases based on employee wage band progression and salary and benefit calculations as determined by the City's collective agreement and benefit provider rates.

Materials & Supplies – Clear diesel fuel budget increased from \$1.10/litre to \$1.50/litre for the 2023 business plan.

Services – CPI inflation on City's third-party contract projected at a 6.0% increase.

User Fees, Service Charges, & Rentals – Increase in forecasted transit revenue to 95% of pre-pandemic levels.

Grant Revenues & Contributions – Discontinuation of funding from upper-level government through the Safe Restart program to mitigate the impacts of COVID-19.

Interdepartmental Transfers – Delayed construction of Allandale Mobility Hub has resulted in deferred increase in operating expenses for new transit terminal.

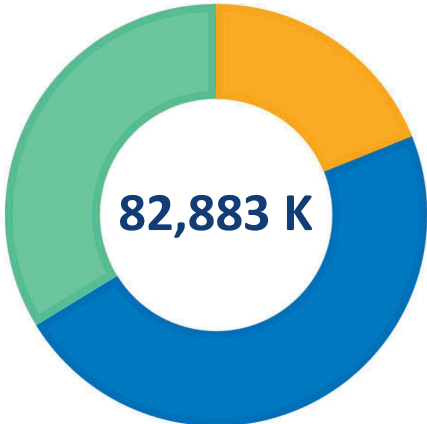
TRANSIT CAPITAL BUDGET

The capital portfolio for Transit includes both Conventional and Specialized Transit bus replacements and growth busses as well as Transit studies and bus stop infrastructure.

As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$82,883M. Most of transits capital plan is to be funded from the Tax Capital Reserve & DC's.

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	3,298	3,396	3,819	5,146	7,836	12,392	12,162	12,680	10,913	11,240	82,883

10-Year Funding



- Grants and Other - 19%
- Reserves - 47%
- Development Charge Reserves - 34%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%





Community & Corporate Services

Barrie Fire & Emergency Service

Facilities Department

Legislative & Court Services

Recreation & Culture Services

DIVISION OVERVIEW

The Community and Corporate Services Division is responsible for a wide variety of services related to recreational, community special events and cultural programming, fire and emergency education, inspections, communications and incident response, corporate facility design, construction, maintenance, and management, energy management, municipal law enforcement, business licensing, Provincial Offences Act court administration, Council and committee support, corporate mail and printing, access and privacy management, and marina operations.



DIVISION GOALS

- To prevent or reduce the risk of harm, loss of life and/or property damage by providing timely Fire and Emergency services including dispatch for the Barrie Fire and Emergency Service Department as well as 20 external dispatch clients, risk-based fire prevention public education and inspection programs, Ontario Fire Code review and enforcement, and emergency incident response;
- To build vibrant, healthy, active and culturally diverse communities by providing all residents with an opportunity to participate in recreational and cultural activities that enhance their quality of life;
- To deliver advice, policy support, and administrative services to City Council and the Corporation for legislative, and facility management services;
- To provide total facility planning, design, construction and management for the City's valuable portfolio of facility and property assets through comprehensive facility asset management and maintenance strategies that contain costs and control energy use while preserving assets that allow for the delivery of programs through City facilities;
- To implement the Community Energy and Greenhouse Gas Reduction Plan;
- To provide excellent customer service to our clients, partners, and stakeholders, while demonstrating effectiveness in the daily operation and preservation of City facilities and properties;
- To inform, encourage individual compliance with and enforce community standards through the administration and enforcement of municipal by-laws and licensing;
- To provide open and transparent communication to the public and staff on the decision-making process associated with Council and Committee meetings; and
- To deliver Provincial Offence Administration services to members of the public, enforcement stakeholders, judicial and court service partners in accordance with established service level standards.

KEY DIVISION SERVICE DELIVERY INITIATIVES (KDSDI'S)



Provide opportunities for all Barrie residents to participate in and access recreation and cultural activities through high quality facilities and programs as well as identifying and seeking to eliminate barriers to participation.



Continue monitoring and evaluation of facilities, services, programs, systems and processes to support operational decisions that:

- Improve the health, safety and well-being of the community;
- Enhance the customer experience;
- Expand online services to the community;
- Increase openness and transparency;
- Reduce community risk;
- Improve response timelines.



Support planning, design and construction of strategic and growth-related facility projects such as Allandale Transit Hub, Allandale Train Station redevelopment, Fire Station #6, Performing Arts Centre, Permanent Market and Barrie Farmers' Market, Waste Water Treatment Plant and Oro bio-solids site upgrades, City Hall Intensification, Ferndale Operations Centre and Environmental Centre upgrades, as well as facility asset maintenance and management needs and ongoing water and energy conservation projects.

EXTERNAL FACTORS INFLUENCING ACTIVITIES & OUTCOMES

- General economic conditions
- Population growth and related facility and service requirements
- Federal/Provincial financial condition and the funding impacts from these orders of government
- Federal/Provincial legislative or regulatory requirements and changes
- Energy and water consumption trends and escalating costs
- Portfolio age of City facilities and components therein
- Escalating costs for materials, supplies, contracted services and skilled trades



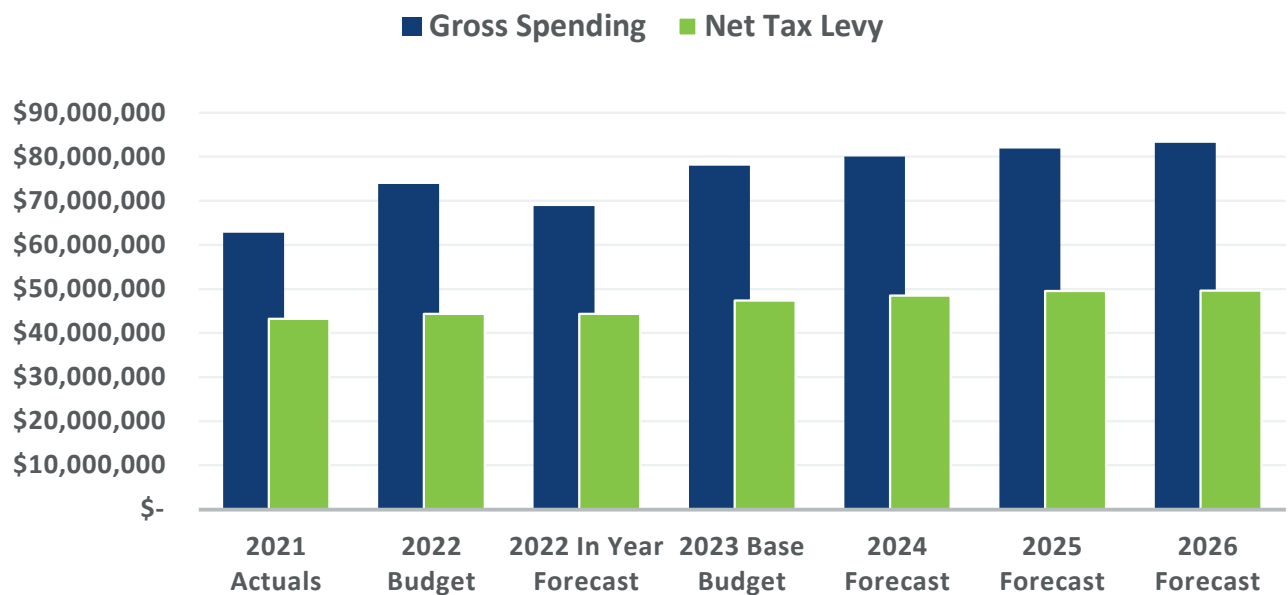
BUDGET & STAFFING SUMMARY

Tax Rate

Department	2023 Net Requested Budget	2023 Staffing		
		Base Complement	Service Level Changes	Total
Barrie Fire & Emergency Services	\$ 28,907,701	187	0	187
Facilities Department	\$ 2,397,502	46	2	48
GM of Community & Corporate Services	\$ 449,258	1	1	2
Legislative & Court Services	\$ 4,735,036	92.5	0	92.5
Recreation and Culture Services	\$ 11,298,617	67	2	69
Total	\$ 47,788,115	393.5	5	398.5

Division Financial Overview

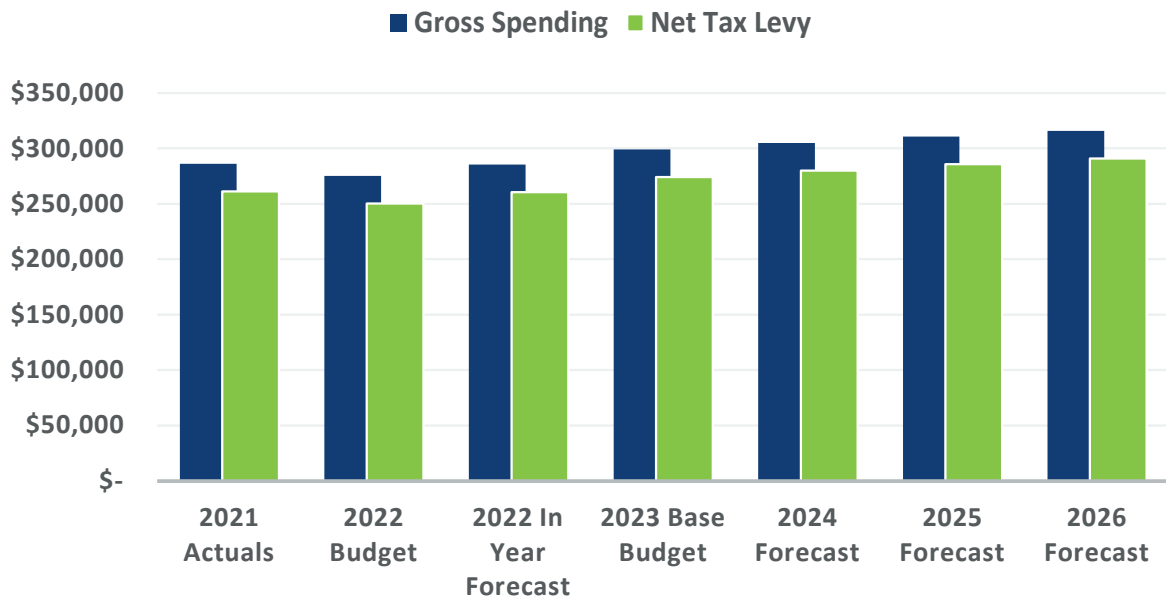
Community & Corporate Services Forecast



Base Budget Change Report – Community & Corporate Services

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 47,334	\$ 53,272	\$ 50,857	\$ 57,595	\$ 4,322	8.11%
Recovery from Capital	\$ (895)	\$ (1,252)	\$ (1,252)	\$ (1,296)	\$ (45)	3.56%
Materials & Supplies	\$ 4,979	\$ 6,198	\$ 5,268	\$ 6,517	\$ 318	5.14%
Equipment & Capital Purchases	\$ 986	\$ 1,330	\$ 1,352	\$ 1,223	\$ (108)	-8.09%
Services	\$ 7,775	\$ 10,492	\$ 9,854	\$ 10,100	\$ (392)	-3.73%
Rents & Other Expenses	\$ 1,682	\$ 1,826	\$ 1,878	\$ 2,557	\$ 730	40.00%
Grant Expenses & Transfers	\$ 867	\$ 1,972	\$ 823	\$ 1,276	\$ (696)	-35.29%
Expenses Total	\$ 62,728	\$ 73,839	\$ 68,779	\$ 77,971	\$ 4,131	5.60%
Revenues						
User Fees, Service Charges, & Rentals	\$ 5,365	\$ 10,549	\$ 9,152	\$ 12,542	\$ 1,993	18.89%
Fines & Penalties	\$ 5,100	\$ 7,714	\$ 5,710	\$ 6,650	\$ (1,064)	-13.79%
Licenses & Permits	\$ 516	\$ 729	\$ 556	\$ 621	\$ (109)	-14.92%
Other Revenues	\$ -	\$ 6	\$ 6	\$ 6	\$ (0)	0.00%
Grant Revenues & Contributions	\$ 1,952	\$ 2,947	\$ 1,524	\$ 2,531	\$ (416)	-14.11%
Interdepartmental Transfers	\$ 4,391	\$ 5,012	\$ 4,908	\$ 5,305	\$ 293	5.85%
Intercompany Transfers	\$ 2,195	\$ 2,550	\$ 2,584	\$ 2,934	\$ 384	15.07%
Revenue Total	\$ 19,518	\$ 29,507	\$ 24,440	\$ 30,589	\$ 1,082	3.67%
Net Operating Expense/(Revenue)	\$ 43,210	\$ 44,332	\$ 44,340	\$ 47,382	\$ 3,050	6.88%
				New Investments	\$ 406	
				Requested Net Levy	\$ 47,788	7.80%

General Manager of Community & Corporate Services Forecast

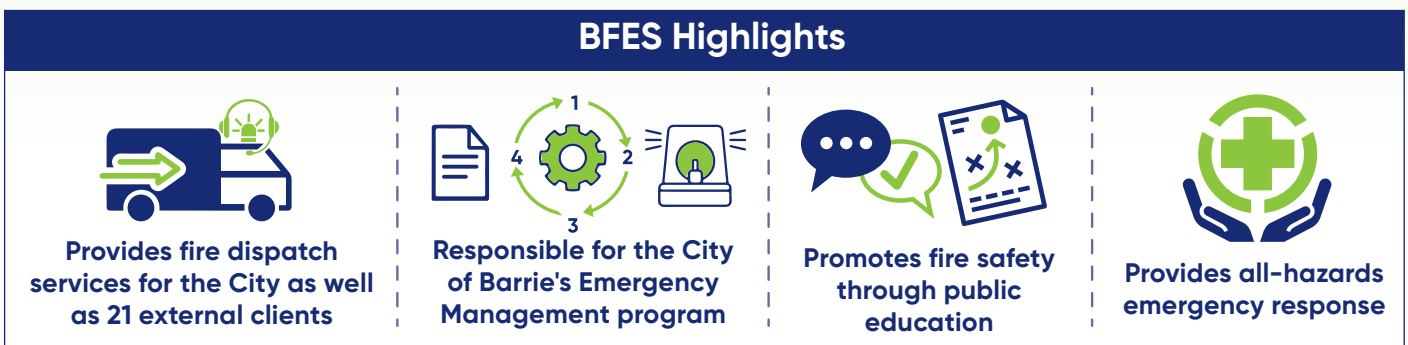
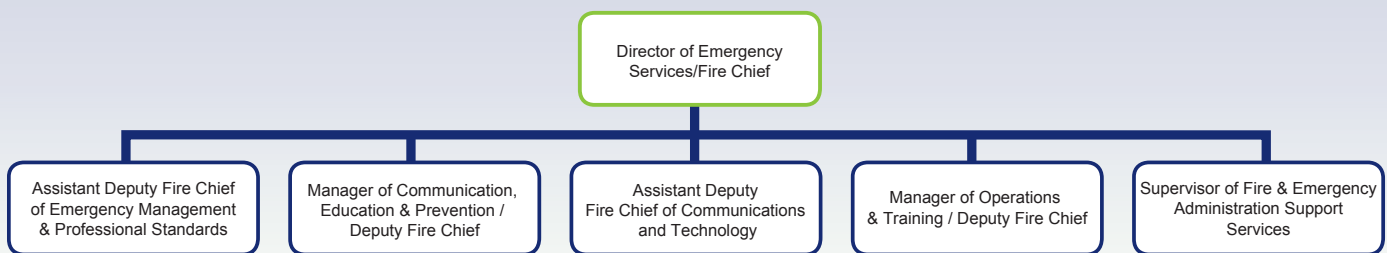


Base Budget Change Report - GM of Community & Corporate Services

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 285	\$ 271	\$ 279	\$ 295	\$ 24	8.90%
Materials & Supplies	\$ 0	\$ 1	\$ 0	\$ 1	\$ 0	2.17%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ -	\$ 3	\$ 6	\$ 3	\$ -	0.00%
Rents & Other Expenses	\$ 1	\$ -	\$ -	\$ -	\$ -	0.00%
Expenses Total	\$ 286	\$ 275	\$ 285	\$ 299	\$ 24	8.77%
Revenues						
User Fees, Service Charges, & Rentals	\$ 25	\$ 25	\$ 25	\$ 25	\$ -	0.00%
Revenue Total	\$ 25	\$ 25	\$ 25	\$ 25	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 261	\$ 250	\$ 260	\$ 274	\$ 24	9.65%
			New Investments	\$ 175		
			Requested Net Levy	\$ 449		79.60%

BARRIE FIRE & EMERGENCY SERVICE

Barrie Fire & Emergency Service (BFES) is governed by “By-law 2012-207, a By-law to Establish and Regulate the Barrie Fire and Emergency Service.

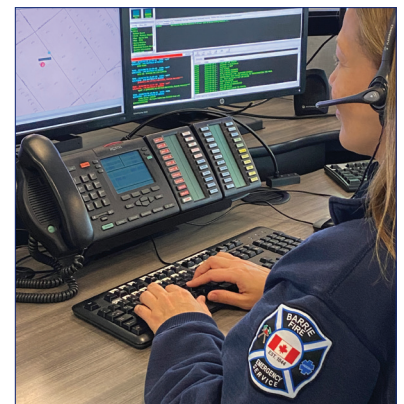


BRANCHES

Administration Branch

The Administration Branch requires approximately 5% of the Department's staff resources to perform the following services:

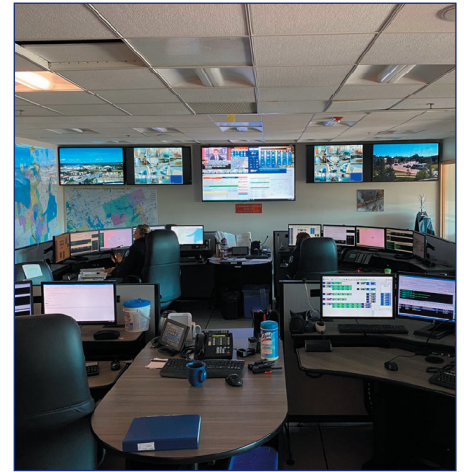
- Overall administration of 183 staff in six branches.
- Evaluate community fire risk assessment of the City in accordance with the legislation provided by the OFMEM.
- Developing and implementing a strategic plan for the Department.
- Co-ordination with other City Departments and external agencies.
- Ensuring departmental compliance with municipal, provincial, and federal legislative requirements and best practices.
- Co-ordinate and Manage 911 Services for the City of Barrie.



Communications & Technology Branch

The Communications and Technology Branch requires approximately 9% of the Department's staff resources to perform the following services:

- Call processing from receipt of call to the dispatching of fire apparatus for Barrie Fire and Emergency.
- Provide emergency communication and technology support services for BFES and 20 external dispatch clients.
- Receive and process emergency 911 calls.
- Conveying instructions, information, and direction to the service requester, provide logistical support to the fire scene and maintain radio communications with emergency responders.
- Monitoring performance to identify areas of best practice, ability to meet industry standards and compliance with current legislation.
- Managing and monitoring 911 and emergency communications systems
- Provision of training and development to meet recognized standards and industry best practices.



Emergency Management Branch

The Emergency Management Branch is required to maintain and oversee our emergency preparedness. Our Community Emergency Management Coordinator (CEMC) is responsible for the development, implementation, and maintenance of the City of Barrie's emergency management program in accordance with By-law 2013-142, the *Emergency Management and Civil Protection Act*, and associated regulations.

- Managing and administering the City's emergency management program in compliance with the required legislation.
- Identifying hazards and assessing risks to public safety in the community
- Developing and maintaining a hazard identification risk assessment of probable events or incidents that could cause threats to public safety
- Using information obtained from the hazard identification risk assessment to assess and promote corporate and departmental preparation for the highest probable events.
- Formulating and maintaining comprehensive emergency plans and capabilities for the City of Barrie conducting education programs to ensure the public can respond appropriately in an emergency.
- Providing emergency management training and support to city staff and the community coordinating emergency management actions with appropriate corporate, community, provincial, and federal partners.



Fire Prevention Branch

The Fire Prevention Branch requires approximately 4% of the Department's staff resources. The Fire Prevention Branch provides services focused on the first two lines of defense.

- Create and deliver public education programs based on risk for the purpose of creating and promoting a fire safe community.
- Utilizing all forms of media to promote fire prevention messaging in conjunction with Access Barrie representatives.
- Promote fire safety and fire prevention education at community and department events.
- Implement and maintain a smoke alarm and carbon monoxide alarm program for the City of Barrie as required by provincial legislation.
- Enforcement of the Ontario Fire Code, and applicable City of Barrie By-laws.
- Perform fire safety inspections of buildings to ensure compliance to the Fire Code based on complaint about fire safety conditions.
- Requests for inspections.
- Risk evaluations of occupancies.
- Required annual inspections that are mandated by legislation Site/Building Plan examination and approvals.
- Conduct investigations into the origin, cause and circumstances of fires that occur in City of Barrie and support OFM Investigators.

Operations Branch

The Operations Branch requires approximately 79% of the Department's staff resources to perform the following services:

- Provides an all-hazards emergency response system throughout the City including, but not limited to, fires, alarm activations, technical rescues, hazardous material incidents, motor vehicle collisions, and the provision of emergency medical services.
- Delivers and supports several components of our Fire Prevention and Public Education Programs including the Alarm for Life, School Fire Drill program, and Community Assessments for Risk Reduction (CARR) Program.
- Receives and assists with the development of training to meet our legislative obligations under the Occupational Health & Safety Act and numerous NFPA Professional Qualification Standards.
- Maintain and oversee apparatus, equipment, and facilities.

Training Branch

The Training Branch requires approximately 3% of the Department's staff resources to perform the following services:

- Development of training programs to meet legislation, regulations, and standards.
- Oversee and deliver practical and theoretical training to all branches.
- Records management of all training and assignments.
- Evaluate and develop short- and long-range training schedules to ensure currency.
- Develop and deliver recruit training programs.






STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

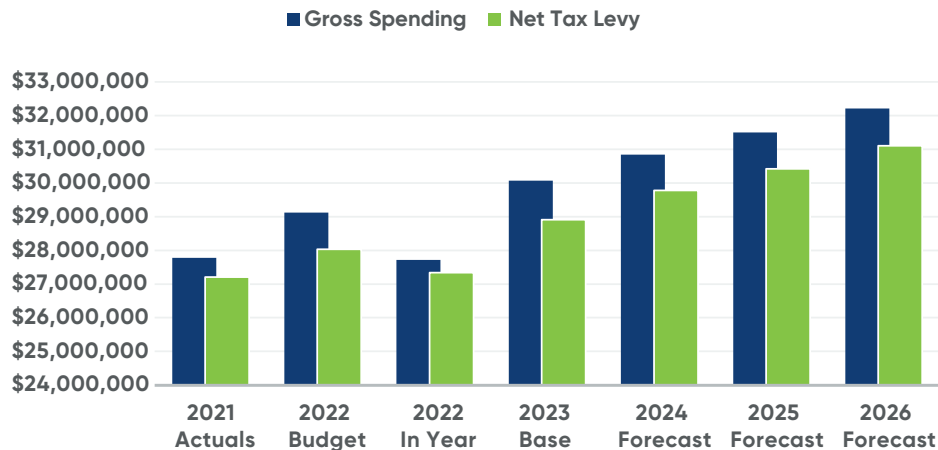
The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 Fostering a Safe & Healthy City	
Using data to monitor and achieve our Council mandated road response time of 6 minutes or less 90% of the time.	Road response time.
Utilization of technology to meet industry best practices and NFPA standards.	Emergency Call processing time.
Engagement of all available resources to complete an increased number of fire inspections on new and existing buildings.	Fire and Building Code inspections.

Performance Measures

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Road Response Time –% of the time less than 6 minutes for all emergency types.	90	87	90	90		90
2 Fire and Building Code Inspections.	3553	4602	4600	5000		5000
3 Emergency Call Processing Time—% of time less than 60 seconds.	98	98	95	97		95

Barrie Fire & Emergency Service Forecast



Base Budget Change Report – Barrie Fire & Emergency Services

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 26,911	\$ 27,904	\$ 26,718	\$ 28,778	\$ 874	3.13%
Materials & Supplies	\$ 362	\$ 349	\$ 328	\$ 368	\$ 20	5.59%
Equipment & Capital Purchases	\$ 181	\$ 232	\$ 222	\$ 267	\$ 35	14.94%
Services	\$ 320	\$ 523	\$ 431	\$ 544	\$ 21	4.05%
Rents & Other Expenses	\$ 6	\$ 14	\$ 13	\$ 15	\$ 0	1.75%
Grant Expenses & Transfers	\$ -	\$ 100	\$ -	\$ 100	\$ -	0.00%
Expenses Total	\$ 27,781	\$ 29,122	\$ 27,712	\$ 30,072	\$ 949	3.26%
Revenues						
User Fees, Service Charges, & Rentals	\$ 335	\$ 295	\$ 280	\$ 295	\$ -	0.00%
Grant Revenues & Contributions	\$ 1,397	\$ 1,759	\$ 1,062	\$ 1,896	\$ 138	7.83%
Interdepartmental Transfers	\$ (1,158)	\$ (966)	\$ (969)	\$ (1,027)	\$ (61)	6.35%
Revenue Total	\$ 574	\$ 1,088	\$ 373	\$ 1,164	\$ 76	7.02%
Net Operating Expense/(Revenue)	\$ 27,207	\$ 28,035	\$ 27,339	\$ 28,908	\$ 873	3.11%
			New Investments	\$ -		
			Requested Net Levy	\$ 28,908		3.11%

Comments

Salaries & Benefits

96% of the BFES total expenditures budget is allocated to salaries and benefits. The projected 3.11% increase is predominantly reflective of our collective agreement obligations associated with salary and promotional increases, maintaining minimum staffing levels, and the replacement costs of temporary employees to backfill for long term absences. Additionally, some increased costs related to significant pricing increases of personal protective equipment, medical supplies, equipment, cleaning/maintenance, and the incorporation of smaller capital purchases into the operating budget have contributed the overall budget increase.

Grant Revenues and Contributions

Increased revenue generated by our long-term emergency communications and technical rescue contracts offset expenses by \$1,896,254 reducing our net increase to the operating budget.

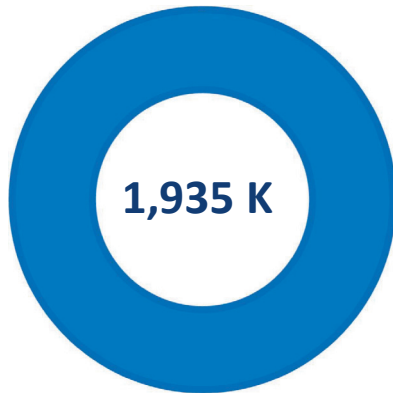
BARRIE FIRE & EMERGENCY SERVICES CAPITAL BUDGET

The Barrie Fire & Emergency Services capital portfolio funds essential emergency services equipment, vehicles, communications equipment, and the personal protective equipment required deliver fire protection services. This includes (but not limited to) Mobile Radio's, Bunker Gear & Fire Helmets, Defibrillators, SCBA (Self Contained Breathing Apparatus) Air Packs, Thermal Imaging Cameras, and Fire Apparatus.

As shown in the graphs below, the department's capital needs over the next 10 years are expected to be \$1.94M. The majority of the Capital Plan is to be funded from reserves (mainly tax capital reserve).

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	230	295	255	85	450	0	100	0	20	500	1,935

10-Year Funding



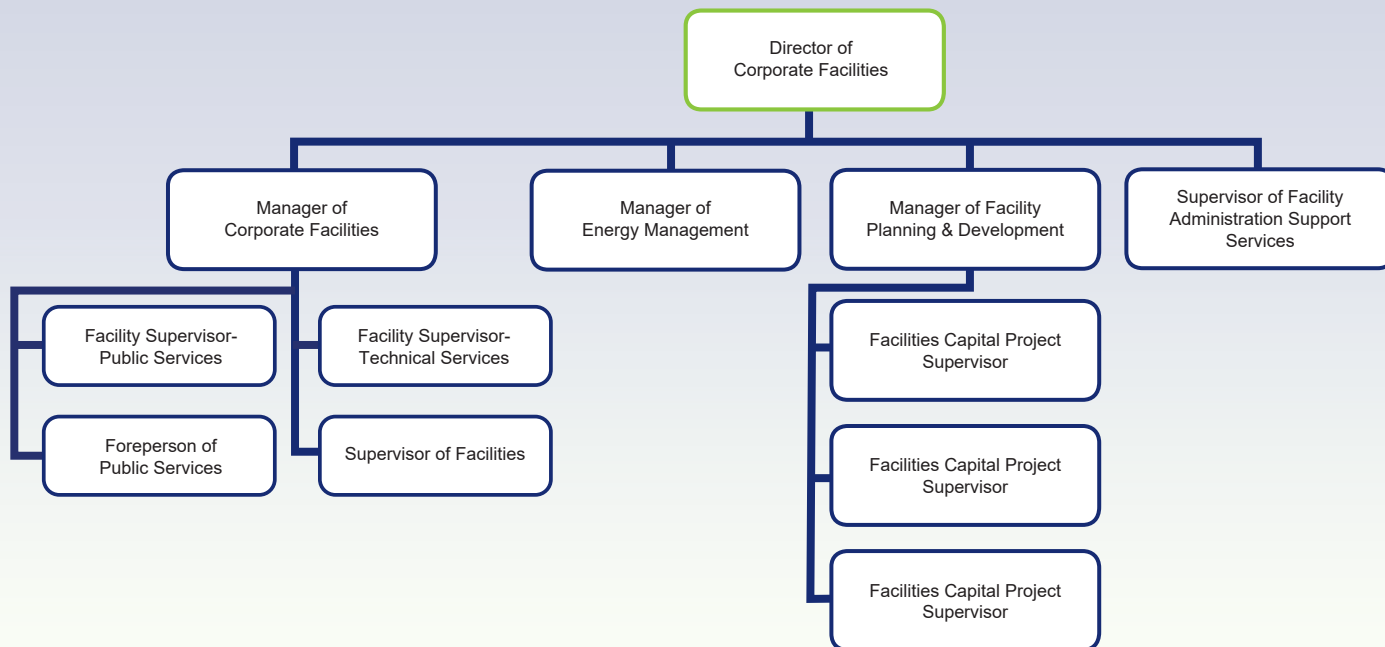
- Grants and Other - 0%
- Reserves - 100%
- Development Charge Reserves - 0%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%





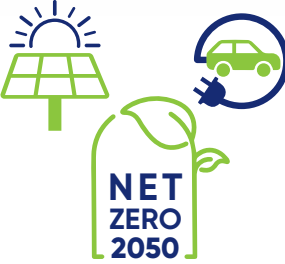

FACILITIES DEPARTMENT

Facilities provides the City of Barrie with expertise in four key service areas: facility planning, design and construction; facility maintenance and property management, facility asset management, and energy management. As a Centre of Excellence for a large and complex inventory of physical assets, the department comprises all the necessary functions and lines of business to ensure the full life-cycle management of the City of Barrie’s facility and property portfolios.

The department is organized into 3 branches: Facility Planning and Development, Corporate Facility Services (which includes The City of Barrie Marina) and Energy Management.



Facilities Highlights

 <p>Provides corporate wide facility design & construction, project management, space planning & facility condition assessment, management of Facility Master Plans</p>	 <p>Manages the City's energy portfolio in a fiscally responsible & sustainable manner</p>	 <p>Responsible for strategic planning & implementation of corporate & community climate change mitigation action</p>	 <p>Responsible for: operation, maintenance, cleaning/disinfection of all corporate facilities</p>
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BRANCHES

Facility Planning and Development

The Facility Planning and Development Branch is comprised of a multi-disciplinary staff team with architectural, interior design, building technology and project management designations. The lines of business and services provided include:

- Facility planning: facility master planning, needs assessments, master accommodation planning, and facility capital planning
- Facility design and construction
- Project management services
- Interior design, space planning, furniture selection, and interior renovations and alterations
- Facility asset condition assessment and planning

Energy Management

The Energy Management Branch provides leadership and operational support across the organization to manage the City's energy portfolio in a fiscally responsible and sustainable manner. The Branch works with City departments to set energy budgets, establish energy efficiency standards and procedures, and to ensure that the City remains current with the latest innovations in energy efficient technology. The Energy Management Branch is also responsible for strategic planning and implementation of corporate and community climate change mitigation action. The lines of business and services provided include:

- Energy Services
- Strategic Planning
- Advisory Services and regulatory reporting
- Utility Management and budgeting
- Research and Development
- Project Management
- Energy Procurement
- Environmental sustainability
- Climate Change Mitigation Management

Corporate Facility Services


The Corporate Facility Services branch provides the operation, maintenance, cleaning, and disinfection of all our existing facilities. This branch operates and maintains facilities across the city and beyond that support core city services including administrative, police, fire, library, cultural, operational, water and wastewater, plus the Barrie Marina and leased or vacant properties held for future growth. The services are provided by a team of facility professionals with expertise in business administration, preventative and predictive maintenance, facility management, intelligent building systems, and service contract management. The lines of business and services provided include:

- Facility maintenance and operations
- Facility security administration
- Lease and property management
- Facility emergency preparedness
- Facility information and business systems





STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h2>Offering Innovative & Citizen Driven Services</h2>	
<p>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 and better inform future facility renewal needs.</p>	<p>Ratio of Forecasted Renewal Needs Against Audited Renewal Needs.</p>
<p>Continue to work with internal departments and service partners to pursue and develop energy conservation initiatives.</p> <p>Complete recommissioning exercises focused on energy-intensive equipment.</p> <p>Continue work towards achieving best-in-class benchmark energy use in facilities, with a target of Net-Zero city facilities.</p>	<p>Annual Utility Cost Avoidance.</p>
<p>Continue to implement best-practice service delivery models, incorporating changes required as a result of COVID-19, and further streamline operations to improve operational efficiency and uptime based on measurable outcomes and performance gains.</p>	<p>Ratio of Scheduled to Unscheduled Maintenance Work.</p>

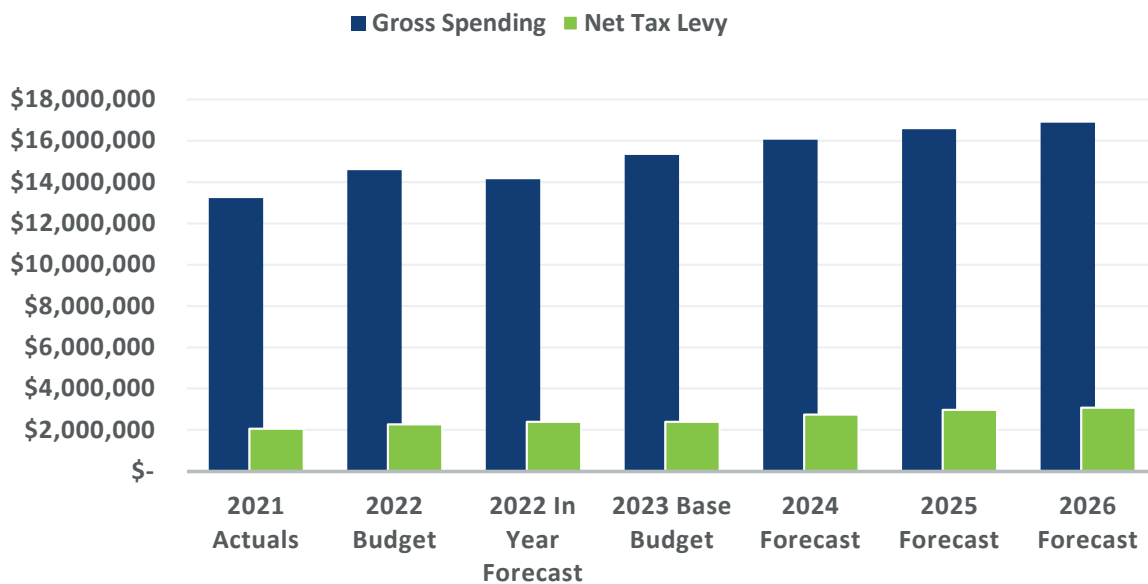


Performance Measures

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Plan	Plan
1 * Ratio of Forecasted Renewal Needs against Audited Renewal Needs	N/A	N/A	N/A		N/A	85%
2 Annual Utility Cost Avoidance	\$ 1,181,021	\$ 1,131,908	\$ 453,685	\$ 500,000		\$ 444,617
3 Ratio of Scheduled to Unscheduled Maintenance Work	N/A	43.60%	75%	66%		75%

* Previously, facility condition audits were completed in phases and no single snapshot in time existed to provide a sustainable benchmark for the condition of the City's entire portfolio of facilities. Under Ontario's updated Municipal Asset Management framework, all city facilities will be audited in 2023, thereby providing a uniform baseline of current condition and future needs. This information is essential to help maximize the life of city assets while minimizing the risks associated with aging infrastructure.

Facilities Department Forecast



Base Budget Change Report – Facilities Department

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 5,199	\$ 5,751	\$ 5,377	\$ 6,088	\$ 338	5.87%
Recovery from Capital	\$ (895)	\$ (1,252)	\$ (1,252)	\$ (1,296)	\$ (45)	3.56%
Materials & Supplies	\$ 2,203	\$ 2,305	\$ 2,183	\$ 2,543	\$ 238	10.35%
Equipment & Capital Purchases	\$ 370	\$ 490	\$ 539	\$ 462	\$ (28)	-5.79%
Services	\$ 4,924	\$ 5,800	\$ 5,790	\$ 5,642	\$ (157)	-2.71%
Rents & Other Expenses	\$ 1,159	\$ 1,153	\$ 1,218	\$ 1,566	\$ 412	35.75%
Grant Expenses & Transfers	\$ 270	\$ 325	\$ 287	\$ 315	\$ (10)	-3.16%
Expenses Total	\$ 13,230	\$ 14,572	\$ 14,142	\$ 15,320	\$ 748	5.13%
Revenues						
User Fees, Service Charges, & Rentals	\$ 1,992	\$ 2,087	\$ 1,774	\$ 2,060	\$ (27)	-1.30%
Grant Revenues & Contributions	\$ 82	\$ 129	\$ 54	\$ 50	\$ (79)	-61.37%
Interdepartmental Transfers	\$ 6,897	\$ 7,530	\$ 7,341	\$ 7,890	\$ 360	4.78%
Intercompany Transfers	\$ 2,195	\$ 2,550	\$ 2,584	\$ 2,934	\$ 384	15.07%
Revenue Total	\$ 11,166	\$ 12,297	\$ 11,753	\$ 12,934	\$ 637	5.18%
Net Operating Expense/(Revenue)	\$ 2,064	\$ 2,275	\$ 2,390	\$ 2,386	\$ 110	4.85%
			New Investments	\$ 12		
			Requested Net Levy	\$ 2,398		5.38%

Comments

Base budget expenditures have increased from 2022 to 2023 by \$747,808 with base budget revenues increasing by \$637,454 over the same period, for a net impact of \$110,354. The variances are due primarily to the following:

Expenses

- Salary and benefit base budget increase of 5.87% is primarily due to a change in corporate budgeting methodology for 2023 as well as cost of living adjustments, job re-evaluations and merit increases.
- Recovery from capital expenses increase required to support planned and approved capital projects
- Rental expense increases of \$227,717, driven by the opening of the Holly Library Branch and a \$67k increase in property taxes assessed against the Collier Street Parkade facility.
- The city has contracted with a new insurance carrier. As a result, the overall insurance expense related to city facilities has increased by \$191,404, or 76%. It should be noted that the overall insurance expense across the city has been reduced and that the increase apportioned to facilities is more than offset by decreases in other areas.
- The 2023 budget includes a new stormwater utility charge apportioned to city facilities totaling \$153,210.

Revenue

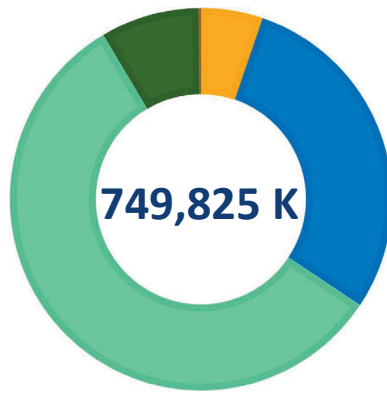
- Change in intercompany transfers driven by the opening of the Holly library branch, plus maintained COVID-level cleaning supplies at the Barrie-Simcoe Emergency Services Campus.
- Expense recovery for 29 Sperling Drive of \$93,600 entered in error as Rental Revenue for 2022. This has been corrected for 2023.
- Increase in service charge revenue of \$75k related to an increase in Barrie Marina slip rental rates.
- A reduction of Federal Gas Tax revenue of \$75k to the Facility Planning & Development branch used to fund annual Facility Condition Assessments. This funding is not required since the Facility Condition Assessment program is now included in the city's Capital plan.

FACILITIES CAPITAL BUDGET

The capital portfolio for the Facilities department includes facility construction, rehabilitation and capital leases for the City of Barrie which includes but is not limited to: administrative facilities (City Hall, Theatres and POA facilities), emergency facilities (police stations, fire stations and Barrie Simcoe Emergency Services Campus), theatres, library facilities, environmental facilities, waterfront/park facilities and transit facilities (Transit terminal and garage), Recreation facilities and the Collier Street Parkade. This portfolio also includes energy management and various city-wide energy conservation projects. As shown in the graphs below, the department’s capital needs over the next 10 years are expected to be \$749.8M. The majority of the capital plan is to be funded from Development Charge Reserves and Reserves.

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	16,804	90,301	79,292	126,540	86,265	42,397	95,657	85,030	107,240	20,300	749,825

10-Year Funding



- Grants and Other - 5%
- Reserves - 29%
- Development Charge Reserves - 57%
- City Funded Debt - 8%
- Developer Contributions - 0%
- Development Charge Debt - 0%



LEGISLATIVE & COURT SERVICES

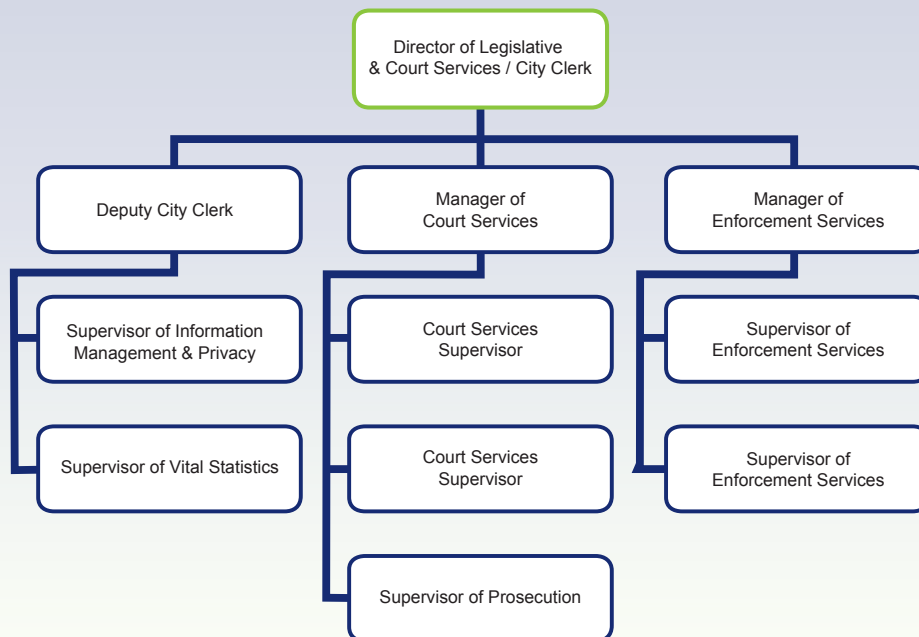
The Legislative and Court Services Department is comprised of three branches;

Legislative Services which include Council Secretariat/Legislative Support Services, Corporate Mail and Print Services, and Access and Privacy Services,

Court Services which is responsible for the administration of justice within two court service areas (representing 20 municipalities/First Nations, with main court locations in Barrie and Orillia as well as satellite sites) in compliance with the Provincial Offences Act, the Memorandum of Understanding and Inter- municipal Service Agreements.

Enforcement Services which is responsible for administering and enforcing numerous municipal by-laws including but not limited to regulations related to the parking of vehicles, pet controls, property maintenance, business licensing, and sign placement.

In addition to overseeing these services, key responsibilities include executing the statutory duties of a Municipal Clerk, acting as “Head” under MFIPPA (FOI) legislation, and for conducting municipal elections/by- elections. The City Clerk is the Corporate Secretary appointed statutorily as the persona designate in discharging the duties of corporate office. The actions of the City Clerk in the execution of his/her duties bind the Corporation.



BRANCHES

Legislative and Court Services

The Legislative Services Branch requires approximately 16% of the Department’s staff resources to perform the following services:

- Plan, administer, and distribute material for approximately 133 meetings of Council, General Committee, Reference Committees and Advisory Committees of Council involving the recording of approximately 350 motions and 120 by-laws.
- Coordinate and deliver Municipal Elections every 4 years and by-elections as required.
- Provide corporate records, access and privacy management services for the Corporation and the general public.
- Process over 350,000 pieces of outgoing mail annually.

Legislative and Court Services

- Process over 1.5 million print/photocopy requests for City departments and associated agencies.
- Manage over 250,000 physical files in the Corporate Records and Information Management System.
- Respond to approximately 100 *Municipal Freedom of Information and Protection of Privacy Act* requests.
- Process administrative records including local improvement petitions, Court of Revision, and the commissioning/certification of documents.

Court Services

The Court Services Branch, including the Prosecution Services Unit, requires approximately 38% of the Department's staff resources to perform the following services:

- Provincial Offences Court administration on behalf of the Barrie and Orillia Court Service Area Partners.
- Prosecution of all Part I matters and select municipal by-law contract files.
- Process more than 40,000 charging documents.
- Serve over 40,000 clients, representing over 60,000 individual matters.
- Educate the public to access more on-line services.
- Receive and process approximately \$7 million in payments.
- Schedule over 400 in-person, virtual or hybrid courts.
- Securely transfer over 150 audio court recordings to external transcription agencies.
- Prepare and update over 1,000 dockets (including Fail to Respond dockets) and process convictions on 730 Fail to Respond dockets.
- Process over 10,000 Extensions of time to pay fines.
- Process over 24,000 charges in trial courts and transfer over 300 appeal matters to the appeal courts.
- Process over 8,000 notice of pending suspension letters.
- Suspend drivers (as required) and manage six, third party collection agencies to enforce court orders and collect past due unpaid fines.

Enforcement Services Branch

The Enforcement Services Branch requires approximately 46% of the Department's staff resources to perform the following services:

- Patrol to monitor 2,353 paid parking areas within the Downtown Core.
- Patrol to monitor Waterfront paid/permit parking areas and spillover enforcement zones.
- Respond to approximately 70,000 enforcement files annually.
- Process and/or issue approximately 3,400 business licenses, lottery licenses, sign permits or other administrative functions/files annually.
- Receives and responds to approximately 25,000+ phone calls annually.
- Process and or issue approximately 3,400 administrative functions/files annually.

Highlights



Administration of
Council/Committee Meetings



BarrieVotes

Coordinate and deliver
Municipal Elections



Oversight of Corporate Records
management & FOI requests



Administration of POA for Barrie
& Orillia Court Service Areas



Prosecution Services




City's By-laws including Parking
and Property Standards



Sign Permits & Business Licensing
issuing & inspections

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h2>Offering Innovative & Citizen Driven Services</h2>	
<p>Implement remote appearances for courts/virtual courts.</p> <p>Implement recommendations from the Records and Information Management Review to continue to improve record management practices allowing for easier staff access to records enabling improved customer service.</p> <p>Increase use of website, newspaper, social media, and pamphlets to educate the public related to municipal laws.</p> <p>Increase the rate of electronic payment for court fines—over the phone payments.</p> <p>Easily accessible applications with prompt processing for licenses, permits, and other approvals.</p> <p>Recover from impacts of the pandemic through the use of technology in our courtrooms and reduce the average time to trial.</p> <p>Investigate and develop an Administrative Monetary Penalty Program for Parking and Automated Speed Enforcement charges to make tax dollars go further.</p>	<p>Average Time to Trial.</p>
<p>Comply with the <i>Municipal Act, 2001</i> provisions related to governance, accountability and transparency including continuing to offer a hybrid meeting structure.</p> <p>Comply with the <i>Municipal Elections Act, 1996</i> related to the conduct of Municipal Elections/By-elections including offering internet/telephone voting, more communication opportunities with candidates.</p> <p>Provide information, advice and training for staff concerning communicating with Council/Committees.</p> <p>Comply with the <i>Municipal Freedom of Information and Protection of Privacy Act</i> when responding to Freedom of Information requests through records management practices, offering more routine disclosure as permitted under the <i>Act</i>.</p> <p>Comply with the <i>Provincial Offences Act</i>, the Memorandum of Understanding and Inter-municipal Service Agreements for Court Services Operations.</p>	<p>Number of motions and by-laws passed to enable Council's decisions.</p>

Strategic Plans and Measurables

Department Strategic Plan & Other Program Deliverables

Key Performance Indicator



Fostering a Safe & Healthy City

Regular inspections and prompt complaint investigations.

Provide prosecution services to all local enforcement agencies for Part I Offences.

Continue enhance collection efforts of overdue, unpaid court fines.

Regular and frequent patrols of the metered parking spaces.

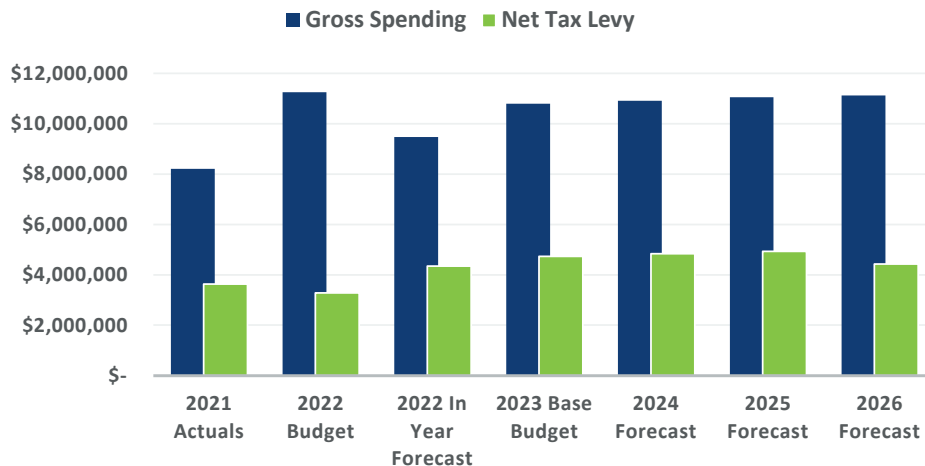
Regular patrols, including evenings, of street parking and fire routes.

Knowledgeable staff for the subject matter of assigned by-laws, with the skills and abilities to evaluate applications and situations for by-law compliance, communicate deficiencies tactfully to appropriate parties, and use enforcement tools to obtain by-law compliance when necessary.

Average time to close files from receipt of Yard Maintenance/Property Standards Files/Complaints.

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Number of motions and by-laws passed to enable Council's decisions	N/A	535	470	500		500
2 Average time to trial-Part 1 charges	42 Days	541 Days	360 Days	180 Days		145 Days
3 Average days to close files from receipt Yard Maintenance/Property Standards Files/Complaints	N/A	14 Days/ 42.5 Days	12 Days/ 40 Days	9 Days/ 38 Days		7 Days/ 36 Days

Legislative & Court Services Forecast



Base Budget Change Report – Legislative & Court Services

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 6,252	\$ 7,583	\$ 6,883	\$ 8,388	\$ 805	10.61%
Materials & Supplies	\$ 337	\$ 464	\$ 486	\$ 375	\$ (89)	-19.21%
Equipment & Capital Purchases	\$ 16	\$ 26	\$ 77	\$ 16	\$ (10)	-38.81%
Services	\$ 924	\$ 1,789	\$ 1,365	\$ 1,326	\$ (463)	-25.90%
Rents & Other Expenses	\$ 158	\$ 171	\$ 133	\$ 136	\$ (35)	-20.51%
Grant Expenses & Transfers	\$ 522	\$ 1,220	\$ 531	\$ 557	\$ (662)	-54.31%
Expenses Total	\$ 8,209	\$ 11,252	\$ 9,475	\$ 10,797	\$ (455)	-4.05%
Revenues						
User Fees, Service Charges, & Rentals	\$ 57	\$ 343	\$ 76	\$ 99	\$ (245)	-71.30%
Fines & Penalties	\$ 5,100	\$ 7,714	\$ 5,710	\$ 6,650	\$ (1,064)	-13.79%
Licenses & Permits	\$ 516	\$ 729	\$ 556	\$ 621	\$ (109)	-14.92%
Grant Revenues & Contributions	\$ 114	\$ 502	\$ 88	\$ 34	\$ (468)	-93.26%
Interdepartmental Transfers	\$ (1,215)	\$ (1,312)	\$ (1,301)	\$ (1,341)	\$ (28)	2.17%
Revenue Total	\$ 4,572	\$ 7,976	\$ 5,128	\$ 6,062	\$ (1,913)	-23.99%
Net Operating Expense/(Revenue)	\$ 3,637	\$ 3,277	\$ 4,347	\$ 4,735	\$ 1,458	44.50%

New Investments	\$ -		
Requested Net Levy	\$ 4,735		44.50%

Comments

Salaries/Benefits

Increase in salary and benefits attributed to the additional positions in Enforcement Services approved in 2022, staff being brought back in Court Services as the Province continues to re-open and cost of living/merit increases.

Services

Reduction in contracted services, as 2022 services are attributed to the 2022 Municipal Election (298K).

Grant Expenses and Transfers

Collections and External Transfers have been impacted by a slower than anticipated recovery mainly due to available judicial resources and a significant number of unplanned (due to health) officer absences in the Court Service areas. Time to trial has also been an issue related to lack of available judicial resources. It is anticipated that as pandemic recovery continues, additional judicial resources may become available in 2023.

Increase resulting from the contributions to the election reserve being reinstated for 2023, no contributions to the reserve were made in 2022 given it was an election year (\$180K).

Transfer from the election reserve in 2022 for the conduct of the 2022 Municipal Election (480K).

Fines and Penalties

Reduction in parking fines as parking utilization stabilized after the pandemic and increased use of permit and hotspot usage, as well as addressing shortages of available resources. It is anticipated that revenues will again increase in 2024 (350K).

Reduction in licensing fees as businesses are late to renew or not reopening after pandemic (108K).

Reduction in POA fines resulting from a continued recovery from pandemic, reduction in charge volumes from external enforcement agencies and a continued lack of available judicial resources from the Province to increase court proceedings.

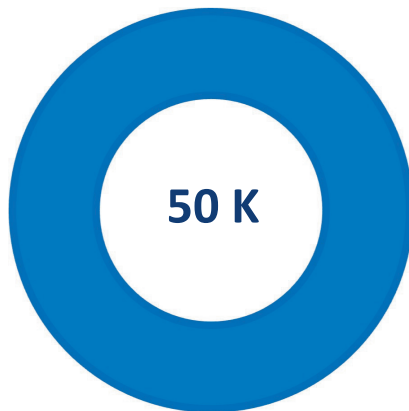
LEGISLATIVE & COURT SERVICES CAPITAL BUDGET

The capital portfolio for Legislative and Court services contains records management software, various specialized equipment (letter opener, printers, photocopiers, and computer equipment) and fleet.

As shown in the graphs below, the capital requests over the next 10 years are expected to be \$50K for a hand held ticket writing systems / software. The department's 10 year capital plan is to be funded from the Tax Capital reserve.

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	50	0	0	0	0	0	0	0	0	0	50

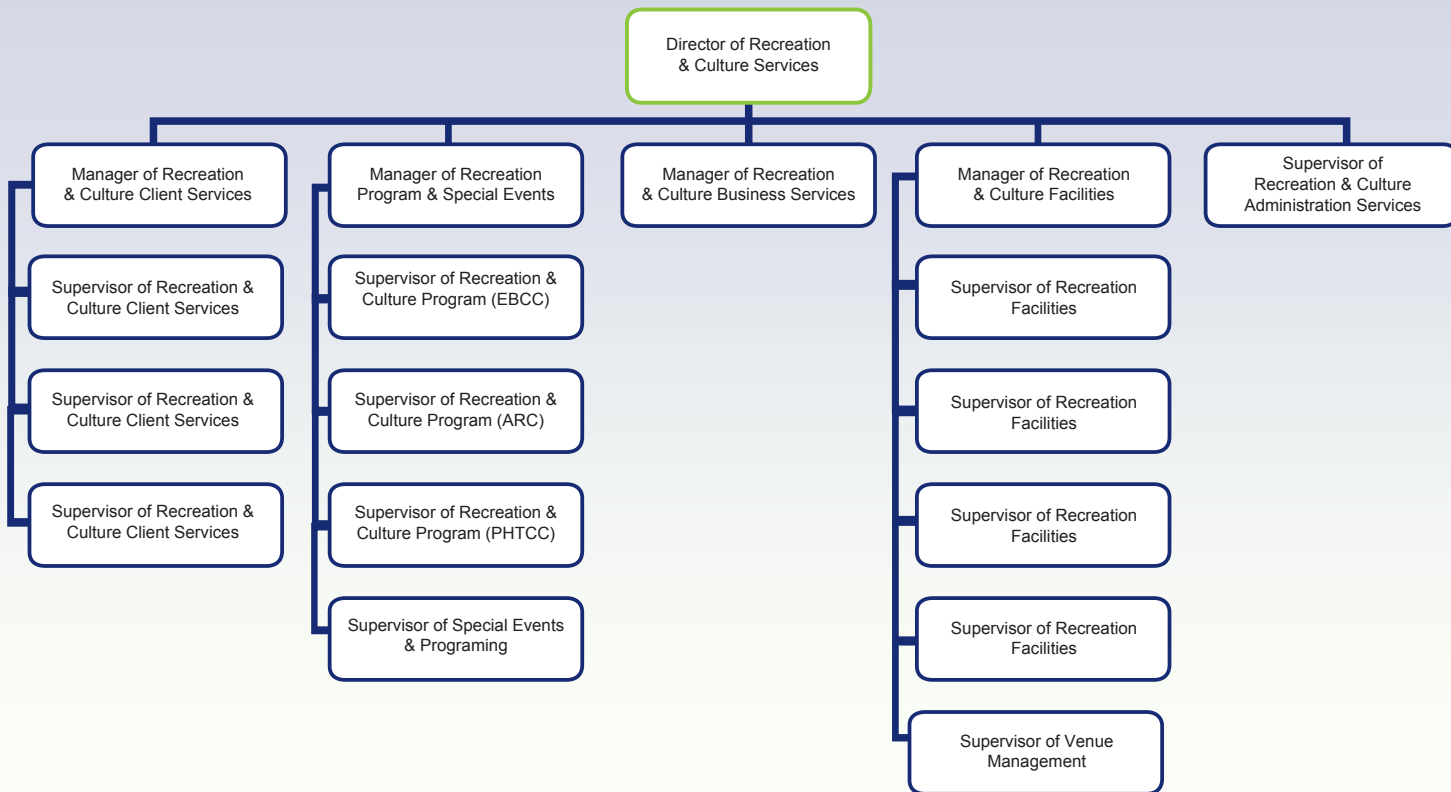
10-Year Funding



- Grants and Other - 0%
- Development Charge Reserves - 0%
- Developer Contributions - 0%
- Reserves - 100%
- City Funded Debt - 0%
- Development Charge Debt - 0%

RECREATION & CULTURE SERVICES

Recreation & Culture Services builds vibrant, healthy, active and connected communities by providing facilities, theatres, programs and event management that give all Barrie residents an opportunity to participate in recreational and cultural activities. Key responsibilities include identifying community recreation and cultural needs and interests, developing and delivering recreation and cultural opportunities which meet these needs and interests, maintaining and operating recreational facilities and theatres to provide a setting for these activities, and managing the provision of space to external community recreation and performing arts providers and groups. The department also plans and delivers three major community events each year while permitting dozens of smaller special events and manages the optimal use of the Five Points Theatre and Georgian Theatre.



Highlights

 <p>Provide recreation & cultural opportunities for indoor and outdoor facilities</p>	 <p>Accredited for the 5 principles of Healthy Child Development</p>	 <p>Collaborates with Parks Operations to maintain high quality sports field standards</p>	 <p>Collaborates with Facilities on Capital Improvements for rec facilities & theatre venues</p>	 <p>Organizes special events: Winterfest, Canada Day, and Downtown Countdown</p>	 <p>Provides customer service excellence to all members of the community</p>
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BRANCHES

Recreation Programs and Special Events

Responsibilities

- Assessing community recreation needs and interests and providing an engaging portfolio of recreation opportunities which will meet these needs and interests.
- Annual planning and delivering of three major community events (Downtown Countdown, Winterfest, and Canada Day).
- Managing the Special Event permitting process for the City and coordinating event requirements across other City departments and services.

Recreation Programs staff are organized into three neighbourhood teams based out of Barrie's three major community recreation facilities plus a centralized Special Events team working from City Hall.

Recreation Programs and Special Events provides diverse and accessible recreation activities for all abilities and skill levels with a focus on promoting healthy and safe lifestyles, developing physical skills, encouraging social interaction, and fostering community engagement. This includes registered programs that are provided directly by Departmental staff or in partnership with community groups, drop-in activities such as public swimming, skating, and gymnasium sports, community-based events and celebrations, full-day summer camp programs, the Youth Centre at the Peggy Hill Team Community Centre, and our Seniors 55+ programs at Allandale and Parkview.

As a **HIGH FIVE Accredited organization**, Recreation & Culture Services applies the 5 Principles of Healthy Child Development in maintaining the highest standard of quality and safety in our programming. The department's policies and procedures are continuously evaluated to ensure adherence to industry best practices. Programs are evaluated using the HIGH FIVE Quest 2 assessment tool to measure the quality of recreation programming and identify opportunities for improvement that can be addressed through staff training.

The **Special Events Team** organizes three major events on behalf of the City, partners with external organizations for other major events such as Kempenfest, and issues permits to all organizers of events on City property. A key objective of their work is to ensure events comply with City guidelines, policies, and by-laws. The team also coordinates with other City departments to ensure any obligations are met (road closures, security, etc.). For the three City-led events, the team develops the marketing strategy to promote these events to residents.



Recreation Facilities and Theatre Venues

Responsibilities

- The City of Barrie's recreation and theatre facilities and sport fields provide a high-quality setting for recreational and cultural opportunities and activities.
- All recreation facilities, sport fields and theatre venues are operated and maintained in a safe and cost-efficient manner and are in full compliance with all relevant codes, regulations, and legislation.
- Administration of related allocation processes to manage the competing needs of user groups.
- Marketing of theatre venues, ensuring equipment standards are maintained, and maximizing usage through commercial, private, and program engagements that support strategic objectives.

This branch manages the following facilities:

- Allandale Recreation Centre
- Barrie Community Sports Complex
- Barrie Sports Dome
- Circle at the Centre
- Dorian Parker Centre
- East Bayfield Community Centre
- Eastview Arena
- Five Points Theatre
- Georgian Theatre
- Lampman Lane Community Centre
- Parkview Community Centre
- Peggy Hill Team Community Centre
- Sadlon Arena
- Southshore Community Centre

Additionally, the department issues permits for in-town sport facilities including ball diamonds, soccer pitches, beach volleyball courts, tennis courts, and pickleball courts.

Facilities collaborates with Parks Operations on the sports field user allocation to ensure strong communication and cooperation in maintaining quality field standards for the various user groups. These activities involve the development, ongoing implementation, monitoring, and review of the following plans and programs:

- Departmental service level standards and related quality assurance programs.
- Facility lifecycle plans that identify future maintenance and renewal requirements.
- Annual user group and tournament/special events user allocation process.

Facilities collaborates with Corporate Facilities on capital improvements to the recreation facilities and theatre venues. These activities involve the planning and development of project procurement, ongoing implementation and scheduling, monitoring, and the review of the following plans and programs:

- Capital repair and replacement planning.
- Preventive, predictive, planned and responsive maintenance programs
- Facility lifecycle plans that identify future maintenance and renewal requirements.
- Environmental, sustainability, and energy management plans



Client Services

Responsibilities

- Providing accurate, current, and helpful information for inquires and concerns.
- Processing customer transactions in an efficient, accurate, and caring manner.
- Controlling Cash Handling processes and creating deposits in accordance with approved procedures.

The Client Services staff strive to ensure the highest level of customer service is provided to all members of the community. Staff process all in-person registered program enrolments and transfers, recPASS membership signups, facility bookings within the three major community/recreation centres plus ancillary sites (Dorian Parker, Lampman Lane, Eastview Arena, and Southshore Centre), and sale of department and corporate merchandise including the sale of bus and parking passes, garbage tags and the issuance of recycling bins. Staff also conduct follow-up on outstanding account balances, assist with new account approvals, and collaborate with the Programs Team on activity registrations and cancellations.

Client Services staff are located at the three main recreation centres (Peggy Hill Team Community Centre, East Bayfield Community Centre, and Allandale Recreation Centre) and at the Parkview Community Centre.

Administration & Business Services

Responsibilities

- Managing financial processes, strategic planning efforts, and technological initiatives which support both the day-to-day operation and long-term planning processes of the Recreation & Culture Services department.
- Collect, analyze and interpret both financial and non-financial information and data to support sound decision-making and planning.
- Manages the issuance of permits for ice and sports field rentals to external community groups.
- Supports Human Resources by managing the flow of employment documentation including requests to hire, staffing updates, and weekly payroll.

The branch leads the development of the department's annual business plan and operating budget while also coordinating departmental work plans to ensure resources are effectively directed towards achieving corporate, divisional, and departmental priorities. The branch also leads and coordinates the department's long-term planning efforts, ensuring Recreation & Culture Services is responsibly positioned for the future through strategic plans, master plans, growth studies, service reviews, business analysis preparation, and related reports to City Council.

The branch is also responsible for the implementation of pricing and program-alignment strategies and for maintaining the electronic registration system required to accurately track all participation and revenues. The branch leads efforts to extract and analyze data from internal registration systems and external databases to identify trends, opportunities and anticipate community needs and interests.



Lastly, the branch leads process improvements within Recreation & Culture Services by:

- Developing and implementing procedural documentation and training for staff that enhances accountability, reduces risk for both staff and the corporation, and improves operational efficiency.
- Developing reporting tools within existing software systems that provide timely and actionable data.
- Coordinating process improvement efforts with other departments including Internal Audit, Legal Services, and Finance.

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

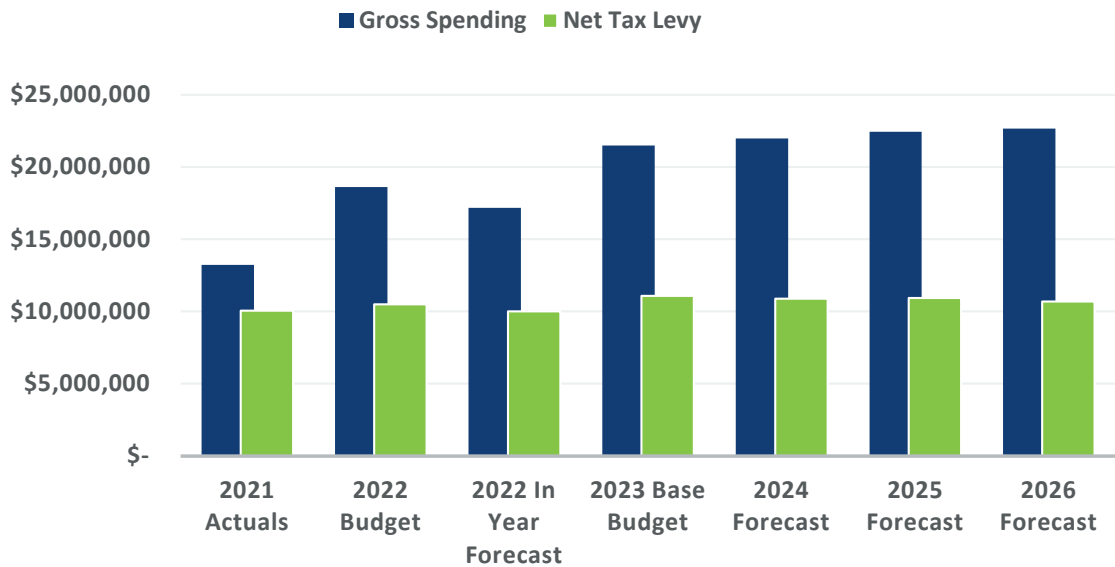
The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 Fostering a Safe & Healthy City	
Identify and eliminate barriers to participation. Financially support Inclusion and recACCESS. Staff trained in HIGH FIVE Principles of Healthy Child Development.	recACCESS Participation Rate as a % of Low-Income population.
 Offering Innovative & Citizen Driven Services	
Identify efficiencies to manage cost of delivering services. Assess needs and deliver programs, activities, and special events reflecting latest trends. Excellence in customer service.	Registered Programming Occupancy Rate.
 Growing Our Economy	
Promote growth of local theatre productions. Market theatres and Sadlon Arena to attract visitors. Build external relationships to support outdoor events. Coordinate events in parks with Economic & Creative Development.	Days of Use: Five Points Theatre Georgian Theatre

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Days of Use: Five Points Theatre Georgian Theatre	N/A	0/0	50/0	150/60		220/160
2 Registered Programming Occupancy Rate	56%	68%	75%	80%		83%
3 recACCESS Participation Rate as a % of Low Income Population*	6.4%	5.40%	10.50%	6.50%		9.00%

* Growth in recACCESS memberships is occurring at a slower pace than expected coupled with a higher number of residents identified by Statistics Canada as living on low-incomes due to the lasting impacts of the COVID pandemic.

Recreation & Culture Services Forecast



Base Budget Change Report – Recreation and Culture Services

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 8,688	\$ 11,764	\$ 11,600	\$ 14,046	\$ 2,282	19.40%
Materials & Supplies	\$ 2,076	\$ 3,079	\$ 2,271	\$ 3,229	\$ 150	4.86%
Equipment & Capital Purchases	\$ 418	\$ 582	\$ 514	\$ 478	\$ (104)	-17.87%
Services	\$ 1,607	\$ 2,377	\$ 2,262	\$ 2,585	\$ 208	8.76%
Rents & Other Expenses	\$ 357	\$ 488	\$ 512	\$ 841	\$ 353	72.31%
Grant Expenses & Transfers	\$ 75	\$ 328	\$ 5	\$ 305	\$ (24)	-7.16%
Expenses Total	\$ 13,221	\$ 18,618	\$ 17,164	\$ 21,483	\$ 2,865	15.39%
Revenues						
User Fees, Service Charges, & Rentals	\$ 2,956	\$ 7,799	\$ 6,997	\$ 10,063	\$ 2,264	29.03%
Other Revenues	\$ -	\$ 6	\$ 6	\$ 6	\$ (0)	0.00%
Grant Revenues & Contributions	\$ 359	\$ 557	\$ 320	\$ 551	\$ (6)	-1.13%
Interdepartmental Transfers	\$ (134)	\$ (240)	\$ (162)	\$ (217)	\$ 23	-9.65%
Revenue Total	\$ 3,180	\$ 8,122	\$ 7,161	\$ 10,404	\$ 2,281	28.09%
Net Operating Expense/(Revenue)	\$ 10,041	\$ 10,495	\$ 10,004	\$ 11,079	\$ 584	5.56%
			New Investments	\$ 219		
			Requested Net Levy	\$ 11,299		7.65%

Comments

Salaries and Benefits

Department staff are projecting a return to close-to-normal operations in 2023 as demand for recreational and cultural programs, activities, and rentals continues to grow in the post-pandemic era. Part-time salaries have been increased by \$1.5M primarily to reflect strong growth in summer camps, aquatics programs and swim lessons, a return to normal drop-in activity volumes, and higher facility rentals across all recreation facilities plus the two theatre venues and outdoor special event permitting. Our part-time workforce provides the flexibility to adjust staffing needs as demand changes. Additional salary growth reflects \$141K to service expected attendance for Day Camp programs, \$35K for increased rental volumes at Five Points and Georgian Theatre locations, and \$25K for a position reclassification in Administrative Services. The overall impact of cost-of-living-allowance (COLA) and merit increases is over \$510K across the department (\$410K in full-time and \$100K for part-time).

Other Expenses

Non-salary expense growth of \$583K reflects increases related to transaction volumes in recreation centres, insurance premium costs and planned growth in theatre venue rentals. As a result, payment processing fees will increase by \$119K due to higher volumes of transactions. Repairs and maintenance will increase by 15% or \$107K to address minor building repairs across several facilities and equipment repairs primarily at Allandale Recreation Centre, Sadlon Arena, and Lampman Lane. Contracted Services will increase by 13% or \$99K primarily due to rental volumes at Five Points estimated to return to pre-pandemic levels requiring an additional \$33K, \$30K to manage student traffic flow at Allandale Recreation Centre, and \$25K for event support at Meridian Square. The largest single increase of \$228K is in insurance premiums due to a change in provider. The addition of Stormwater charges has an \$87K impact to expenses. These increases will be partially offset by a reduction in Minor Capital requirements due to \$80K one-time funding in 2022 to bring Georgian Theatre to operational standards and \$21K less for Allandale Recreation Centre.

User Fees, Service Charges, Rental Revenues

Ice rentals for organized hockey recovered at a faster-than-expected rate in 2022, therefore, rentals are budgeted to return to 2019 levels in 2023. This will generate \$776K incremental revenue over 2022 primarily from minor hockey programs (\$447K), adult hockey rentals (\$207K), and a full season for the Barrie Colts (\$113K). Registrations for recreational programming will increase by \$554K with the largest increase coming from Aquatics programming and swim lessons (\$227K) followed by a \$169K increase in Day Camps reflecting a more robust summer camp schedule, \$100K in Community Programs at East Bayfield Community Centre, and \$42K for Inclusion Services support. General facility rentals will increase by \$376K across all facilities with the largest increases of \$75K from both theatre venues due to continued growth in the cultural sector, \$65K at the Sports Complex due to higher usage rates, \$56K at East Bayfield Community Centre reflecting 2019 rental volumes, \$39K at Southshore due to contracts and one-time rentals (primarily weddings), and \$39K at Eastview Arena with dance group rentals. recPASS memberships will grow by 13% to generate an incremental \$200K in pass sales which will meet our target of 2,600 memberships by the end of 2023. Special Event revenues will grow by \$144K at the Sadlon Arena based on a higher number of ticketed shows and more rentals of the Sadlon Stage venue.





Infrastructure & Growth Management

Development Services

Infrastructure

Operations

Economic & Creative Development

Building Services

Business Performance & Environmental Sustainability

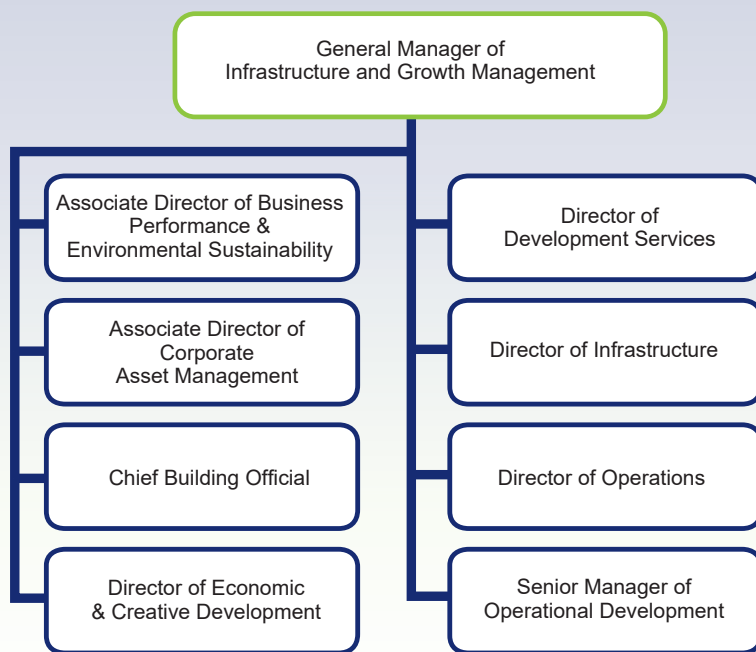
Corporate Asset Management

DIVISION OVERVIEW

The Infrastructure & Growth Management Division through its seven (7) departments is focused on creating and sustaining safe, healthy and well serviced communities through sound development policies, services and infrastructure to facilitate residential and employment growth, in conjunction with meaningful and sustainable asset management.

The Division aspires to growing the City's economy and housing, provision of timely permitting and approvals for developments, cost and schedule certainty on infrastructure projects, protecting the natural environment, operating and maintaining the City's infrastructure assets to provide water, wastewater, stormwater, parks and transportation services to our residents in a sustainable manner at acceptable risk levels.

The 7 departments in the Division are: Operations, Infrastructure, Corporate Asset Management, Development Services, Building Services, Economic and Creative Development, and Business Performance and Environmental Sustainability.



DIVISION GOALS

- Maintain City's roads, sidewalks, street lighting, and traffic control systems to meet Minimum Maintenance Standard as described in O. Reg 239/02.
- Maintain parks, trails and open space in accordance with Levels of Service approved by City Council.
- Deliver the Capital Plan to achieve best value and positive legacies for the City and its residents.
- Manage development throughout the City in a way that recognizes good planning principles, appropriate design standards, emerging market trends and financial sustainability.
- Strategically manage the City's corporate assets to close the infrastructure deficit gap.
- Position Barrie as a premiere business investment destination.
- Implement a waste and circular economy strategy.
- Nurture a culture of excellent business performance.
- Ensure all building construction meets the standards specified in the Building Code as required by the Building Code Act.
- Deliver high quality municipal drinking water.
- Protect natural environment and the quality of water in Lake Simcoe.
- Mitigate flooding to protect public health and safety.

KEY DIVISION SERVICE DELIVERY INITIATIVES (KSDSI'S)



Improve customer experience through engagement and responsiveness.



Proactively **adapt and integrate climate change considerations** into IGM decision-making processes.



Manage the Capital Plan for Infrastructure & Growth Management.



Develop a vibrant downtown economic hub, including west-end revitalization.



Make it easier to do business and help businesses grow.



Advance the Barrie WwTF Upgrade Program with cost certainty.



Improve the Development Approvals Process.



Improve the Building Permitting Process.



Implement key policy and strategy documents: Official Plan, Zoning By-law, Urban Design Guidelines, Waterfront Master Plan, Vision Zero, Traffic Calming Policy, Cycle Barrie Infrastructure Plan, Environmental Obligations Program, Waste Management and Circular Economy Framework, Climate Change Adaptation Strategy, Groundwater Assessment Tool, Asset Management Plans and Infrastructure Master Plans.



Implement strategies and programs that influence the 3 principles of a Circular Economy.



Advance the corporate Lean Six Sigma program.

EXTERNAL FACTORS INFLUENCING ACTIVITIES & OUTCOMES

- Regulatory and legislative changes – Services provided by IGM are governed by provincial regulations with notable changes that include Resource Recovery and Circular Economy Act, 2016, and Bill 109, More Homes for Everyone Act, 2022. Non conformance with environmental regulations or the Minimum Maintenance Standards for Municipal Highways pose significant environmental, financial and reputational risks.
- Population growth and associated new developments increase the volume and level of services to be provided resulting in additional human and plant requirements to operate and maintain the City's infrastructure assets.
- Economic conditions influence residential, commercial and industrial development activity. Accurate projections are necessary to ensure adequate City Resources to meet the demands for processing development applications, building permits, and design and construction of infrastructure in a timely manner without exposing the City to financial pressures.
- Inflation pressures affect the pricing of critical supplies such as fuel and chemicals for operational activities and bids for construction projects.
- Residents' expectations in relation to level of service cause undue pressures on the City's services when the expectations do not match the basis for the Operational and Capital Budgets.
- Resource constraints amongst external service providers for outsourced operational activities and capital projects affect the cost and quality of the services.

BUDGET & STAFFING SUMMARY

Tax Rate

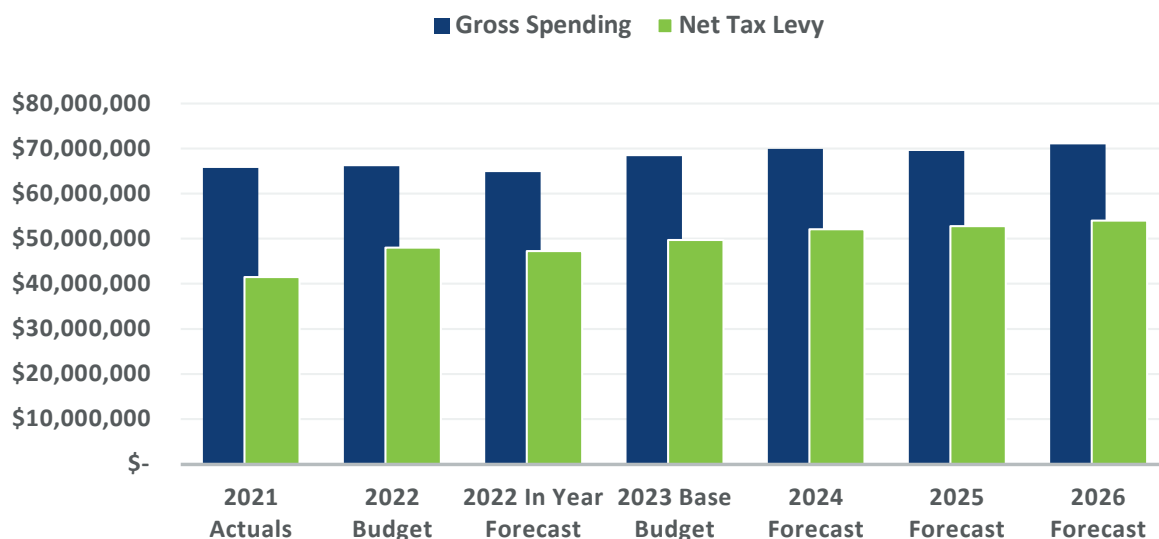
Department	2023 Net Requested Budget	2023 Staffing		
		Base Complement	Service Level Changes	Total
Building Services	\$ -	33	2	35
Business Performance & Environmental Sustainability	\$ 2,528,844	17	1	18
Corporate Asset Management	\$ 1,058,826	14	0	14
Development Services	\$ 7,583,185	54	0	54
Economic & Creative Development	\$ 2,274,038	11	1	12
GM Infrastructure & Growth Mgmt	\$ 344,267	1	0	1
Infrastructure Department	\$ 1,477,149	39	1	40
Operations	\$ 35,340,477	123	5	128
Total	\$ 50,606,785	292	10	302

User Rate

Department	2023 Net Requested Budget	2023 Staffing		
		Base Complement	Service Level Changes	Total
Water Operations	\$ 8,291,727	70	0	70
Stormwater Operations	\$ 7,677,679	0	0	0
Wastewater Operations	\$ 18,606,993	48	1	49
Total	\$ 34,576,399	118	1	119

Division Financial Overview

Infrastructure & Growth Management Forecast

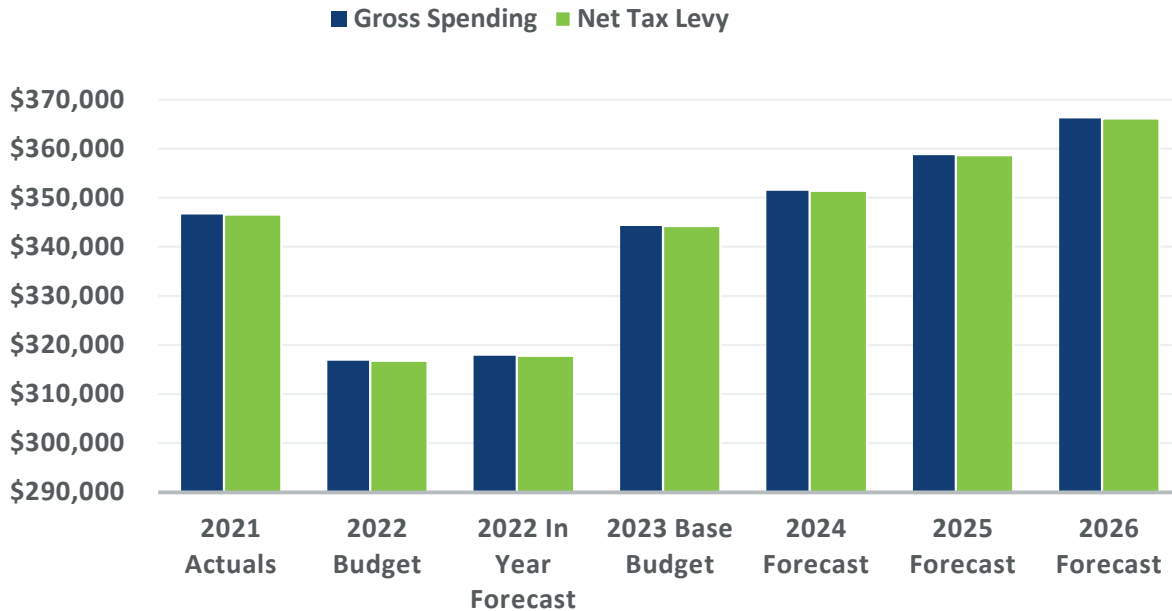


Base Budget Change Report – Infrastructure & Growth Management

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 33,017	\$ 37,240	\$ 35,966	\$ 40,437	\$ 3,197	8.58%
Recovery from Capital	\$ (3,234)	\$ (4,413)	\$ (3,961)	\$ (4,679)	\$ (266)	6.02%
Materials & Supplies	\$ 5,604	\$ 6,198	\$ 6,523	\$ 6,356	\$ 157	2.54%
Equipment & Capital Purchases	\$ 522	\$ 737	\$ 761	\$ 699	\$ (38)	-5.17%
Services	\$ 21,879	\$ 23,509	\$ 23,250	\$ 21,600	\$ (1,909)	-8.12%
Rents & Other Expenses	\$ 974	\$ 792	\$ 623	\$ 604	\$ (188)	-23.71%
Grant Expenses & Transfers	\$ 6,915	\$ 1,987	\$ 1,570	\$ 3,289	\$ 1,302	65.54%
Expenses Total	\$ 65,678	\$ 66,051	\$ 64,731	\$ 68,307	\$ 2,256	3.42%
Revenues						
User Fees, Service Charges, & Rentals	\$ 7,042	\$ 4,270	\$ 4,562	\$ 4,889	\$ 619	14.49%
Licenses & Permits	\$ 7,976	\$ 5,906	\$ 5,057	\$ 7,987	\$ 2,081	35.23%
Other Revenues	\$ 1,819	\$ 128	\$ 118	\$ 131	\$ 3	2.57%
Grant Revenues & Contributions	\$ 5,068	\$ 5,538	\$ 5,427	\$ 4,103	\$ (1,436)	-25.92%
Interdepartmental Transfers	\$ 2,269	\$ 2,197	\$ 2,312	\$ 1,477	\$ (720)	-32.77%
Revenue Total	\$ 24,173	\$ 18,039	\$ 17,476	\$ 18,587	\$ 548	3.04%
Net Operating Expense/(Revenue)	\$ 41,505	\$ 48,012	\$ 47,256	\$ 49,720	\$ 1,708	3.56%
			New Investments	\$ 886		
			Requested Net Levy	\$ 50,607		5.40%



General Manager of Infrastructure & Growth Management

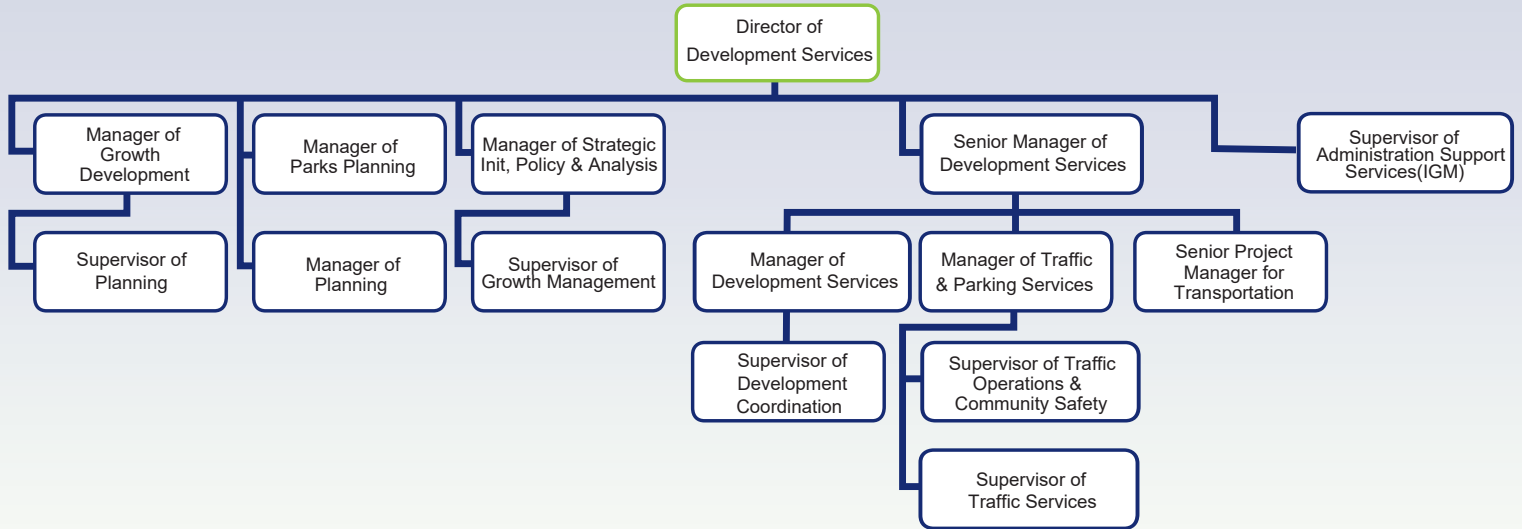


Base Budget Change Report - GM Infrastructure & Growth Mgmt

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 287	\$ 281	\$ 278	\$ 308	\$ 27	9.53%
Materials & Supplies	\$ 3	\$ 4	\$ 4	\$ 4	\$ 0	2.00%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 56	\$ 31	\$ 36	\$ 32	\$ 1	2.00%
Expenses Total	\$ 347	\$ 317	\$ 318	\$ 344	\$ 28	8.69%
Revenues						
Revenue Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 347	\$ 317	\$ 318	\$ 344	\$ 28	8.69%
				New Investments	\$ -	
				Requested Net Levy	\$ 344	8.69%

DEVELOPMENT SERVICES

Development Services Department sets the policy framework to guide development based on a sound technical foundation, solid engineering principles and community engagement to support all aspects of community building and building strong and safe neighbourhoods.



Highlights

 <p>Responsible for planning & engineering approvals for development proposals</p>	 <p>Manages committee of adjustments, zoning enforcement & the community improvement plan</p>	 <p>Oversees waterfront & parks master plans & playground improvements</p>	 <p>Responsible for long range transportation & policy planning</p>	 <p>Responsible for traffic operations & community safety</p>
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BRANCHES

There are five branches:

Strategic Initiatives, Policy and Analysis—responsible for the driving force behind policy development and proactively establishing a policy framework that allows the City to be a leader in policy initiatives while being responsible for departmental data management and annual reporting. Key areas of influence include: Official Plan, Zoning By-law and Urban Design Development. Affordable Housing initiatives. Heritage Barrie support. Responding and monitoring Federal and Provincial legislative changes and requirements.

Planning & Approvals consists of three sub-branches listed below:

Planning

Responsible for a wide range of development approvals from the start of the application process through to final approval including: technical reviews, public consultation, report production, Council and Committee attendance and presentations and the oversight of development agreements. This branch manages the Committee of Adjustment, zoning enforcement and the Community Improvement Plan.

Development approvals—engineering

Responsible for full development approvals and engineering review for all development applications including the finalization of plans, drawings, reports, cost estimates and securities.

Standards review and field inspections ensure that approvals are managed in the field and built according to approved drawings and all City standards.

Traffic Services

Responsible for traffic operations and community safety with tasks associated with the daily operation of the transportation network including signage, markings and traffic calming. Traffic systems planning, design, installation and maintenance including illumination and traffic signal flows. ROWA permits for various works in the City rights of ways and the review of municipal consents are supported by this team.

Parks Planning

Responsible for oversight of parks master plan and playground renewals projects, community group partnerships and full development approvals review for site plans and subdivisions. Support of community outreach initiatives such as: community gardens, food security, nature initiatives and school organizations.

Transportation Planning



Responsible for long range transportation planning tasks associated with the design and support of the entire transportation planning network including active transportation improvements. Full development approvals review for site plans and plans of subdivision as well as the review of Traffic Impact Studies and parking studies. Managing environmental assessment requirements for transportation improvements as well as managing associated capital projects for transportation and road network improvements. Support for committees and community groups that work to advance active transportation.

Development Services Administration

Responsible for all human resources tasks for the department, as well as payroll, SAP, Purchase Orders, file management and record/file keeping.

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

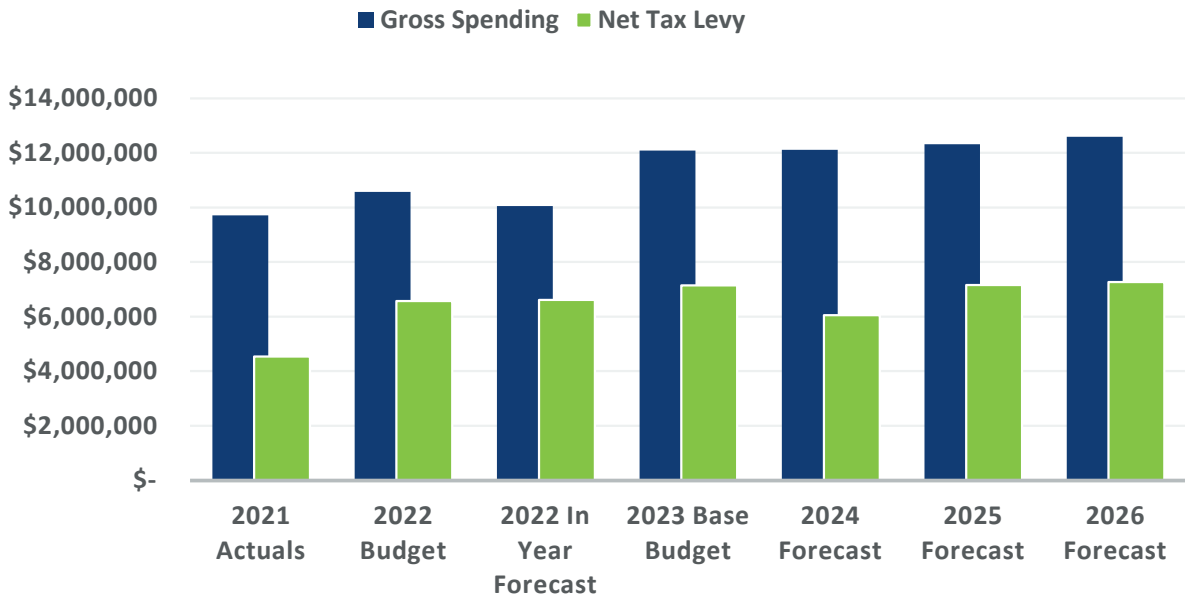
Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h2>Growing Our Economy</h2>	
<p>Maintain a robust development approvals process from pre-consultation all the way through to final site plan and subdivision engineering design and field implementation to ensure all community needs are achieved through development approvals.</p>	<p>Number of approved developments that received a building permit within one year.</p>
 <h2>Improving the Ability to Get Around</h2>	
<p>Fulsome transportation planning to ensure future transportation needs of the community are in place now, Traffic Calming Policy, Vision Zero project and review traffic services and community road safety across the City and near parks and schools.</p>	<p>Makes our roads safer by reducing Vehicle Collision Rate per population – represented as per 100,000 people.</p>
<p>Increase transportation options by improving the network of active transportation routes, paths and trails and creating connections to parks, schools and other areas across the municipality.</p>	<p>Km additions and improvements to our transportation network.</p>



Performance Measures

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Number of approved developments that received a building permit within one year.	N/A	N/A	3	5		5
2 Make our roads safer by reducing Vehicle Collision Rate per Population—represented as per 100,000 people (below baseline).	N/A	893	N/A	1,100		1,000
3 Increase transportation options by improving the network of active transportation routes, paths and trails and creating connections to parks, schools and other areas across the municipality (KM additions and improvements to our transportation network).	27.1 KM	22.8 KM	20 KM	20 KM		20 KM

Development Services Forecast



Base Budget Change Report – Development Services

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 5,972	\$ 6,794	\$ 6,376	\$ 7,426	\$ 632	9.30%
Recovery from Capital	\$ (51)	\$ (246)	\$ (174)	\$ (226)	\$ 20	-8.12%
Materials & Supplies	\$ 891	\$ 978	\$ 1,093	\$ 940	\$ (39)	-3.97%
Equipment & Capital Purchases	\$ 209	\$ 246	\$ 240	\$ 261	\$ 15	6.11%
Services	\$ 1,232	\$ 1,896	\$ 1,622	\$ 2,160	\$ 263	13.89%
Rents & Other Expenses	\$ 24	\$ 7	\$ 7	\$ 7	\$ -	0.00%
Grant Expenses & Transfers	\$ 1,430	\$ 902	\$ 891	\$ 1,526	\$ 624	69.15%
Expenses Total	\$ 9,707	\$ 10,578	\$ 10,055	\$ 12,094	\$ 1,516	14.33%
Revenues						
User Fees, Service Charges, & Rentals	\$ 4,002	\$ 2,159	\$ 2,148	\$ 2,259	\$ 100	4.63%
Licenses & Permits	\$ 511	\$ 591	\$ 580	\$ 1,049	\$ 458	77.38%
Other Revenues	\$ 11	\$ 19	\$ 19	\$ 19	\$ 0	0.14%
Grant Revenues & Contributions	\$ 822	\$ 1,369	\$ 828	\$ 1,774	\$ 405	29.57%
Interdepartmental Transfers	\$ (175)	\$ (137)	\$ (135)	\$ (148)	\$ (11)	7.65%
Revenue Total	\$ 5,170	\$ 4,001	\$ 3,440	\$ 4,953	\$ 952	23.79%
Net Operating Expense/(Revenue)	\$ 4,536	\$ 6,577	\$ 6,615	\$ 7,141	\$ 564	8.57%
			New Investments	\$ 443		
			Requested Net Levy	\$ 7,583		15.30%

Comments

The 2023 base budget for Development Services includes a tax rate increase of 8.57%. This includes a \$1.5 million increase in operating expenses, and a \$952 thousand increase in budgeted revenues.

Salaries & Benefits

The cost of labour is expected to increase by \$632 thousand. The increase provides for cost-of-living provisions, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates.

The 15.3 % increase in the 2023 requested budget includes additional positions to address Bill 109 requirements and the increased level of activity that we have experienced since 2021. This includes six contract positions. The intention is to keep these positions in a temporary/contract capacity to respond to legislative changes with Bill 109 and the need to make decisions in a specified time period or refund planning fees.

Grant Expenses & Transfers

The budgeted transfer to the Community Improvement Plan (CIP) was decreased by \$400 thousand in 2022 via Council Motion 21-G-280. The 2023 budgeted transfer has been adjusted to reflect the original planned transfers.

The transfer to the CIP reserve is fully funded from a transfer from the Reinvestment Reserve.

Licenses & Permits

Engineering fees have been increased to reflect anticipated revenues received as development proceeds in the secondary plan lands.

Grant Revenues & Contributions

The transfer to the CIP reserve is fully funded from a transfer from the Reinvestment Reserve.

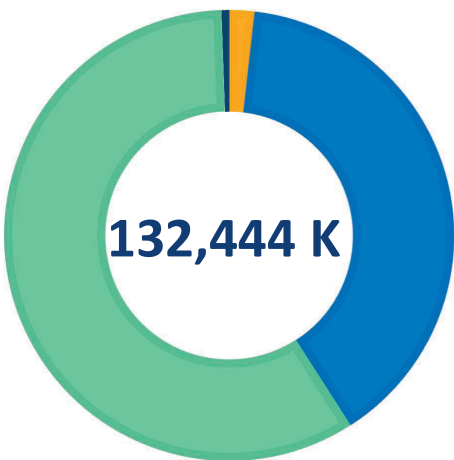
DEVELOPMENT SERVICES CAPITAL BUDGET

The capital portfolio for Development Services includes improvements for parks and the waterfront as well as equipment for traffic operations and community safety. This includes items such as street lighting, traffic signals, intersection pedestrian signals, pedestrian cross overs (PXOs), line painting and renewal, traffic signs, radar speed board advisories and speed bumps as well as trails, parks and park equipment.

As shown in the graphs below, the department’s capital replacement & growth needs over the next 10 years is expected to be \$132.4 Million. The majority of the capital plan is to be funded from Development Charge Reserves and Reserves.

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	9,888	8,117	8,204	16,128	11,514	10,489	14,159	21,726	17,406	14,813	132,444

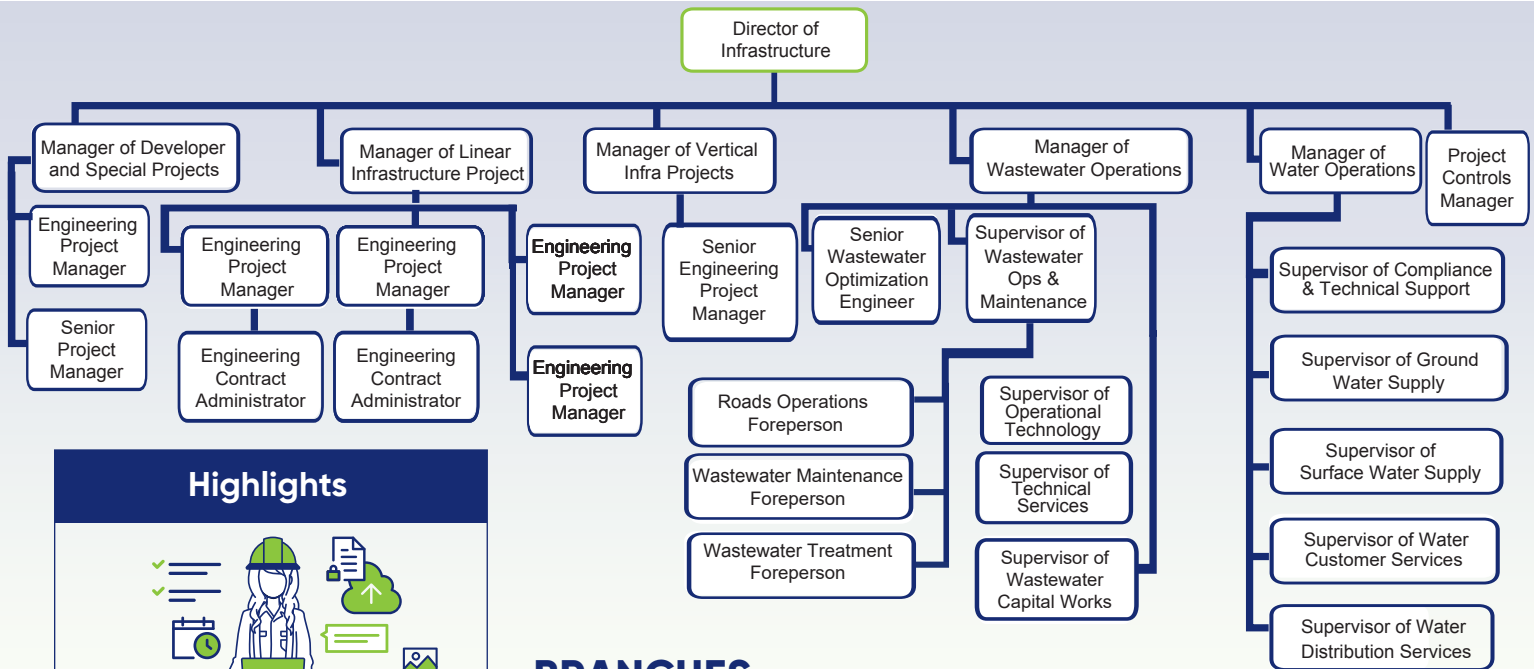
10-Year Funding



- Grants and Other - 2%
- Development Charge Reserves - 59%
- Reserves - 39%
- Developer Contributions - 1%
- City Funded Debt - 0%
- Development Charge Debt - 0%

INFRASTRUCTURE

The Infrastructure Department operates and maintains the City's water and wastewater assets; and delivers the City's water, wastewater, stormwater, and transportation projects. The Infrastructure Department is comprised of five Branches: including the three Design and Construction Branches, the Wastewater Operations Branch, and the Water Operations Branch. This Department accounts for approximately 170 staff.



Highlights

Provide engineering project management services for the city's capital program

Utilize project controls to achieve cost & schedule certainty

Ensures sanitary sewage generated & collected is treated in accordance with applicable regulatory requirements

Delivers safe supply of potable water from the surface water treatment plant & ground water wells

BRANCHES

Design and Construction

The Design and Construction Branches account for approximately 26% of the Department's staff resources. The Branches deliver the City's capital program by providing engineering and project management services. The capital program addresses asset renewal as well as implementation of projects to service both residential and employment growth.

Wastewater Operations

The Wastewater Operations Branch accounts for approximately 27% of the Department's staff resources. The Branch ensures that sanitary sewage generated within the City is collected and treated in accordance with applicable regulatory requirements. Discharges from sewage treatment plants to Lake Simcoe are subject to the most stringent requirements in Ontario. Operational and maintenance services are delivered by highly trained and licensed staff.

Water Operations

The Water Operations Branch accounts for approximately 47% of the Department's staff resources. The Branch delivers safe and adequate supply of potable water from the Surface Water Treatment Plant and Groundwater Wells. The system is operated and maintained to meet the needs of the residential, industrial, commercial and institutional customers and provides fire protection. Operational and maintenance services are delivered by highly trained and licensed staff.

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

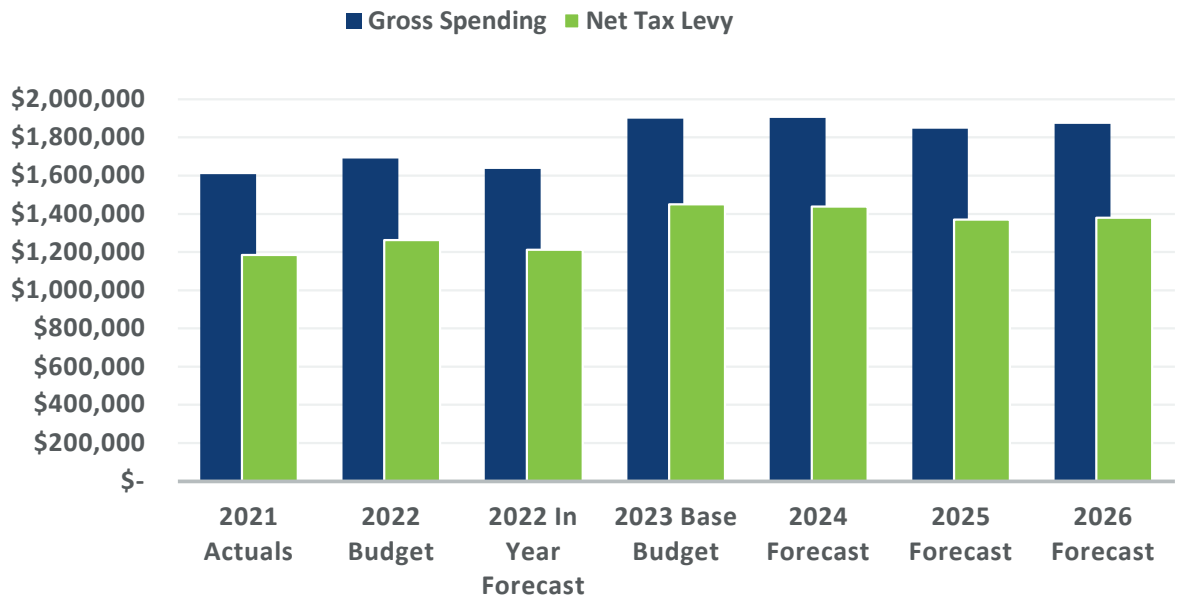
Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h2>Offering Innovative & Citizen Driven Services</h2>	
<p>Reduce the occurrences of adverse water quality incidents.</p> <p>Strive for positive customer interactions.</p>	<p>Develop a positive legacy with water customers by attaining a high level of Customer Satisfaction (% of survey responses with positive ratings).</p>
 <h2>Fostering a Safe & Healthy City</h2>	
<p>Reduce operating costs in our water and wastewater facilities through optimization, technological advances, and new operating strategies.</p> <p>Operate and maintain Wastewater system to eliminate environmental risks.</p> <p>Optimize chemical usage in the treatment processes.</p>	<p>Protect the quality of Lake Simcoe by eliminating non-compliance events (# of occurrences).</p>
 <h2>Growing Our Economy</h2>	
<p>Deliver capital projects with cost certainty and schedule certainty.</p> <p>Utilize a collaborative approach to deliver all project phases to leave a positive legacy with stakeholders.</p>	<p>Deliver capital projects with cost and schedule certainty (Actual spend as a % of total budget).</p>



Performance Measures

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Deliver capital projects with cost and schedule certainty (Actual Spending as a % of Total Budget).	N/A	35%	53%	72%		90%
2 Protect the quality of Lake Simcoe by eliminating non-compliance events (# of occurrences).	1	0	0	0		0
3 Develop a positive legacy with water customers by attaining a high level of Customer Satisfaction (% of survey responses with positive ratings).	N/A	N/A	90%	90%		90%

Infrastructure Department Forecast



Base Budget Change Report – Infrastructure Department

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 4,384	\$ 5,125	\$ 4,953	\$ 5,657	\$ 532	10.38%
Recovery from Capital	\$ (2,908)	\$ (3,638)	\$ (3,483)	\$ (3,960)	\$ (322)	8.84%
Materials & Supplies	\$ 8	\$ 31	\$ 30	\$ 35	\$ 4	12.92%
Equipment & Capital Purchases	\$ 0	\$ 4	\$ 2	\$ 4	\$ 0	9.44%
Services	\$ 124	\$ 168	\$ 133	\$ 163	\$ (6)	-3.29%
Expenses Total	\$ 1,608	\$ 1,690	\$ 1,636	\$ 1,899	\$ 209	12.38%
Revenues						
User Fees, Service Charges, & Rentals	\$ 10	\$ 3	\$ 10	\$ 12	\$ 10	380.00%
Other Revenues	\$ 4	\$ -	\$ -	\$ -	\$ -	0.00%
Grant Revenues & Contributions	\$ 0	\$ -	\$ -	\$ -	\$ -	0.00%
Interdepartmental Transfers	\$ 410	\$ 425	\$ 414	\$ 438	\$ 13	3.00%
Revenue Total	\$ 423	\$ 428	\$ 424	\$ 450	\$ 22	5.20%
Net Operating Expense/(Revenue)	\$ 1,185	\$ 1,262	\$ 1,212	\$ 1,449	\$ 187	14.81%
			New Investments	\$ 28		
			Requested Net Levy	\$ 1,477		17.04%

Comments








The Design and Construction budget has increased by 14.81% from the previous year. This is equivalent to an overall increase of \$187 thousand.

The cost of labour is expected to increase by \$532 thousand which accounts for 10% of the overall increase. The increase provides for cost-of-living provisions, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates. This salary increase is offset by an increase in capital recoveries and recoveries from the user rates (shown in interdepartmental transfers).

The 17.04% increase in the 2023 requested budget includes an additional position of Engineering Contract Administrator to address upcoming construction projects within the Capital Plan.

INFRASTRUCTURE CAPITAL BUDGET

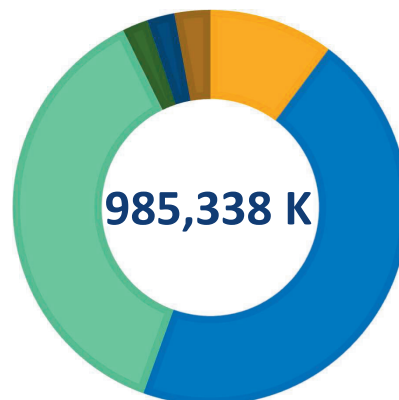
The capital portfolio for the Infrastructure Department includes design and construction of the following assets:

	Roads		Sanitary sewers		Neighbourhood reconstructions
	Bridges		Storm sewers		Storm pond rehabilitation & expansion
	Sidewalks		Annual maintenance programs for roads, sanitary sewer lining & cathodic protection		Creek/culvert rehabilitation & replacement
	Streetlights		Watermain renewal programs		Water treatment, booster pumping stations wastewater treatment & sewage pumping stations
	Watermains				

As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$985.3 Million. The majority of the capital plan is to be funded from Reserves and Development Charge Reserves.

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	45,908	114,721	128,977	113,546	126,286	154,243	129,200	89,239	53,010	30,209	985,338

10-Year Funding



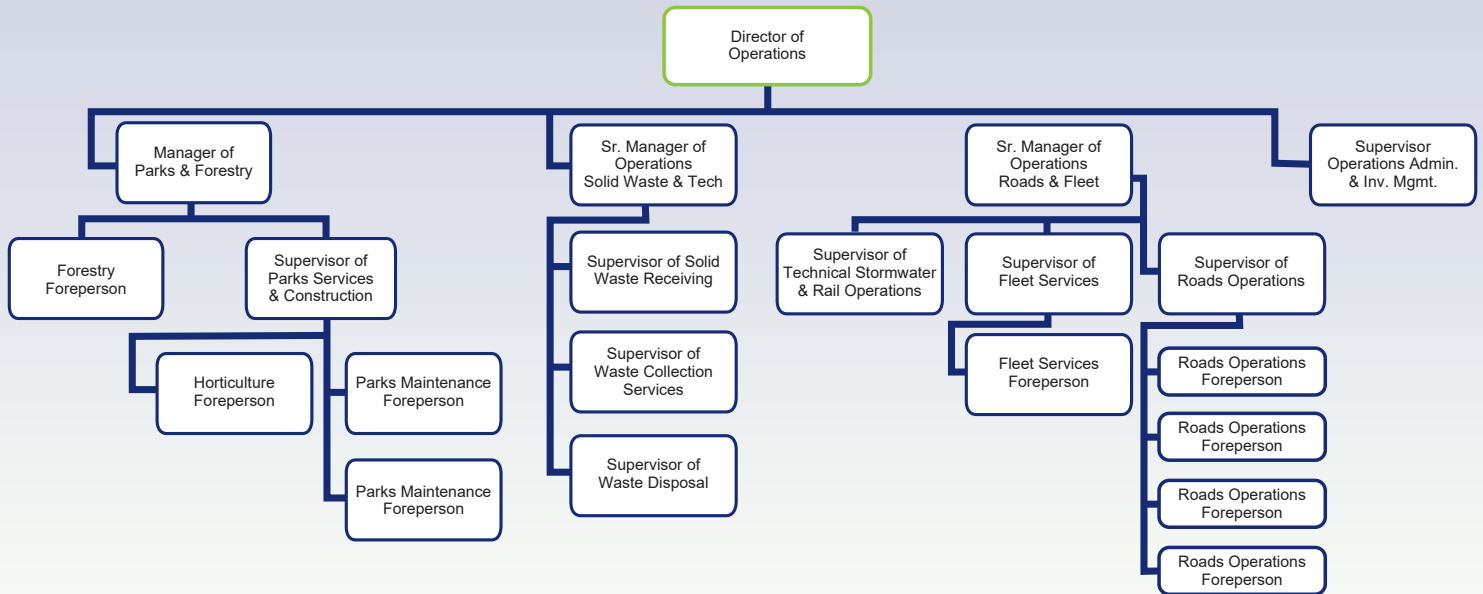
- Grants and Other - 10%
- Development Charge Reserves - 37%
- Reserves - 45%
- City Funded Debt - 2%
- Developer Contributions - 2%
- Development Charge Debt - 3%

OPERATIONS

The Operations Department is comprised of three Branches:

- Parks & Forestry Operations
- Roads, Stormwater, Rail & Fleet Operations
- Solid Waste Operations

Key responsibilities include the operation and maintenance of the City's public works infrastructure and system as well as operation of the City's landfill and the collection of solid waste and maintenance of the Corporation's Fleet Assets.



BRANCHES

Solid Waste Operations

The Solid Waste Operations Branch is focused on providing the following services: landfill operations, non-hazardous solid waste disposal, household hazardous waste receiving and disposal; leaf and yard waste collection, disposal and composting; solid waste collection and disposal; municipal waste diversion/recycling programs including delivery of recycling containers and retailing back yard composters and ensuring compliance with the current MECP issued Environmental Compliance Approval for the landfill site.

The Branch continues to work in collaboration with the Business Performance and Environmental Stability (BPES) team in the implementation of various strategic elements of the Sustainable Waste Management Plan to ensure a continued emphasis on increasing diversion and waste reduction opportunities, with the goal of maintaining or potentially extending the previously forecasted lifespan of the landfill waste disposal cell.

Highlights



Provides landfill operations & ensures compliance with MECP issued Environmental Compliance Approval



Implementing various elements of the Sustainable Waste Management Plan



Operates and maintains the stormwater conveyance system & treatment facilities



Performs road surface repairs & road maintenance services

Highlights



Manages corporate fleet services



Responsible for the management of over 3,100 acres of waterfront, parkland and open space including 127 parks and over 150 kilometres of maintained trails



Maintenance of over 35,000 City-owned trees

Roads, Stormwater, Rail & Fleet Operations

The **Technical & Stormwater** section of the Branch provides engineering, information technology and technical activities support to the Department. This Section is responsible for developing, administering, and overseeing the implementation of operations and maintenance programs and work plans to create efficiencies in asset management and to continually enhance services.

It conducts research, investigation of innovational opportunities and new technologies, develops, implements, and assesses the success of pilot initiatives and transitions them into operational programs. The Section reviews proposals for new or modified assets to be added to the City's inventory such as new subdivisions, road reconstruction, new materials, devices, and operational requirements and makes recommendations and comments to Infrastructure, Planning and other Departments to ensure operational efficiencies, adequate asset lifespan and effective service delivery. Additionally, this Section develops contracts for various activities within the Branch and the Department, as well as overseeing contract execution and payment. Finally, the Section has oversight of continuous improvement and administration of the Cityworks CMMS, and other information technology software, hardware, and related processes in use throughout the Department.

The **Stormwater Operations** section of the Branch performs in-house operation and maintenance of the stormwater conveyance system and treatment facilities comprised of storm pipe, ditches, and stormwater ponds. This section also maintains natural watercourses and addresses drainage concerns. During the winter months, this section performs sanding and salting operations on roads and sidewalks.

The **Roads, Rail and Fleet Operations** sections performs the following services to ensure safe and efficient travel through the City: road surface and bridge maintenance including winter control; road and sidewalk repairs; traffic sign installation/maintenance, watercourse maintenance, including channel and structure repairs and storm water management facility maintenance; stores/supplies, and overseeing the operation of the Barrie Collingwood Railway.

The **Road Surfaces Operations** section of the Branch performs asphalt repairs on roads, concrete sidewalk, curb and interlocking brick repairs/replacement, road base repairs and preventative maintenance on roads such as micro-surfacing. During the winter months, this section carries out road plowing and anti-icing operations.

The **Roadside Maintenance Operations** section of the Branch performs street sweeping, walkway maintenance, garbage removal from roadside, fence and retaining wall maintenance, traffic sign installation/maintenance and project signing. During the winter season, this section performs sidewalk and City-owned parking lots snow removal, sanding, salting and additional winter patrols.



The **Fleet Operations** section of the Branch plans and executes preventative maintenance programs, oversees regulatory requirements for the Corporation’s fleet assets, and manages the repair of City fleet by City staff and contractors to ensure proper operation.



Parks & Forestry Operations

The **Parks & Forestry Branch** is responsible for the management, maintenance, and ongoing care of over 3,100 acres of waterfront, parkland and open space including 127 parks and over 150 kilometres of maintained trails. Parks services include horticulture displays and maintenance, turf management, shoreline maintenance, maintenance of parks amenities such as sports fields, playgrounds, play courts, picnic shelters, spray pads, waste collection, landscape construction, City’s outdoor rink program, greenhouse operations, and winter snow removal operations.

The **Forestry Section of the Branch** provides a range of diverse services including the planting to increase the urban tree canopy and reduce climate change, inspection, and maintenance of over 35,000 City owned trees, community engagement, education and awareness, vegetation management of natural areas, natural trails maintenance, the protection and preservation of natural assets through enforcing applicable By-laws, invasive species management, land development review and approvals related to urban forestry, and woodland restoration.

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI’s) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 Fostering a Safe & Healthy City	
Reduce the effects of climate change by increasing the urban tree canopy via trees planted through Community Planting Partnerships.	# of Trees Planted.
 Improving the Ability to Get Around	
Ensure safe and efficient travel for vehicles and pedestrians by meeting the Provincial Minimum Maintenance Standards (MMS) regulations for winter maintenance on roads and sidewalks.	% Compliance Rate with Provincial Regulations for Winter Maintenance.

Performance Measures

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 % Compliance Rate with Provincial Regulations for Winter Maintenance.	97%	97%	96%	94% *		97%
2 # of trees planted.	150	750	900	750 **		750

* Decrease due to resource/staffing challenges which affects the amount of time it takes to clear roadways.

** Variance in new trees planted was due to COVID and the cancellation of community events.

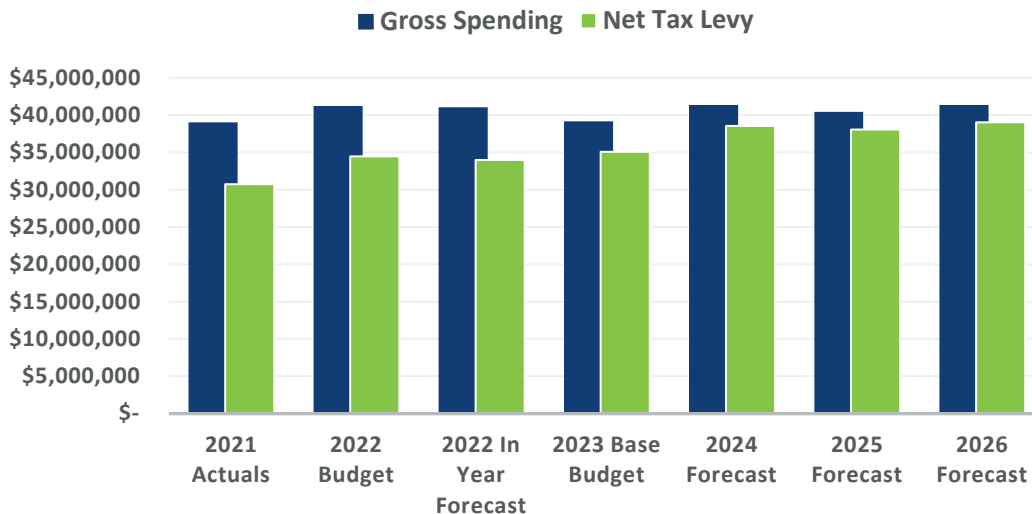
MAJOR INITIATIVES

- Implement winter maintenance plan to optimize approved resources, routes and deployment of plow/salter equipment.
- Reduce reliance on contracted services and utilize in-house resources for minor maintenance/repairs to roads and sidewalks to improve response to urgent repairs/resident requests and to control costs.
- Complete the implementation of Cityworks workorder management including the use of service requests for the Solid Waste Operations Team.
- Development and implementation of revised Stormwater Standards that focus on LID practices and validation testing requirements to support assumption of new assets.



Financial Overview

Operations Department Forecast



Base Budget Change Report - Operations

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 14,427	\$ 15,891	\$ 15,577	\$ 16,329	\$ 438	2.76%
Materials & Supplies	\$ 4,392	\$ 4,815	\$ 5,098	\$ 5,039	\$ 224	4.66%
Equipment & Capital Purchases	\$ 305	\$ 451	\$ 443	\$ 363	\$ (88)	-19.51%
Services	\$ 19,039	\$ 19,366	\$ 19,331	\$ 16,845	\$ (2,521)	-13.02%
Rents & Other Expenses	\$ 876	\$ 760	\$ 600	\$ 579	\$ (181)	-23.85%
Expenses Total	\$ 39,041	\$ 41,233	\$ 41,049	\$ 39,155	\$ (2,078)	-5.04%
Revenues						
User Fees, Service Charges, & Rentals	\$ 2,462	\$ 1,932	\$ 2,163	\$ 2,349	\$ 417	21.60%
Licenses & Permits	\$ 1	\$ -	\$ -	\$ -	\$ -	0.00%
Other Revenues	\$ 356	\$ 109	\$ 99	\$ 112	\$ 3	3.00%
Grant Revenues & Contributions	\$ 3,825	\$ 3,525	\$ 3,311	\$ 1,562	\$ (1,964)	-55.70%
Interdepartmental Transfers	\$ 1,668	\$ 1,215	\$ 1,477	\$ 67	\$ (1,147)	-94.47%
Revenue Total	\$ 8,313	\$ 6,780	\$ 7,051	\$ 4,090	\$ (2,691)	-39.68%
Net Operating Expense/(Revenue)	\$ 30,728	\$ 34,452	\$ 33,998	\$ 35,065	\$ 613	1.78%
			New Investments	\$ 275		
			Requested Net Levy	\$ 35,340		2.58%

Comments

The 2023 base budget for Operations includes a tax rate increase of 1.78%. This includes a \$2 Million decrease in Operating Expenses, and a \$2.7 Million decrease in budgeted revenues.

Salaries & Benefits

The cost of labour is expected to increase by \$438 Thousand. The increase provides for cost-of-living provisions, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates. Other factors include a wastewater funded position transferred to Operations for 2023 resulting in a tax rate impact.

Materials & Supplies

The budget for gasoline and diesel has been increased to reflect anticipated fuel costs in 2023.

Services

The new sidewalk contract for 2023 has seen the daily standby rate double and hourly rates increased by 50%.

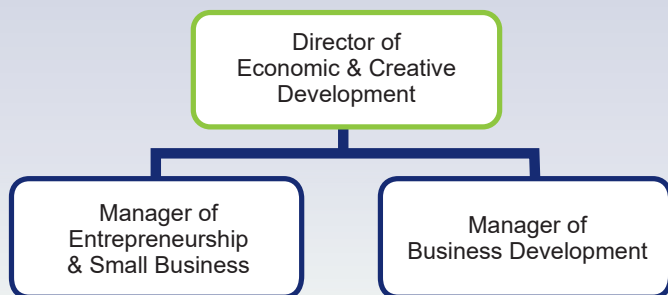
The 2.58% increase in the 2023 requested budget includes an additional positions for Roads Operations and Emergency Vehicle Repair to address new roads, sidewalks, and a larger number of emergency vehicles resulting from growth areas.

ECONOMIC & CREATIVE DEVELOPMENT

Unites and collaborates within the community to deliver a suite of supports, programs, and services that ignite economic growth and promote economic diversification and resilience.

The department supports business support organizations, developers, employers, small businesses, entrepreneurs, and creatives in retaining, growing and attracting new investments to foster employment opportunities for residents.

Externally facing, Economic and Creative Development holds the Invest Barrie and Creative Barrie names as it relates to brand identity, marketing and social channels. The department positions Barrie on the provincial, national and global stage as an investment ready, premiere business destination.



BRANCHES

Business Development

The business development branch is responsible for business retention and expansion activity, investment servicing, business and community data collection and overall attraction of investment and talent attraction. Key services include:

- Business Visitation Program that provides issue resolution/needs assessment/program and resource connections.
- Gathering market intelligence on employer needs both today and in future to support talent pipeline growth and development.
- Proactive and reactive marketing, promotion and data provision to realtor, site selection, business and investor communities.
- Identifies, researches and supports new and emerging sectors including employer needs for targeted attraction efforts.
- Base business inventory collection, statistical data collection, land inventory information.
- Supports development process education, concierge service support and issue resolution.
- Collaboration with Building and Planning Services to support investment project management.

Highlights



1,155 current and aspiring business owners attended Small Business Centre workshops



More than 300 consultations with current and aspiring business owners



Visited more than 4,300 businesses for Business Data Survey with a 75% response rates



\$1.4M secured grant funding for programs to support businesses in 2021-2022

Small Business, Innovation and Entrepreneurship

Fosters the growth of the startup ecosystem through collaboration with partner organizations (Sandbox, Georgian College, County of Simcoe, Lakehead University and others) to deliver programs and services that build the City's entrepreneurial support infrastructure. Delivers on the long-term partnership and contract for the provision of small business enterprise centres services with the Province of Ontario. Promotes the adoption of innovation and innovative practices that will drive business growth, profitability, competitiveness, new product development and access to global markets. Key services include:

- Small Business Centre suite of services – consultations, workshops, and programming.
- Sector specific program development and delivery tied to fostering a culture of innovation, including the Manufacturing Innovation Summit and Mayor's Innovation Awards.
- Entrepreneurial eco-system development through programs, events, partnerships, and strategic initiatives.

Culture Development and Public Art

Promote the development and growth of targeted cultural and creative industry clusters, building stronger integration between businesses and the arts, growing cultural entrepreneurship and increasing the contributions of the arts and culture community to Barrie's economic prosperity. Champions the role of the arts, public art and cultural assets in community placemaking, tourism development and overall civic pride/spirit. Key services include:

- Public Art program—policy development, programming, implementation through to installation.
- Sector specific program development including, Emerging Artist Program, Busking Program, Arts Awards and Culture Night Out.
- Support tourism and downtown visitor activity through Meridian Place activations and public art programs like Brightening Barriers.

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h2>Growing Our Economy</h2>	
<ul style="list-style-type: none"> • Position Barrie as a premiere investment destination. • Develop a robust entrepreneurial and small business ecosystem. • Cultivate a dynamic workforce and pipeline of talent. • Implement strategies to strengthen global competitiveness of Barrie's key business sectors. 	<p>Number of businesses receiving service, support, or engaged in programs and initiatives of the Economic and Creative Development Department, demonstrating engagement and value-add services to foster the retention and growth of the City's business, entrepreneur and creative organizations.</p>
<ul style="list-style-type: none"> • Position Barrie as a premiere investment destination. • Develop a Vibrant Downtown Economic Corridor. 	<p>Number of square feet occupied by new investment/development projects facilitated/supported by Economic and Creative Development, demonstrating growth in employers and investment into the City.</p>
 <h2>Offering Innovative & Citizen Driven Services</h2>	
<ul style="list-style-type: none"> • Develop a Vibrant Downtown Economic Corridor. • Promote growth of a diverse and sustainable arts and cultural community. 	<p>Total Non-Municipal Public Funding secured and leveraged by arts and culture organizations funded through the Arts & Culture Investment Fund supporting capacity building for arts organizations in the City.</p>

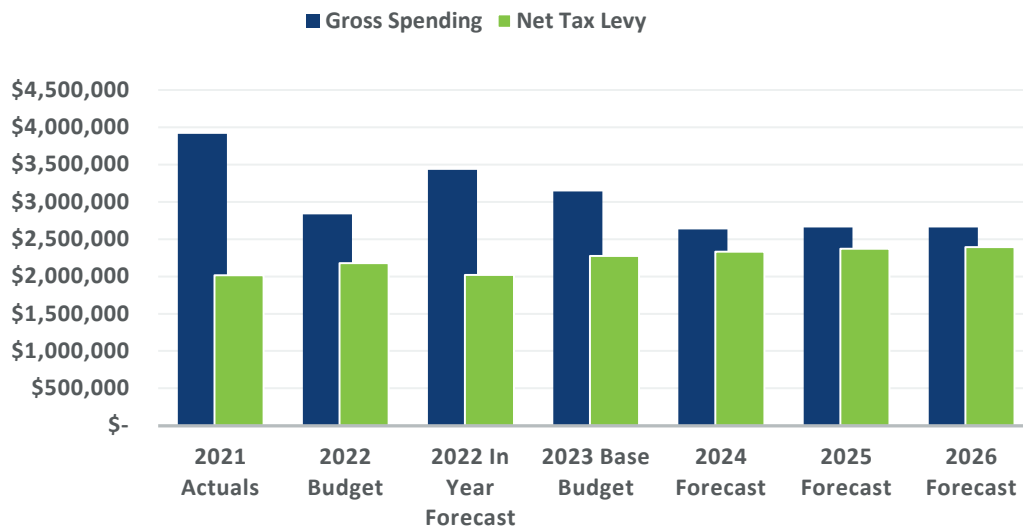


Performance Measures

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Number of businesses receiving services, support, or engaged in programs and initiatives of the Economic and Creative Development Department, demonstrating engagement and value added services to foster the retention and growth of the City's business, entrepreneur and creative organizations.	841	2,800	1,250	2,500		2,800
2 Number of square feet occupied by new investment/development projects facilitated/supported by Economic & Creative Development, demonstrating growth in Employers and investment into the City.	448,000	220,000	300,000	325,000		350,000
3 Total Non-Municipal Public Funding secured and leveraged by arts & culture organizations funded through the Arts & Culture Investment Fund supporting capacity building for arts organizations in the City.	\$2.07M	\$3.8M	\$2.5M	\$2.70M		\$3.0M

Financial Overview

Economic & Creative Development Forecast



Base Budget Change Report – Economic & Creative Development

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 1,264	\$ 1,550	\$ 1,545	\$ 1,613	\$ 63	4.08%
Materials & Supplies	\$ 219	\$ 210	\$ 147	\$ 172	\$ (38)	-17.89%
Equipment & Capital Purchases	\$ 5	\$ 6	\$ 46	\$ 41	\$ 35	585.00%
Services	\$ 388	\$ 570	\$ 1,162	\$ 861	\$ 291	51.12%
Rents & Other Expenses	\$ -	\$ 3	\$ 3	\$ 3	\$ 0	10.30%
Grant Expenses & Transfers	\$ 2,034	\$ 495	\$ 525	\$ 447	\$ (48)	-9.73%
Expenses Total	\$ 3,910	\$ 2,834	\$ 3,428	\$ 3,138	\$ 304	10.74%
Revenues						
User Fees, Service Charges, & Rentals	\$ 104	\$ 18	\$ 125	\$ 102	\$ 84	466.67%
Other Revenues	\$ 1,448	\$ -	\$ -	\$ -	\$ -	0.00%
Grant Revenues & Contributions	\$ 342	\$ 639	\$ 1,283	\$ 762	\$ 123	19.32%
Revenue Total	\$ 1,895	\$ 657	\$ 1,408	\$ 864	\$ 207	31.58%
Net Operating Expense/(Revenue)	\$ 2,015	\$ 2,177	\$ 2,019	\$ 2,274	\$ 97	4.46%
			New Investments	\$ (0)		
			Requested Net Levy	\$ 2,274		4.46%

Comments

The 2023 base budget for Economic & Creative Development (ECD) includes a tax rate increase of 4.46%. This includes a \$304 thousand increase in operating expenses, and a \$207 thousand increase in budgeted revenues.

Salaries & Benefits

The cost of labour is expected to increase by \$63 thousand. The increase provides for cost-of-living provisions, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates.

Equipment & Capital Purchases

Budget approved as part of Council Motion 22-G-049 has been added to 2023 and will be fully funded from the Public Art Reserve.

Services

For 2023, two new programs have been added to the budget and are fully funded from the Federal and Provincial grants. The programs include a Skills Development Fund and Sports Tourism program.

User Fees, Service Charges, & Rentals

For 2023, ECD received funding for the digital main street program.

Grant Revenues & Contributions

For 2023, ECD has received Federal and Provincial grants for the Skills Development Fund and Sports Tourism program.

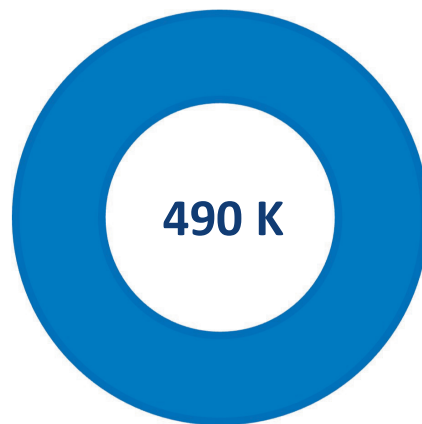
ECONOMIC & CREATIVE DEVELOPMENT CAPITAL BUDGET

The capital portfolio for Economic & Creative Development includes implementation of recommendations of the Tourism Master Plan for wayfinding signage in addition to the permanent market implementation plan and the development of a public art master plan and update to the City's Culture Plan.

As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$490K. A significant portion of the capital plan is to be funded from the tourism reserve, which is funded by the Municipal Accommodation Tax, and through developer contribution via community benefits. The remainder is funded by the Tax Capital Reserve.

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	265	225	0	0	0	0	0	0	0	0	490

10-Year Funding

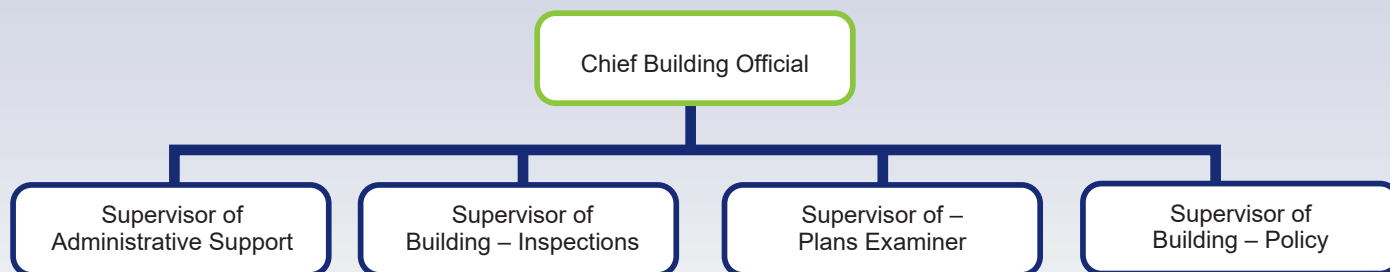


- Grants and Other - 0%
- Development Charge Reserves - 0%
- Developer Contributions - 0%
- Reserves - 100%
- City Funded Debt - 0%
- Development Charge Debt - 0%



BUILDING SERVICES

The Building Services Department is responsible to ensure that all new construction within the City of Barrie meets or exceeds the minimum requirements in the Ontario Building Code which results in all buildings providing a safe environment for building occupants. Although this role is enforcement based, the Building Department strives to provide exceptional customer service in delivering our provincially legislated mandate.



BRANCHES

The Building Services Department has 3 areas of expertise as follows:

Plans Examination

- Detailed review of drawings for compliance with Ontario Building Code regulations, all referenced technical standards, and applicable law;
- Meeting and corresponding with applicants and designers to resolve code compliance issues;
- Engage various Departments and agencies across the City of Barrie for other municipal approvals;
- Issuance of building permits and pool enclosure permits once all approvals and fees are received; and
- Provide Ontario Building Code comments on Planning Act development applications.

Inspections

- Inspect building construction for compliance with the issued drawings;
- Assist builders in finding solutions to construction deficiencies;
- Collaborate with other Departments and agencies to ensure Ontario Building Code and other municipal requirements are adhered to;
- Utilize escalating methods of enforcement to gain compliance as necessary;
- Respond to building related complaints; and
- Respond to emergency calls affecting building safety.

Policy and Standards

- Provide technical bulletins to the building community which provides guidance on Building Code issues, to ensure clarity and consistency in enforcing construction requirements;
- Liaise with construction industry on changes in legislation and innovative building material systems;
- Maintain and continually enhance the APLI e-permitting system for staff to increase efficiency by maximizing automation (including the back office, mobile app, and the citizen portal);
- Develop innovative solutions to continually enhance the customer user experience within the APLI e-permitting system; and
- Cross-departmental collaboration to coordinate APLI functions to facilitate an enterprise system with the intent of providing better information sharing across the Corporation.

Highlights



Review drawings for compliance with the Ontario Building Code



Inspect building construction for compliance



Liaise with building community to provide guidance on Building Code and changes in legislation and innovative building material systems

Strategic Plan, Other Program Deliverables & Performance

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h3>Growing Our Economy</h3>	
<p>Help businesses to grow and make it easier to do business. Improving the customer experience related to building permit processes, by simplifying and clarifying building permit requirements and using technology to deliver services more efficiently.</p>	# Of builder bulletins.
 <h3>Fostering a Safe & Healthy City</h3>	
<p>Ensure all new construction meets the standards prescribed in the Building Code.</p> <p>Facilitate timely development compliant with Building Code.</p>	<p>% Permits issued within provincially mandated timeframes.</p> <p>% Inspections completed within provincially mandated timeframes.</p>

MAJOR INITIATIVES/ISSUES:

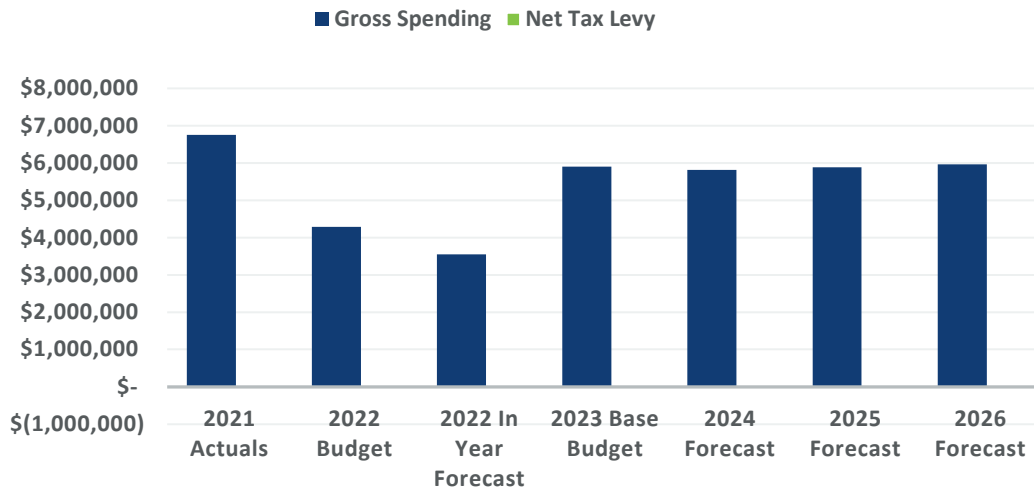
- Received and processed 2900 permit applications representing over 870 million dollars of construction value (2021 actuals);
- Performed 20,000 inspections related to issued permits (2021 actuals);
- Continue to improve the citizen portal for APLI, in support of full electronic building permit submissions; (certified model applications, multiple electronic inspection requests);
- Increase staffing levels to ensure anticipated volumes of development can be processed in a timely manner (7 hires with 3 pending for 2022);
- Provided immediate response to EF2 Tornado incident (July 2021) by issuing 70 unsafe orders to protect building occupants and issuing 56 building permits within 2 days of application for required remedial repairs;
- Provide leadership in Ontario Building Code development issues with respect to increased resilience for wood frame buildings by submitting detailed Ontario Building Code change proposals to the Province;
- Create standards to maintain consistent enforcement in a fair and reasonable manner;
- Review corporate procedures related to development and identify and clarify interdepartmental roles with respect to approvals.

Performance Measures

KPI		2020	2021	2022	2022	Baseline	2023
		Actual	Actual	Plan	Forecast	Trend	Plan
1	% Permits issued within provincially mandated timeframes	N/A	92%	80%	90%		90%
2	% Inspections completed within provincially mandated timeframes	N/A	95%	95%	95%		95%
3	# Of builder bulletins	N/A	8	8	8		8

Financial Overview

Building Services Forecast



Base Budget Change Report – Building Services

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 3,161	\$ 3,480	\$ 3,204	\$ 4,350	\$ 870	25.00%
Materials & Supplies	\$ 13	\$ 26	\$ 26	\$ 27	\$ 1	2.00%
Equipment & Capital Purchases	\$ 3	\$ 29	\$ 29	\$ 30	\$ 1	2.00%
Services	\$ 69	\$ 144	\$ 123	\$ 168	\$ 23	16.11%
Rents & Other Expenses	\$ 52	\$ 13	\$ 13	\$ 12	\$ (1)	-6.72%
Grant Expenses & Transfers	\$ 3,451	\$ 590	\$ 154	\$ 1,316	\$ 727	123.22%
Expenses Total	\$ 6,749	\$ 4,283	\$ 3,549	\$ 5,903	\$ 1,620	37.82%
Revenues						
User Fees, Service Charges, & Rentals	\$ 300	\$ 91	\$ 89	\$ 93	\$ 2	2.00%
Licenses & Permits	\$ 7,464	\$ 5,315	\$ 4,477	\$ 6,938	\$ 1,623	30.54%
Grant Revenues & Contributions	\$ 0	\$ -	\$ -	\$ -	\$ -	0.00%
Interdepartmental Transfers	\$ (1,015)	\$ (1,123)	\$ (1,017)	\$ (1,127)	\$ (5)	0.44%
Revenue Total	\$ 6,749	\$ 4,283	\$ 3,549	\$ 5,903	\$ 1,620	37.82%
Net Operating Expense/(Revenue)	\$ -	\$ 0	\$ (0)	\$ (0)	\$ (0)	-737.82%
			New Investments	\$ -		
			Requested Net Levy	\$ (0)		-737.82%

Comments

Building Services operates under the Enterprise Model and is fully funded from Building Permits.

Salaries & Benefits

In the 2023 base budget, the cost of labour is expected to increase by \$870 thousand. The increase provides for cost-of-living provisions, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates. In the 2023 requested budget, there are two additional positions to address increasing structural reviews of complex building and additional administrative requirements due to increased building activity since 2021.

Grant Expenses & Transfers

Building Services is fully funded from Building Permits. Any surplus building permit revenues are transferred to the Building Code Reserve to offset future downward variances in building activity. For 2023, Building Services anticipates a transfer of \$1.3 million to the Building Code Reserve.

Licenses & Permits

As growth continues in the secondary plan lands, Building Services anticipates higher Building Permit Revenues based on growth projections.

BUSINESS PERFORMANCE & ENVIRONMENTAL SUSTAINABILITY

The Business Performance and Environmental Sustainability Department takes an outcomes-based approach to environmental and operational sustainability through the implementation of governance, quality assurance, risk management and compliance strategies. The Department is comprised of 4 Branches: Business Performance, Environmental Sustainability, Environmental Risk Management and Environmental Compliance.



Highlights



Corporate enablers of continuous improvement & innovation through the implementation of Lean Six Sigma methodologies



Guides the reduction of solid waste & environmental impacts through the implementation of Circular Economy based policies and programs



Manages the Corporation's environmental responsibilities through environmental risk management & compliance programs

BRANCHES

Business Performance

Incorporating approximately 31% of the Department's staff resources, this Branch focuses on improving the quality of services by delivering the City's Process Improvement Program. Through project management services and training within the context of Lean Six Sigma methodologies, this corporate wide initiative aims to create a culture of excellent business performance and innovation through sustainable continuous improvement.

Branch responsibilities are summarized as follows:

- Project management of identified process improvement initiatives;
- The development of action and monitoring plans to ensure sustainable process improvements;
- The implementation and training on Lean Six Sigma methodologies;
- The identification and training on alignment of process outcomes and strategic plans; and
- Fostering a culture of continuous improvement, innovation, and value creation.

Environmental Sustainability

Incorporating approximately 19% of the Department's staff resources and driven by climate change, population growth, waste generation rates, and the need for economic innovation, this Branch is charged with influencing waste reduction through a Circular Economy approach. Through the application of a Waste Management and Circular Economy Framework, this community and corporate wide initiative is focused on enabling a reduction in waste generation by influencing waste management strategies and behaviours.

The responsibilities of this Branch include:

- Developing and implementing cross cutting strategies and programs that target and influence the 3 principles of a Circular Economy: to design out waste and pollution, keep products in use, and regenerate natural systems;
- Developing and implementing strategies and roadmaps through internal and external engagement;
- Developing and implementing waste reduction programs and initiatives for corporate and community implementation;
- Supporting a circular economy approach through the development and implementation of corporate and community outreach programs;
- Applying a waste management lens to ensure environmentally appropriate development; and
- Through data management, identifies and leverages opportunities for innovation in waste management.

Environmental Risk Management

Together with the Environmental Compliance Branch, this Branch is focused on protecting and enhancing the City's natural assets through risk management and environmental compliance.

Incorporating approximately 13% of the Departments staffing resources, this Branch focuses on reducing the Corporation's environmental risk through a proactive approach to development and operational strategies.

To reduce this risk, this Branch is responsible for:

- The application of an environmental risk lens to ensure environmentally appropriate development;
- The implementation of the Climate Change Adaptation Strategy;
- The development and implementation of the Environmental Obligations Program;
- Ensuring the protection of the City's drinking water sources through application of the Clean Water Act requirements and Source Protection Plans;
- Implementation of the Groundwater Assessment Tool for development, infrastructure, and facilities projects;
- Maintenance and Implementation of the Groundwater Flow Model to support Water Supply Master Planning and Operational resource management processes; and
- Administration and enforcement of specific Risk Management Plans across the ICI sector.

Environmental Compliance

Together with the Environmental Risk Management Branch, this Branch is focused on protecting and enhancing the City's natural assets through risk management and environmental compliance.

Incorporating approximately 44% of the Departments staffing resources, this Branch focuses on managing compliance to the Corporation's environmental obligations.

Through compliance strategies, this Branch is responsible for:

- Applying a compliance lens to ensure environmentally appropriate development;
- Environmental investigation and response;



Environmental Compliance continued

- Monitoring and managing contaminated sites;
- Groundwater and surface water monitoring and investigations;
- Protecting the WwTF through industrial waste monitoring and mitigation strategies;
- The administration and enforcement of the Sewer Use By-Law;
- Supporting Environmental Protection Act obligations; and
- The delivery the Public Health Beach Monitoring and West Nile Virus Programs.

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

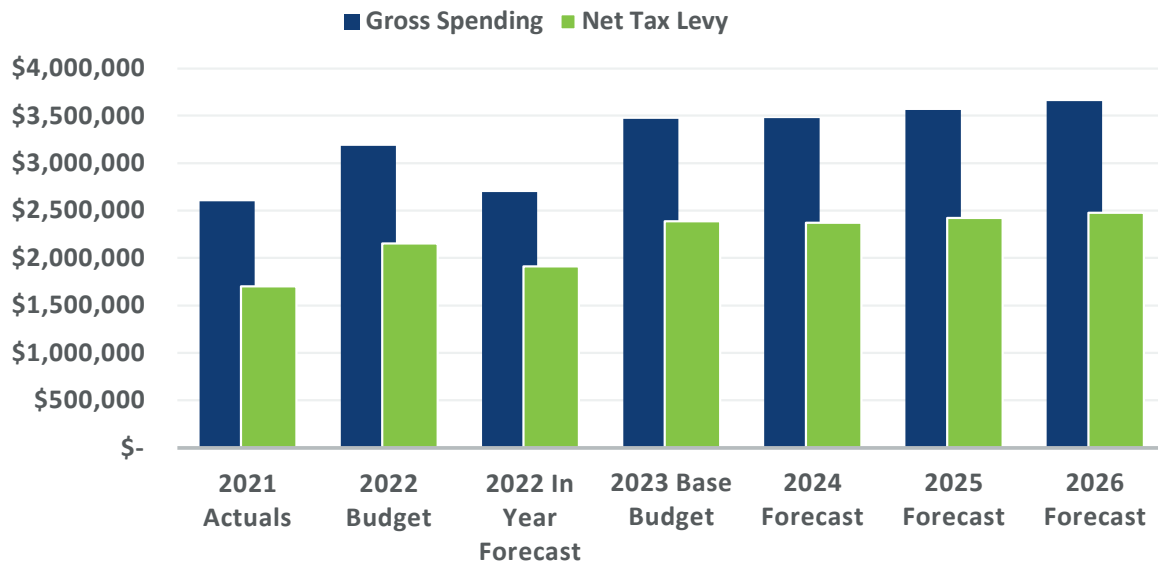
The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h3>Offering Innovative & Citizen Driven Services</h3>	
<p>Integrate continuous improvement methodologies and tools into business processes for value creation.</p>	<p>Foster a culture of continuous improvement across the corporation by ensuring process improvements align with Council strategic priorities.</p> <p>INDICATOR = % of strategic priorities that are supported by completed process improvement initiatives.</p>
 <h3>Fostering a Safe & Healthy City</h3>	
<p>Protect and enhance natural resources through the implementation of risk management and compliance based environmental programs.</p>	<p>Guide the prevention of environmental contamination as demonstrated by % proactive engagement with land use owners.</p> <p>INDICATOR = total environmental inspections completed/ annual planned inspections.</p>
<p>Influence behavioral change within the context of a circular economy.</p>	<p>Implement an effective Circular Economy Program as demonstrated through the reduction in annual garbage generation rate.</p> <p>INDICATOR = kg/person.</p>

Performance Measures

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Implement an effective Circular Economy Program as demonstrated through the reduction in annual garbage generation rate (kg/person).	N/A	149	135	136		136
2 Minimize environmental contamination by increasing proactive engagement with land use owners (% of total environmental inspections completed vs. annual planned inspection).	N/A	2%	16%	90%		95%
3 Foster a culture of continuous improvements across the corporation by ensuring process improvements align with Council's Strategic Priorities that are supported by completed process improvement initiatives).	N/A	50%	83%	85%		90%

Business Performance & Environmental Sustainability Department Forecast



Base Budget Change Report – Business Perform & Enviro Sustainability

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 2,049	\$ 2,271	\$ 2,230	\$ 2,528	\$ 258	11.34%
Recovery from Capital	\$ (33)	\$ -	\$ -	\$ -	\$ -	0.00%
Materials & Supplies	\$ 77	\$ 130	\$ 122	\$ 135	\$ 5	3.85%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 482	\$ 775	\$ 342	\$ 804	\$ 30	3.83%
Rents & Other Expenses	\$ 21	\$ 6	\$ -	\$ -	\$ (6)	-100.00%
Expenses Total	\$ 2,596	\$ 3,182	\$ 2,695	\$ 3,468	\$ 286	8.99%
Revenues						
User Fees, Service Charges, & Rentals	\$ 133	\$ 68	\$ 20	\$ 69	\$ 1	1.99%
Grant Revenues & Contributions	\$ 78	\$ 5	\$ 5	\$ 5	\$ -	0.00%
Interdepartmental Transfers	\$ 683	\$ 958	\$ 759	\$ 1,006	\$ 48	5.02%
Revenue Total	\$ 895	\$ 1,031	\$ 784	\$ 1,080	\$ 49	4.80%
Net Operating Expense/(Revenue)	\$ 1,702	\$ 2,151	\$ 1,911	\$ 2,388	\$ 237	11.00%
			New Investments	\$ 141		
			Requested Net Levy	\$ 2,529		17.54%

Comments

The 2023 Business Performance and Environmental Sustainability base budget includes a tax rate increase of 11%. This includes a \$286 thousand increase in operating expenses, and a \$49 thousand increase in budgeted revenues.

Salaries & Benefits

The cost of labour is expected to increase by \$257 thousand. The increase provides for cost-of-living provisions, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates.

Interdepartmental Transfers

Increased labour costs are offset by increased recoveries from user rates.

The 17.54% increase in the 2023 requested budget includes an additional position of Supervisor of Environmental Sustainability to address emerging and legislated waste management requirements.

BUSINESS PERFORMANCE & ENVIRONMENTAL SUSTAINABILITY

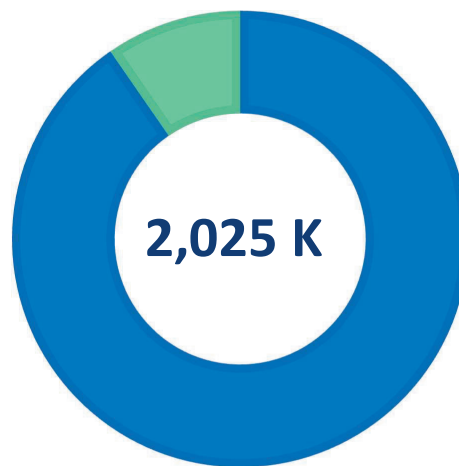
CAPITAL BUDGET

The capital portfolio for the Business Performance and Environmental Sustainability Department is focused on studies associated with the future of solid waste management for the City as well as natural asset protection, enhancement and rehabilitation.

As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$2 Million. The majority of the capital plan is to be funded from reserves (mainly tax capital reserve).

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	795	830	200	200	0	0	0	0	0	0	2,025

10-Year Funding



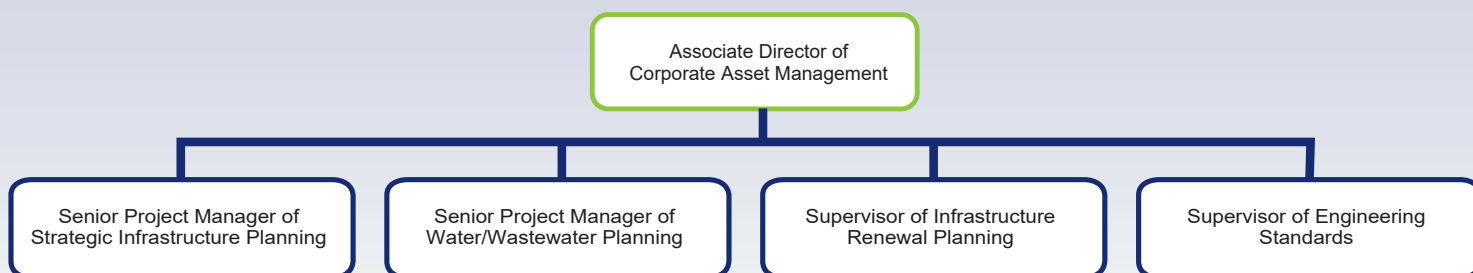
- Grants and Other - 0%
- Reserves - 90%
- Development Charge Reserves - 10%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%

CORPORATE ASSET MANAGEMENT

The Corporate Asset Management (CAM) Department coordinates the advancement of asset management initiatives for all Divisions of the City. The goal of asset management is to ensure the City delivers services at the desired level, while minimizing costs and maintaining an acceptable level of risk.

Department Staff establish infrastructure standards, do long range planning to understand the needs of, and recommend improvements to, specific types of infrastructure and fleet. Development and execution of the City's Asset Management and Fleet Strategies are also within CAM's purview.

The six branches of CAM include: Asset Management, Water/Wastewater Planning, Strategic Infrastructure Planning, Infrastructure Renewal Planning, Policy & Standards, and Fleet Strategy.



BRANCHES

Asset Management

- Leads Asset Management Plan development to ensure compliance with O Reg 588/17, and advance Asset Management initiatives throughout the corporation.
- Communicates infrastructure gap, asset condition and level of service information to Council to inform decision making.

Fleet Strategy

- Establishes the foundational elements of asset management for the corporate fleet – solidifying inventory information, understanding fleet replacement and growth needs and ultimately advancing analysis to optimize investment in fleet.
- Procures corporate fleet.
- Develops an implementation plan for conversion of the fleet to alternative fuels.

Water/Wastewater Planning

- Leads efforts to ensure the integration of work between the Official Plan, Master Plans and Development Charges Study.
- Undertakes infrastructure master plans to identify required infrastructure to service the City's growth to 2051
- Assists other departments in implementation of water, wastewater, and stormwater infrastructure growth projects, including those implemented through development.

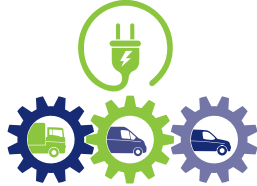
Strategic Infrastructure Planning

- Recommends and leads unique and strategic projects which involve multi-disciplinary infrastructure solutions and City teams.
- Provides specialized technical expertise to support various infrastructure projects, including provision of support for development and economic development initiatives.
- Leads initiatives to improve productivity and implement innovation.

Highlights



Asset Management Plans report on state of our assets, & the Infrastructure Funding Gap



Conversion of corporate fleet to alternative fuels to reduce green house gas emissions



Master Plans that identify required infrastructure to support growth to 2051



Establish the standards for the City's infrastructure design, & consider resilience to climate change



Plan for the renewal of roads & pipes to support existing community and businesses

Infrastructure Renewal Planning

- Collects condition data for roads, pipes, and other infrastructure.
- Develops and prioritizes renewal projects and programs for inclusion in the capital plan, always considering risk and level of service and affordability.
- Enhances data collection/analysis to address gaps in current planning.
- Coordinates the overall capital plan for IGM, focused on mitigating risk, maintaining LOS, and minimizing investment.

Policy & Standards

- Develops and maintains the standards to which the City's infrastructure is designed, including water, wastewater and stormwater systems, roads, traffic systems and various parks assets.



STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPI's) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by council.

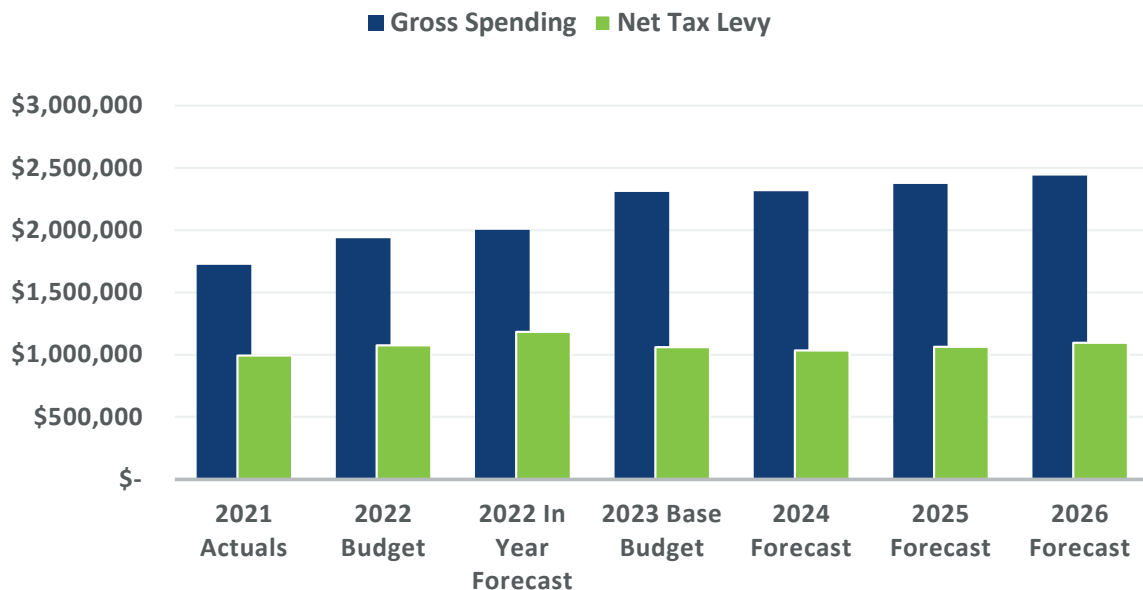
Strategic Plans and Measurables

Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 <h3 data-bbox="391 1310 1089 1346">Offering Innovative & Citizen Driven Services</h3>	
<p>Help Council make informed decisions about where to spend limited resources. Implement a pavement management program for the City's road network, that balances end of life reconstruction with proactive pavement preservation and seeks to maintain the overall good condition of the City's roads.</p>	<p>Maintain City wide road conditions as noted by the average network pavement condition index.</p>
 <h3 data-bbox="399 1602 889 1638">Fostering a Safe & Healthy City</h3>	
<p>Prioritize recommended projects from the Drainage Master Plan for implementation through the 10-year Capital Plan.</p>	<p>Reduce the risk of flooding by increasing the percentage of major culverts that can handle extreme events.</p>

Performance Measures

KPI	2020	2021	2022	2022	Baseline	2023
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Maintain City-wide road condition as noted by the average network pavement condition index.	75	75	74	75		75
2 Reduce the risk of flooding by increasing the percentage of major culverts that can handle extreme events.	62%	62%	63%	63%		63%

Corporate Asset Management Forecast



Base Budget Change Report - Corporate Asset Management

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 1,473	\$ 1,847	\$ 1,802	\$ 2,224	\$ 377	20.41%
Recovery from Capital	\$ (242)	\$ (479)	\$ (304)	\$ (493)	\$ (14)	2.94%
Materials & Supplies	\$ 1	\$ 4	\$ 3	\$ 4	\$ (0)	-7.15%
Equipment & Capital Purchases	\$ -	\$ 1	\$ 1	\$ -	\$ (1)	-100.00%
Services	\$ 489	\$ 558	\$ 500	\$ 567	\$ 9	1.68%
Rents & Other Expenses	\$ -	\$ 3	\$ -	\$ 3	\$ 0	1.92%
Expenses Total	\$ 1,721	\$ 1,934	\$ 2,002	\$ 2,305	\$ 371	19.17%
Revenues						
User Fees, Service Charges, & Rentals	\$ 31	\$ -	\$ 5	\$ 5	\$ 5	0.00%
Licenses & Permits	\$ (0)	\$ -	\$ -	\$ -	\$ -	0.00%
Grant Revenues & Contributions	\$ 0	\$ -	\$ -	\$ -	\$ -	0.00%
Interdepartmental Transfers	\$ 697	\$ 859	\$ 815	\$ 1,241	\$ 382	44.49%
Revenue Total	\$ 728	\$ 859	\$ 820	\$ 1,246	\$ 387	45.07%
Net Operating Expense/(Revenue)	\$ 992	\$ 1,075	\$ 1,183	\$ 1,059	\$ (16)	-1.52%
			New Investments	\$ -		
			Requested Net Levy	\$ 1,059		-1.52%

Comments

The proposed 2023 base budget for Corporate Asset Management results in a tax rate decrease of 1.52% compared to 2022. This includes a \$370 thousand increase in operating expenses, and \$387 thousand in increased budgeted revenues.

Salaries & Benefits

The cost of labour is expected to increase by \$376 thousand. The increase provides for cost-of-living provisions, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates. Other factors include new/changed positions approved outside of the 2022 budget and therefore not reflected in 2022 operating budget. This includes two permanent positions, a contract position and two significant position re-evaluations. This salary increase is offset by an increase in capital recoveries as the Infrastructure Master Plans project begins in earnest, and the introduction of recoveries from the Stormwater Climate Action Fund (shown as an increase in interdepartmental transfers).

Interdepartmental Transfers

Storm specific operating projects are now fully funded from the Stormwater Climate Action Fund.

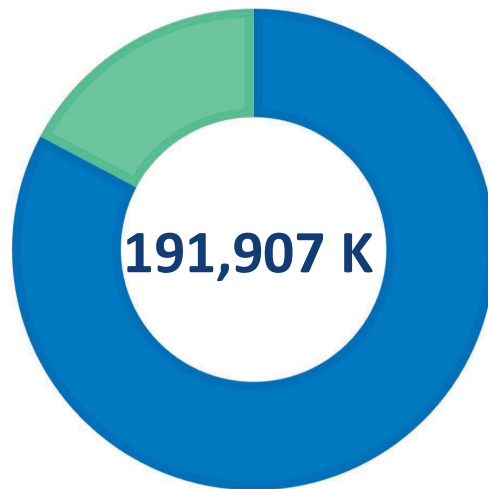
CORPORATE ASSET MANAGEMENT CAPITAL BUDGET

The capital portfolio for Corporate Asset Management includes the fleet replacement program, asset management plan updates and infrastructure master plans. The department also identifies and plans for priority infrastructure expansion projects to serve growth, flood mitigation projects, and infrastructure renewal projects, which are ultimately delivered by the City's Infrastructure Design and Construction teams.

As shown in the graphs below, the departments capital plan over the next 10 years is expected to be \$191.9 Million. The majority of the capital plan is to be funded from reserves (mainly tax capital reserve).

000's	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-YEAR Total
Capital Expenditures	2,906	8,059	12,435	13,129	12,613	16,179	31,516	27,389	29,376	38,307	191,907

10-Year Funding



- Grants and Other - 0%
- Reserves - 90%
- Development Charge Reserves - 10%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%

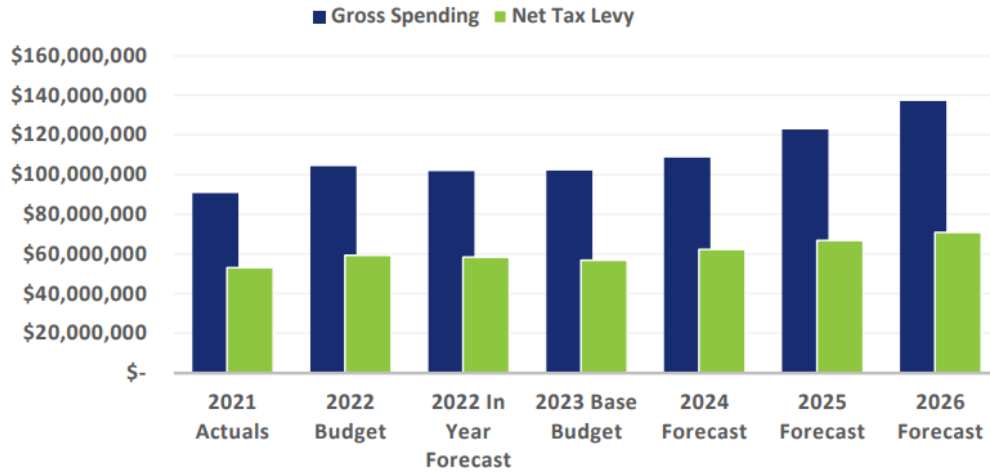
Corporate Transactions

Corporate Expenses

Corporate Revenues

CORPORATE EXPENSES

Corporate Expenses Forecast



Base Budget Change Report – Corporate Expenses

000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 247	\$ (1,075)	\$ (1,075)	\$ (1,250)	\$ (175)	16.28%
Materials & Supplies	\$ 11	\$ 12	\$ 12	\$ 12	\$ -	0.00%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 1,866	\$ 1,860	\$ 1,834	\$ 1,834	\$ (26)	-1.37%
Rents & Other Expenses	\$ 35,630	\$ 44,820	\$ 41,080	\$ 44,879	\$ 59	0.13%
Grant Expenses & Transfers	\$ 52,909	\$ 58,591	\$ 59,810	\$ 56,482	\$ (2,109)	-3.60%
Expenses Total	\$ 90,663	\$ 104,208	\$ 101,661	\$ 101,957	\$ (2,251)	-2.16%
Revenues						
User Fees, Service Charges, & Rentals	\$ 9,053	\$ 7,908	\$ 9,127	\$ 8,780	\$ 872	11.03%
Grant Revenues & Contributions	\$ 28,328	\$ 36,560	\$ 33,781	\$ 35,242	\$ (1,317)	-3.60%
Interdepartmental Transfers	\$ 206	\$ 458	\$ 366	\$ 112	\$ (346)	-75.58%
Revenue Total	\$ 37,587	\$ 44,926	\$ 43,274	\$ 44,134	\$ (791)	-1.76%
Net Operating Expense/(Revenue)	\$ 53,075	\$ 59,282	\$ 58,387	\$ 57,823	\$ (1,459)	-2.46%
			New Investments	\$ -		
			Requested Net Levy	\$ 57,823		-2.46%

Comments

Grant Expenses & Transfers

Reduction in transfers due primarily to a reduction to Transfers to Tax Capital Reserve due to the introduction of the Stormwater rate in 2023 and the associated transfer of new User Fees to the Stormwater Capital Reserve.

User Fees Service Charges & Rentals

Increase in budget due to anticipated increase in capital contributions which are offset by an increase in transfers to Reserves.

Grant Revenues and Contributions

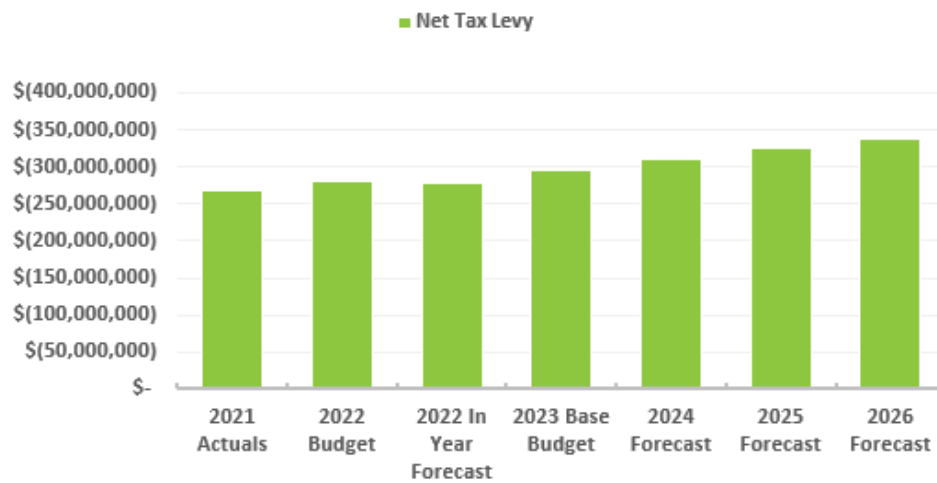
Reduction in budget due to transfers from the reinvestment and tax capital reserves approved for the 2022 year to offset potential tax increases which were not included in 2023.

Interdepartmental Transfers

Variance due to a new recovery in 2023 from the parking rate relate to waterfront resident parking passes, discounted staff parking and free parking for community groups (\$591K expense to department). Additionally, transfers increased due to an allocation of increased debt charges being allocated to water and wastewater rates.

CORPORATE REVENUES

Corporate Revenues Forecast



Base Budget Change Report - Corporate Revenues						
000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 0	\$ -	\$ -	\$ -	\$ -	0.00%
Grant Expenses & Transfers	\$ 303	\$ -	\$ -	\$ -	\$ -	0.00%
Expenses Total	\$ 303	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Revenues						
Property Taxes	\$ 254,004	\$ 270,227	\$ 267,198	\$ 284,968	\$ 14,741	5.45%
User Fees, Service Charges, & Rentals	\$ 172	\$ -	\$ -	\$ -	\$ -	0.00%
Fines & Penalties	\$ 2,008	\$ 2,944	\$ 2,715	\$ 2,970	\$ 26	0.88%
Other Revenues	\$ 3,081	\$ 1,600	\$ 1,763	\$ 2,183	\$ 583	36.45%
Grant Revenues & Contributions	\$ 4,547	\$ 2,856	\$ 2,400	\$ 456	\$ (2,400)	-84.04%
Interdepartmental Transfers	\$ 4,258	\$ 4,183	\$ 4,201	\$ 4,146	\$ (38)	-0.90%
Revenue Total	\$ 268,070	\$ 281,810	\$ 278,278	\$ 294,723	\$ 12,912	4.58%
Net Operating Expense/(Revenue)	\$ (267,767)	\$ (281,810)	\$ (278,278)	\$ (294,723)	\$ (12,912)	4.58%

Comments

Other Revenues

Increase relates primarily to a budgeted increase to investment income.

Grant Revenues

Decrease of \$2.4M relates to Safe Restart Funding which was budgeted in 2022 which is no longer available for 2023.

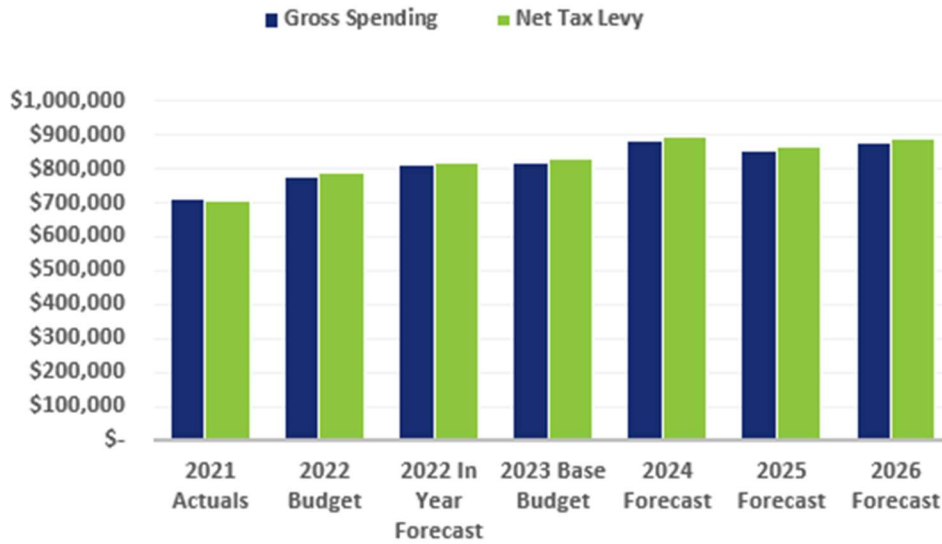
New Investments	\$ (1,321)	
Requested Net Levy	\$ (296,043)	5.05%

Council & Committees

City Council

Committees

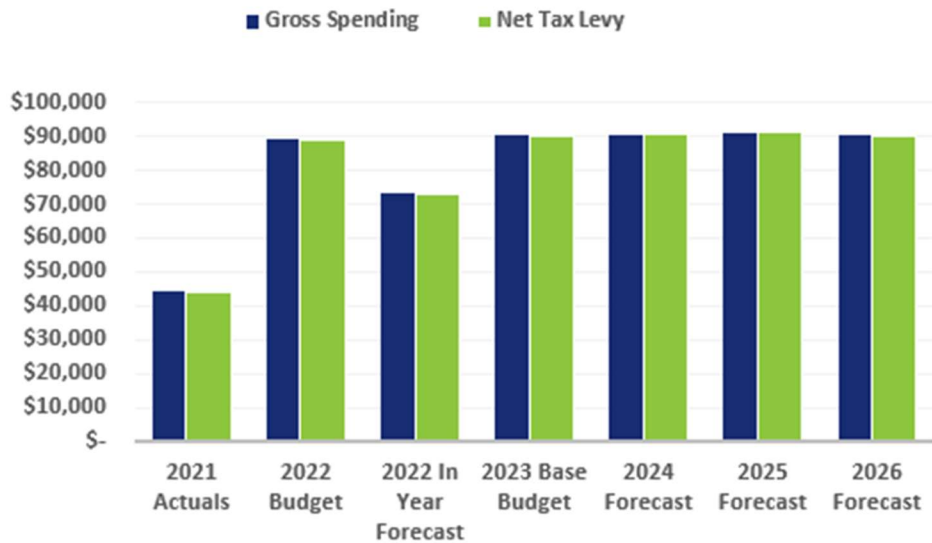
Council Forecast



Base Budget Change Report – City Council						
000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 592	\$ 597	\$ 593	\$ 639	\$ 42	7.00%
Recovery from Capital	\$ -	\$ (7)	\$ (7)	\$ (7)	\$ -	0.00%
Materials & Supplies	\$ 13	\$ 102	\$ 103	\$ 93	\$ (9)	-8.80%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 102	\$ 80	\$ 123	\$ 89	\$ 9	10.69%
Expenses Total	\$ 707	\$ 773	\$ 812	\$ 814	\$ 41	5.36%
Revenues						
User Fees, Service Charges, & Rentals	\$ 9	\$ -	\$ -	\$ -	\$ -	0.00%
Interdepartmental Transfers	\$ (7)	\$ (15)	\$ (7)	\$ (15)	\$ -	0.00%
Revenue Total	\$ 2	\$ (15)	\$ (7)	\$ (15)	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 705	\$ 788	\$ 819	\$ 829	\$ 41	5.26%
			New Investments	\$ -		
			Requested Net Levy	\$ 829		5.26%

COMMITTEES

Committees Forecast



Base Budget Change Report - Committees							
000's	2021 Actuals	2022 Budget	In Year Forecast	2023 Base Budget	Change in Base Budget		
Expenses							
Salaries & Benefits	\$ 7	\$ 8	\$ 7	\$ 8	\$ 1	6.67%	
Materials & Supplies	\$ 19	\$ 28	\$ 20	\$ 28	\$ -	0.00%	
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	
Services	\$ 18	\$ 53	\$ 46	\$ 54	\$ 1	1.21%	
Expenses Total	\$ 44	\$ 89	\$ 73	\$ 90	\$ 1	1.28%	
Revenues							
Revenue Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	
Net Operating Expense/(Revenue)	\$ 44	\$ 89	\$ 73	\$ 90	\$ 1	1.28%	
				New Investments	\$ -		
				Requested Net Levy	\$ 90		1.28%