

# ORGANIZATIONAL CHART



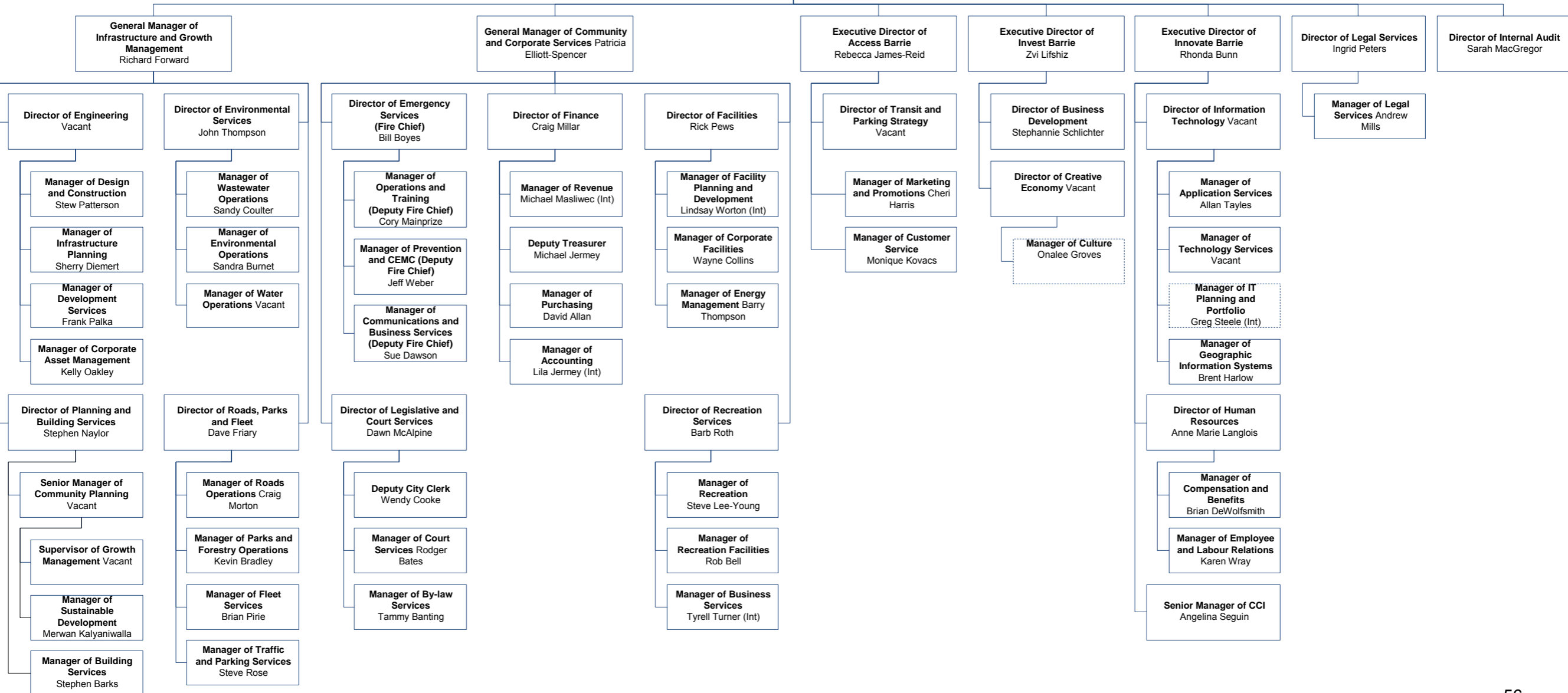
Corporation of the City of Barrie

Our Community

Mayor Jeff Lehman and Members of Council

Council Committees

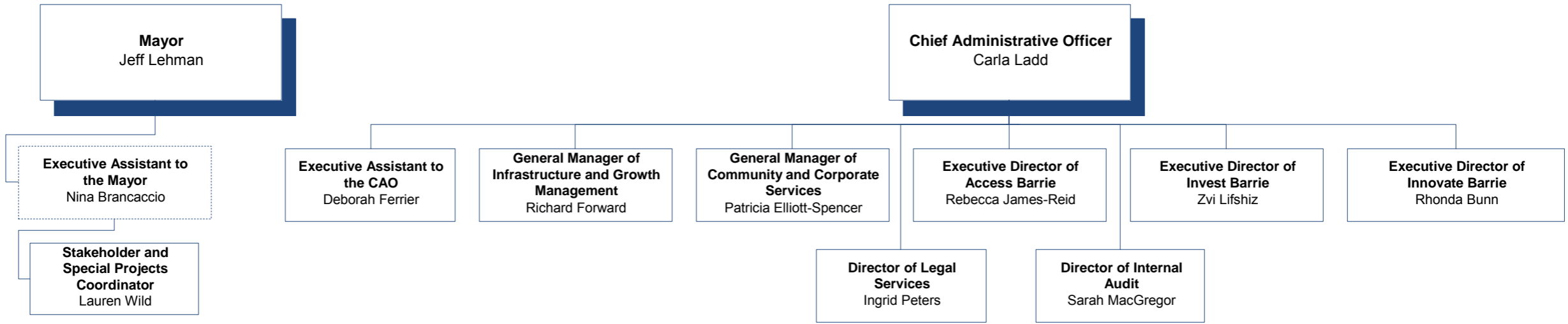
Chief Administrative Officer  
Carla Ladd



# ORGANIZATIONAL CHART



## Office of the Mayor & Chief Administrative Officer



Indicates temporary position

# Performance Plan 2017 - OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

## Division Goals

- To direct and coordinate the general management and 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 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
- To strengthen organizational capacity to more efficiently deliver service through the introduction of new tools (technology), process improvements and innovations in service delivery
- To increase corporate accountability

## Key Division Service Delivery Initiatives

- Prioritize, in collaboration with the City's Executive Management Team, annual strategic initiatives and related capital plan to advance Council's strategic priorities
- Strengthen Financial Management through continued implementation and updating of the Long Range Financial Plan and increased automation of financial data to support accurate and timely reporting
- Provide oversight of a process leading to Cultural Change across the corporation with a focus on leadership, customer service, accountability, collaboration, innovation, communications and continuous improvement
- Implement a performance measurement framework that enhances accountability and transparency
- Implement an Internal Audit function
- Oversee the implementation of the City's Growth Plan in a manner consistent with the approved financial framework for growth
- Ensure the development and implementation of an ERP solution that strengthens processes and provides effective reporting and intelligence
- Support initiatives to diversify the local economy including developing an open for business culture, fostering effective partnerships and repositioning the City's brand identity

## External Factors Influencing Activities & Outcomes

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

## Department Goals – Internal Audit

- To ensure adequate controls and governance are in place to reduce risk to the City and help protect the City’s assets and interests
- To provide independent and objective advice and recommendations on the quality of the City’s internal controls
- To add value and improve the City’s operations by providing trusted advisory services
- To ensure senior leadership are aware of risks associated with current corporate governance, policies and processes and provide appropriate risk reduction or management recommendations
- To build an internal audit function that is valued by the corporation and embedded in the City’s culture of accountability and transparency

## Key Department Service Delivery Initiatives

- Develop and obtain Council approval for an Internal Audit Plan which incorporates Council and EMT priorities
- Conduct audits to achieve the objectives set out in the approved internal audit plan
- Complete a detailed risk assessment of the Corporation’s control and governance process
- Advise and educate Council and the corporation about risks associated with its programs and services
- Plan and execute a communication campaign to assist City staff in understanding the internal audit function
- Develop effective relationships to ensure engagement, cooperation and collaboration necessary to achieve audit plan objectives

## Key Performance Indicators

- # recommendations presented
- % of audit recommendations accepted
- % of projects completed from approved plan
- # closing meetings held with management
- Potential savings, cost reductions and/or cost containment identified

## Budget Summary

Department	2017 Net Requested Budget	2017 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the CAO	\$667,488	2		2
Office of the Mayor	\$212,194	2		2
Legal Services	\$1,701,018	19		19
Internal Audit	\$278,701	1	1	2
<b>Total</b>	<b>\$2,859,401</b>	<b>24</b>	<b>1</b>	<b>25</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Office of the Chief Administrative Office & Mayor - Division Summary

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,439,362	\$2,692,309	\$2,491,530	\$2,809,203	\$91,708	\$2,900,911	\$116,894	4.34%	\$208,602	7.75%
	<b>Materials &amp; Supplies</b>	\$155,046	\$168,998	\$45,721	\$61,288	\$0	\$61,288	(\$107,710)	-63.73%	(\$107,710)	-63.73%
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$1,187,769	\$706,069	\$1,024,194	\$1,288,101	\$1,700	\$1,289,801	\$582,032	82.43%	\$583,732	82.67%
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>		<b>\$3,782,177</b>	<b>\$3,569,376</b>	<b>\$3,561,445</b>	<b>\$4,160,592</b>	<b>\$93,408</b>	<b>\$4,254,000</b>	<b>\$591,216</b>	<b>16.56%</b>	<b>\$684,625</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$253,031)	(\$144,026)	(\$144,026)	(\$124,772)	\$0	(\$124,772)	\$19,254	-13.37%	\$19,254	-13.37%
	<b>Other Revenues</b>	(\$4,974)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$50,726)	(\$15,000)	(\$15,000)	(\$415,000)	\$0	(\$415,000)	(\$400,000)	2666.67%	(\$400,000)	2666.67%
	<b>Interdepartmental Transfers</b>	(\$799,669)	(\$820,282)	(\$823,349)	(\$854,827)	\$0	(\$854,827)	(\$34,545)	4.21%	(\$34,545)	4.21%
	<b>Total</b>		<b>(\$1,108,399)</b>	<b>(\$979,308)</b>	<b>(\$982,375)</b>	<b>(\$1,394,599)</b>	<b>\$0</b>	<b>(\$1,394,599)</b>	<b>(\$415,291)</b>	<b>42.41%</b>	<b>(\$415,291)</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,673,778</b>	<b>\$2,590,068</b>	<b>\$2,579,070</b>	<b>\$2,765,993</b>	<b>\$93,408</b>	<b>\$2,859,401</b>	<b>\$175,925</b>	<b>6.79%</b>	<b>\$269,333</b>	<b>10.40%</b>

New Investments include:

Operating Intake Form #110 Internal Auditor

**CITY OF BARRIE  
2017 - OPERATING BUDGET  
EXPENDITURES**

**Office of the Chief Administrative Officer & Mayor**  
**Office of the CAO, Mayor's Office and Internal Audit**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$598,019	\$743,715	\$676,307	\$778,475	\$797,103	\$808,631	\$824,994
	<b>Materials &amp; Supplies</b>	\$146,525	\$153,000	\$29,753	\$45,000	\$45,000	\$45,000	\$45,060
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$2,000	\$0	\$2,000	\$2,000	\$2,000	\$2,000
	<b>Contracted &amp; Professional Services</b>	\$123,890	\$130,000	\$103,127	\$239,500	\$239,500	\$239,500	\$239,500
	<b>Sub-Total</b>	<b>\$868,434</b>	<b>\$1,028,715</b>	<b>\$809,187</b>	<b>\$1,064,975</b>	<b>\$1,083,603</b>	<b>\$1,095,131</b>	<b>\$1,111,554</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$11,500)	(\$20,000)	(\$20,000)	\$0	\$0	\$0	\$0
	<b>Other Revenues</b>	(\$4,974)						
	<b>Grant Revenues &amp; Contributions</b>	(\$32,054)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$48,528)</b>	<b>(\$20,000)</b>	<b>(\$20,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$819,906</b>	<b>\$1,008,715</b>	<b>\$789,187</b>	<b>\$1,064,975</b>	<b>\$1,083,603</b>	<b>\$1,095,131</b>	<b>\$1,111,554</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Office of the Chief Administrative Officer & Mayor

### Office of the CAO, Mayor's Office and Internal Audit

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$598,019	\$743,715	\$676,307	\$778,475	\$91,708	\$870,183	\$34,760	4.67%	\$126,468	17.00%
	<b>Materials &amp; Supplies</b>	\$146,525	\$153,000	\$29,753	\$45,000	\$0	\$45,000	(\$108,000)	-70.59%	(\$108,000)	-70.59%
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$123,890	\$130,000	\$103,127	\$239,500	\$1,700	\$241,200	\$109,500	84.23%	\$111,200	85.54%
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>		<b>\$868,434</b>	<b>\$1,028,715</b>	<b>\$809,187</b>	<b>\$1,064,975</b>	<b>\$93,408</b>	<b>\$1,158,383</b>	<b>\$36,260</b>	<b>3.52%</b>	<b>\$129,668</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$11,500)	(\$20,000)	(\$20,000)	\$0	\$0	\$0	\$20,000	-100.00%	\$20,000	-100.00%
	<b>Other Revenues</b>	(\$4,974)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$32,054)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>		<b>(\$48,528)</b>	<b>(\$20,000)</b>	<b>(\$20,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>-100.00%</b>	<b>\$20,000</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$819,906</b>	<b>\$1,008,715</b>	<b>\$789,187</b>	<b>\$1,064,975</b>	<b>\$93,408</b>	<b>\$1,158,383</b>	<b>\$56,260</b>	<b>5.58%</b>	<b>\$149,668</b>	<b>14.84%</b>

**Comments:**

**Office of the CAO**

The change in 2017 requested budget under Salary/Benefits is reflective of moving the Emergency Coordinator FTE and salary from the CAO's budget to the Invest Barrie Admin budget.

The \$20,000 in Revenues in 2016 was funding from LUMCO (Large Urban Mayors Caucus of Ontario), in which Mayor Lehman chaired. The \$20K funding supported the salary of the Council Constituent Administrator. As the Mayor will not continue in the role of LUMCO chair as of November 2016, we will no longer be receiving the \$20K funding support.

**Mayor's Office**

The 2017 increase in Salaries and Benefits is a result of a salary increase for the position of Stakeholder and Special Projects Coordinator. The \$1,000 increase in services is related to an increase in the Meetings and Meals GL.

**Internal Audit**

Annualization of the Internal Audit function approved in the 2016 budget and an addition of an Internal Auditor in 2017.