



CAO & Mayor's Office



Office of the Mayor

Office of the CAO

Finance

Human Resources

Legal Services Department

Business Performance
and Internal Audit

DIVISION OVERVIEW

The CAO & Mayor's Office Division 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 CAO & Mayor's Office Division is comprised of the CAO's Office, Legal Services, Business Performance & 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 (KDSDIs)



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



- Develop a culture of sustainable continuous improvement through the integration of the LEAN Six Sigma methodologies into City processes.



- 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.

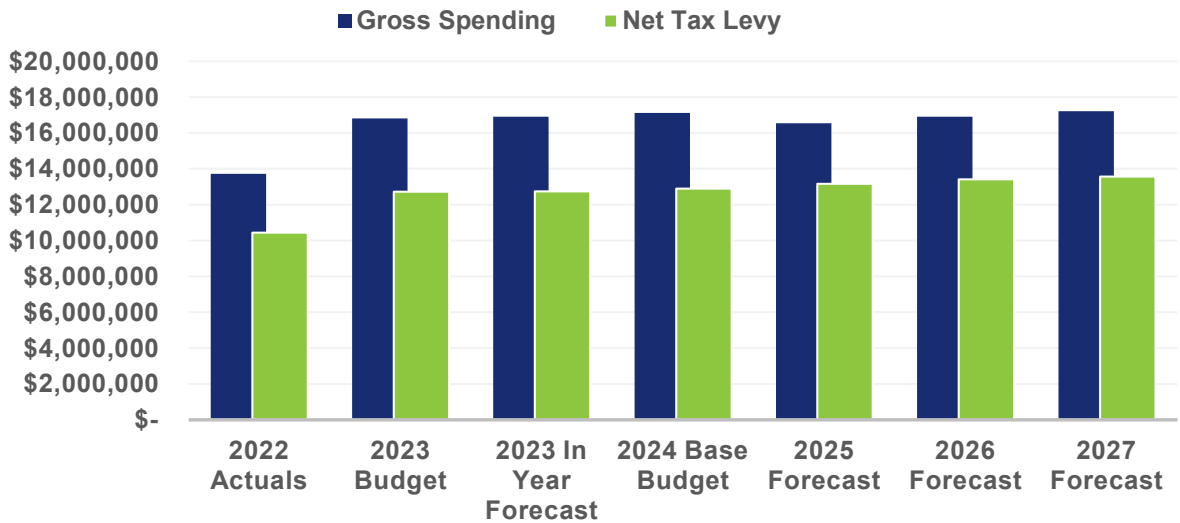
BUDGET & STAFFING SUMMARY

Tax Rate

Department	2024 Net Requested Budget	2024 Staffing		
		Base Complement	Service Level Changes	Total
Business Performance & Internal Audit	\$ 1,104,267	7	0	7
Finance	\$ 4,795,140	54.5	0	54.5
Human Resources	\$ 4,010,226	21	1	22
Legal Services	\$ 2,076,927	11	0	11
Office of the CAO	\$ 774,831	2	0	2
Office of the Mayor	\$ 347,536	2	0	2
Total	\$ 13,108,927	97.5	1	98.5

Division Financial Overview

CAO & Mayor's Office Forecast



Base Budget Change Report - CAO & Mayor's Office

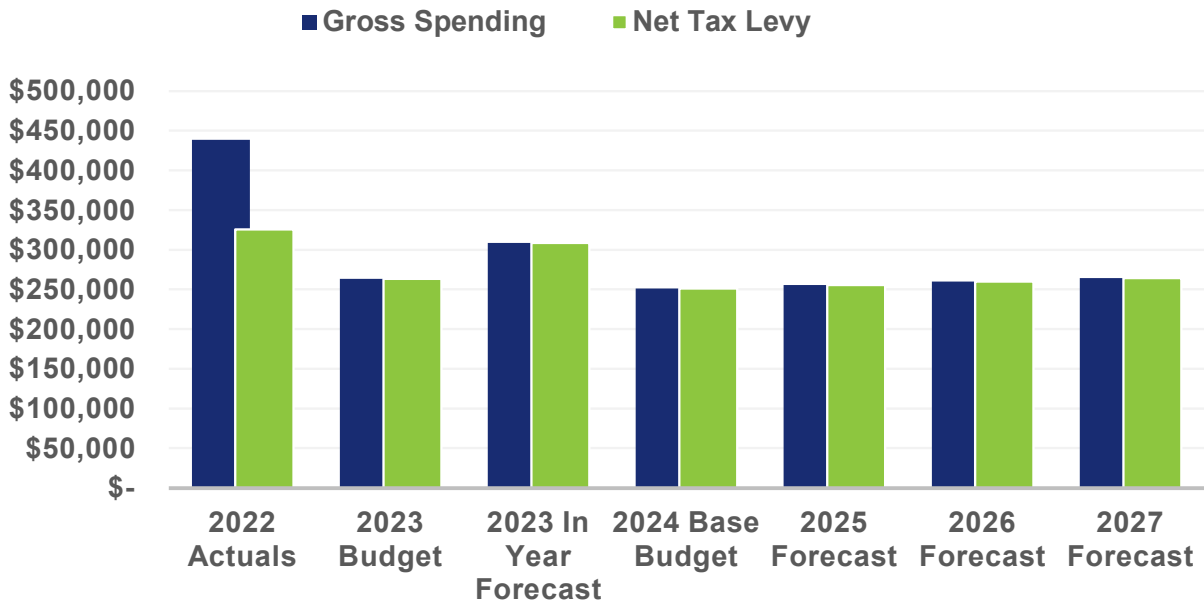
000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 12,056	\$ 13,508	\$ 13,552	\$ 13,751	\$ 243	1.80%
Recovery from Capital	\$ (246)	\$ (455)	\$ (441)	\$ (409)	\$ 45	-9.92%
Materials & Supplies	\$ 418	\$ 468	\$ 466	\$ 460	\$ (8)	-1.75%
Equipment & Capital Purchases	\$ 27	\$ 20	\$ 20	\$ 18	\$ (3)	-13.61%
Services	\$ 1,455	\$ 3,272	\$ 3,299	\$ 3,286	\$ 14	0.43%
Rents & Other Expenses	\$ 5	\$ 7	\$ 7	\$ 7	\$ -	0.00%
Expenses Total	\$ 13,714	\$ 16,821	\$ 16,903	\$ 17,112	\$ 291	1.73%
Revenues						
User Fees, Service Charges, & Rentals	\$ 1,509	\$ 1,457	\$ 1,454	\$ 1,523	\$ 66	4.53%
Grant Revenues & Contributions	\$ 283	\$ 1,022	\$ 1,022	\$ 1,060	\$ 38	3.67%
Interdepartmental Transfers	\$ 1,483	\$ 1,612	\$ 1,677	\$ 1,639	\$ 28	1.72%
Revenue Total	\$ 3,275	\$ 4,091	\$ 4,153	\$ 4,222	\$ 131	3.21%
Net Operating Expense/(Revenue)	\$ 10,439	\$ 12,730	\$ 12,751	\$ 12,890	\$ 160	1.26%
			New Investments	\$ 219		
			Requested Net Levy	\$ 13,109		2.98%



OFFICE OF THE MAYOR

Financial Overview

Office of the Mayor Forecast



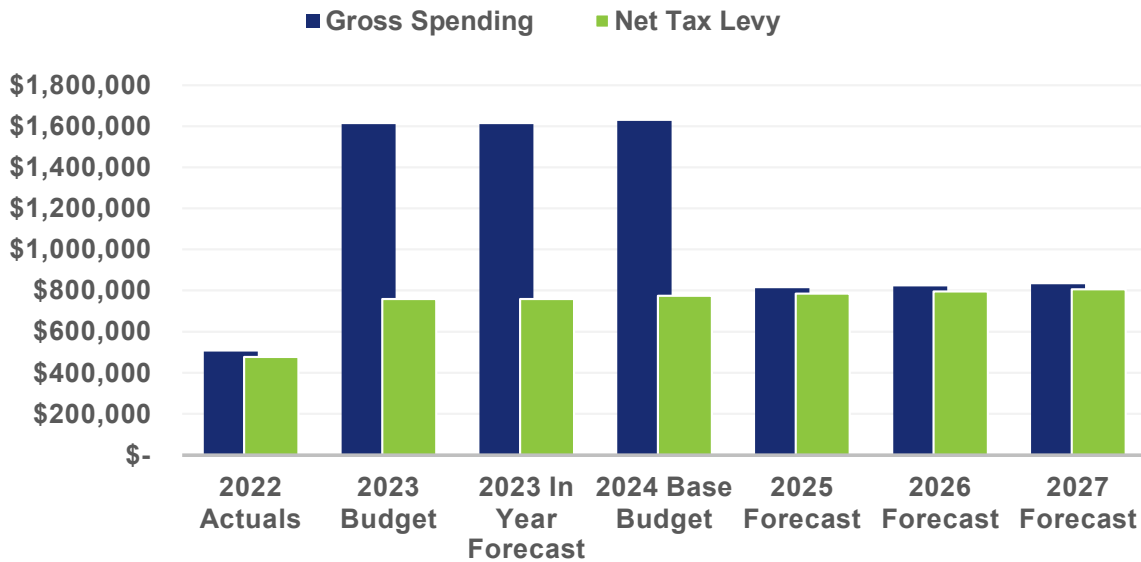
Base Budget Change Report - Office of the Mayor

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 280	\$ 240	\$ 285	\$ 227	\$ (13)	-5.38%
Materials & Supplies	\$ 20	\$ 18	\$ 18	\$ 18	\$ 1	3.39%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 138	\$ 6	\$ 6	\$ 6	\$ -	0.00%
Expenses Total	\$ 439	\$ 263	\$ 308	\$ 251	\$ (12)	-4.67%
Revenues						
Grant Revenues & Contributions	\$ 113	\$ -	\$ -	\$ -	\$ -	0.00%
Revenue Total	\$ 113	\$ -	\$ -	\$ -	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 326	\$ 263	\$ 308	\$ 251	\$ (12)	-4.67%
			New Investments	\$ 96		
			Requested Net Levy	\$ 348		31.89%

OFFICE OF THE CAO

Financial Overview

Office of the CAO Forecast

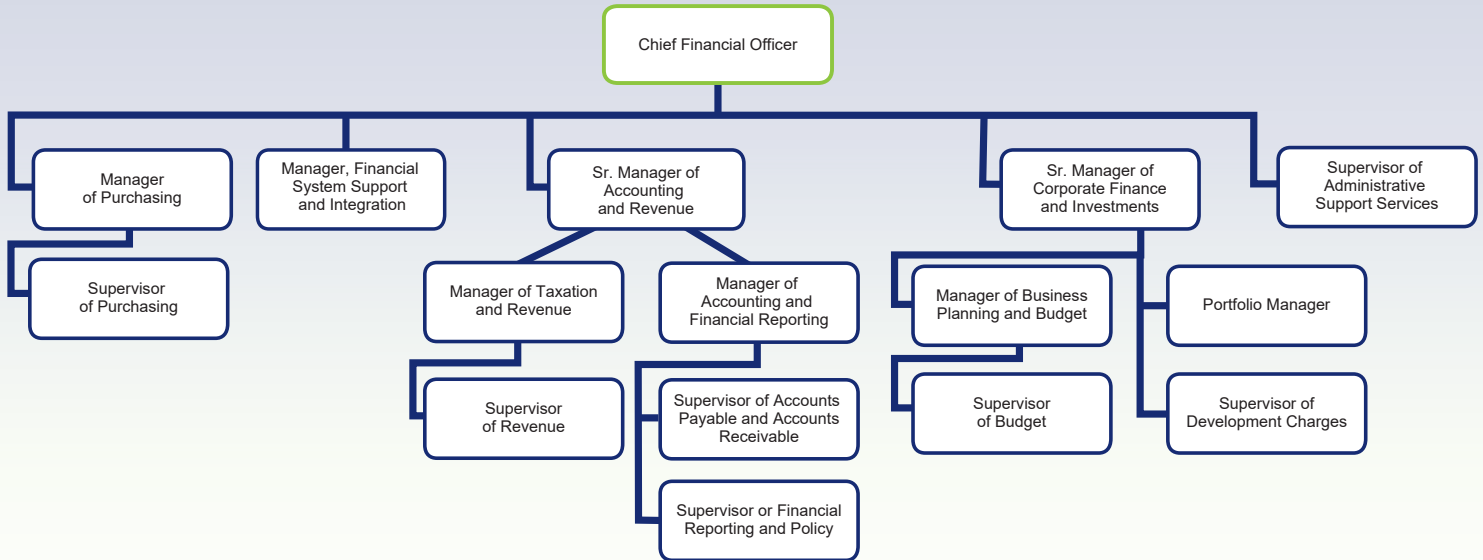


Base Budget Change Report - Office of the CAO

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 474	\$ 503	\$ 503	\$ 516	\$ 12	2.46%
Materials & Supplies	\$ 4	\$ 24	\$ 24	\$ 25	\$ 0	1.45%
Equipment & Capital Purchases	\$ -	\$ 1	\$ 1	\$ 1	\$ 0	1.42%
Services	\$ 26	\$ 1,081	\$ 1,081	\$ 1,084	\$ 3	0.28%
Expenses Total	\$ 503	\$ 1,610	\$ 1,610	\$ 1,626	\$ 16	0.98%
Revenues						
User Fees, Service Charges, & Rentals	\$ 26	\$ 26	\$ 26	\$ 26	\$ -	0.00%
Grant Revenues & Contributions	\$ -	\$ 825	\$ 825	\$ 825	\$ -	0.00%
Revenue Total	\$ 26	\$ 851	\$ 851	\$ 851	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 477	\$ 759	\$ 759	\$ 775	\$ 16	2.08%
New Investments				\$ -		
Requested Net Levy				\$ 775	2.08%	

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 maintained its credit rating of AA+ (S&P)</p>	<p>Process over 30K invoices within 30 days</p> <p>Issue 80K property tax bills</p>	 <p>Coordinates annual budget</p>
<p>Provide financial & treasury functions for the corporation</p>	<p>Issue and collect 290K water and wastewater bills annually</p>	<p>191 contracts awarded with a value of \$164M</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 has maintained its Standard and Poor's credit rating of 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 191 contracts with a value of approximately \$164M
- 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 (KPIs) 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
 Responsible Governance	
<ul style="list-style-type: none"> • Financial Information – accurate, complete, timely • Enhancing Transparency – financial reporting, legislative reporting, procurement, business plan and budget 	Clean audit opinion on year-end financial statements
<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
<ul style="list-style-type: none"> • Identifying Business Opportunities – policy, analysis, revenue management, procurement 	Meet the Investment Plan performance measurement benchmark return

Major Initiatives/Issues

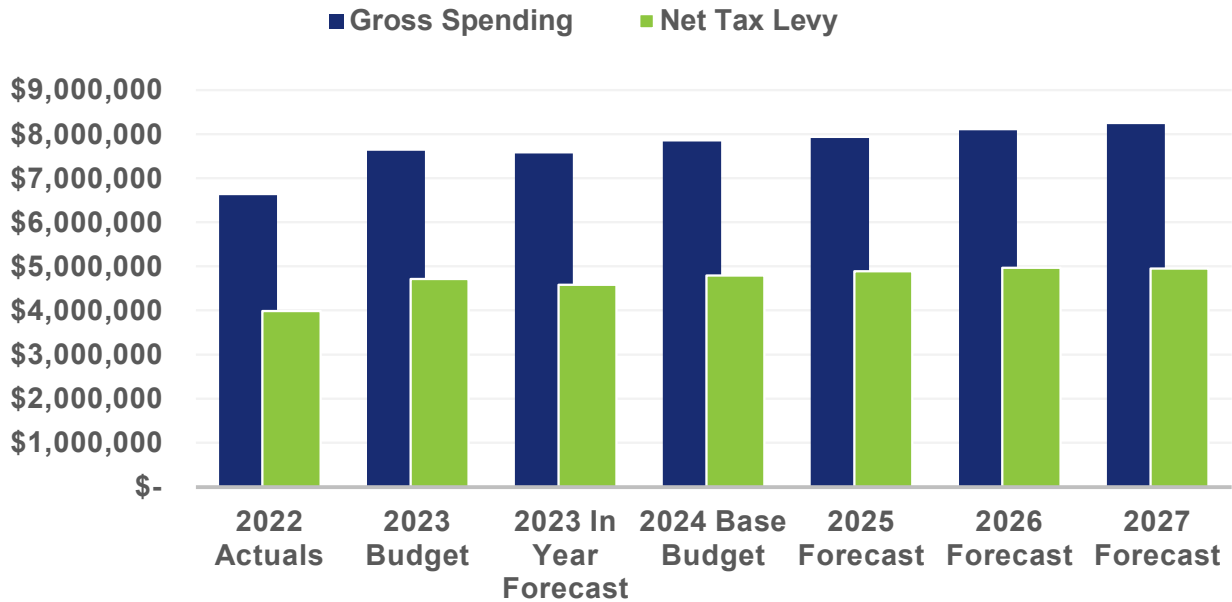
- 2025 Business Plan and Budget
- 2023 Audited Consolidated Financial Statements
- Long Range Financial Plan Updated
- Develop and Implement an Enterprise Payment Strategy
- Sustainment and Enhancement of the City’s Enterprise Resource Planning System – SAP

Performance Measures

KPI		2022	2023	2023	Baseline	2024
		Actual	Plan	Forecast	Trend	Plan
1	Clean audit opinion on year-end financial statements	Clean Opinion	Clean Opinion	Clean Opinion	●	Clean Opinion
2	Meet the Investment Plan performance measurement benchmark	Exceeded Benchmark	Meet Benchmark	Exceeded Benchmark	●	Meet Benchmark
3	Tax arrears as a percentage of current year levy	6%	6%	6%	●	6%

Financial Overview

Finance Department Forecast



Base Budget Change Report - Finance Department

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 6,017	\$ 7,044	\$ 6,933	\$ 7,141	\$ 98	1.39%
Recovery from Capital	\$ (177)	\$ (392)	\$ (379)	\$ (347)	\$ 45	-11.49%
Materials & Supplies	\$ 356	\$ 355	\$ 361	\$ 350	\$ (5)	-1.36%
Equipment & Capital Purchases	\$ 26	\$ 11	\$ 11	\$ 9	\$ (3)	-24.56%
Services	\$ 389	\$ 600	\$ 624	\$ 674	\$ 74	12.26%
Rents & Other Expenses	\$ 5	\$ 7	\$ 7	\$ 7	\$ -	0.00%
Expenses Total	\$ 6,616	\$ 7,625	\$ 7,557	\$ 7,834	\$ 209	2.74%
Revenues						
User Fees, Service Charges, & Rentals	\$ 1,284	\$ 1,277	\$ 1,274	\$ 1,343	\$ 66	5.17%
Grant Revenues & Contributions	\$ 145	\$ 197	\$ 197	\$ 235	\$ 38	19.06%
Interdepartmental Transfers	\$ 1,200	\$ 1,439	\$ 1,504	\$ 1,461	\$ 23	1.59%
Revenue Total	\$ 2,629	\$ 2,913	\$ 2,974	\$ 3,039	\$ 126	4.34%
Net Operating Expense/(Revenue)	\$ 3,987	\$ 4,713	\$ 4,583	\$ 4,795	\$ 82	1.75%
			New Investments	\$ -		
			Requested Net Levy	\$ 4,795		1.75%

Comments

Overall the net increase of the Finance Department proposed 2024 Budget is 1.75% or \$82K.

Total Expenses increased by \$209K or 2.74%, mainly from an increase in salaries and benefits of \$97.8K or 1.39%. Labour contract includes a 2% increase in salaries in 2024, and benefits have a 5% increase in 2024 as a result of ongoing inflationary pressures. The increase in salary and benefits expense was partially offset by the removal of the stormwater action fund project manager position, which ended in March 2023. However, the reduction in salary and benefits for this position is offset by a reduction in the recovery from Capital as the position was funded through a capital project.

The other main driver of expenses is an increase of Services of 12.26% or \$73.6K, related to increased costs for the investment portfolio custodian fees (\$42K). These fees are recovered from budgeted investment revenues. The Service Cost increases also includes new appraisals fees of \$25K related to the new Community Benefit Charge (CBC). These costs are fully offset by budgeted revenues fees from the CBC.

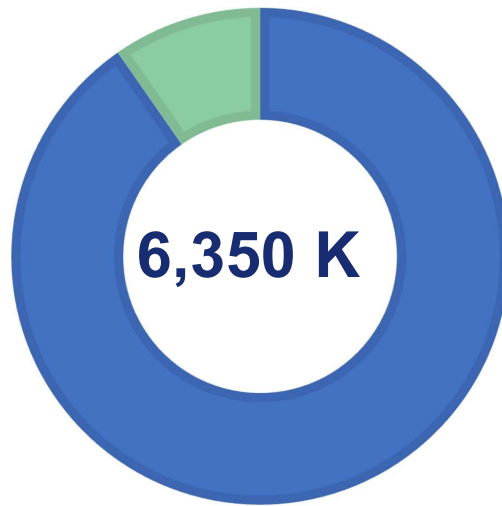
Total Revenues for the Finance Department Budget are increasing by \$126K or 4.34% related to a new fee for the management of Tenant Water Accounts (\$72K), contributions from the Community Benefit Reserve to offset Appraisal fees, and increased investment revenue to offset investment portfolio custodian fees.

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 \$6.35 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	850	4,200	500	200	100	100	100	100	100	100	6,350

10-Year Funding



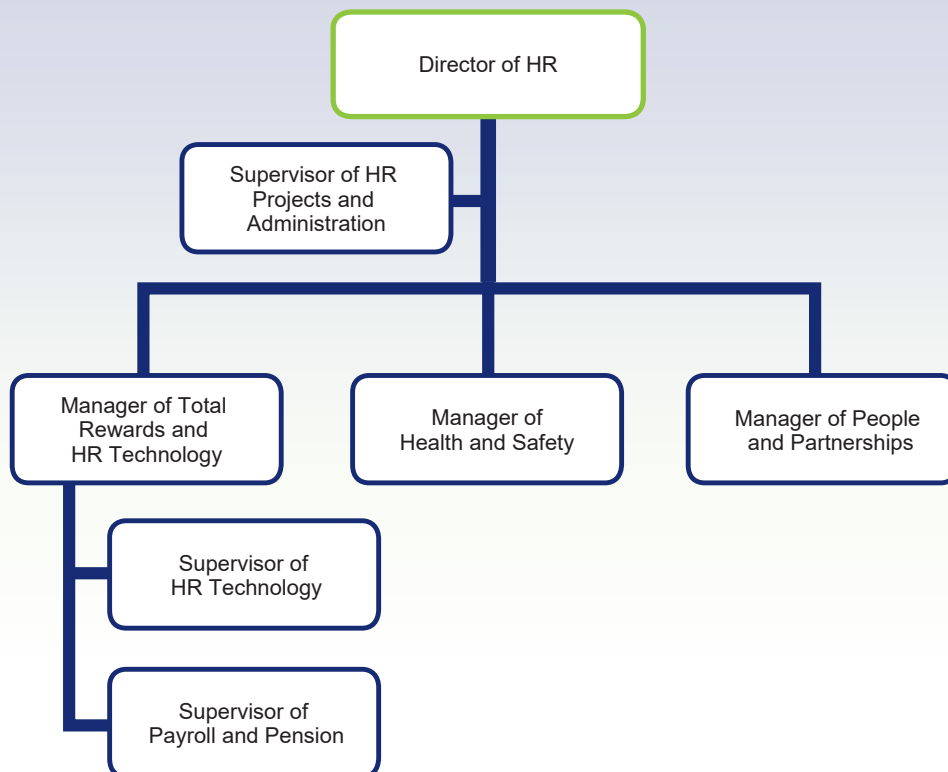
- Grants and Other - 0%
- Reserves - 90%
- Development Charge Reserves - 10%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%

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 Experience including employee engagement and wellness, learning and development and Inclusion, Diversity, Equity & Accessibility</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

Workplace accident and illness prevention is accomplished by the promotion of the internal responsibility system, hazard and accident prevention initiatives, health and safety related training, inspections, incident investigation, driver education and mobile equipment training, ergonomic assessments, and related 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 responsible for processing all workers' compensation claims and providing support in all modified work programs for occupational and non-occupational injuries and illnesses. This Branch also includes Accessibility and AODA compliance.

People and Partnerships

The People and Partnerships branch is responsible for providing information, advice and guidance to employees at all levels with regards to work related matters including employee and labour relations, collective bargaining, workplace investigations, staff learning and organization development and 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 creating and executing the Total Rewards strategy for the City, to attract, retain and motivate high performing employees. Our branch sources, implements and manages HR technology systems to ensure HR processes are efficient, and our operational people leaders have the tools they need to manage staff effectively. Our branch inputs and maintains human resources data and information, and manages pay and benefits for all employees at the City. We coordinate the job description and evaluation processes to ensure a fair, balanced and competitive pay structure that aligns with our policies. Finally, our branch works towards ensuring a psychologically healthy and safe work environment for all staff and educates and encourages our employees to improve and maintain their total wellness, based on four pillars of wholistic wellbeing, 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 (KPIs) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by Council.

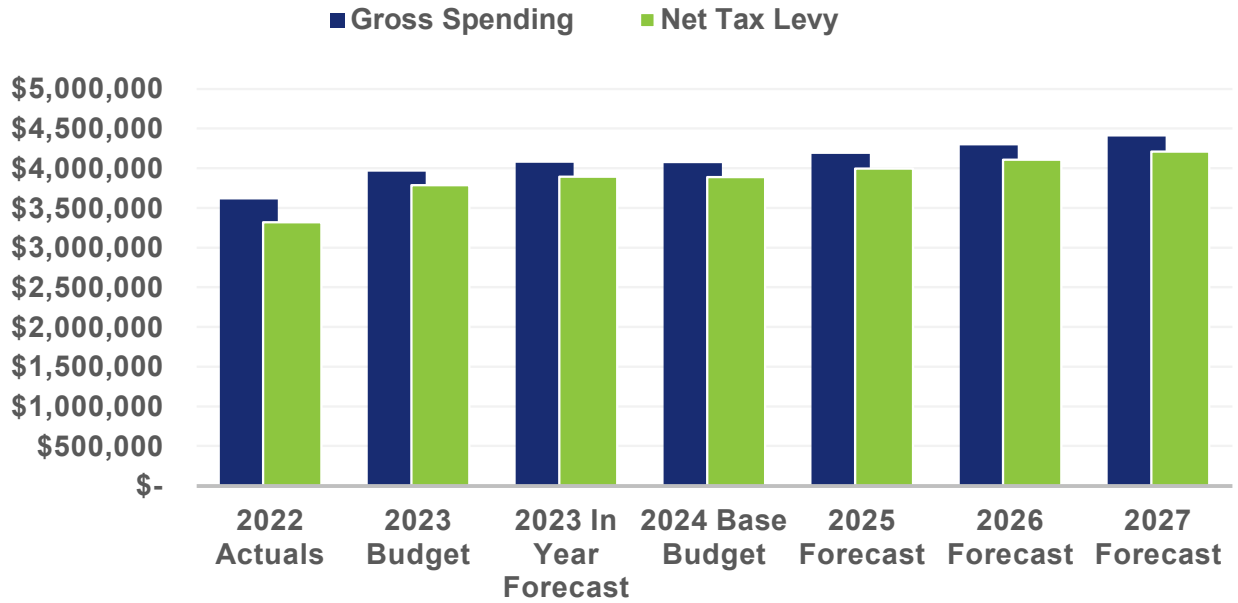
Strategic Objectives, Plans and Measurables	
 Responsible Governance	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
Enhance employee engagement and build leadership strength	Corporate Training \$ Spent (per permanent employee)
Become an Employer of Choice and strive 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 due to workplace accidents

Performance Measures

KPI	2021	2022	2023	2023	Baseline	2024
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Corporate Training \$ Spent (per permanent employee)	\$19.53	\$125	\$75	\$75		\$125
2 % Turnover (2021 Calculated based exists in first 2 years of employment, 2022 onwards counts all exits of permanent staff)	0.10%	5.0%	2%	4%		4%
3 # of Lost Time Incidents	12	19	15	20		20

Financial Overview

Human Resources Forecast



Base Budget Change Report - Human Resources

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 2,964	\$ 2,968	\$ 3,078	\$ 3,117	\$ 149	5.03%
Materials & Supplies	\$ 33	\$ 46	\$ 46	\$ 49	\$ 3	6.18%
Equipment & Capital Purchases	\$ 0	\$ 8	\$ 8	\$ 8	\$ -	0.00%
Services	\$ 608	\$ 935	\$ 937	\$ 891	\$ (44)	-4.73%
Expenses Total	\$ 3,606	\$ 3,957	\$ 4,069	\$ 4,065	\$ 108	2.73%
Revenues						
Grant Revenues & Contributions	\$ 3	\$ -	\$ -	\$ -	\$ -	0.00%
Interdepartmental Transfers	\$ 283	\$ 173	\$ 173	\$ 178	\$ 5	2.79%
Revenue Total	\$ 286	\$ 173	\$ 173	\$ 178	\$ 5	2.79%
Net Operating Expense/(Revenue)	\$ 3,319	\$ 3,784	\$ 3,896	\$ 3,887	\$ 103	2.72%
New Investments				\$ 123		
Requested Net Levy				\$ 4,010		5.97%

COMMENTS:

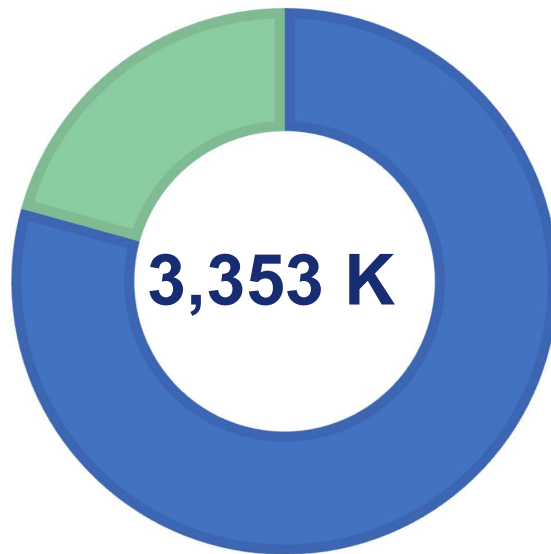
Base salary increases are not driven by changes made by the department, but rather by economic increases and job re-evaluations. A number of increases related to past job re-evaluations (2021) are now showing up in the 2024 budget that were not captured in previous budgets.

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 \$3.35 Million, to be funded by Reserves and Development Charge Reserves. This amount includes SAP sustainment costs which are needed to support our current systems.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	584	796	582	342	175	175	175	175	175	175	3,353

10-Year Funding



- Grants and Other - 0%
- Reserves - 79%
- Development Charge Reserves - 21%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%

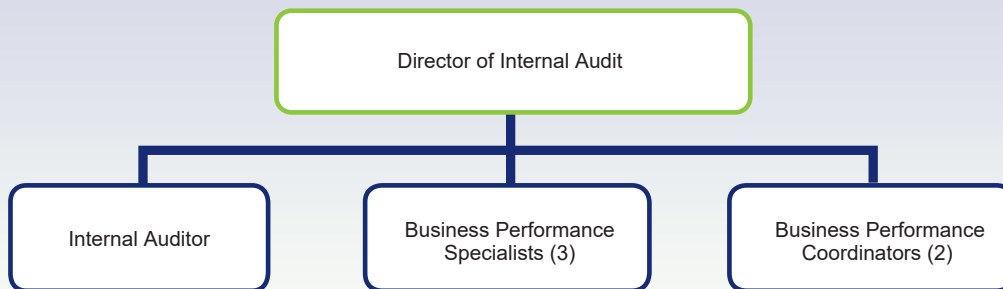
BUSINESS PERFORMANCE & INTERNAL AUDIT

In 2023, the City’s Business Performance team moved to align with the Internal Audit team creating a new Department called Business Performance and Internal Audit.

The Business Performance team works to create and foster a culture of sustainable continuous improvement through the integration of the Lean Six Sigma (LSS) methodologies into City processes.

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.

Together, Business Performance and Internal Audit work to improve operations across the City by reducing waste, adding value, and protecting assets.



Highlights	
	<p>Corporate enablers of continuous improvement & innovation through the implementation of Lean Six Sigma methodologies</p> <p>Lean Six Sigma training year to date: 53 employees completed white belt certifications and 47 employees completed yellow belt certifications</p>
	<p>An independent, objective assurance and consulting activity designed to add value, improve the City’s operations, and protect the City’s assets</p>
	<p style="text-align: center;"> </p> <p>Responsible for managing and administering the City’s Fraud & Wrongdoing Program</p>

BRANCHES

Business Performance

Business Performance 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 include:

- 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.

Internal Audit




Internal Audit is an independent, objective assurance and consulting activity designed to add value, improve the City's operations, and protect the City's assets.

Branch responsibilities include:

- Ensuring effective controls and governance are in place to reduce the City's risk and help protect the City's assets and interests;
- Adding value and improving the City's operations with trusted assurance & advisory services by providing independent, objective, and insightful recommendations on the quality of the City's internal controls; and
- Addressing fraud risks by managing reports through the Fraud & Wrongdoing Program and providing an educational program to create and maintain fraud awareness across the City.

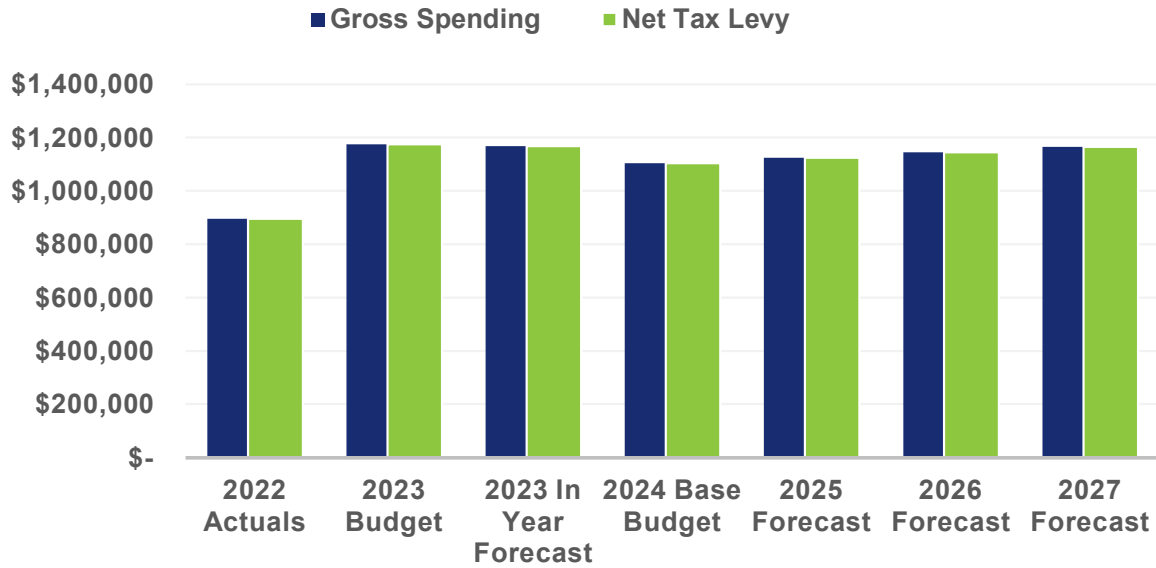
Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 Responsible Governance	
<ul style="list-style-type: none"> • Create and obtain Council approval for an Internal Audit plan which incorporates Council and EMT priorities • Utilize innovative audit strategies to proactively identify areas for improvement in the organization 	% of 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
<ul style="list-style-type: none"> • Develop a culture of sustainable continuous improvement through the integration of the LEAN Six Sigma methodologies into City processes. 	% of City staff engaged in LEAN Six Sigma programs

Performance Measures

KPI		2021	2022	2023	2023	Baseline	2024
		Actual	Actual	Plan	Forecast	Trend	Plan
1	Internal Audit recommendations accepted by management	100%	100%	100%	100%		100%
2	Fraud awareness sessions delivered	3	4	5	8		8
3	% of City staff engaged in LEAN Six Sigma programs	N/A	9%	N/A	17%		10%

Financial Overview

Internal Audit Forecast

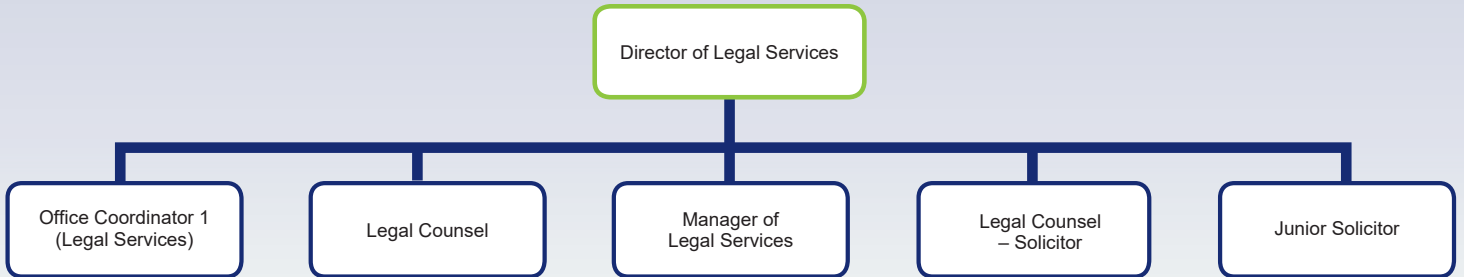


Base Budget Change Report - Business Performance and Internal Audit Department

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 869	\$ 1,118	\$ 1,118	\$ 1,052	\$ (66)	-5.89%
Materials & Supplies	\$ 2	\$ 12	\$ 5	\$ 5	\$ (7)	-60.70%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 25	\$ 45	\$ 46	\$ 48	\$ 3	6.66%
Expenses Total	\$ 896	\$ 1,174	\$ 1,168	\$ 1,104	\$ (70)	-5.96%
Revenues						
Revenue Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 896	\$ 1,174	\$ 1,168	\$ 1,104	\$ (70)	-5.96%
			New Investments	\$ -		
			Requested Net Levy	\$ 1,104		-5.96%

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, and (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 (KPIs) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by Council.

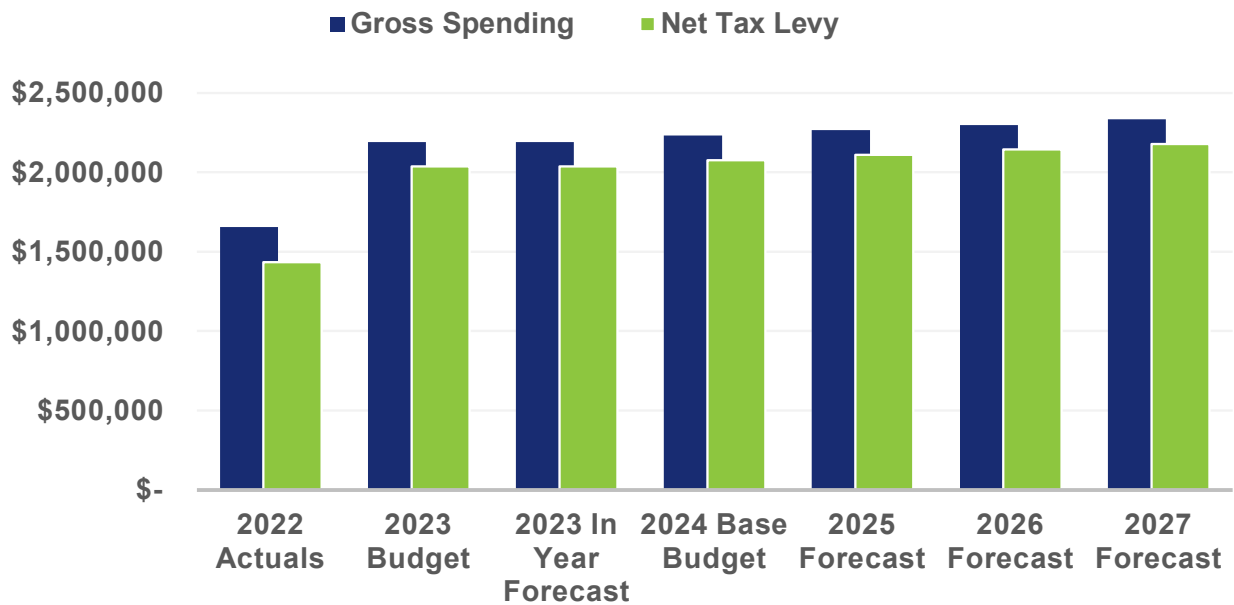
Strategic Plans and Measurables	
 Responsible Governance	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
<ul style="list-style-type: none"> • Ongoing assessment and provision of optimal insurance coverage in accordance with industry best standards • Insurance claims handled by staff instead of consultants results in cost savings for the City and improved response times to claimants • Cost effective and timely acquisition of property for City purposes and Council strategic priorities • Property acquisitions that are completed amicably between the City and the owner result in cost savings for the City and quicker acquisitions which supports the timely delivery of City capital projects 	<p>Claims incidents handled in-house as a percentage of total claims received</p> <p>% of insurance claims/incidents handled in-house</p>
 Affordable Place to Live	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
<ul style="list-style-type: none"> • Timely preparation and registration of development agreements reduces development timeframes and accelerates the construction of new homes 	<p>% of Site Plan and Subdivision Agreements in circulation for review within 15 business days following receipt of instructions and payment</p>

Performance Measures

KPI		2021	2022	2023	2023	Baseline	2024
		Actual	Actual	Plan	Forecast	Trend	Plan
1	% of properties acquired by negotiation vs expropriation	86%	69%	60%	60%		60%
2	% of insurance claims/ incidents handled in-house	97%	96%	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	90%	95%	95%		95%

Financial Overview

Legal Services Department Forecast



Base Budget Change Report - Legal Services Department

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 1,452	\$ 1,635	\$ 1,635	\$ 1,697	\$ 62	3.81%
Recovery from Capital	\$ (69)	\$ (62)	\$ (62)	\$ (62)	\$ -	0.00%
Materials & Supplies	\$ 4	\$ 12	\$ 12	\$ 12	\$ -	0.00%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 268	\$ 605	\$ 605	\$ 583	\$ (21)	-3.54%
Expenses Total	\$ 1,655	\$ 2,190	\$ 2,190	\$ 2,231	\$ 41	1.87%
Revenues						
User Fees, Service Charges, & Rentals	\$ 199	\$ 154	\$ 154	\$ 154	\$ -	0.00%
Grant Revenues & Contributions	\$ 22	\$ -	\$ -	\$ -	\$ -	0.00%
Revenue Total	\$ 221	\$ 154	\$ 154	\$ 154	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 1,434	\$ 2,036	\$ 2,036	\$ 2,077	\$ 41	2.01%
New Investments				\$ -		
Requested Net Levy				\$ 2,077		2.01%





Access Barrie



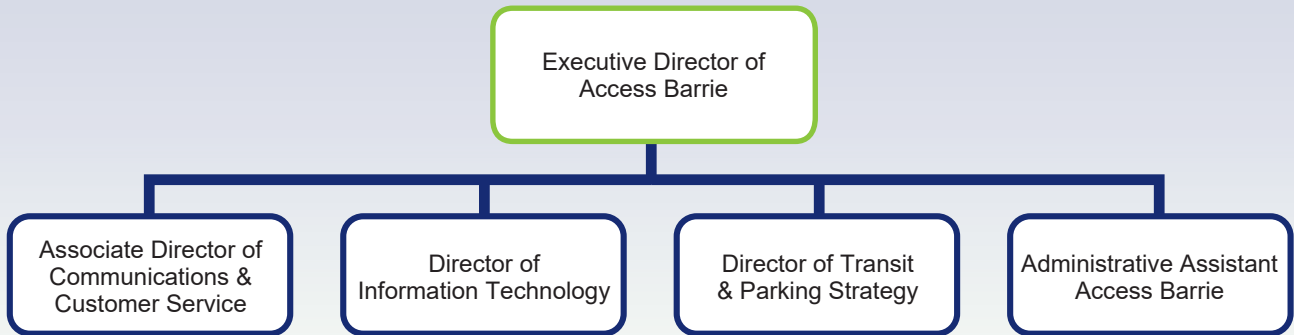
Information Technology

**Administration, Marketing &
Communications and
Customer Service**

Transit & Parking Strategy

DIVISION OVERVIEW

Access Barrie combines the strengths of Information Technology (IT), Marketing & Communications, Customer Service and Transit & Parking Strategy 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

- Provide increased marketing and communications support for significant changes coming to curbside waste collection related to the Provincial Blue Box transition and new waste contract implementation.



Customer Service

- Continued focus on digital transformation, specifically focusing on increasing online self-service options via servicebarrie.ca as well as review and refinement of processes with partner departments with the goal of creating efficiencies.



Transit

- Launch the first phase of the new transit network that will include the addition of the 400-express route, the addition of new coverage areas and expanded Transit on Demand zones.



Information Technology

- Next generation (NG) 911 go live with real-time text and enhanced location services for citizens. NG911 also provides better integrations between PSAPs (Public Safety Answering Point) providing an even more seamless response to incidents requiring multiple emergency services (Fire, Ambulance, and Police).
- Electronic Document Management System (EDMS) multi-year project. This will transform many of the City's internal processes as the City shifts it's corporate records management from paper based to electronic based.

Budget Summary–Tax Rate

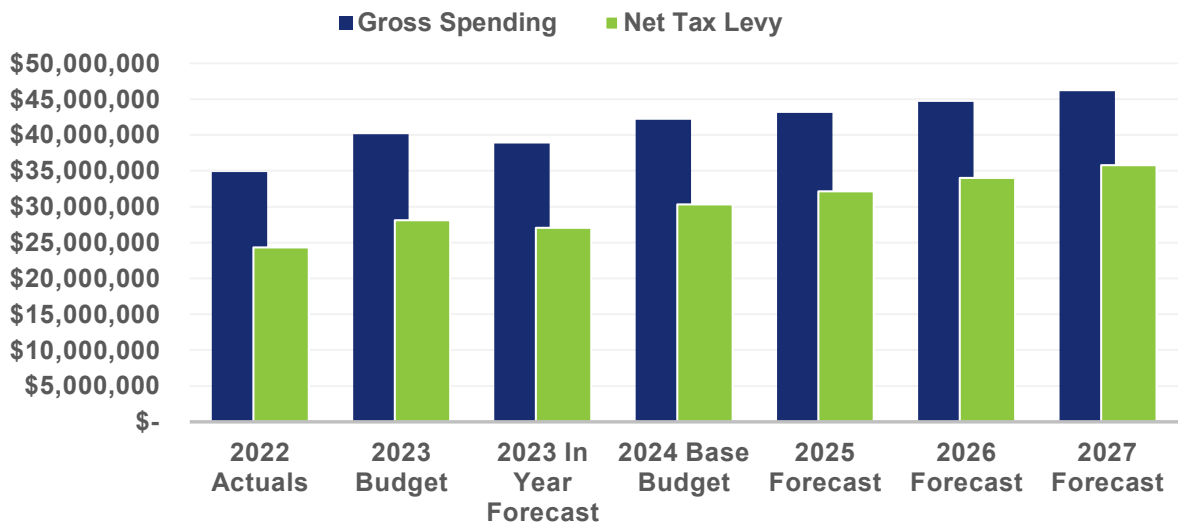
Department	2024 Net Requested Budget	2024 Staffing		
		Base Complement	Service Level Changes	Total
Access Barrie Administration	\$ 394,262	2	0	2
Customer Service	\$ 1,482,972	19	0	19
Information Technology	\$ 10,458,257	50	0	50
Marketing & Communications	\$ 1,420,315	9	1	10
Transit	\$ 16,664,115	9	0	9
Total	\$ 30,419,921	89	1	90

User Rate

Department	2024 Net Requested Budget	2024 Staffing		
		Base Complement	Service Level Changes	Total
Parking Operations	\$ 287,607	4	0	4
Total	\$ 287,607	4	0	4

Division Financial Overview

Access Barrie's Forecast



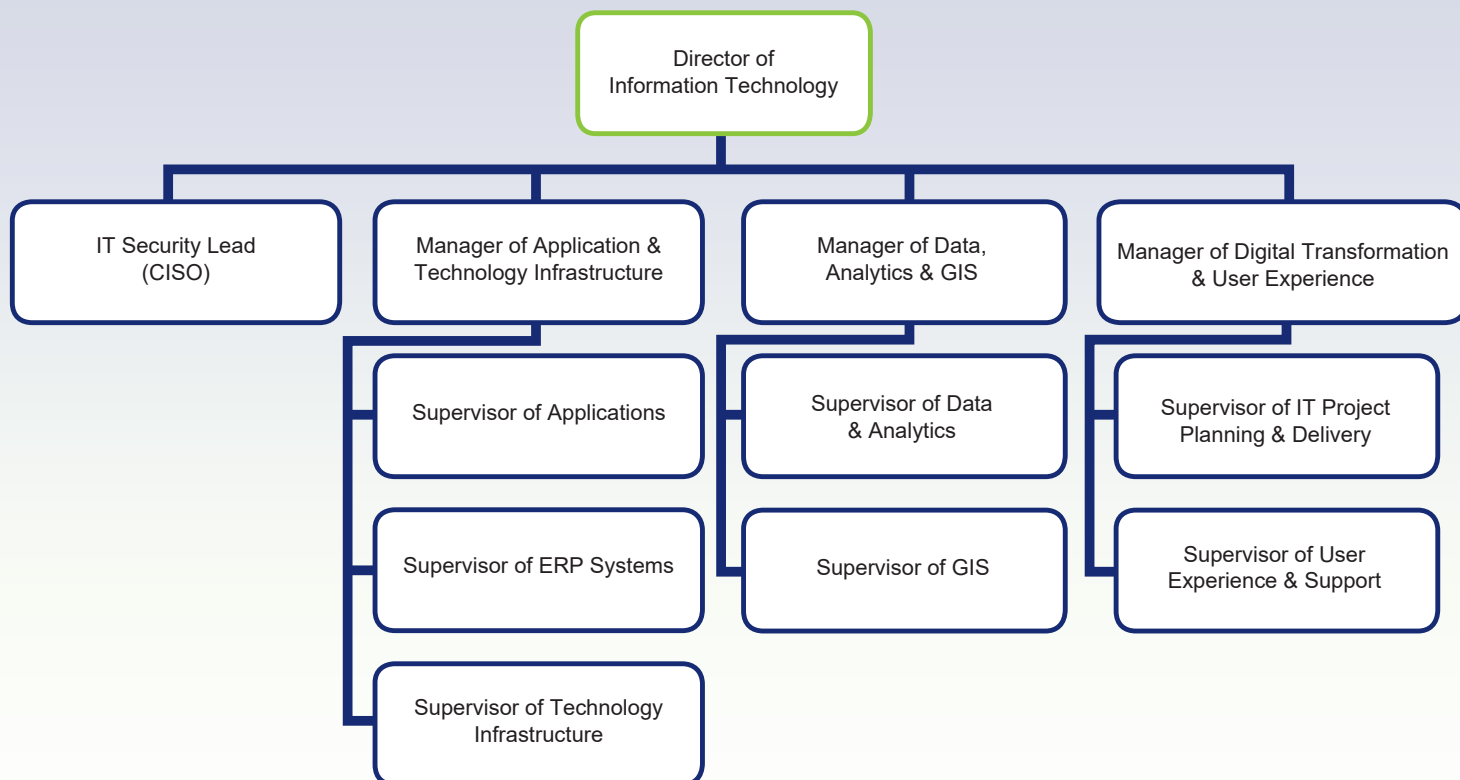
Base Budget Change Report - Access Barrie

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 10,397	\$ 11,962	\$ 11,906	\$ 12,158	\$ 196	1.64%
Recovery from Capital	\$ (668)	\$ (754)	\$ (754)	\$ (498)	\$ 257	-34.02%
Materials & Supplies	\$ 3,836	\$ 3,983	\$ 3,274	\$ 3,745	\$ (238)	-5.98%
Equipment & Capital Purchases	\$ 314	\$ 349	\$ 388	\$ 449	\$ 100	28.61%
Services	\$ 20,723	\$ 24,460	\$ 23,800	\$ 26,061	\$ 1,601	6.54%
Rents & Other Expenses	\$ 215	\$ 132	\$ 203	\$ 225	\$ 93	70.55%
Expenses Total	\$ 34,817	\$ 40,132	\$ 38,816	\$ 42,140	\$ 2,008	5.00%
Revenues						
User Fees, Service Charges, & Rentals	\$ 5,944	\$ 6,761	\$ 6,649	\$ 6,594	\$ (167)	-2.47%
Licenses & Permits	\$ 159	\$ 145	\$ 120	\$ 137	\$ (8)	-5.52%
Other Revenues	\$ -	\$ -	\$ 4	\$ -	\$ -	0.00%
Grant Revenues & Contributions	\$ 3,197	\$ 3,834	\$ 3,781	\$ 3,998	\$ 163	4.26%
Interdepartmental Transfers	\$ 1,186	\$ 1,268	\$ 1,219	\$ 1,093	\$ (175)	-13.82%
Revenue Total	\$ 10,486	\$ 12,010	\$ 11,773	\$ 11,822	\$ (188)	-1.57%
Net Operating Expense/(Revenue)	\$ 24,331	\$ 28,122	\$ 27,044	\$ 30,318	\$ 2,196	7.81%
New Investments				\$ 102		
Requested Net Levy				\$ 30,420		8.17%



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’s applications are secure and current which makes the latest software innovations available for the continuous improvement of how the City delivers services.

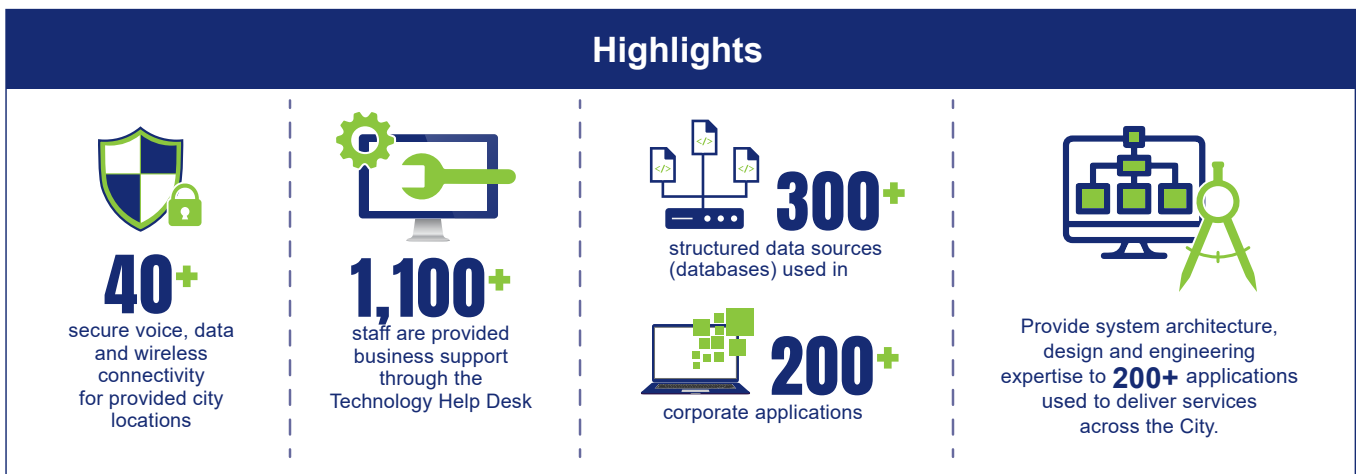
Data, Analytics & GIS

Ensuring the growing amount of data being captured and reported is a key focus area for this team. This includes 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 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 citizens (i.e., Road Closures and Construction).


Digital Transformation & User Experience

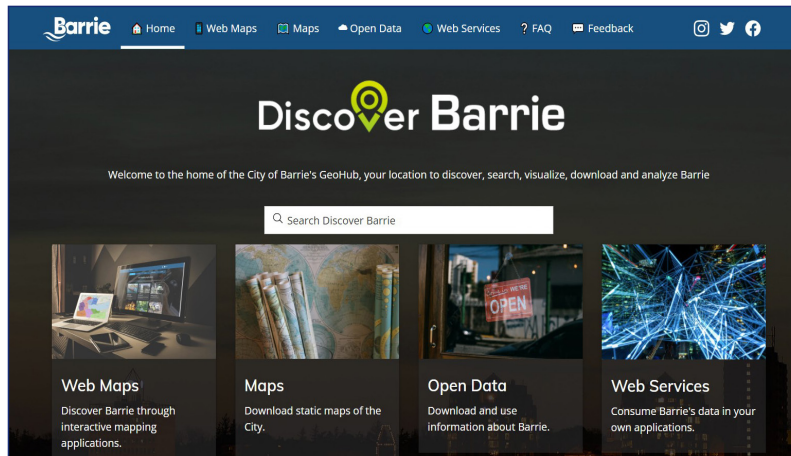
The branch supports the work of IT, and operating departments across the City through 3 units: Service Desk, Project Planning & Delivery, and Digital Transformation. Information Technology's Service Desk unit supports the over 1,100 full-time, part-time, and seasonal staff to effectively use the technology 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 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 (KPIs) 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
 Responsible Governance	
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).	Technology Condition Index
Provide an accessible, secure, and reliable technology foundation that supports the business technologies and systems used to deliver City services more effectively. Expand the IT security program.	Application Systems Condition Index Technology Application Systems Condition Index
Optimize the City’s technology investments to make the dollars go further and support a culture of innovation and thoughtful risk taking.	Digital Transformation Project Delivery



Major Initiatives/Issues

- Network Revitalization (Multi-year)–Year 6 – taking the next step towards zero trust network by implementing isolation zones to better restrict and contain any malicious activity.
- Next Generation 911 Go-Live
- Electronic Document Management Systems Kick-off
- InvestBarrie.ca technology migration to Barrie.ca platform
- Expanding IT Security Program
- Expand Digital Transformation workflow automation initiatives
- Fleet Management Systems Go-Live

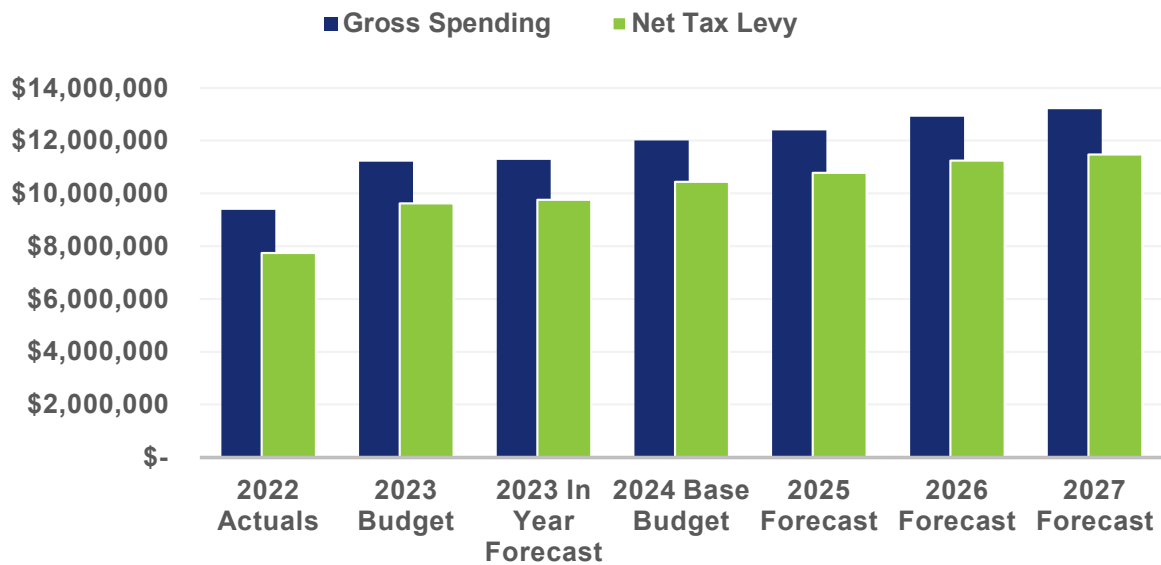
Performance Measures

KPI	2021	2022	2023	2023	Baseline	2024
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Technology Condition Index (Computers, Servers, switches, and other hardware)*	73	74	75	74		75
2 Application Systems Condition Index (Applications and Standard Software)	75	75	75	75		75
3 Digital Transformation Project Delivery (Degree IT projects meet Ontario Digital Service Standards, 2021)	75	75	75	75		75

*The technology industry continues to see some supply chain challenges but has started to stabilize. Resource constraints coupled with expanded project pose a risk to completing planned equipment replacements and upgrades.

Financial Overview

Information Technology Forecast



Base Budget Change Report - Information Technology

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 5,629	\$ 6,620	\$ 6,609	\$ 6,625	\$ 5	0.08%
Recovery from Capital	\$ (408)	\$ (522)	\$ (522)	\$ (345)	\$ 177	-33.90%
Materials & Supplies	\$ 31	\$ 52	\$ 52	\$ 53	\$ 1	1.34%
Equipment & Capital Purchases	\$ 296	\$ 327	\$ 370	\$ 431	\$ 105	32.13%
Services	\$ 3,661	\$ 4,661	\$ 4,624	\$ 5,072	\$ 411	8.81%
Rents & Other Expenses	\$ 169	\$ 65	\$ 138	\$ 175	\$ 110	167.70%
Expenses Total	\$ 9,378	\$ 11,202	\$ 11,271	\$ 12,010	\$ 808	7.21%
Revenues						
User Fees, Service Charges, & Rentals	\$ 45	\$ 44	\$ 44	\$ 45	\$ 1	2.27%
Grant Revenues & Contributions	\$ 616	\$ 524	\$ 494	\$ 538	\$ 14	2.63%
Interdepartmental Transfers	\$ 979	\$ 1,020	\$ 970	\$ 989	\$ (31)	-3.00%
Revenue Total	\$ 1,639	\$ 1,588	\$ 1,508	\$ 1,572	\$ (16)	-1.00%
Net Operating Expense/(Revenue)	\$ 7,739	\$ 9,615	\$ 9,763	\$ 10,439	\$ 824	8.57%
			New Investments	\$ 20		
			Requested Net Levy	\$ 10,458		8.77%

Comments

- As the Cityworks project winds down the temporary staff are being off boarded as the project moves into sustainment.
- The \$177k decrease in capital recoveries reflects the reduction in temporary resources for Cityworks.
- \$200k for NG911 system coming online, \$50k in increased Cyber Security Monitoring and Response capabilities and the remaining generally reflects the higher costs of technology goods and services.

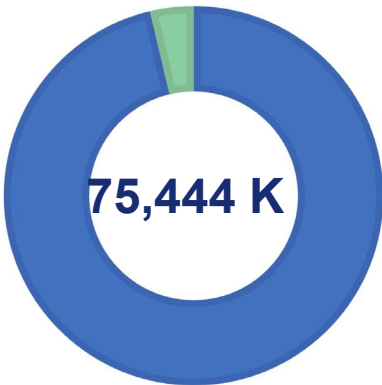
IT CAPITAL BUDGET

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 \$75.4 M to support the IT digital services across the corporation. The majority of the capital plan is to be funded from reserves.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	8,406	7,021	6,766	4,217	4,325	10,589	7,151	7,872	7,868	11,230	75,444

10-Year Funding

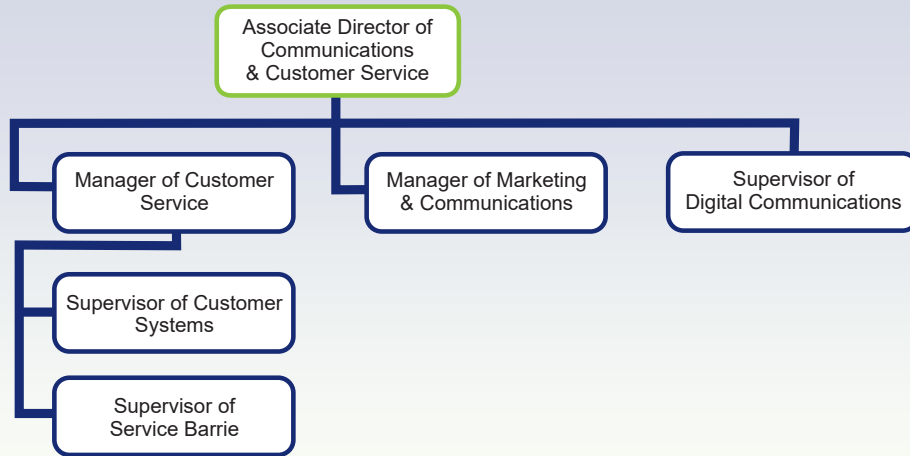


- Grants and Other - 0%
- Reserves - 96%
- Development Charge Reserves - 4%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%



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, email, and online service requests and introduced customer management and knowledge management technology. In 2024, Service Barrie will focus on optimizing and refining the Citizen Experience Management System (CEM) and the Portal (servicebarrie.ca) for all channels. Digital transformation will remain a key area of concentration in conjunction with ongoing additions of City services into Service Barrie. Additional responsibilities include management of the after-hours call service contract and community support during public emergencies.

Highlights					
Creates content for external stakeholders	Leverages multiple communication tools to target multiple audiences	Promotes Community Engagement	Centralized customer service focus	Focus on optimization of CEM and citizen portal	Management of after hours call service

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

The following table highlights the departmental strategic goals and deliverables along with key performance indicators (KPIs) 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
 Responsible Governance	
<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.</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

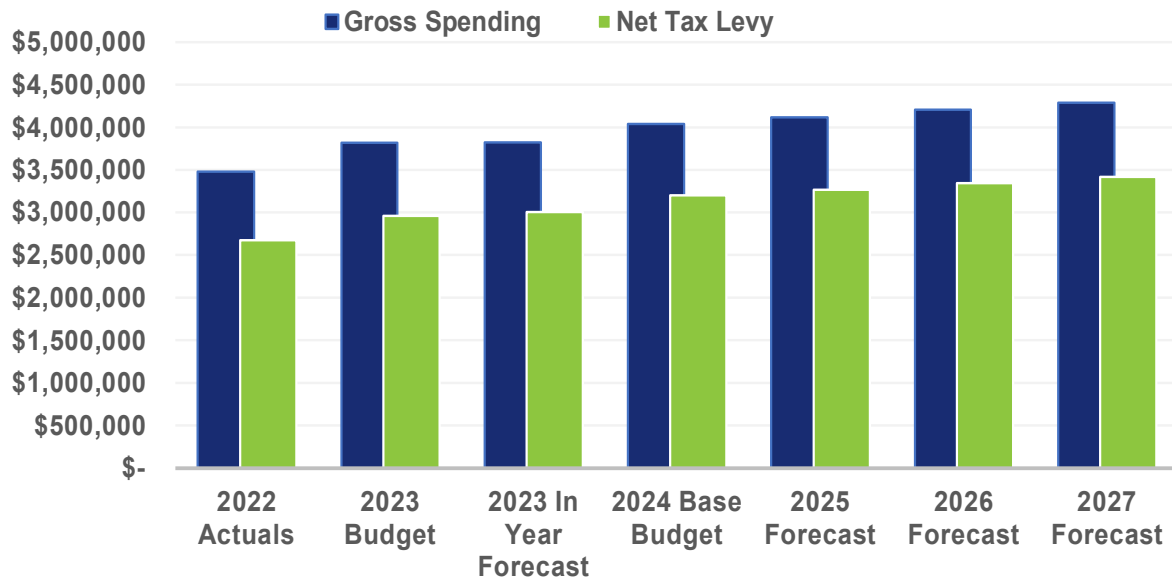
Major Initiatives/Issues

- Support the marketing and promotion of the Council Strategic Priorities and KPIs for 2022–2026.
- Provide increased marketing and communications support for significant changes coming to curbside waste collection related to the Provincial Blue Box transition and new waste contract implementation.
- Continued focus on digital transformation, specifically focusing on increasing online self-service options via servicebarrie.ca as well as review and refinement of processes with partner departments with the goal of creating efficiencies.

KPI	2021	2022	2023	2023	Baseline	2024
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Engagement rate for posts and stories on Facebook, Twitter, Instagram and LinkedIn (“City of Barrie” accounts only).	6.44%	5.90%	5%	5%		5%
2 % of positive/neutral media coverage by media outlets based on proactive and reactive media relations, marketing and communications programs, campaigns and initiatives.	78%	91.7%	82%	85%		85%
3 % of customer interactions in Service Barrie that are resolved at first contact.	76%	76%	75%	89%		90%
4 % of customer satisfaction rated as moderately high to high.	84%	83%	86%	88%		89%

Financial Overview

Administration, Marketing & Communications and Customer Service Forecast



Base Budget Change Report - Access Barrie Admin, Customer Service, Marketing & Communications

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 3,168	\$ 3,420	\$ 3,420	\$ 3,560	\$ 140	4.08%
Recovery from Capital	\$ (142)	\$ (103)	\$ (103)	\$ (28)	\$ 76	-73.32%
Materials & Supplies	\$ 54	\$ 66	\$ 61	\$ 65	\$ (1)	-0.85%
Equipment & Capital Purchases	\$ 13	\$ 8	\$ 8	\$ 8	\$ (0)	-0.40%
Services	\$ 372	\$ 396	\$ 405	\$ 414	\$ 18	4.63%
Rents & Other Expenses	\$ 17	\$ 34	\$ 33	\$ 19	\$ (15)	-45.03%
Expenses Total	\$ 3,482	\$ 3,820	\$ 3,824	\$ 4,037	\$ 218	5.70%
Revenues						
User Fees, Service Charges, & Rentals	\$ 249	\$ 270	\$ 255	\$ 255	\$ (15)	-5.48%
Licenses & Permits	\$ 159	\$ 145	\$ 120	\$ 137	\$ (8)	-5.52%
Grant Revenues & Contributions	\$ -	\$ 6	\$ 5	\$ 5	\$ (1)	-18.33%
Interdepartmental Transfers	\$ 398	\$ 438	\$ 438	\$ 443	\$ 5	1.21%
Revenue Total	\$ 807	\$ 860	\$ 818	\$ 840	\$ (20)	-2.32%
Net Operating Expense/(Revenue)	\$ 2,675	\$ 2,960	\$ 3,006	\$ 3,198	\$ 238	8.03%
			New Investments	\$ 100		
			Requested Net Levy	\$ 3,298		11.41%

Comments

Salaries and Benefits

The proposed Website Content Specialist is fully funded through reductions to base budgets from departments. The Waste Management Transition temporary program position is fully funded through capital. Net Operating Expense impacted by job re-evaluation.

Capital Recovery

Salary for Website Content Specialist was paid for through capital in 2023. In 2024, the position is proposed to be funded through department reductions to base budget.

TRANSIT & PARKING STRATEGY

Transit and Parking Strategy 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

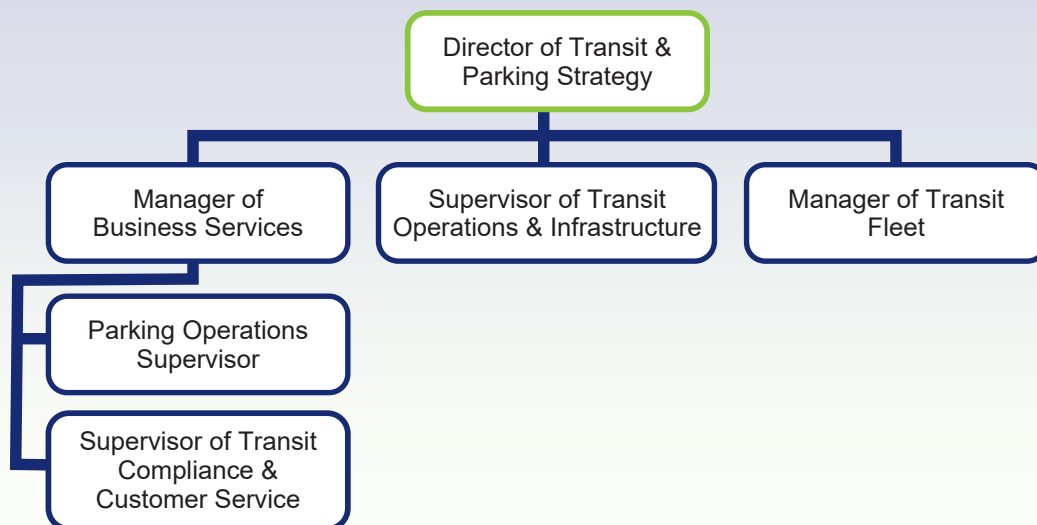
Enhancing and increasing the overall percent modal share through promoting active transportation and its integration with public transit systems; creating mobility hub destinations near residential and business areas to allow for ease of access by active transportation users.

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

Improve 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.



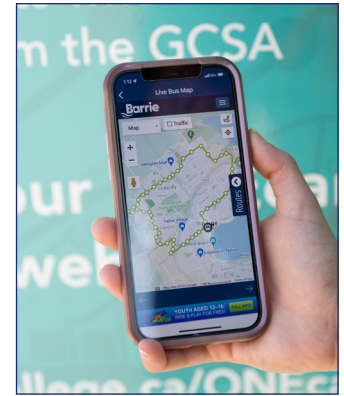
BRANCHES

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

7 days a week


✓ ✓ ✓ ✓ ✓ ✓ ✓

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 (KPIs) 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>Infrastructure Investments</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 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. • Implement bus stop infrastructure improvement plan to meet AODA requirements and streamline access points for transit riders. • Implement payment solutions to promote contactless payments as a means to improve the customers experience, both in the transit and parking systems. 	<p>Annual Ridership</p> <p>On-Time Performance</p> <p>Transit Revenue to Cost Ratio</p>



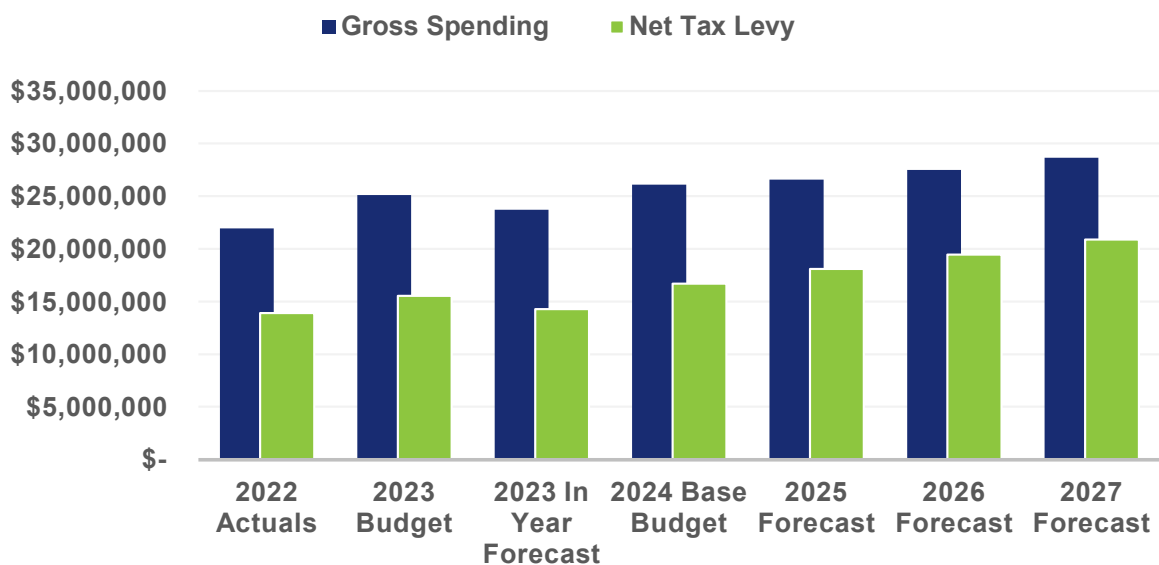
Performance Measures

KPI		2021	2022	2023	2023	Baseline	2024
		Actual	Actual	Plan	Forecast	Trend	Plan
1	Annual ridership	1.3M	2.8M	3M	3.5M		3.7M
2	On-time performance	86.60%	87%	86%	86%		86%
3	Transit revenue to cost ratio	18.20%	26%	30%	30%		30%



Financial Overview

Transit Forecast



Base Budget Change Report - Transit

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 1,600	\$ 1,922	\$ 1,877	\$ 1,974	\$ 51	2.68%
Recovery from Capital	\$ (119)	\$ (128)	\$ (128)	\$ (125)	\$ 4	-2.90%
Materials & Supplies	\$ 3,751	\$ 3,866	\$ 3,161	\$ 3,627	\$ (238)	-6.17%
Equipment & Capital Purchases	\$ 5	\$ 15	\$ 10	\$ 10	\$ (5)	-33.33%
Services	\$ 16,689	\$ 19,403	\$ 18,771	\$ 20,575	\$ 1,171	6.04%
Rents & Other Expenses	\$ 30	\$ 33	\$ 32	\$ 32	\$ (1)	-3.08%
Expenses Total	\$ 21,957	\$ 25,110	\$ 23,722	\$ 26,092	\$ 982	3.91%
Revenues						
User Fees, Service Charges, & Rentals	\$ 5,650	\$ 6,447	\$ 6,350	\$ 6,294	\$ (153)	-2.37%
Other Revenues	\$ -	\$ -	\$ 4	\$ -	\$ -	0.00%
Grant Revenues & Contributions	\$ 2,581	\$ 3,304	\$ 3,282	\$ 3,455	\$ 151	4.56%
Interdepartmental Transfers	\$ (191)	\$ (189)	\$ (189)	\$ (339)	\$ (150)	79.38%
Revenue Total	\$ 8,040	\$ 9,562	\$ 9,447	\$ 9,410	\$ (152)	-1.59%
Net Operating Expense/(Revenue)	\$ 13,917	\$ 15,548	\$ 14,274	\$ 16,682	\$ 1,134	7.30%
			New Investments	\$ (18)		
			Requested Net Levy	\$ 16,664		7.18%

Comments

Materials & Supplies

Reduction to the fuel budget to reflect the savings as a result of the transition to the new transit network, where the City will be shifting a portion of the service from traditional fixed route to transit on demand and will be serviced by smaller vehicles.

Services

CPI inflation on the City's third-party contract projected at a 5.0% increase.

User Fees, Service Charges, & Rentals

Forecast of 2024 bus pass and fare revenues based on 2023 trending.

Grant Revenues & Contributions

Increase in one-time funding from Ontario Gas Tax Reserve to support the communications and transition plan for phase 1 of the new transit network.

Interdepartmental Transfers

Increase in Corporate Facilities operational cost for the downtown transit terminal.

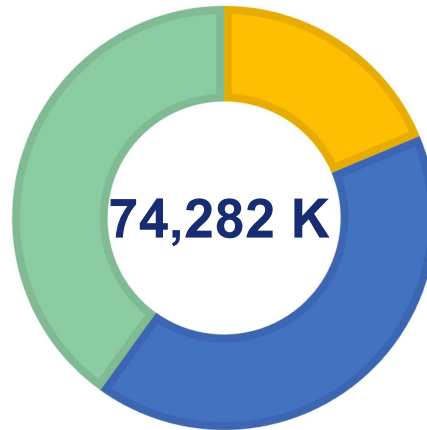
TRANSIT CAPITAL BUDGET

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

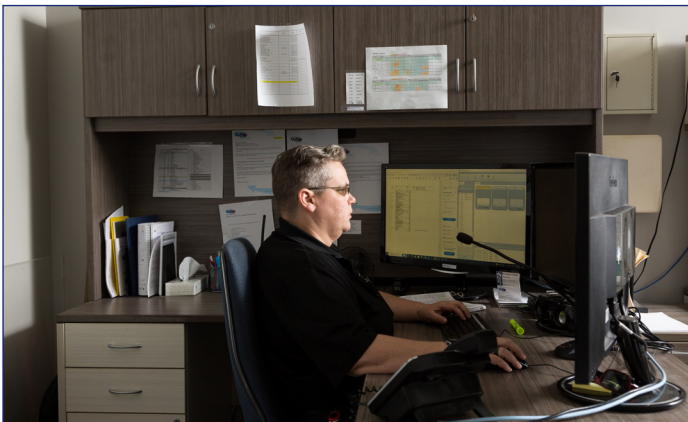
As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$74.3M. Most of transits capital plan is to be funded from Reserves & Grants.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	2,886	2,718	2,826	6,082	10,267	12,719	9,953	10,275	8,156	8,401	74,282

10-Year Funding



- Grants and Other - 19%
- Reserves - 41%
- Development Charge Reserves - 40%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%





Community & Corporate Services



**Barrie Fire & Emergency
Service**

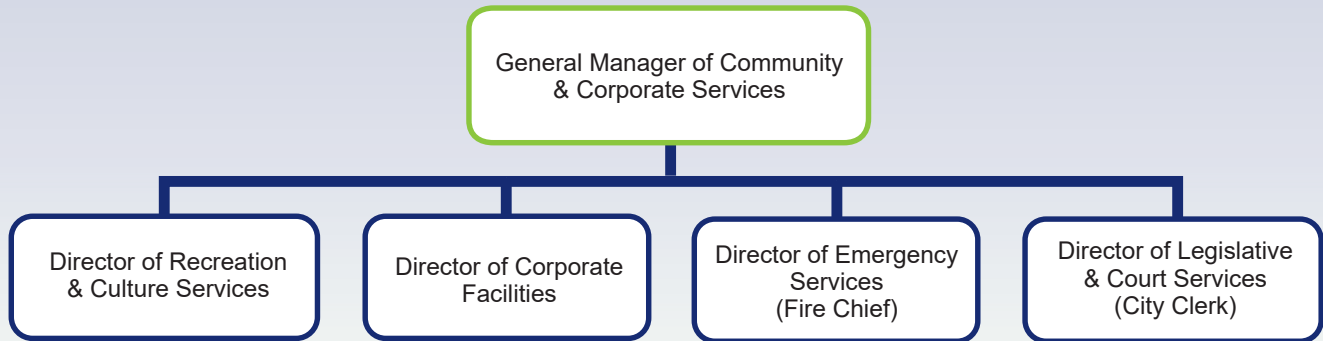
Facilities Department

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

- 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;
- 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;
- Deliver advice, policy support, and administrative services to City Council and the Corporation for legislative, and facility management services;
- 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;
- Implement the Community Energy and Greenhouse Gas Reduction Plan;
- Provide excellent customer service to our clients, partners, and stakeholders, while demonstrating effectiveness in the daily operation and preservation of City facilities and properties;
- Inform, encourage individual compliance with and enforce community standards through the administration and enforcement of municipal by-laws and licensing;
- Implement Next Generation 9-1-1 in collaboration with Information Technology to support real-time text, video and improved locational data;
- Provide open and transparent communication to the public and staff on the decision-making process associated with Council and Committee meetings; and
- 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 (KSDSI'S)



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



Support the services our community needs while keeping tax increases low through continuous 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;
- Find efficiencies and evolve service delivery;
- Increase openness and transparency;
- Reduce community risk;
- Improve response timelines.



Support investments that update and improve existing infrastructure and the planning, design and construction of strategic, conservation and growth- related facility 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



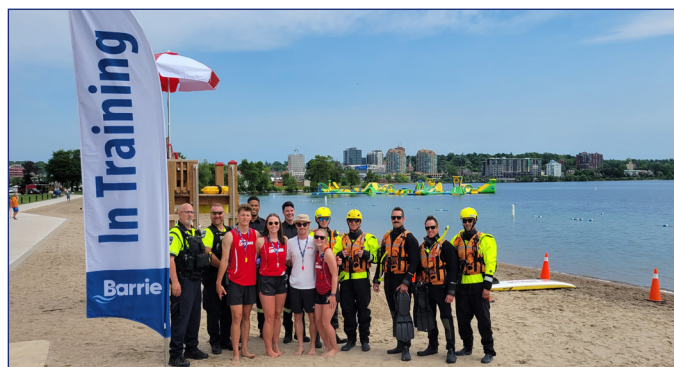
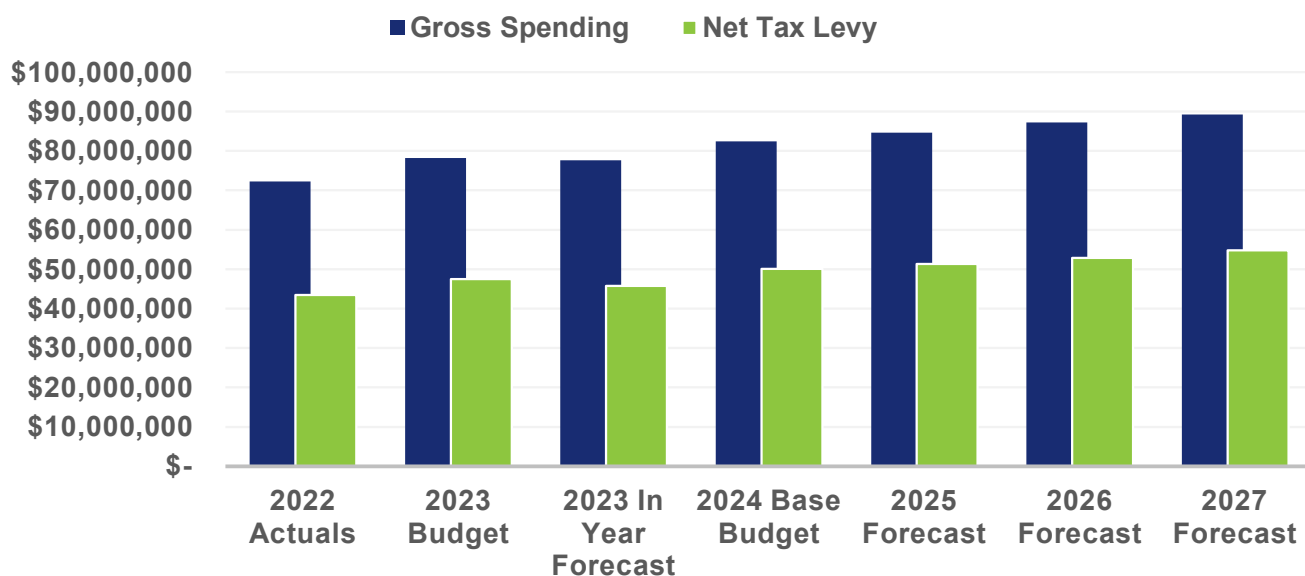
BUDGET & STAFFING SUMMARY

Tax Rate

Department	2024 Net Requested Budget	2024 Staffing		
		Base Complement	Service Level Changes	Total
Barrie Fire & Emergency Services	\$ 31,696,154	207	0	207
Facilities	\$ 2,261,096	48	0	48
GM of Community & Corporate Services	\$ 281,236	1	0	1
Legislative & Court Services	\$ 5,308,607	92.5	0	92.5
Recreation & Culture Services	\$ 11,052,418	67	8	75
Total	\$ 50,599,512	415.5	8	423.5

Division Financial Overview

Community & Corporate Services Forecast



Base Budget Change Report - Community & Corporate Services

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 52,554	\$ 57,975	\$ 56,263	\$ 61,619	\$ 3,644	6.29%
Recovery from Capital	\$ (1,069)	\$ (1,528)	\$ (1,528)	\$ (1,516)	\$ 11	-0.73%
Materials & Supplies	\$ 5,876	\$ 6,519	\$ 6,268	\$ 6,198	\$ (321)	-4.93%
Equipment & Capital Purchases	\$ 1,085	\$ 1,242	\$ 1,350	\$ 1,413	\$ 171	13.75%
Services	\$ 9,948	\$ 10,107	\$ 10,140	\$ 10,258	\$ 151	1.49%
Rents & Other Expenses	\$ 2,478	\$ 2,572	\$ 3,019	\$ 3,218	\$ 646	25.12%
Grant Expenses & Transfers	\$ 1,354	\$ 1,276	\$ 2,100	\$ 1,231	\$ (45)	-3.54%
Expenses Total	\$ 72,224	\$ 78,164	\$ 77,612	\$ 82,420	\$ 4,257	5.45%
Revenues						
User Fees, Service Charges, & Rentals	\$ 10,308	\$ 12,587	\$ 13,243	\$ 13,316	\$ 730	5.80%
Fines & Penalties	\$ 5,848	\$ 6,650	\$ 6,426	\$ 6,456	\$ (194)	-2.92%
Licenses & Permits	\$ 606	\$ 621	\$ 716	\$ 730	\$ 109	17.62%
Other Revenues	\$ 0	\$ 6	\$ 3	\$ 12	\$ 6	100.00%
Grant Revenues & Contributions	\$ 3,768	\$ 2,561	\$ 2,511	\$ 2,670	\$ 109	4.27%
Interdepartmental Transfers	\$ 5,639	\$ 5,305	\$ 6,004	\$ 6,162	\$ 858	16.16%
Intercompany Transfers	\$ 2,547	\$ 2,934	\$ 2,994	\$ 3,034	\$ 100	3.42%
Revenue Total	\$ 28,717	\$ 30,663	\$ 31,897	\$ 32,381	\$ 1,718	5.60%
Net Operating Expense/(Revenue)	\$ 43,506	\$ 47,500	\$ 45,715	\$ 50,040	\$ 2,539	5.35%
New Investments				\$ 560		
Requested Net Levy				\$ 50,600		6.52%

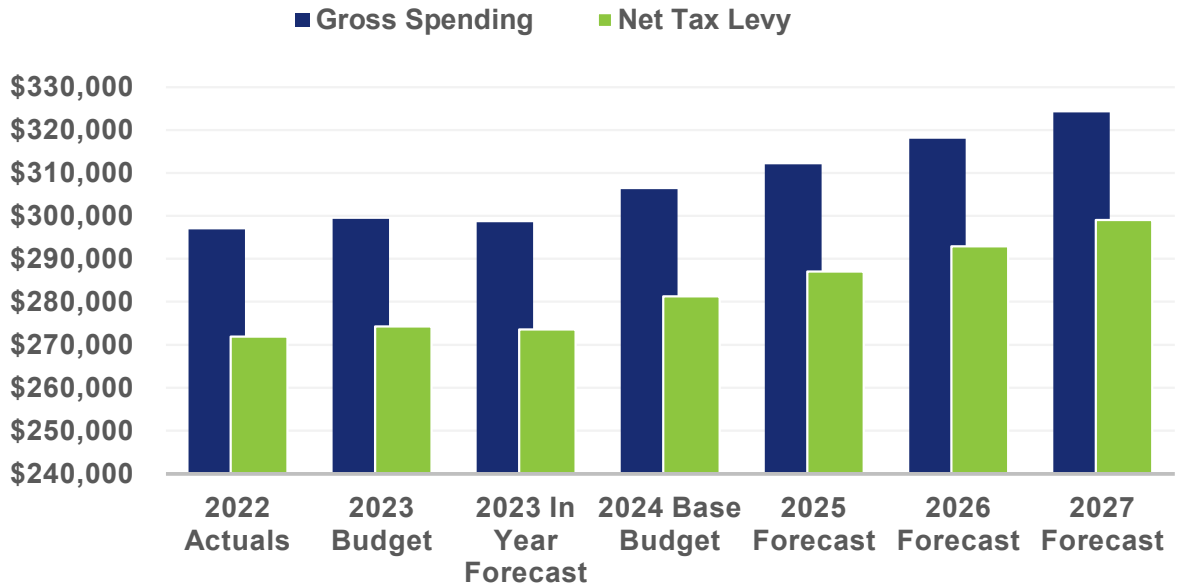


Base Budget Change Report - GM of Community & Corporate Services

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 288	\$ 295	\$ 295	\$ 302	\$ 7	2.42%
Materials & Supplies	\$ -	\$ 1	\$ 1	\$ 1	\$ (0)	-14.89%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 9	\$ 3	\$ 3	\$ 3	\$ -	0.00%
Expenses Total	\$ 297	\$ 299	\$ 299	\$ 306	\$ 7	2.33%
Revenues						
User Fees, Service Charges, & Rentals	\$ 25	\$ 25	\$ 25	\$ 25	\$ -	0.00%
Revenue Total	\$ 25	\$ 25	\$ 25	\$ 25	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 272	\$ 274	\$ 274	\$ 281	\$ 7	2.54%
			New Investments	\$ -		
			Requested Net Levy	\$ 281		2.54%

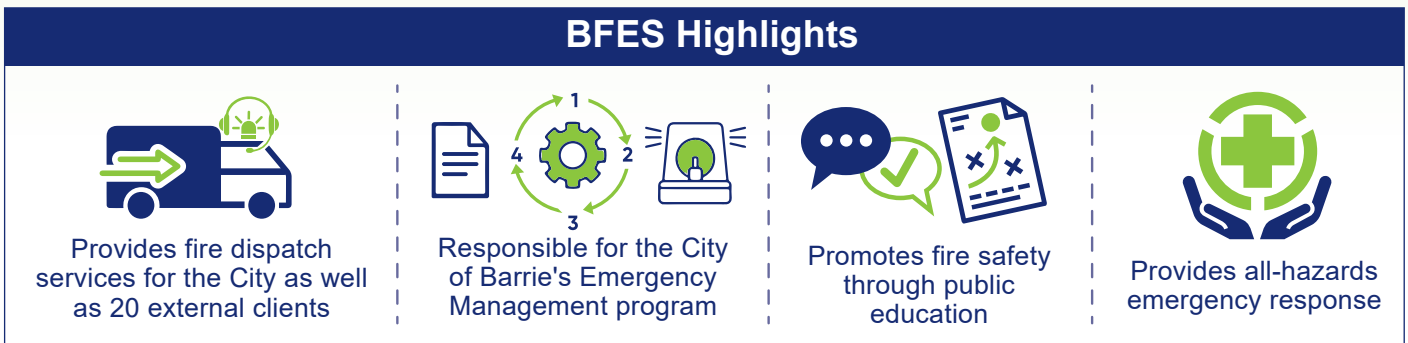
Financial Overview

General Manager of Community & Corporate Services Forecast



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.

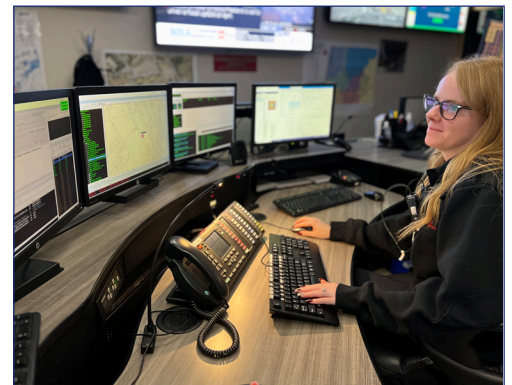


BRANCHES

Administration Branch

The Administration Branch requires approximately 4% of the Department's staff resources to perform the following services:

- Overall administration of 207 (20 new in 2024) 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 8% of the Department's staff resources to perform the following services:

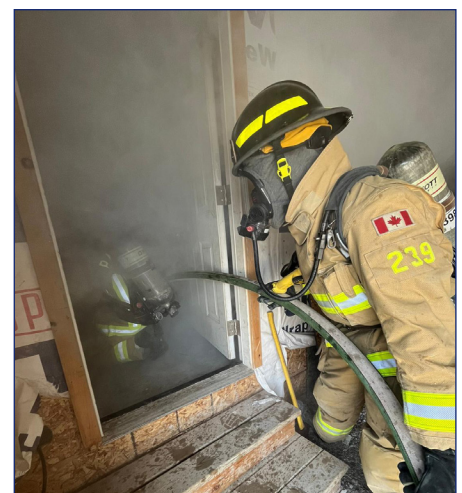
- Call processing from receipt of call to the dispatching of fire apparatus for Barrie Fire and Emergency.
- Provide emergency communication and technology support services for BFES and 20 external dispatch clients.
- Receive and process emergency 911 calls.
- Conveying instructions, information, and 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 81% 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 2% 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 (KPIs) to measure the departments success in aligning their services to meet the overall corporate strategic initiatives laid out by Council.

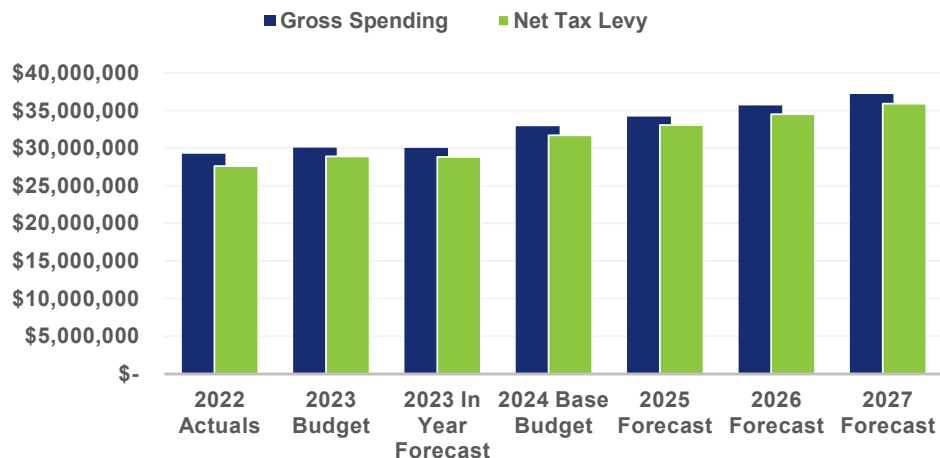
Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 Community Safety	
Using data to monitor and achieve our Council mandated road response time of 6 minutes or less 90% of the time.	Road response time.
Utilization of technology to meet industry 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	2021	2022	2023	2023	Baseline	2024
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Road Response Time –% of the time less than 6 minutes for all emergency types.	87	87	90	90		90
2 Fire and Building Code Inspections.	4602	2881	5000	5000		5000
3 Emergency Call Processing Time –% of time less than 60 seconds.	98	95	95	95		95

Financial Overview

Barrie Fire & Emergency Service Forecast



Base Budget Change Report - Barrie Fire & Emergency Services

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 28,163	\$ 28,778	\$ 28,785	\$ 31,573	\$ 2,796	9.71%
Materials & Supplies	\$ 332	\$ 368	\$ 339	\$ 356	\$ (12)	-3.32%
Equipment & Capital Purchases	\$ 156	\$ 267	\$ 264	\$ 275	\$ 8	3.00%
Services	\$ 482	\$ 544	\$ 516	\$ 588	\$ 44	8.11%
Rents & Other Expenses	\$ 18	\$ 15	\$ 15	\$ 16	\$ 1	6.87%
Grant Expenses & Transfers	\$ 100	\$ 100	\$ 100	\$ 100	\$ -	0.00%
Expenses Total	\$ 29,251	\$ 30,072	\$ 30,019	\$ 32,908	\$ 2,836	9.43%
Revenues						
User Fees, Service Charges, & Rentals	\$ 351	\$ 295	\$ 350	\$ 352	\$ 57	19.32%
Grant Revenues & Contributions	\$ 2,335	\$ 1,896	\$ 1,821	\$ 1,987	\$ 91	4.80%
Interdepartmental Transfers	\$ (1,059)	\$ (1,027)	\$ (958)	\$ (1,127)	\$ (100)	9.73%
Revenue Total	\$ 1,627	\$ 1,164	\$ 1,213	\$ 1,212	\$ 48	4.12%
Net Operating Expense/(Revenue)	\$ 27,624	\$ 28,908	\$ 28,806	\$ 31,696	\$ 2,788	9.65%
			New Investments	\$ -		
			Requested Net Levy	\$ 31,696		9.65%

Comments

Salaries & Benefits

96% of the BFES total expenditures budget is allocated to salaries and benefits. The projected 9.45% increase is predominantly a result of the 20 new firefighters required to staff new BFES fire station #6 in southeast Barrie. Additionally, 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 account for the remainder of the projected increase.

Other expenses

Increased costs related to significant pricing increases of personal protective equipment, 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 \$1,987,182 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 to deliver fire protection services. This includes (but not limited to) Mobile Radios, Bunker Gear & Fire Helmets, Defibrillators, Self-Contained Breathing Apparatus (SCBA) 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 \$1.76M. The majority of the Capital Plan is to be funded from reserves.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	295	255	85	500	0	100	0	20	500	0	1,755

10-Year Funding



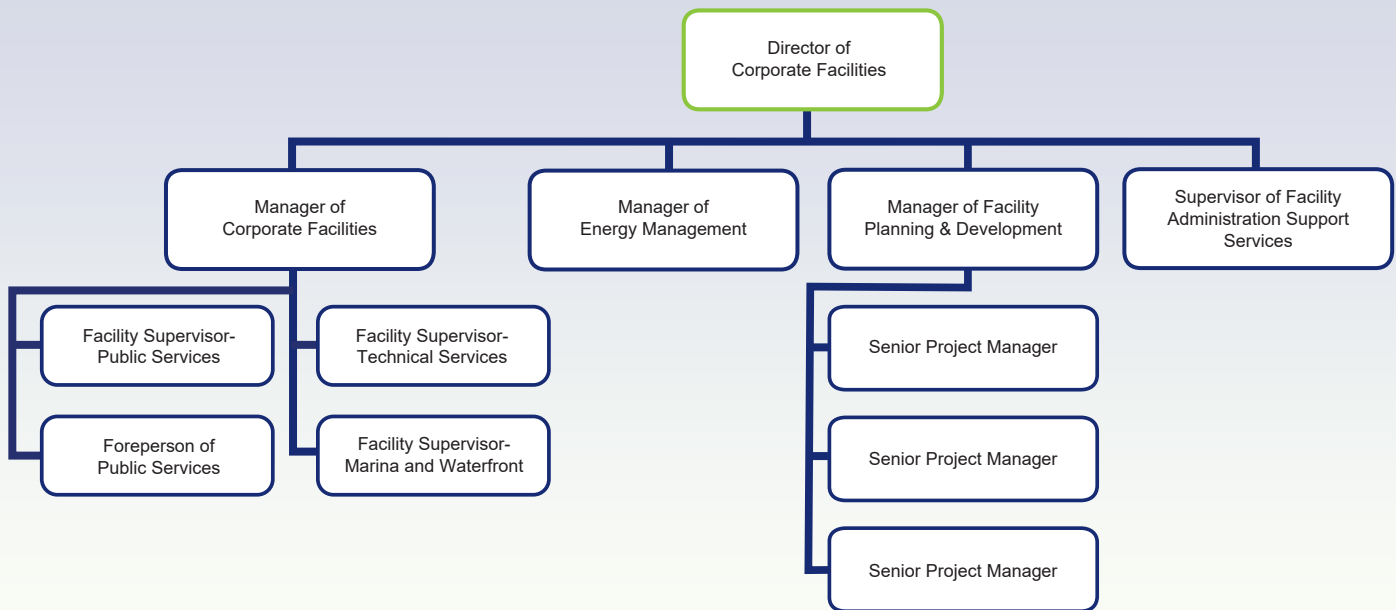
- Grants and Other - 0%
- Reserves - 100%
- Development Charge Reserves - 0%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%





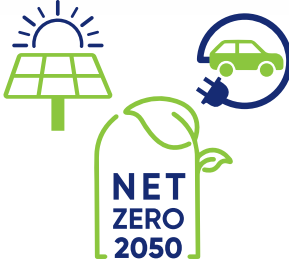

FACILITIES DEPARTMENT

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>
--	---	---	---

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 (KPIs) 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
 Infrastructure Investments	
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.	Ratio of Forecasted Renewal Needs Against Audited Renewal Needs.
<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>	Annual Utility Cost Avoidance.
 Responsible Governance	
Continue to implement best-practice service delivery models, and further streamline operations to improve operational efficiency and uptime based on measurable outcomes and performance gains.	Ratio of Scheduled to Unscheduled Maintenance Work.



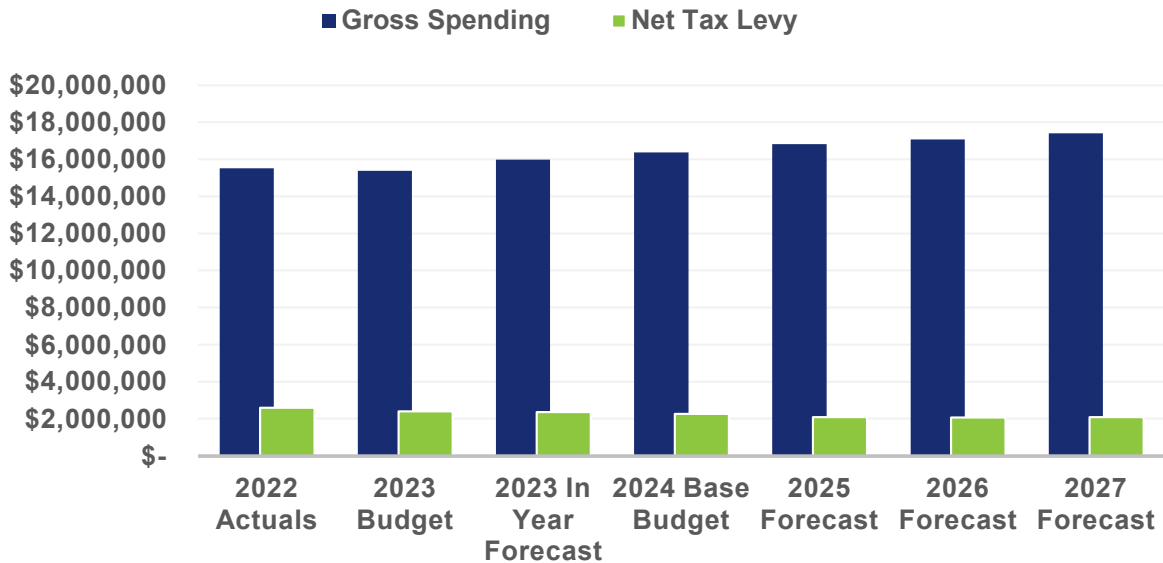
Performance Measures

KPI	2021	2022	2023	2023	Baseline	2024
	Actual	Actual	Plan	Forecast	Plan	Plan
1 * Ratio of Forecasted Renewal Needs against Audited Renewal Needs	N/A	N/A	85%	N/A		N/A
2 Annual Utility Cost Avoidance	\$ 1,131,908	\$219,043	\$ 444,617	\$ 450,000		\$ 444,021
3 Ratio of Scheduled to Unscheduled Maintenance Work	43.60%	45%	75%	75%		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 2024, thereby providing a uniform baseline of current condition and future needs for 2025 capital planning onward. This information is essential to help maximize the life of city assets while minimizing the risks associated with aging infrastructure.

Financial Overview

Facilities Department Forecast



Base Budget Change Report - Facilities Department

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 5,935	\$ 6,335	\$ 6,339	\$ 6,571	\$ 237	3.74%
Recovery from Capital	\$ (1,069)	\$ (1,528)	\$ (1,528)	\$ (1,516)	\$ 11	-0.73%
Materials & Supplies	\$ 2,364	\$ 2,546	\$ 2,406	\$ 2,399	\$ (146)	-5.75%
Equipment & Capital Purchases	\$ 403	\$ 481	\$ 570	\$ 558	\$ 77	15.95%
Services	\$ 5,905	\$ 5,649	\$ 5,541	\$ 5,547	\$ (102)	-1.80%
Rents & Other Expenses	\$ 1,727	\$ 1,581	\$ 2,238	\$ 2,396	\$ 816	51.59%
Grant Expenses & Transfers	\$ 260	\$ 315	\$ 411	\$ 424	\$ 109	34.65%
Expenses Total	\$ 15,526	\$ 15,379	\$ 15,978	\$ 16,379	\$ 1,001	6.51%
Revenues						
User Fees, Service Charges, & Rentals	\$ 2,134	\$ 2,105	\$ 2,112	\$ 2,182	\$ 77	3.65%
Grant Revenues & Contributions	\$ 66	\$ 52	\$ 52	\$ 50	\$ (2)	-3.85%
Interdepartmental Transfers	\$ 8,191	\$ 7,890	\$ 8,458	\$ 8,852	\$ 962	12.19%
Intercompany Transfers	\$ 2,547	\$ 2,934	\$ 2,994	\$ 3,034	\$ 100	3.42%
Revenue Total	\$ 12,939	\$ 12,981	\$ 13,616	\$ 14,118	\$ 1,137	8.76%
Net Operating Expense/(Revenue)	\$ 2,587	\$ 2,398	\$ 2,362	\$ 2,261	\$ (136)	-5.69%
			New Investments	\$ -		
			Requested Net Levy	\$ 2,261		-5.69%

Comments

Base budget expenditures have increased from 2023 to 2024 by \$1,000,794 with base budget revenues increasing by \$1,137,200 over the same period, for a net impact of \$136,406. The variances are due primarily to the following:

Expenses

- Salary and benefit base budget increase of 3.74% is primarily due to collective agreement adjustments and job re-evaluations.
- Recovery from capital expenses increase required to support planned and approved capital projects.
- In addition to substantial insurance premium increases for several City facilities, the facilities budget now includes \$829,308 in facility-related premiums for the WwTF, WWMF and SWTP facilities that were previously held elsewhere. This was done to maintain consistency of reporting across all facilities.
- Increase in contracted security costs of \$118,237, required following the retendering of the City's physical security contract.
- The 2024 budget includes Q4 operating expenses for the new Barrie Fire and Emergency Service (BFES) Fire Station #6 totaling \$61,083.

Revenue

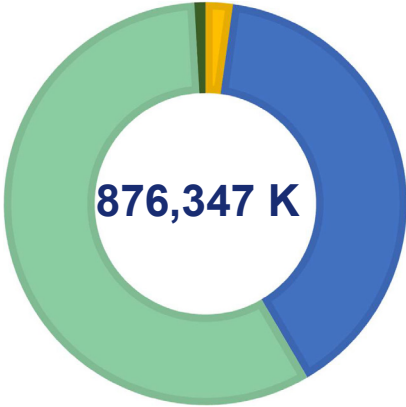
- Change in intercompany transfers driven by WwMF, WWTF and SWTP insurance premiums noted above, as well as the operating budget for BFES Station #6 and transfer of some security-related expenses at the Barrie Transit Terminal to Barrie Transit.
- Increase in service charge revenue of \$40k related to an increase in Barrie Marina slip rental rates.

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, 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 \$876.3M. The majority of the capital plan is to be funded from Development Charge Reserves and Reserves.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	71,235	110,848	95,362	65,397	85,328	50,545	100,935	175,347	121,350	0	876,347

10-Year Funding



- Grants and Other - 2%
- Reserves - 39%
- Development Charge Reserves - 58%
- City Funded Debt - 1%
- Developer Contributions - 0%
- Development Charge Debt - 0%



LEGISLATIVE & COURT SERVICES

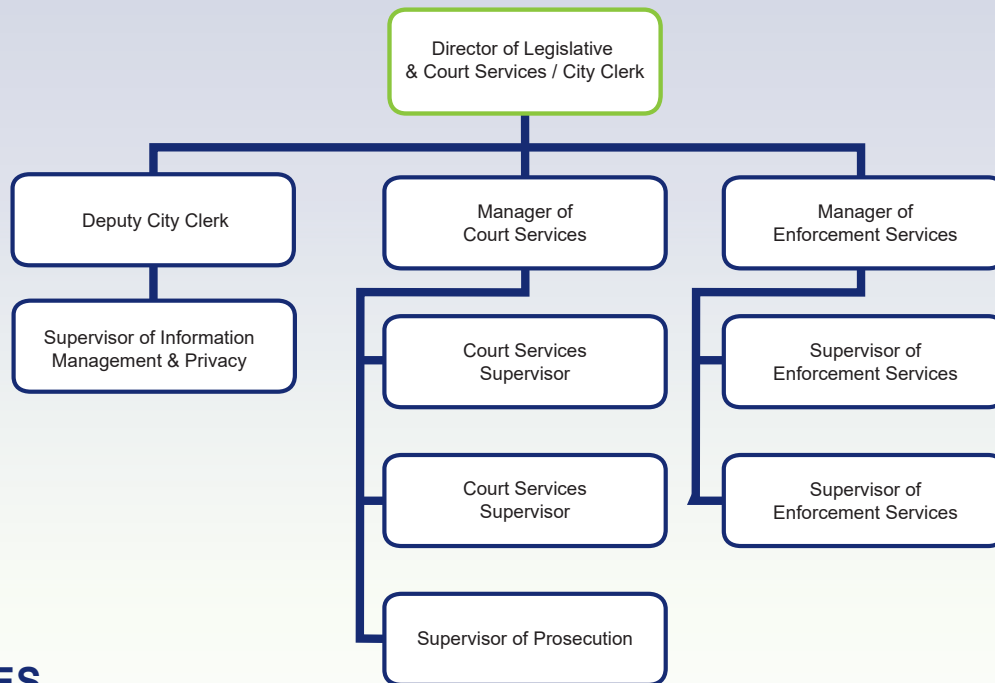
The Legislative and Court Services Department is comprised of three branches;

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 on streets and in City lots, 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 person 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 160 meetings of Council, General Committee, Reference Committees and Advisory Committees of Council involving the recording of approximately 330 motions and 140 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 360,000 pieces of outgoing mail annually.

Legislative and Court Services

- Process over 1.6 million print/photocopy requests for City departments and associated agencies.
- Manage over 450,000 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 44,000 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 560 in-person, virtual or hybrid courts.
- Securely transfer over 85 audio court recordings to external transcription agencies.
- Prepare and update over 1,290 dockets (including Fail to Respond dockets) and process convictions on 730 Fail to Respond dockets with over 8,000 FTR matters.
- 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.
- Receive and respond 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

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

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

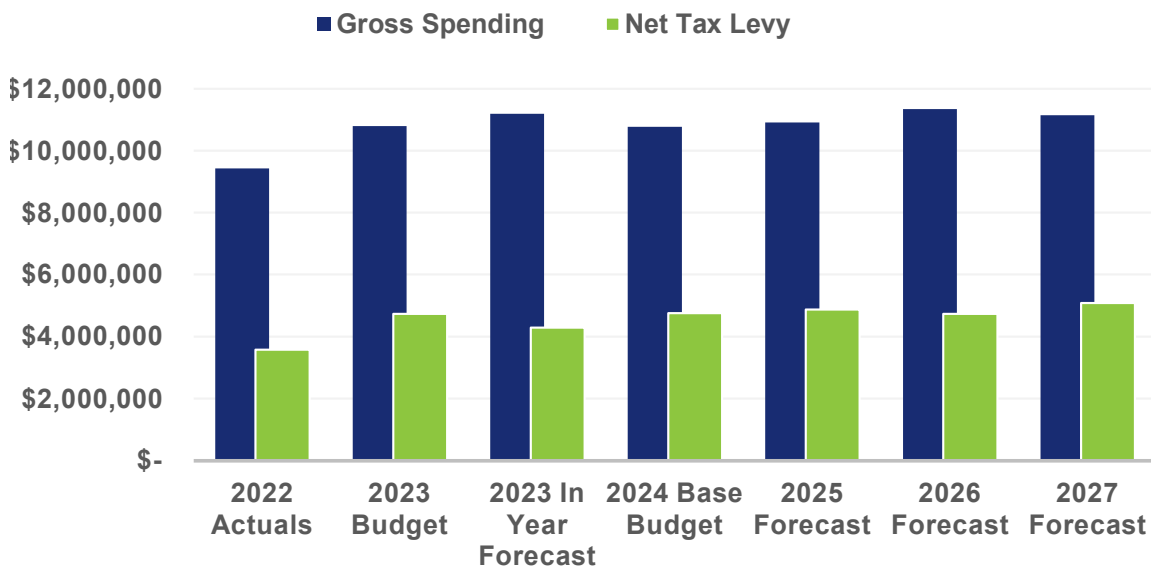
Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 Community Safety	
<p>Implement an Automated Speed Enforcement program with charges going into the POA Court stream and work with AMO/LAS to set up a Joint Processing Centre for ASE charges and an anticipated future Administrative Penalties Program.</p> <p>Reduce time to trial for POA court matters.</p>	<p>Average Time to Trial.</p>
 Thriving Community	
<p>Promote and enforce City by-laws including regular patrols, inspections and prompt complaint investigations to support a vibrant community and foster well-being.</p>	<p>Average time to close files from receipt of Yard Maintenance/Property Standards files/complaints.</p>
 Responsible Governance	
<p>Ensure accountability and transparency of Council decision-making through timely reporting of meeting matters.</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>Continue to enhance collection efforts of overdue, unpaid court fines and provide options for electronic and phone payments.</p>	<p>Number of motions and by-laws passed to enable Council's decisions.</p>

Performance Measures

KPI		2021	2022	2023	2023	Baseline	2024
		Actual	Actual	Plan	Forecast	Trend	Plan
1	Number of motions and by-laws passed to enable Council's decisions	535	480	500	470	●	470
2	Average time to trial–Part 1 charges	541 Days	8-9 Months	145 Days	180 Days	●	145 Days
3	Average days to close files from receipt Yard Maintenance/Property Standards Files Complaints	14 Days/ 42.5 Days	12 Days/ 40 Days	7 Days/ 36 Days	12 Days/ 40 Days	●	7 Days/ 36 Days

Financial Overview

Legislative & Court Services Forecast



Base Budget Change Report - Legislative & Court Services

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 6,748	\$ 8,388	\$ 7,819	\$ 8,575	\$ 187	2.23%
Materials & Supplies	\$ 484	\$ 375	\$ 379	\$ 375	\$ 0	0.08%
Equipment & Capital Purchases	\$ 70	\$ 16	\$ 32	\$ 14	\$ (1)	-8.30%
Services	\$ 1,245	\$ 1,326	\$ 1,548	\$ 1,270	\$ (56)	-4.26%
Rents & Other Expenses	\$ 165	\$ 136	\$ 129	\$ 126	\$ (9)	-6.72%
Grant Expenses & Transfers	\$ 710	\$ 557	\$ 1,289	\$ 408	\$ (150)	-26.86%
Expenses Total	\$ 9,421	\$ 10,797	\$ 11,195	\$ 10,768	\$ (29)	-0.27%
Revenues						
User Fees, Service Charges, & Rentals	\$ 59	\$ 99	\$ 1,021	\$ 143	\$ 44	45.08%
Fines & Penalties	\$ 5,848	\$ 6,650	\$ 6,426	\$ 6,456	\$ (194)	-2.92%
Licenses & Permits	\$ 606	\$ 621	\$ 716	\$ 730	\$ 109	17.62%
Grant Revenues & Contributions	\$ 653	\$ 34	\$ 28	\$ 28	\$ (6)	-18.64%
Interdepartmental Transfers	\$ (1,326)	\$ (1,341)	\$ (1,282)	\$ (1,347)	\$ (6)	0.44%
Revenue Total	\$ 5,841	\$ 6,062	\$ 6,908	\$ 6,009	\$ (53)	-0.87%
Net Operating Expense/(Revenue)	\$ 3,580	\$ 4,735	\$ 4,287	\$ 4,759	\$ 24	0.50%
New Investments				\$ 550		
Requested Net Levy				\$ 5,309		12.11%

Comments

Grant Expenses and Transfers

- Reduction in Transfers from POA due to a reduction in fine revenues from external enforcement agencies and court closures due to reduction of judicial resources (\$279,109)
- Reduction in transfers to Election Reserve due to spreading out reserve contributions (\$55,000).

Fines and Penalties

- Increase in parking fines given changes in City's Parking Strategy and growth (\$23K)
- Reduction in fines collected through POA given reduction in fine revenues from reduced charge volumes and a reduction in judicial resources in Barrie Court Service Area (\$490,647)
- Reduction in payments to partner municipalities given fine revenues from reduced charge volumes and a reduction in judicial resources in Barrie Court Service Area (\$226K)
- Increase in payments to MAG due to increase in partial payments and required MAG victim fine surcharge payments in Barrie Court Service Area (\$105K)

Licenses and Permits

- Increase in business licensing revenues as full fees are being collected after COVID fee reductions expired (\$68,243)
- Increase in lottery licenses revenues now that COVID restrictions have expired (\$44,439)
- Increase in pet licensing revenues due to residential growth (\$7,374)

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.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	0	400	0	0	0	0	0	0	0	0	400

10-Year Funding

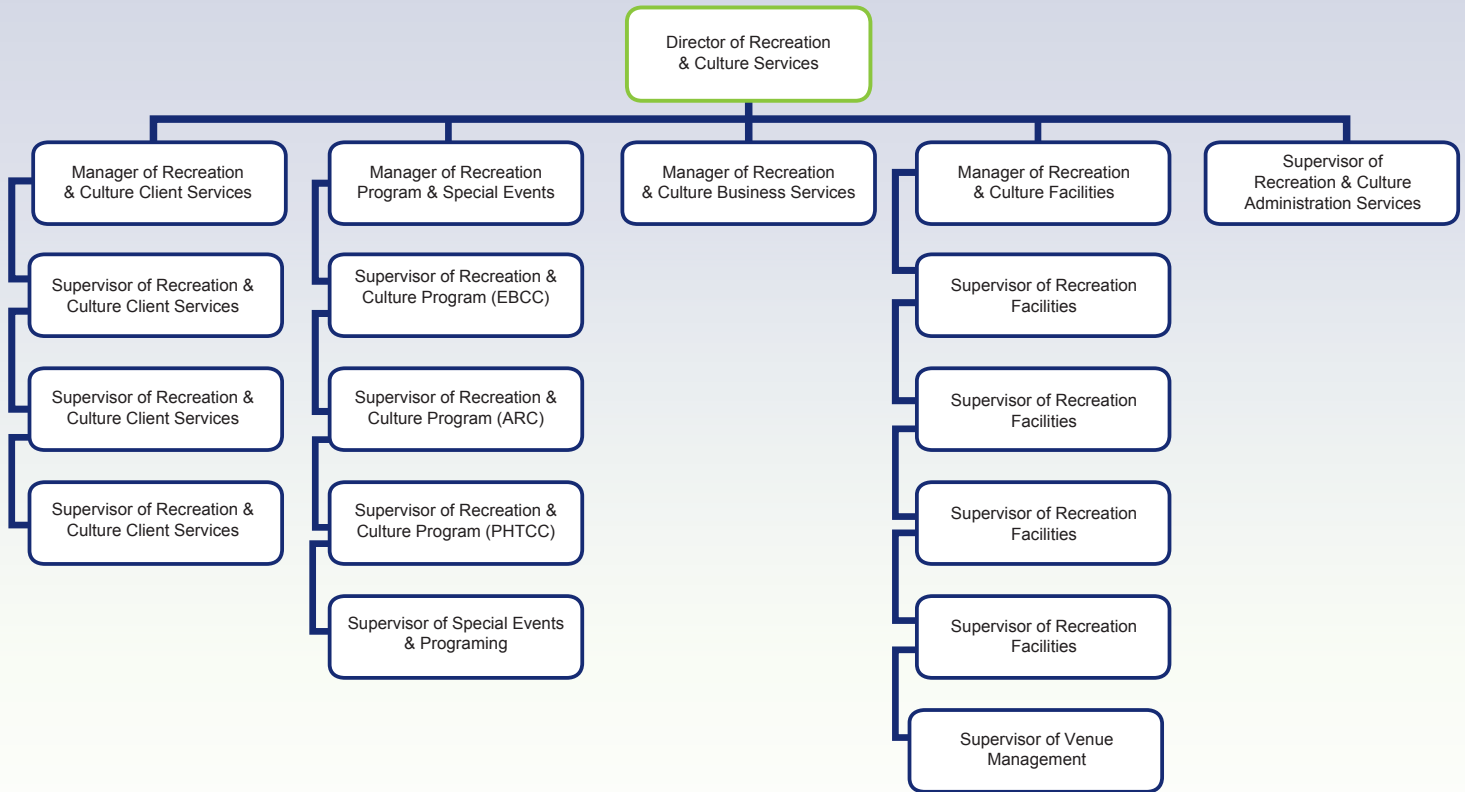


- Grants and Other - 0%
- Reserves - 100%
- Development Charge Reserves - 0%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%



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 almost 200 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>
--	---	---	---	---	---

BRANCHES

Recreation Programs and Special Events

- Assesses community recreation needs and interests and provides an engaging portfolio of recreation opportunities which will meet these needs and interests.
- Provides diverse and accessible recreation activities directly by Departmental staff or in partnership with community groups in the program areas of Aquatics, Skating, Active Living, Fitness, Inclusion, Camps, Youth and Seniors 55+.
- Annual planning and delivery of three major community events (Downtown Countdown, Winterfest, and Canada Day) plus additional waterfront events such as the Barrie Air Show and Kempenfest.
- Manages the Special Event permitting process for the City and coordinates event requirements across other City departments and services including Licensing & Enforcement, Barrie Fire and Emergency Services, Barrie Police Services, ROWA.
- Promotes a sense of belonging and empowerment for individuals with diverse needs, including those with physical, cognitive, sensory, and emotional challenges.
- Through Inclusion staff & fee subsidy programs such as recACCESS, the department reduces economic and accessibility barriers to participation.
- Fosters an environment of acceptance, respect, and understanding.
- Develops, maintains, and strengthens strategic partnerships with local community agencies such as Simcoe County, Empower Simcoe, Jumpstart.



4,963 programs offered,
accommodating **27,986**
program participants



30,348
Senior's Centre
visits

96%

2023 Camps
achieved a
96.9% fill rate

Recreation Facilities and Theatre Venues

- The City of Barrie's recreation and theatre facilities and sport fields provide a high-quality setting for recreational and cultural events 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 community engagements that support strategic objectives.
- Collaborates with Corporate Facilities on capital improvements to the recreation facilities and theatre venues. This includes planning and development of project procurement, capital repair and replacement planning, preventative maintenance programs, developing lifecycle plans to identify future maintenance and renewal requirements.
- Minimizes environmental impact and realize cost avoidance measures by executing environmental, sustainability and energy management plans.

This branch manages the following facilities:

- | | | |
|-----------------------------------|---------------------------------|------------------------------------|
| • Allandale Recreation Centre | • Eastview Arena | • Peggy Hill Team Community Centre |
| • Barrie Community Sports Complex | • Five Points Theatre | • Sadlon Arena |
| • Circle at the Centre | • Georgian Theatre | • Southshore Community Centre |
| • Dorian Parker Centre | • Lampman Lane Community Centre | • Will Dwyer Park Outdoor Rink |
| • East Bayfield Community Centre | • Parkview Community Centre | |

Utility Conservation Efforts*



12%
Electricity
Conserved



15%
Water
Usage
Conserved

* 2022 Actuals to Budget Usage



2.4 M
multi-use
community centre
visitors

Five Points & Georgian Theatres hosted



130 ticketed events with
27,692 event tickets sold

Client Services

- Provides an excellent customer service experience and delivers accurate, current, and helpful information for inquiries and concerns to the public.
- Processes customer transactions in an efficient, accurate, and caring manner including registered program enrollments, recPASS membership sales, indoor facility rentals, and sale of department and corporate merchandise (bus and parking passes, garbage tags, recycling bins)
- Administers Cash Handling processes and creates deposits in accordance with approved procedures.
- Provides administrative & collaborative support with the Programs Team to address outstanding account balances, waitlist management, and refund/transfer processing.



126,600 customer transactions completed by department staff



48,182 incoming customer phone calls answered and **783** hours of telephone customer service provided



1554 wait-listed clients accommodated

Administration & Business Services

- Manages 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.
- Collects, analyzes and interprets both financial and non-financial information and data to support sound decision-making and planning.
- Administers 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.
- Develops and implements procedural documentation and training for staff that enhances accountability, reduces risk for both staff and the corporation, and improves operational efficiency.
- Develops reporting tools within existing software systems that provide timely and actionable data.
- Coordinates process improvement efforts with other departments including Internal Audit, Legal Services, and Finance
- Develops the department's annual business plan and operating budget and coordinates departmental work plans to ensure resources are effectively directed towards achieving corporate, divisional, and departmental priorities.
- 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.



1831
Permits issued



102,800
facility hours booked




1600
Invoices/POs processed






1675
RecACCESS memberships issued

STRATEGIC PLAN, OTHER PROGRAM DELIVERABLES & PERFORMANCE

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

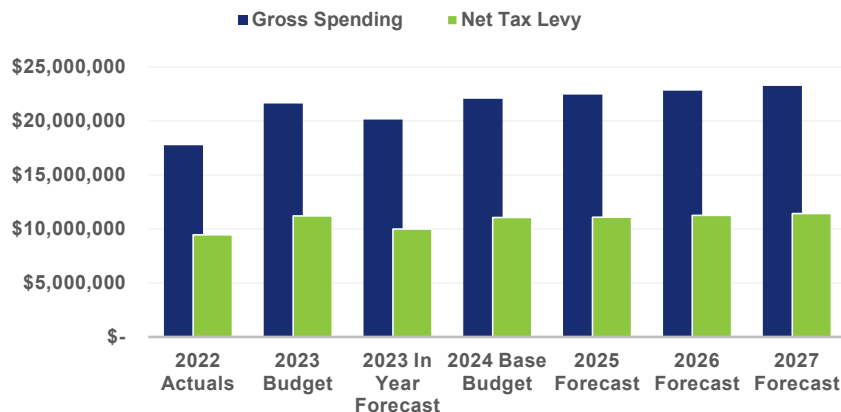
Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 Thriving Community	
<ul style="list-style-type: none"> Identify and eliminate barriers to participation. Financially support Inclusion and recACCESS. Staff trained in HIGH FIVE Principles of Healthy Child Development. Identify efficiencies to manage cost of delivering services. Assess needs and deliver programs, activities, and special events reflecting latest trends. Excellence in customer service. 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. Expand programming into schools on evenings and weekends. 	<ul style="list-style-type: none"> recACCESS Participation Rate as a % of low-income population. Registered Programming Occupancy Rate. Days of Use: Five Points Theatre Georgian Theatre

Performance Measures

KPI	2021	2022	2023	2023	Baseline	2024
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Days of Use: Five Points Theatre Georgian Theatre	0/0	155/61	220/160	194/120		220/160
2 Registered Programming Occupancy Rate	68%	88%	83%	84%		84%
3 recAccess Participation Rate as a % of Low Income Population*	7.5%	9.7%	9%	14%		14%

Financial Overview

Recreation & Culture Services Forecast



Base Budget Change Report - Recreation and Culture Services

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 11,420	\$ 14,180	\$ 13,026	\$ 14,598	\$ 418	2.95%
Materials & Supplies	\$ 2,696	\$ 3,229	\$ 3,143	\$ 3,066	\$ (163)	-5.04%
Equipment & Capital Purchases	\$ 456	\$ 478	\$ 484	\$ 565	\$ 87	18.26%
Services	\$ 2,307	\$ 2,585	\$ 2,532	\$ 2,850	\$ 265	10.26%
Rents & Other Expenses	\$ 568	\$ 841	\$ 637	\$ 679	\$ (161)	-19.21%
Grant Expenses & Transfers	\$ 284	\$ 305	\$ 300	\$ 300	\$ (5)	-1.48%
Expenses Total	\$ 17,730	\$ 21,617	\$ 20,122	\$ 22,059	\$ 442	2.04%
Revenues						
User Fees, Service Charges, & Rentals	\$ 7,740	\$ 10,063	\$ 9,736	\$ 10,615	\$ 551	5.48%
Other Revenues	\$ 0	\$ 6	\$ 3	\$ 12	\$ 6	100.00%
Grant Revenues & Contributions	\$ 714	\$ 578	\$ 610	\$ 605	\$ 27	4.62%
Interdepartmental Transfers	\$ (168)	\$ (217)	\$ (213)	\$ (216)	\$ 1	-0.59%
Revenue Total	\$ 8,286	\$ 10,431	\$ 10,135	\$ 11,016	\$ 585	5.61%
Net Operating Expense/(Revenue)	\$ 9,444	\$ 11,186	\$ 9,987	\$ 11,043	\$ (143)	-1.28%
			New Investments	\$ 10		
			Requested Net Levy	\$ 11,052		-1.19%

Comments

Salaries and Benefits

The full-time salaries budget reflects collective agreement adjustment increases totaling \$401K, a reclassification of waterfront lifeguard wage budget of \$183K as full-time casual versus part-time casual, offset by a decrease of \$170K in full-time casual salaries under theatre venues due to pending contract end dates of December 31, 2023. Intake Form #2884 has been submitted to reclassify these positions as permanent as outlined below under Services. Part-time salaries reflect an overall decrease of \$90K resulting from the reclassification of waterfront lifeguard wages as full-time casual (\$183K transfer value) offset by an increase of \$98K in summer camp program wages to address growing demand for these popular programs.

Materials & Supplies

Utilities expense reduction of \$173K is reflective of lower energy and water rates and considerable joint efforts between Recreation's Facility Operations team and the Facilities' Department's Energy Branch to reduce energy consumption within our multi-use Recreation Centres.

Equipment & Capital Purchases

Due to aging infrastructure in recreation facilities and theatre venues, minor capital is being increased by \$87K to maintain efficient operations and meet the high-quality standards expected by our visitors.

Services

A 9.8% increase to the base budget for Contracted Services is driven by an operational requirement to maintain the day-to-day operations of our theatre venues using contracted technical services. This is due to three full-time casual positions with contracts currently ending as of December 31, 2023. As a result, the department has submitted Intake Form #2884 that would extend these positions permanently with an offsetting reduction in Contracted Services of \$208K. Having permanent venue staff in place reduces risk to the City as the labour market is limited for trained venue technician staff and mitigates the risk of contracted firms not having staff available when needed.

Rent & Other Expenses

A reduction in insurance premium rates through Legal Services has resulted in cost avoidance of \$189K offset by a \$26K increase in financial transaction fees due to a higher number of recreation transactions.

User Fees, Service Charges & Rentals

The additional \$629K in User Fees, Services Charges & Rental revenue can partially be attributed to a 2.5% fee increase on all registered programs and rental fees to partially offset higher operational costs. Ice Rentals for organized hockey continue to be a main driver of revenue for the department with \$138K incremental revenue over 2023 primarily from minor hockey programs, adult hockey rentals, women's hockey, and the Barrie Colts agreement. Registrations for Learn to Swim programs continue to remain strong and will increase by \$196K based on a more robust staffing complement. Additional advertising and marketing efforts will boost RecPASS memberships to pre-COVID levels. The resulting incremental revenue increase is \$144K.





Infrastructure & Growth Management



Development Services

Infrastructure

Operations

**Economic & Creative
Development**

Building Services

**Waste Management and
Environmental Sustainability**

Corporate Asset Management

DIVISION OVERVIEW

The Infrastructure & Growth Management Division through its seven (7) departments aspires to creating sustainable, safe, healthy, and thriving communities through sound development policies, efficient services, infrastructure investments to facilitate residential and employment growth, and sustainable asset management.

The Division is focused on growing the City's economy and housing, timely permitting and approvals for developments, cost and schedule certainty on infrastructure projects, protecting the natural environment, supplying clean water, ensuring high quality wastewater effluent, managing stormwater quantity and quality, facilitating the circular economy, well maintained parks, and roadways.

The 7 departments in the Division are: Operations, Infrastructure, Corporate Asset Management, Development Services, Building Services, Economic and Creative Development, and Waste Management 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 and budgets approved by City Council.
- Deliver the Capital Plan to achieve positive legacies for the City and its residents.
- Manage development throughout the City with good planning and design principles and standards.
- Accelerate the building of new homes.
- Manage the City's corporate assets to close the infrastructure deficit gap.
- Position Barrie as a premiere business investment destination.
- Implement a circular economy.
- Nurture a culture of continuous improvement.
- 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.



Deliver the WwTF Capital Program with cost certainty.



Improve the Development Approvals Process.



Improve the Building Permitting Process.



Implement key policy and strategy documents: Asset Management Plans, Infrastructure Master Plans, Municipal Housing Pledge, Vision Zero, Traffic Calming Policy, Official Plan, Zoning By-law, Urban Design Guidelines, Waterfront Master Plan, Circular Economy Framework, Fleet conversion to EVs.



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



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

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, Bill 23, More Homes Built Faster Act, 2022, O. Reg. 406/19: On-Site And Excess Soil Management, Environmental regulations and the Minimum Maintenance Standards for Municipal Highways – Non-conformance 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 do not match the basis for the Operational and Capital Budgets in relation to level of service - causes undue pressures on the City's services.
- 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

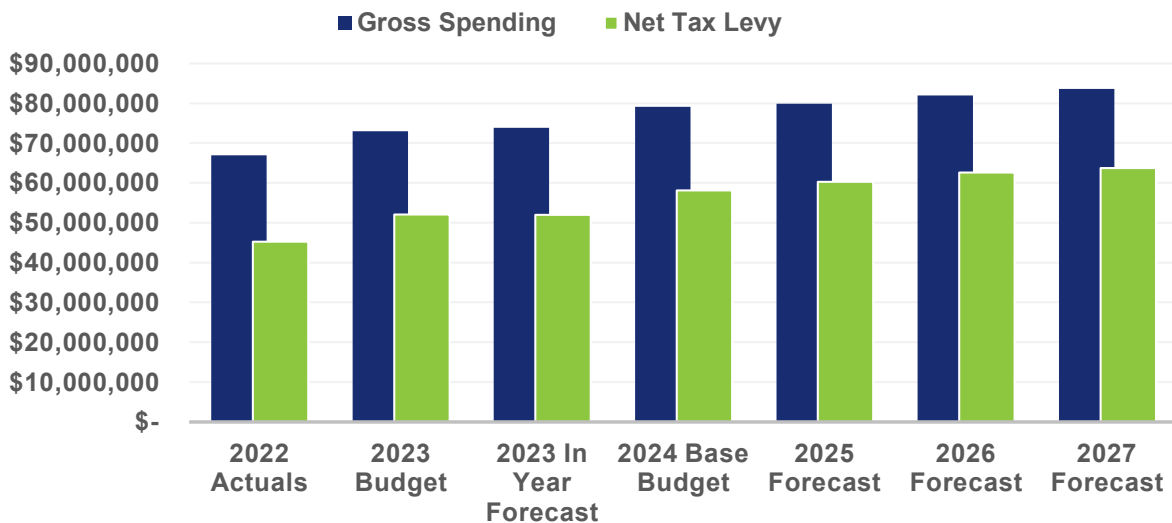
Department	2024 Net Requested Budget	2024 Staffing		
		Base Complement	Service Level Changes	Total
Building Services	\$ -	39	0	39
Corporate Asset Management	\$ 1,374,315	14	0	14
Development Services	\$ 6,805,751	55	1	56
Economic & Creative Development	\$ 2,361,279	12	0	12
GM Infrastructure & Growth Mgmt	\$ 354,118	1	0	1
Infrastructure	\$ 1,490,275	40	0	40
Operations	\$ 32,802,778	108	3	111
Waste Management & Environmental Sustainability	\$ 12,957,257	31	3	34
Total	\$ 58,145,772	300	7	307

User Rate

Department	2024 Net Requested Budget	2024 Staffing		
		Base Complement	Service Level Changes	Total
Wastewater Operations	\$ 19,977,041	49	0	49
Water Operations	\$ 8,112,740	70	0	70
Total	\$ 28,089,781	119	0	119

Division Financial Overview

Infrastructure & Growth Management Forecast

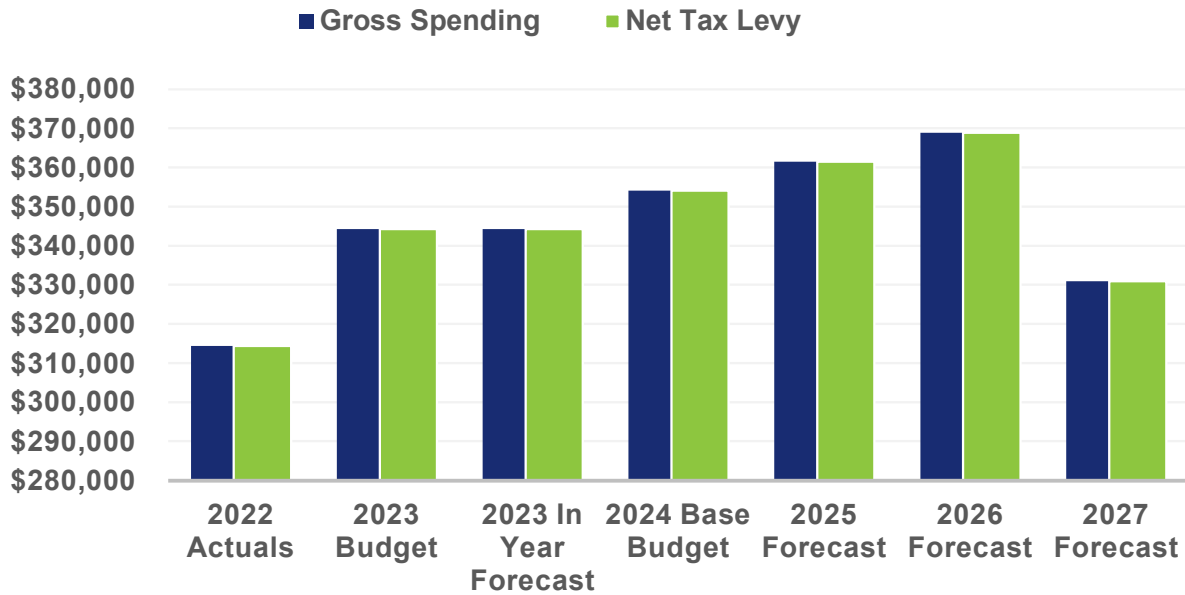


Base Budget Change Report - Infrastructure & Growth Management

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 35,675	\$ 41,688	\$ 40,948	\$ 42,569	\$ 881	2.11%
Recovery from Capital	\$ (4,194)	\$ (4,812)	\$ (4,805)	\$ (4,838)	\$ (26)	0.54%
Materials & Supplies	\$ 6,864	\$ 6,535	\$ 6,378	\$ 6,328	\$ (207)	-3.16%
Equipment & Capital Purchases	\$ 575	\$ 709	\$ 731	\$ 755	\$ 45	6.40%
Services	\$ 21,795	\$ 24,883	\$ 26,037	\$ 29,549	\$ 4,666	18.75%
Rents & Other Expenses	\$ 748	\$ 632	\$ 444	\$ 569	\$ (63)	-9.96%
Grant Expenses & Transfers	\$ 5,457	\$ 3,371	\$ 4,126	\$ 4,219	\$ 848	25.15%
Expenses Total	\$ 66,920	\$ 73,007	\$ 73,857	\$ 79,152	\$ 6,145	8.42%
Revenues						
User Fees, Service Charges, & Rentals	\$ 6,499	\$ 5,014	\$ 4,954	\$ 5,933	\$ 919	18.32%
Licenses & Permits	\$ 7,731	\$ 7,987	\$ 8,860	\$ 8,056	\$ 69	0.86%
Other Revenues	\$ (323)	\$ 131	\$ 123	\$ 125	\$ (6)	-4.27%
Grant Revenues & Contributions	\$ 5,789	\$ 5,805	\$ 5,753	\$ 4,994	\$ (811)	-13.97%
Interdepartmental Transfers	\$ 1,991	\$ 2,036	\$ 2,154	\$ 1,943	\$ (93)	-4.57%
Revenue Total	\$ 21,687	\$ 20,973	\$ 21,844	\$ 21,051	\$ 78	0.37%
Net Operating Expense/(Revenue)	\$ 45,233	\$ 52,034	\$ 52,013	\$ 58,101	\$ 6,067	11.66%
			New Investments	\$ 44		
			Requested Net Levy	\$ 58,146		11.75%



General Manager of Infrastructure & Growth Management



Base Budget Change Report - GM Infrastructure & Growth Mgmt

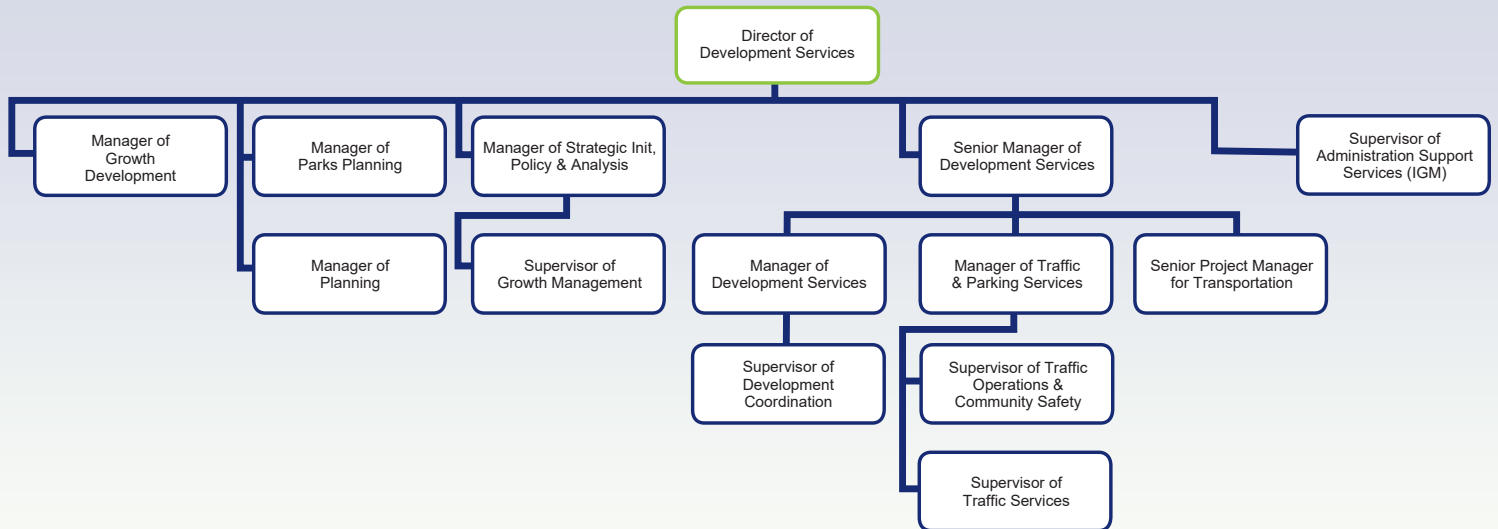
000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 305	\$ 308	\$ 308	\$ 317	\$ 9	2.85%
Materials & Supplies	\$ 1	\$ 4	\$ 4	\$ 4	\$ 0	3.00%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 9	\$ 32	\$ 32	\$ 33	\$ 1	3.00%
Expenses Total	\$ 314	\$ 344	\$ 344	\$ 354	\$ 10	2.86%
Revenues						
Revenue Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 314	\$ 344	\$ 344	\$ 354	\$ 10	2.86%
			New Investments	\$ -		
			Requested Net Levy	\$ 354		2.86%

Comments

Salaries and Benefits is expected to increase by \$8,771. The increase provides for cost-of-living provisions, and estimated increases for benefit rates.

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. The Department is responsible for the Review, Management and Administration of all Development applications in an expeditious manner.



Highlights



Responsible for planning & engineering approvals for development proposals



Manages Committee of Adjustment, zoning enforcement & the Community Improvement Plan



Oversees Waterfront & Parks Master Plans & playground improvements



Responsible for long range transportation & policy planning



Responsible for traffic operations & community safety

BRANCHES

There are five branches:

Strategic Initiatives, Policy & Analysis

Responsible for 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, Urban Design Development, Affordable Housing initiatives, Heritage Barrie support, and 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, traffic signal flows and speed enforcement cameras in school zones. 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 renewal 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
 Affordable Place to Live	
<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>
 Community Safety	
<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>
 Infrastructure Investments	
<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>

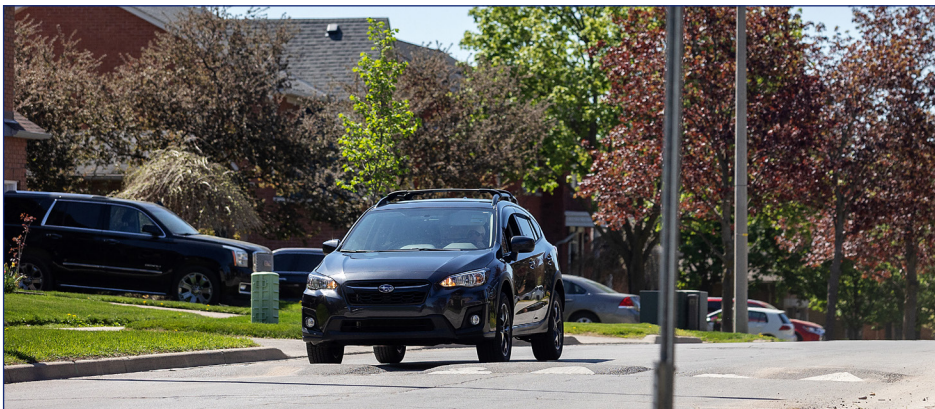
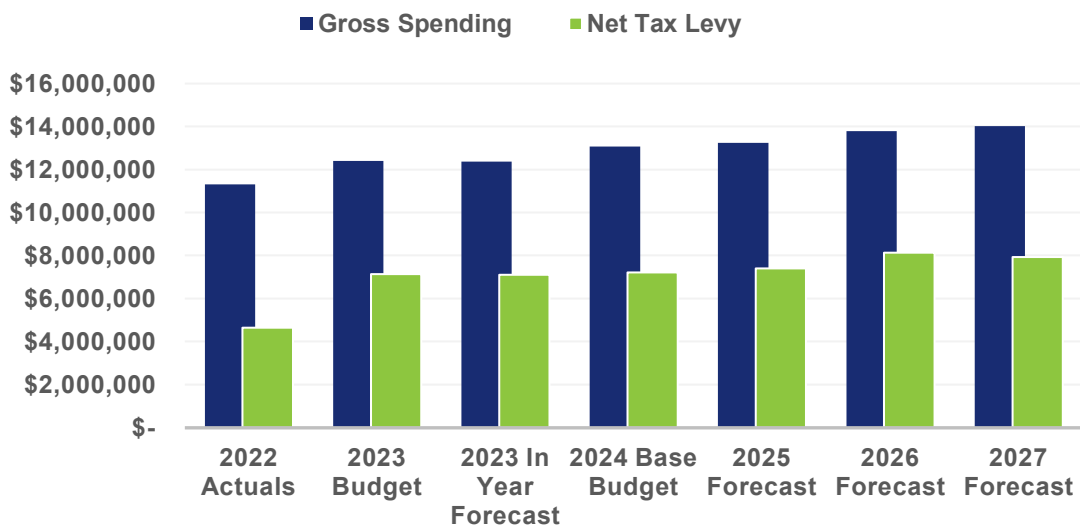


Performance Measures

KPI	2021	2022	2023	2023	Baseline	2024		
	Actual	Actual	Plan	Forecast	Trend	Plan		
1	Number of approved developments that received a building permit within one year.		N/A	N/A	5	5		5
2	Make our roads safer by reducing Vehicle Collision Rate per Population—represented as per 100,000 people (below baseline).		893	893	1,000	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).		22.8 KM	22.8 KM	20 KM	20 KM		20 KM

Financial Overview

Development Services Forecast



Base Budget Change Report - Development Services

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 6,442	\$ 7,705	\$ 7,622	\$ 7,558	\$ (147)	-1.91%
Recovery from Capital	\$ (83)	\$ (246)	\$ (246)	\$ (134)	\$ 112	-45.52%
Materials & Supplies	\$ 849	\$ 940	\$ 940	\$ 943	\$ 3	0.35%
Equipment & Capital Purchases	\$ 227	\$ 261	\$ 261	\$ 271	\$ 10	3.93%
Services	\$ 1,594	\$ 2,160	\$ 2,130	\$ 2,307	\$ 147	6.81%
Rents & Other Expenses	\$ 31	\$ 7	\$ 7	\$ 7	\$ 0	2.00%
Grant Expenses & Transfers	\$ 2,247	\$ 1,568	\$ 1,651	\$ 2,112	\$ 544	34.67%
Expenses Total	\$ 11,306	\$ 12,394	\$ 12,364	\$ 13,063	\$ 669	5.40%
Revenues						
User Fees, Service Charges, & Rentals	\$ 3,884	\$ 2,384	\$ 2,384	\$ 3,271	\$ 887	37.21%
Licenses & Permits	\$ 698	\$ 1,049	\$ 1,049	\$ 1,036	\$ (13)	-1.27%
Other Revenues	\$ 21	\$ 19	\$ 19	\$ 20	\$ 1	3.89%
Grant Revenues & Contributions	\$ 2,230	\$ 1,949	\$ 1,949	\$ 1,681	\$ (268)	-13.77%
Interdepartmental Transfers	\$ (166)	\$ (148)	\$ (144)	\$ (152)	\$ (4)	2.86%
Revenue Total	\$ 6,666	\$ 5,253	\$ 5,257	\$ 5,855	\$ 602	11.46%
Net Operating Expense/(Revenue)	\$ 4,640	\$ 7,141	\$ 7,107	\$ 7,208	\$ 68	0.95%
			New Investments	\$ (402)		
			Requested Net Levy	\$ 6,806		-4.69%

Comments

The 2024 base budget for Development Services includes a tax rate increase of 0.95%. This includes a \$669 thousand increase in operating expenses, and a \$602 thousand increase in budgeted revenues.

Salaries & Benefits

The cost of labour is expected to decrease by \$35 thousand. The decrease reflects the discontinuation of some contract positions. The increase in overall salaries includes the continuation of contract positions required in response to changing provincial legislation (Bill 109 and Bill 23).

Services

Increase is related to Automated Speed Enforcement program costs as 2024 will be the first full year of implementation.

Grant Expenses & Transfers

The 2023 budgeted transfer to the Growth Management Reserve has been estimated based on application forecasts for 2024, however the final transfer amount is calculated at the end of each year based on applications in the secondary plan areas. Contributions for 2024 to the Growth Management Reserve has been increased to replenish the reserve.

User Fees, Service Charges, & Rentals

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

Grant Revenues & Contributions

Decrease in transfers from the Reinvestment Reserve as three temporary one year contract positions expired in 2023.

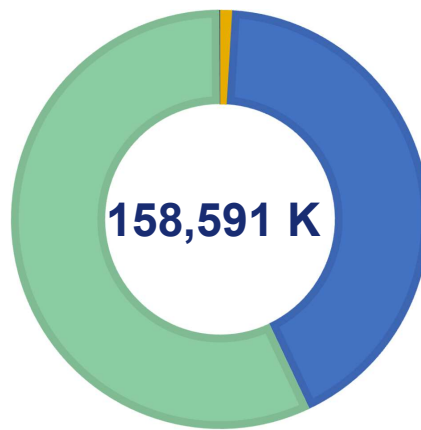
DEVELOPMENT SERVICES CAPITAL BUDGET

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 \$158.6 Million. The majority of the capital plan is to be funded from Development Charge Reserves and Reserves.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	7,084	7,727	14,998	8,004	4,495	12,735	33,177	26,207	14,218	29,946	158,591

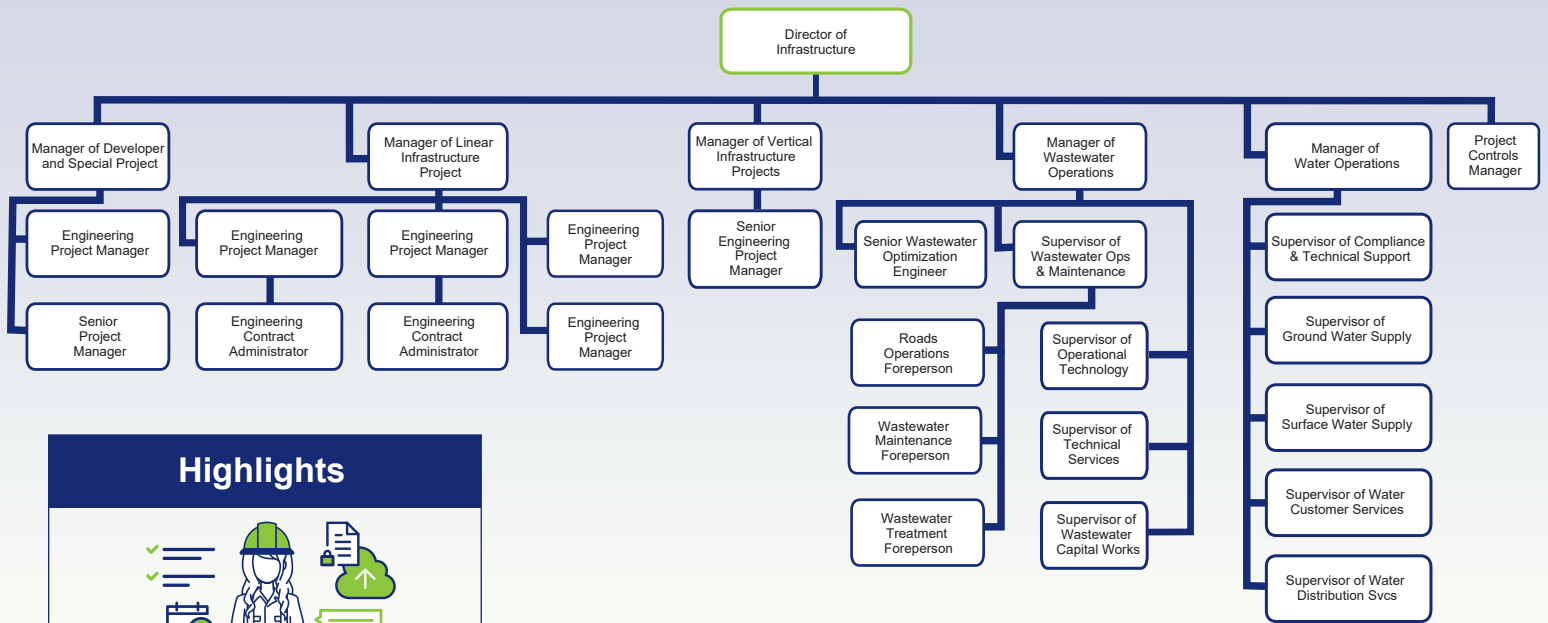
10-Year Funding



- Grants and Other - 1%
- Development Charge Reserves - 57%
- Developer Contributions - 0%
- Reserves - 42%
- City Funded Debt - 0%
- Development Charge Debt - 0%

INFRASTRUCTURE DEPARTMENT

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 six Branches: including the four Design and Construction Branches, the Wastewater Operations Branch, and the Water Operations Branch. This Department accounts for approximately 155 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
 Responsible Governance	
<p>Reduce the occurrences of adverse water quality incidents.</p> <p>Strive for positive customer interactions.</p> <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>Develop a positive legacy with water customers by attaining a high level of Customer Satisfaction (% of survey responses with positive ratings).</p> <p>Deliver capital projects with cost and schedule certainty (Actual spend as a % of total budget).</p>
 Infrastructure Investments	
<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>

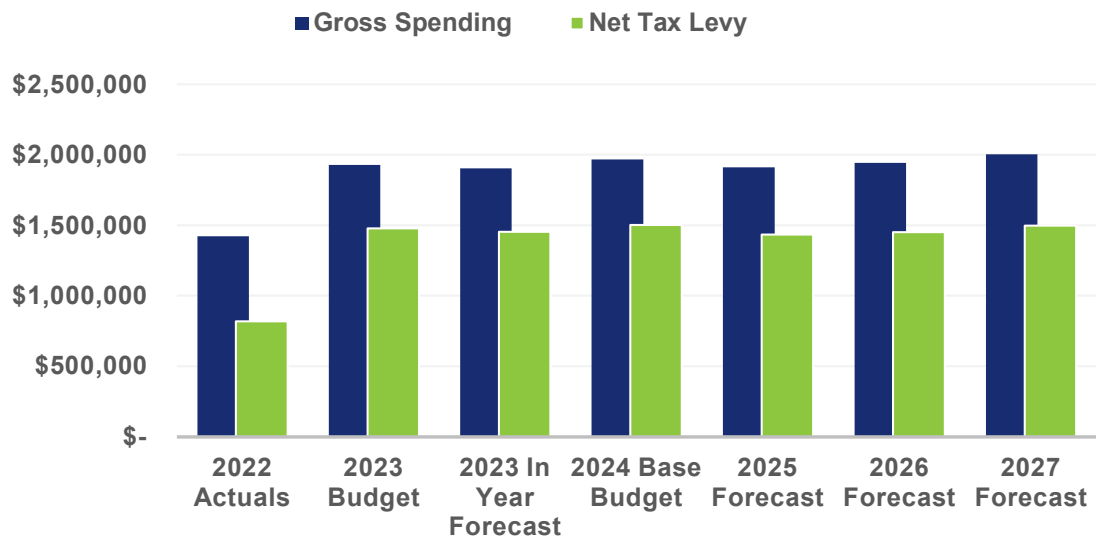


Performance Measures

KPI	2021	2022	2023	2023	Baseline	2024
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Deliver capital projects with cost and schedule certainty (Actual Spending as a % of Total Budget).	35%	45%	90%	75%		90%
2 Protect the quality of Lake Simcoe by eliminating non-compliance events (# of occurrences).	0	0	0	1		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%	80%		80%

Financial Overview

Infrastructure Department Forecast



Base Budget Change Report - Infrastructure Department

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 4,816	\$ 5,798	\$ 5,796	\$ 5,979	\$ 181	3.12%
Recovery from Capital	\$ (3,598)	\$ (4,072)	\$ (4,072)	\$ (4,213)	\$ (140)	3.45%
Materials & Supplies	\$ 48	\$ 35	\$ 30	\$ 33	\$ (2)	-6.29%
Equipment & Capital Purchases	\$ 2	\$ 4	\$ 4	\$ 4	\$ (0)	-7.04%
Services	\$ 152	\$ 163	\$ 145	\$ 163	\$ 0	0.05%
Rents & Other Expenses	\$ 0	\$ -	\$ -	\$ -	\$ -	0.00%
Expenses Total	\$ 1,420	\$ 1,927	\$ 1,903	\$ 1,966	\$ 38	1.99%
Revenues						
User Fees, Service Charges, & Rentals	\$ 13	\$ 12	\$ 12	\$ 12	\$ -	0.00%
Grant Revenues & Contributions	\$ 1	\$ -	\$ -	\$ -	\$ -	0.00%
Interdepartmental Transfers	\$ 589	\$ 438	\$ 438	\$ 451	\$ 13	3.00%
Revenue Total	\$ 604	\$ 450	\$ 450	\$ 463	\$ 13	2.92%
Net Operating Expense/(Revenue)	\$ 817	\$ 1,477	\$ 1,453	\$ 1,502	\$ 25	1.70%
			New Investments	\$ (12)		
			Requested Net Levy	\$ 1,490		0.89%

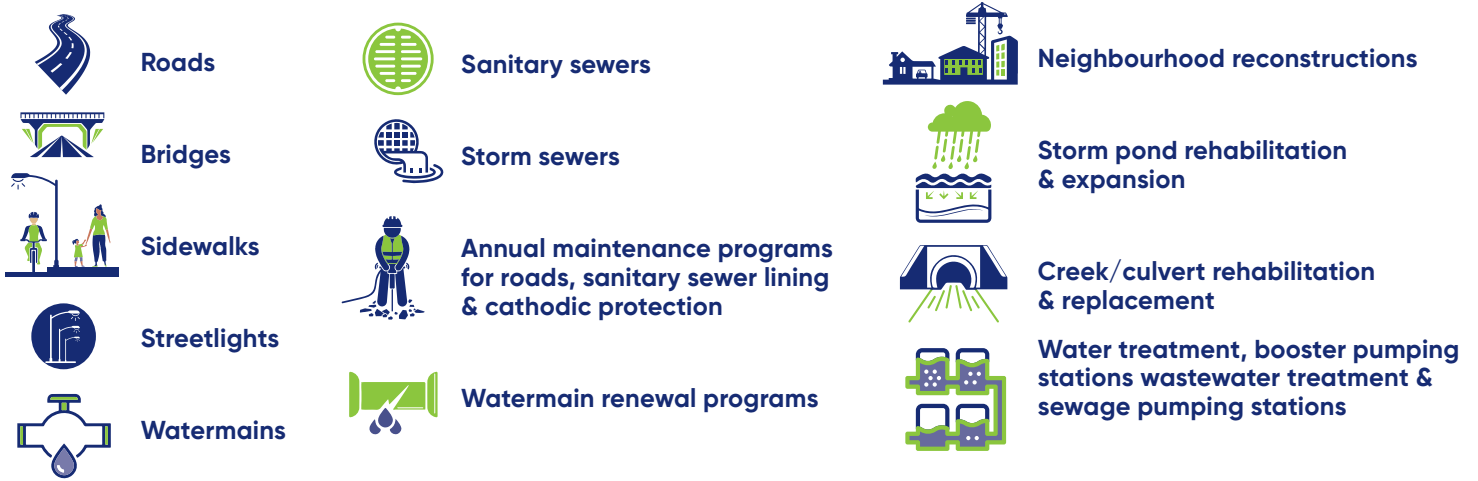
Comments

The Design and Construction budget has increased by 1.70% from the previous year. This is equivalent to an overall increase of \$25 thousand.

The cost of labour is expected to increase by \$181 thousand which accounts for a 3.1% 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).

INFRASTRUCTURE CAPITAL BUDGET

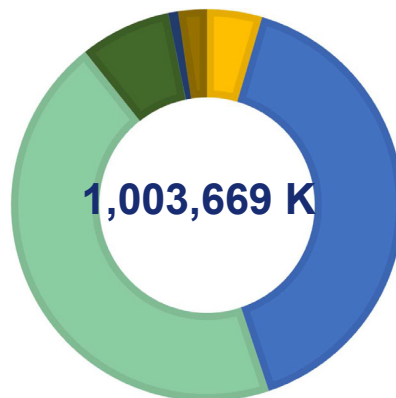
The capital portfolio for the Infrastructure Department includes design and construction of the following assets:



As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$1.004 Billion. The majority of the capital plan is to be funded from Reserves and Development Charge Reserves.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	64,767	126,003	131,428	138,727	151,455	123,320	99,292	62,569	61,150	44,959	1,003,669

10-Year Funding



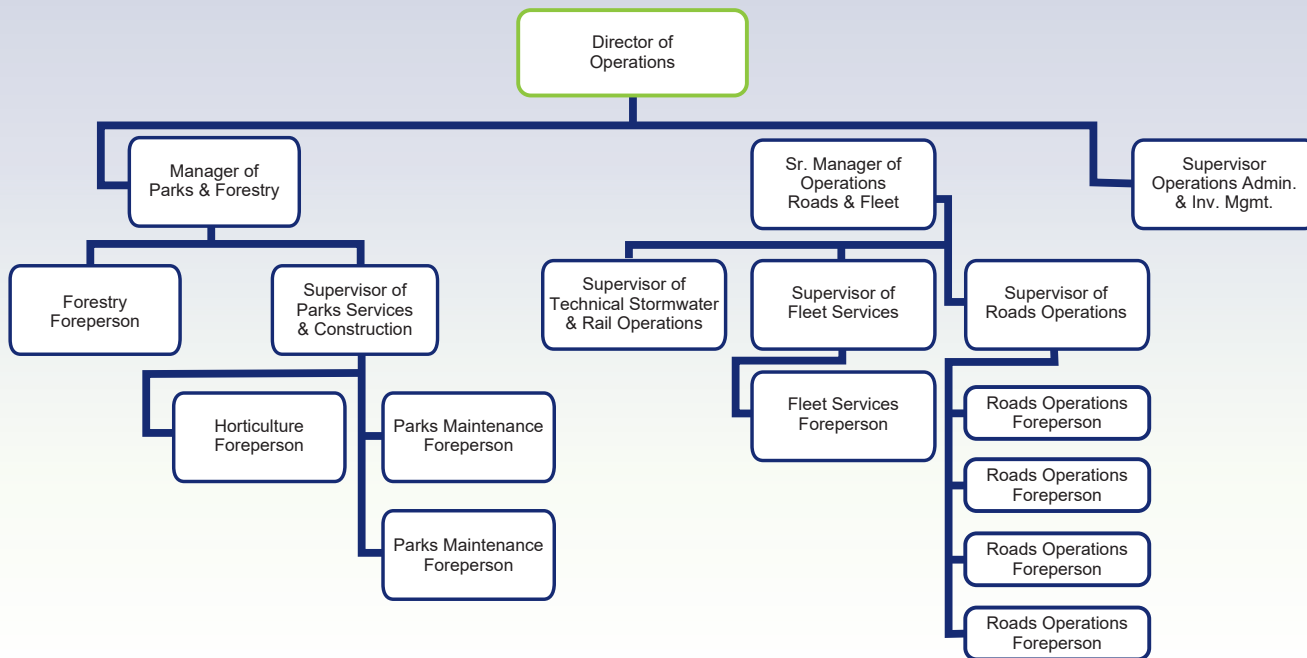
- Grants and Other - 5%
- Reserves - 40%
- Development Charge Reserves - 44%
- City Funded Debt - 8%
- Developer Contributions - 1%
- Development Charge Debt - 2%

OPERATIONS

The Operations Department is comprised of two Branches:

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

Key responsibilities include the operation and maintenance of the City’s public works infrastructure (Roads, Parks, Forestry, Rail and Stormwater System) as well as maintenance of the Corporation’s Fleet Assets.



BRANCHES

Roads, Stormwater, Rail & Fleet Operations

The Roads, Stormwater, Rail & Fleet Operations Branch operates and maintains City infrastructure and fleet assets to enable safe and reliable vehicular, rail and pedestrian transportation, stormwater conveyance/treatment and the City’s fleet to ensure proper operation and lifecycle optimization in compliance with Federal and Provincial regulations. During the winter months, this Branch performs winter control operations including sanding and salting operations on roads, sidewalks, and parking lots.

The **Roads, Rail and Fleet Operations** sections performs traffic sign installation/maintenance, project signing, guide rails and railway crossing maintenance, stores supplies/inventory/tools, BIA operations and maintenance and is responsible for road patrols and after-hours response for Departmental issues and emergency response.

The **Road Surfaces Operations** section of the Branch performs asphalt repairs and resurfacing on 1575km of roads, 53 bridges, 662km of sidewalk, curb, and interlocking brick.

The **Roadside Maintenance Operations** section of the Branch performs street sweeping, walkway maintenance, garbage removal from roadside, and fence and retaining wall maintenance.



The **Stormwater Operations** section of the Branch performs operation and maintenance of the 434km of stormwater conveyance system, 144ha of treatment facilities as well as 103km of natural watercourses.

The **Fleet Operations** section plans and executes preventative maintenance programs, oversees regulatory requirements for the Corporation’s fleet assets, and manages the repair of 750 City fleet assets by City staff and contractors to ensure proper operation.

The **Technical Operations** section of the Branch provides engineering, information technology contract development/ administration and technical activities support to the Department and oversees stormwater activities, the operation of the Barrie Collingwood Railway on 35km of track to maintain compliance with Provincial regulations. The Section has oversight of administration of the Cityworks CMMS, and other information technology software, hardware, and related processes in use throughout the Department.






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.




Highlights



 <p>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</p>	 <p>Operates and maintains the stormwater conveyance system & treatment facilities</p>	
 <p>Manages corporate fleet services</p>	 <p>Performs road surface repairs & road maintenance services</p>	 <p>Maintenance of over 35,000 City-owned trees</p>

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
 Infrastructure Investments	
Reduce the effects of climate change by increasing the urban tree canopy via trees planted through Community Planting Partnerships.	# of trees planted.
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	2021	2022	2023	2023	Baseline	2024
	Actual	Actual	Plan	Forecast	Trend	Plan
1 % Compliance Rate with Provincial Regulations for Winter Maintenance.	97%	97%	97%	100%		100%
2 # of trees planted.	750*	1,395	750	1,242		1,000

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



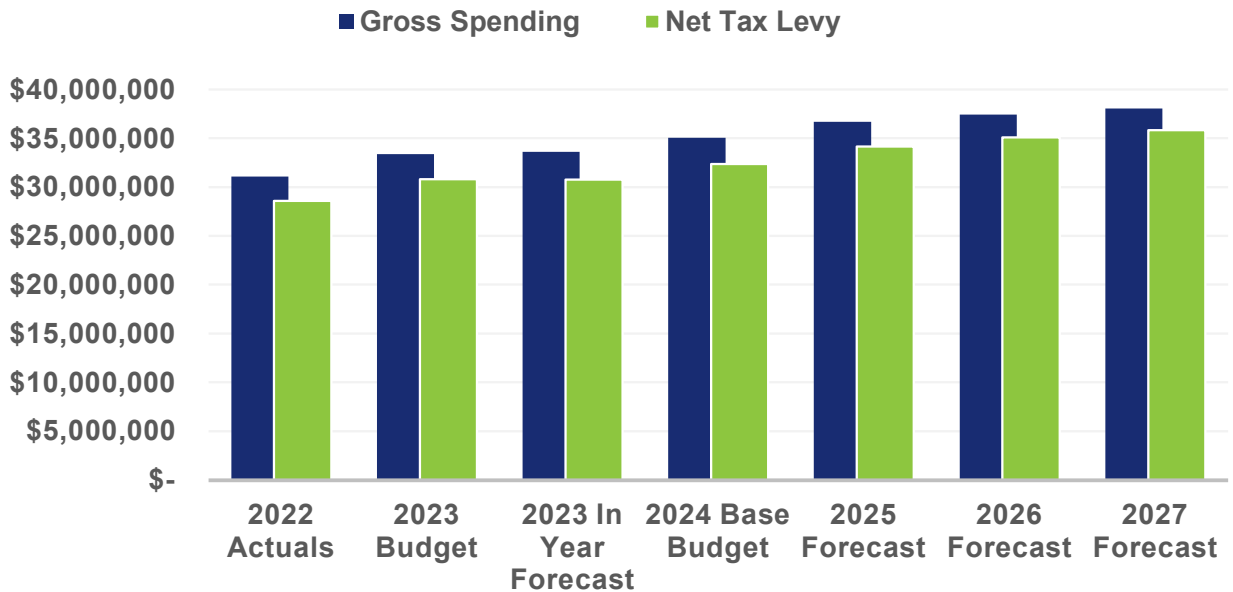
MAJOR INITIATIVES

- 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 servicerequests for the Solid Waste Operations Team.
- Development and implementation of revised Stormwater Standards that focus on LID practises and validation testing requirements to support assumption of new assets.



Financial Overview

Operations Department Forecast



Base Budget Change Report - Operations

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 13,455	\$ 15,286	\$ 14,845	\$ 15,818	\$ 532	3.48%
Materials & Supplies	\$ 5,503	\$ 4,773	\$ 4,695	\$ 4,694	\$ (79)	-1.66%
Equipment & Capital Purchases	\$ 234	\$ 277	\$ 269	\$ 278	\$ 1	0.40%
Services	\$ 11,315	\$ 12,503	\$ 13,425	\$ 13,830	\$ 1,327	10.61%
Rents & Other Expenses	\$ 579	\$ 521	\$ 370	\$ 437	\$ (84)	-16.10%
Expenses Total	\$ 31,086	\$ 33,360	\$ 33,606	\$ 35,057	\$ 1,696	5.08%
Revenues						
User Fees, Service Charges, & Rentals	\$ 197	\$ 267	\$ 413	\$ 587	\$ 320	119.84%
Other Revenues	\$ 101	\$ 103	\$ 103	\$ 105	\$ 2	2.00%
Grant Revenues & Contributions	\$ 1,005	\$ 1,294	\$ 1,294	\$ 1,297	\$ 3	0.22%
Interdepartmental Transfers	\$ 1,209	\$ 896	\$ 1,016	\$ 726	\$ (169)	-18.91%
Revenue Total	\$ 2,512	\$ 2,560	\$ 2,827	\$ 2,716	\$ 156	6.08%
Net Operating Expense/(Revenue)	\$ 28,574	\$ 30,800	\$ 30,778	\$ 32,341	\$ 1,541	5.00%
New Investments				\$ 462		
Requested Net Levy				\$ 32,803		6.50%

Comments

The 2024 base budget for Operations includes a tax rate increase of 5.00%. This includes a \$1.7 million increase in operating expenses, and a \$156 thousand increase in budgeted revenues.

Salaries & Benefits

The cost of labour is expected to increase by \$532 thousand. The increase provides merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates.

Services

Increase in contracted costs of goods and services, such as the ongoing maintenance of a dewatering initiative at Marta Crescent and the Bear Creek wetland.

User Fees, Services Charges, & Rentals

Increase in revenues due to increased sign rentals on the Barrie Collingwood railway.

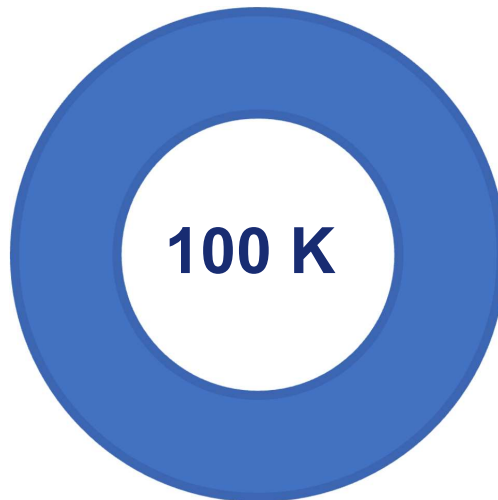
The 6.50% increase in the 2024 requested budget includes additional positions for Parks and Roads Operations to address new parks and horticulture assets resulting from growth areas and upgraded parks.

OPERATIONS CAPITAL BUDGET

As shown in the graphs below, the departments capital needs over the next 10 years is expected to be \$100 thousand.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	100	0	0	0	0	0	0	0	0	0	100

10-Year Funding



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

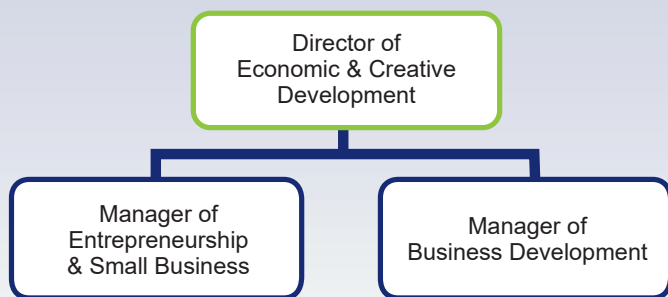


ECONOMIC & CREATIVE DEVELOPMENT

The department's mission is to ignite economic growth, grow the employment base and promote diversification, innovation and resilience in business, arts and culture by uniting and collaborating within the community to deliver supports, programs and services.

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 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.
- Collaboration with Building and Development Services to support investment project management and supporting businesses through the site selection and development processes.
- Work to advance the development of targeted properties in the City's Employment Lands Strategy.

Highlights

 <p>Small Business Centre had a role in the formation, growth and stability of 145 local businesses</p>	 <p>More than 370 consultations with current and aspiring business owners</p>	 <p>Visited more than 4,500 businesses for Business & Employer Data Survey with a 75% response rates</p>	 <p>Hosted and supported a series of job fairs supporting over 160 local employers and 1,400 job seekers</p>
--	--	--	---

Small Business, Innovation and Entrepreneurship

Fosters the growth of the startup ecosystem through collaboration with partner organizations (Sandbox, Georgian College, County of Simcoe, Barrie Chamber of Commerce, 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, programming, and dispersal of Provincial grants.
- 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, strategic initiatives, and Xcelerate Summit.
- The Small Business Centre regularly attends business openings and anniversary celebrations, bringing service and support directly to business owners.

Culture Development, Public Art, and Tourism



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.
- Brings tourism lens to City initiatives, strategies and master plans to identify opportunities for increasing tourism economic impact. Supports MAT program administration agreement with Tourism Barrie.
- Implements the Tourism Master Plan and key initiatives including Sport Tourism Strategy and Wayfinding Program.






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
 Affordable Place to Live	
<ul style="list-style-type: none"> • Open for business environment to help encourage job creation • Develop and attract talent to support our employers 	<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>
 Thriving Community	
<ul style="list-style-type: none"> • Continue to support a vibrant downtown • Foster growth in arts and culture • Create and foster programs and opportunities to support community wellness 	<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> <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>

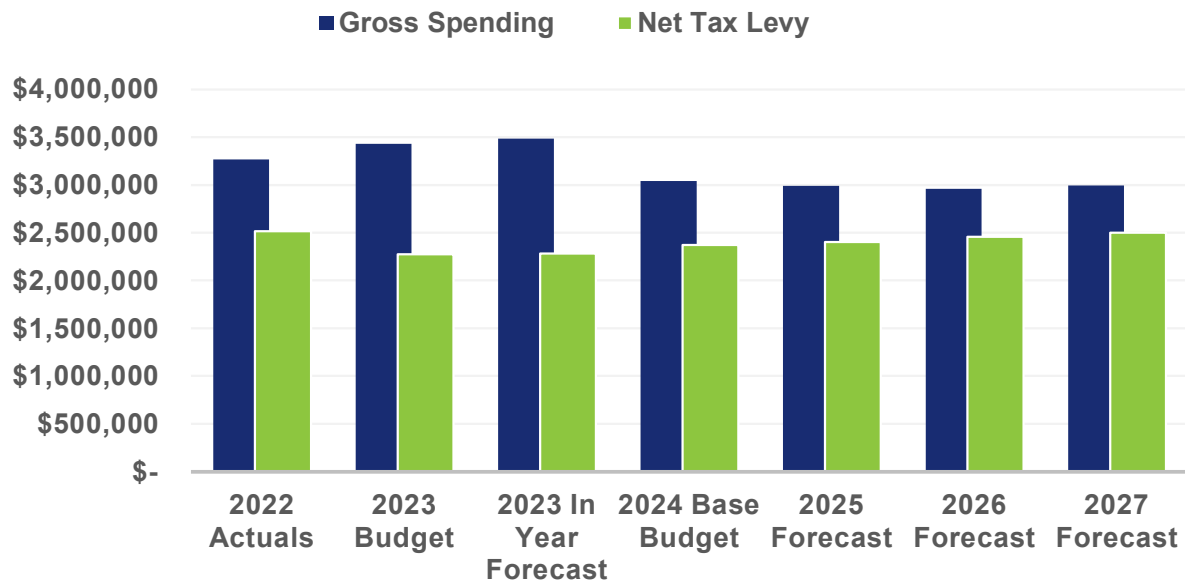


Performance Measures

KPI		2021	2022	2023	2023	Baseline	2024
		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.	2,800	5,500	2,800	4,500		4,500
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.	220,000	277,841	350,000	250,000		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.	\$3.8M	\$4.1M	\$3.0M	\$3.0M		\$3.0M

Financial Overview

Economic & Creative Development Forecast



Base Budget Change Report - Economic & Creative Development

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 1,624	\$ 1,719	\$ 1,715	\$ 1,800	\$ 81	4.73%
Materials & Supplies	\$ 160	\$ 282	\$ 277	\$ 225	\$ (58)	-20.42%
Equipment & Capital Purchases	\$ 9	\$ 41	\$ 46	\$ 46	\$ 5	12.17%
Services	\$ 475	\$ 896	\$ 919	\$ 432	\$ (464)	-51.76%
Rents & Other Expenses	\$ 4	\$ 3	\$ 5	\$ 5	\$ 2	50.00%
Grant Expenses & Transfers	\$ 993	\$ 487	\$ 522	\$ 532	\$ 45	9.25%
Expenses Total	\$ 3,265	\$ 3,429	\$ 3,484	\$ 3,040	\$ (389)	-11.34%
Revenues						
User Fees, Service Charges, & Rentals	\$ 88	\$ 102	\$ 106	\$ 130	\$ 29	27.94%
Other Revenues	\$ (445)	\$ -	\$ -	\$ -	\$ -	0.00%
Grant Revenues & Contributions	\$ 1,108	\$ 1,053	\$ 1,098	\$ 538	\$ (515)	-48.88%
Revenue Total	\$ 750	\$ 1,155	\$ 1,204	\$ 669	\$ (486)	-42.09%
Net Operating Expense/(Revenue)	\$ 2,515	\$ 2,274	\$ 2,280	\$ 2,371	\$ 97	4.28%
			New Investments	\$ (10)		
			Requested Net Levy	\$ 2,361		3.84%

Comments

The 2024 base budget for Economic & Creative Development (ECD) includes a tax rate increase of 4.28%. This reflects net decreases in both operating expenses and revenues due to the completion of grant funding programs delivered by ECD, including the Skills Development Funds and overall salary increases.

Salaries & Benefits

The cost of labor is expected to increase by \$81 thousand. The increase provides for cost-of-living provisions, reflects adjustments from two completed job evaluations in 2023, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates.

Equipment & Capital Purchases

Remaining \$16 thousand increase represents a \$5,491 per Council Motion to support annual increases to the Public Art Reserve Contribution through 2024, 2% Increase to Culture Grant fund of \$4,518, and the remaining approximate \$6,000 for the Small Business Centre to complete audit requirements associated with the contract with the Province.

Services

Decrease reflects the costs associated with completed grant funding programs, including the Skills Development Funds and Sport Tourism Strategy.

Grant Revenues & Contributions

Decrease reflects the completion of grant funding programs, including the Skills Development Funds and Sport Tourism Strategy.

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 \$289K, funded primarily by reserves.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	289	0	0	0	0	0	0	0	0	0	289

10-Year Funding

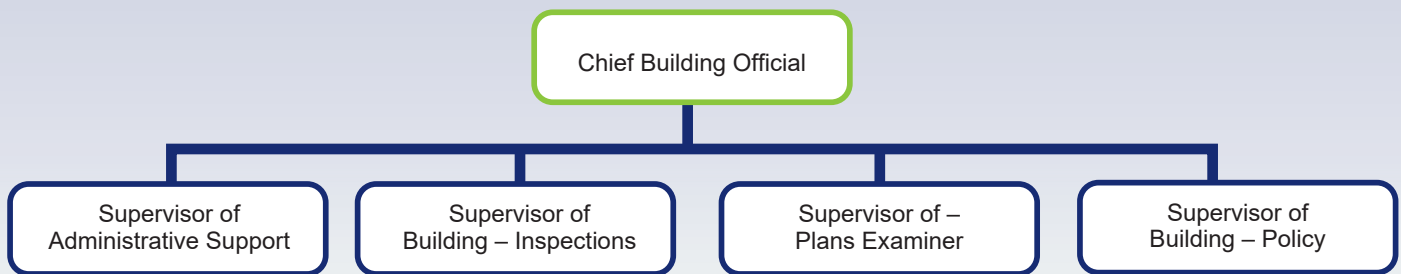


- Grants and Other - 0%
- Reserves - 100%
- Development Charge Reserves - 0%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%



BUILDING SERVICES

Building Services is responsible for ensuring all new construction within the City of Barrie meets or exceeds the minimum requirements in the Ontario Building Code which will result in all buildings providing a safe environment for building occupants. Although this role is enforcement based, the Building Services 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 technical review of drawings for compliance with Ontario Building Code regulations, all referenced technical standards, and applicable law;
- Meet and correspond with owners, applicants, designers, contractors and builders to address code compliance matters;
- 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 (OBC) comments on Planning Act development applications.

Inspections

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

Policy and Standards

- Develop and provide technical bulletins to the building community to ensure clarity and consistency on Building Code regulations and construction requirements;
- Liaise with construction industry on changes in legislation and innovative building material systems;
- Maintain and continually enhance the APLI e-permitting system to increase efficiency of staff 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
 Affordable Place to Live	
<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.
 Community Safety	
<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:

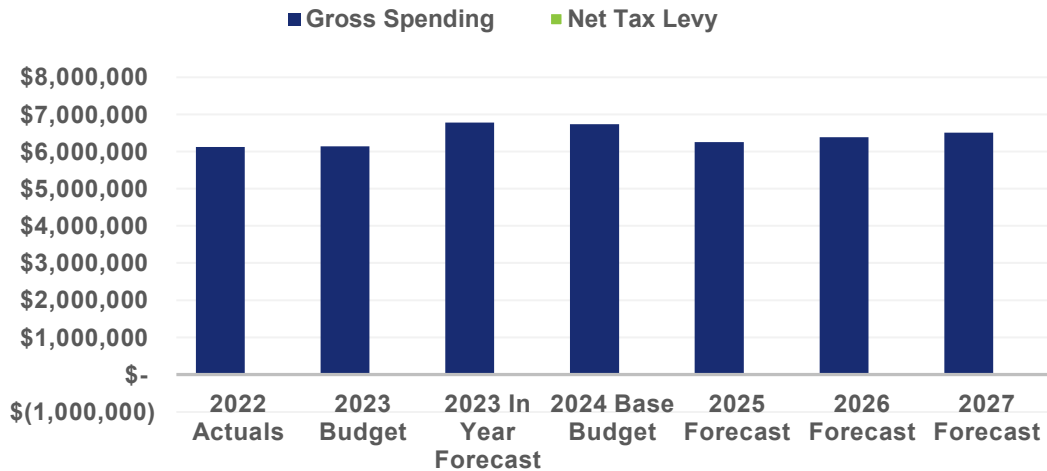
- Continue to improve the public portal for APLI, in support of full electronic building permit submissions; (public portal upgrades, inspection report enhancements, clarity of submission requirements and enhanced user interface).
- Ensure adequate staffing complement to facilitate anticipated approvals for building permits in a timely manner.
- Enhance our service levels and succession planning through organizational development:
- Building Code Enforcement Officer position to address enforcement requirements due to increasing reports of construction without benefit of a permit.
- Building Services Technician – entry level position to bring new, vibrant members to the team that we can mentor and train internally to support our succession planning with staff.
- Provide leadership and direction to stakeholders in preparation for a probable new Building Code in 2024.
- Create new, and refine existing standards, processes and procedures to maintain consistent review 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		2021	2022	2023	2023	Baseline	2024
		Actual	Actual	Plan	Forecast	Trend	Plan
1	Maintain an open for business approach by ensuring that issuance of PERMITS complies with provincially mandated timeframes.	N/A	85.5%	80%	85%		90%
2	Maintain an open for business approach by ensuring that INSPECTIONS are completed within provincially mandated timeframes.	N/A	97.5%	95%	95%		95%
3	Improve the customer experience by providing educational information in the form of builder and resident bulletins.	N/A	8	8	8		8

Financial Overview

Building Services Forecast



Base Budget Change Report - Building Services

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 3,676	\$ 4,579	\$ 4,579	\$ 4,836	\$ 257	5.61%
Materials & Supplies	\$ 15	\$ 27	\$ 27	\$ 31	\$ 4	13.25%
Equipment & Capital Purchases	\$ 21	\$ 37	\$ 37	\$ 38	\$ 1	2.00%
Services	\$ 140	\$ 168	\$ 168	\$ 196	\$ 28	16.51%
Rents & Other Expenses	\$ 50	\$ 12	\$ 12	\$ 56	\$ 44	350.00%
Grant Expenses & Transfers	\$ 2,217	\$ 1,316	\$ 1,952	\$ 1,575	\$ 259	19.69%
Expenses Total	\$ 6,119	\$ 6,140	\$ 6,776	\$ 6,732	\$ 592	9.64%
Revenues						
User Fees, Service Charges, & Rentals	\$ 208	\$ 93	\$ 93	\$ 95	\$ 2	2.00%
Licenses & Permits	\$ 7,033	\$ 6,938	\$ 7,811	\$ 7,020	\$ 82	1.18%
Grant Revenues & Contributions	\$ 0	\$ 237	\$ -	\$ 749	\$ 513	216.50%
Interdepartmental Transfers	\$ (1,123)	\$ (1,127)	\$ (1,127)	\$ (1,132)	\$ (5)	0.40%
Revenue Total	\$ 6,119	\$ 6,140	\$ 6,776	\$ 6,732	\$ 592	9.64%
Net Operating Expense/(Revenue)	\$ -	\$ (0)	\$ (0)	\$ (0)	\$ 0	0%
			New Investments	\$ -		
			Requested Net Levy	\$ (0)		0%

Comments

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

Salaries & Benefits

In the 2024 base budget, 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.

Grant Expenses & Transfers, Grant Revenues & Contributions

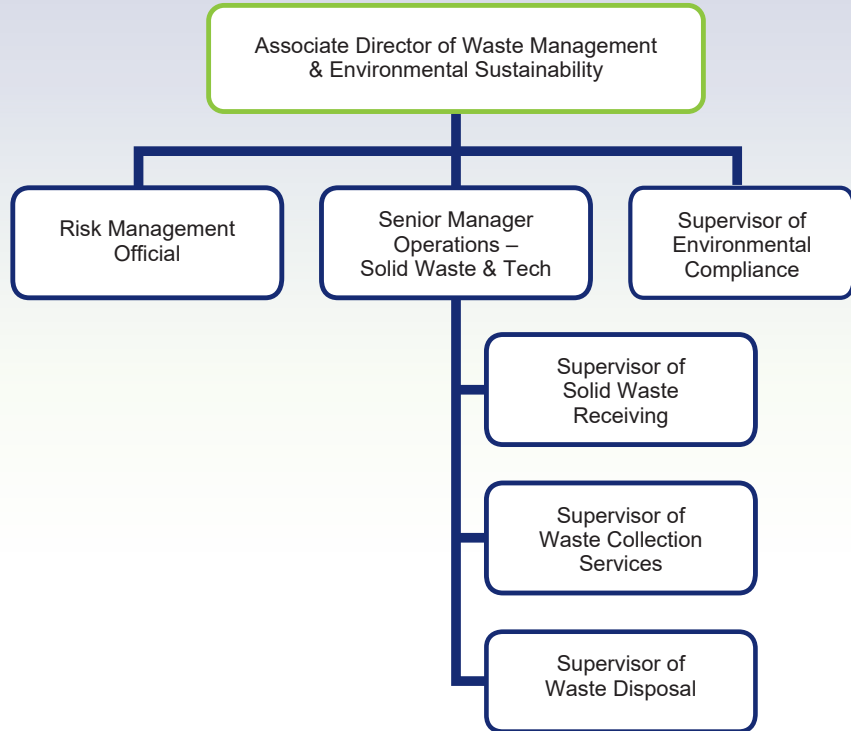
Building Services is fully funded from Building Permit revenues. Any surplus building permit revenues are transferred to the Building Code Reserve to offset future downward variances in building activity. For 2024, Building Services anticipates a net transfer of \$700 thousand to the Building Code Reserve.

Licenses & Permits

As growth continues in the secondary plan lands, Building Services anticipates higher building permit revenues based on growth projections.

WASTE MANAGEMENT & ENVIRONMENTAL SUSTAINABILITY DEPARTMENT

The Waste Management and Environmental Sustainability Department was newly reorganized in May 2023 with the addition of the Solid Waste Operations Branch from the Operations Department. The department is environmentally focused with priorities in waste management, source water protection, and environmental compliance. The Department is comprised of 5 branches with the following functions: Waste Management & Environmental Administration, Environmental Sustainability, Environmental Risk Management, Environmental Compliance and Solid Waste Operations.



Highlights



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



Implementing various Elements of the Sustainable Waste Management Plan



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

Waste Management & Environmental Administration

This team focuses on delivering customer service as well as supporting both the technical and administrative requirements of the department.

Responsibilities are summarized as follows:

- Primary contact for waste management customer service including curbside collection services and landfill waste receiving and disposal operations;
- Coordinate data collection and perform required QA/QC on payroll, procurement, and financial information.
- Collaborate with department staff on various compliance requirements including logistics for mandatory sampling and monitoring programs;
- Coordinate and review information requested through the Municipal Freedom of Information and Protection of Privacy Act; and
- Support department staff in the delivery of programs, the development of strategies, policies, procedures and standards and the update of information accessible by the public.

Environmental Sustainability

Driven by legislative changes, technology advancement, population growth, waste generation rates, and the need for waste management system innovation, this team is charged with leading waste reduction through an aligned 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, policies, and behaviours.

Responsibilities include:

- Developing and implementing effective strategies and programs that enhance the reuse and recovery of waste materials as outlined in Barrie's Circular Economy Framework.
- 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;
- Incorporating waste management planning 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 environmental assets through risk management and environmental compliance.

This Branch focuses on reducing the Corporation's environmental risks through a proactive approach through:

- The application of an environmental risk lens to ensure environmentally appropriate development;
- 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 infrastructure and environmental assets through risk management and environmental compliance. This Branch focuses on monitoring compliance to the Corporation's environmental obligations through the following compliance strategies:

- Applying a compliance lens to ensure environmentally appropriate development;
- Environmental investigation and response;
- Monitoring and managing contaminated sites;
- Groundwater and surface water monitoring and investigations;
- Protecting the WwTF through industrial waste monitoring and mitigation strategies;
- Administration and enforcement of the Sewer Use By-Law;
- Supporting Environmental Protection Act obligations; and
- Public Health Beach Monitoring and West Nile Virus Control Programs.




Solid Waste Operations

The Solid Waste Operations Branch is comprised of 51% of the Department's staff resources and is primarily focused on delivering the various components of Barrie's integrated waste management system which includes:



- Overseeing the contracted curbside solid waste collection services for garbage, organics, yard waste, non-eligible recycling, public space and special events collections.
- Operating a non-hazardous solid waste receiving and disposal site to responsibly manage waste generated within the geographic boundary of the City of Barrie which includes:
 - Yard waste processing and composting to produce AA grade compost in accordance with the Ontario Compost Quality Guidelines.
 - Providing community access to Provincial Extended Producer Responsibility Programs such as:
 - Operation of provincially approved Municipal Hazardous or Special Waste receiving, bulking, and transfer facilities to properly recover, reuse, recycle, and dispose of household hazardous materials.
 - Waste Electrical and Electronic Equipment (WEEE) to recover or recycle electrically powered equipment.
 - Tire Collection Network to recover and recycle and associated rubber and metals.
 - Recovery and recycling of various materials such as:
 - Construction and demolition materials such as dimensional lumber, shingles, drywall, and concrete/brick rubble,
 - Used mattresses and box springs.
 - Scrap metal including certified CFC free refrigeration equipment.
 - Recovery of used bicycles and related parts
 - Operation of Provincially approved environmental protection systems to preserve both groundwater and air quality.
 - Identifying and implementing waste disposal strategies to increase waste densities and extend landfill lifespan.
 - Ensure on going compliance with the current MECP issued Environmental Compliance Approval for the landfill site.
- Collaborate with various city staff to adjust waste management strategies, policies, standards, and facilities as needed to deliver a high quality of waste management services to meet community expectations.

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.

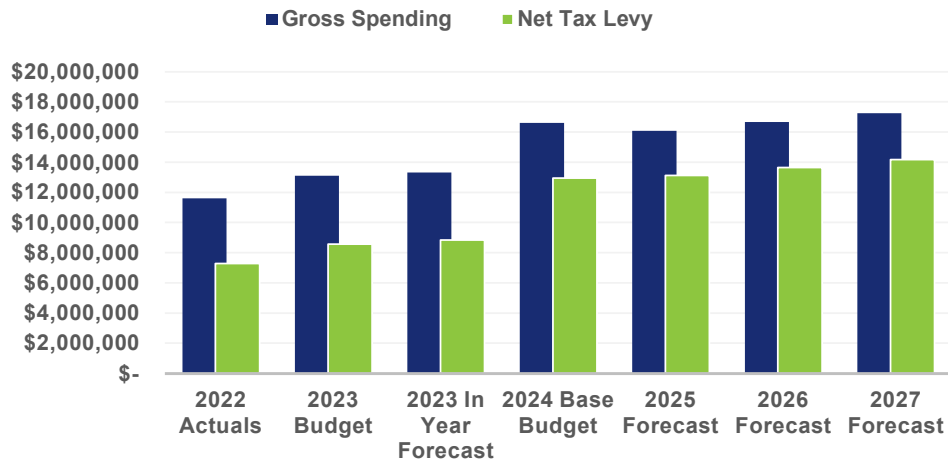
Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 Infrastructure Investments	
Influence behavioral change within the context of a circular economy.	Implement an effective Circular Economy Program as demonstrated through the reduction in annual garbage generation rate. INDICATOR = kg/person.
Protect municipal infrastructure and natural resources through the implementation of risk management and compliance based environmental programs.	Guide the prevention of environmental contamination as demonstrated by % proactive engagement with land use owners. INDICATOR = total environmental inspections completed/ annual planned inspections.

Performance Measures

KPI	2021	2022	2023	2023	Baseline	2024
	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).	149	149	136	136		136
2 Minimize environmental contamination by increasing proactive engagement with land use owners (% of total environmental inspections completed vs. annual planned inspection).	2%	2%	95%	95%		95%

Financial Overview

Waste Management & Environmental Sustainability Department Forecast



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.

Base Budget Change Report - Waste Management and Environmental Sustainability						
000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 3,530	\$ 4,068	\$ 4,068	\$ 4,031	\$ (37)	-0.91%
Materials & Supplies	\$ 285	\$ 471	\$ 401	\$ 395	\$ (75)	-16.00%
Equipment & Capital Purchases	\$ 75	\$ 89	\$ 113	\$ 117	\$ 28	31.07%
Services	\$ 7,628	\$ 8,393	\$ 8,682	\$ 11,997	\$ 3,604	42.94%
Rents & Other Expenses	\$ 83	\$ 86	\$ 49	\$ 61	\$ (25)	-28.52%
Expenses Total	\$ 11,603	\$ 13,107	\$ 13,314	\$ 16,602	\$ 3,495	26.66%
Revenues						
User Fees, Service Charges, & Rentals	\$ 2,095	\$ 2,152	\$ 1,943	\$ 1,834	\$ (318)	-14.76%
Other Revenues	\$ 1	\$ 8	\$ -	\$ -	\$ (8)	-100.00%
Grant Revenues & Contributions	\$ 1,443	\$ 1,272	\$ 1,412	\$ 729	\$ (544)	-42.73%
Interdepartmental Transfers	\$ 778	\$ 1,098	\$ 1,124	\$ 1,092	\$ (7)	-0.61%
Revenue Total	\$ 4,316	\$ 4,531	\$ 4,480	\$ 3,654	\$ (877)	-19.35%
Net Operating Expense/(Revenue)	\$ 7,286	\$ 8,577	\$ 8,834	\$ 12,948	\$ 4,371	50.97%
			New Investments	\$ 10		
			Requested Net Levy	\$ 12,957		51.08%

Comments

The 2024 Waste Management and Environmental Sustainability base budget includes a tax rate increase of 50.97%. This includes a \$3.49 million increase in operating expenses, and an \$877 thousand increase in budgeted revenues.

Materials & Supplies

Decrease in costs due to transition of eligible Blue Box recycling to the Province beginning May 1, 2024.

Equipment & Capital Purchases

Increase in costs required for purchase of mobile litter fences for compliance purposes. Offsetting this increase is a decrease in 'Rents & Other Expenses' as budget reallocated to Equipment & Capital Purchases.

Services

Increase in costs due to new waste collection services contract commencing May 1, 2024.

User Fees, Service Charges, & Rentals

Decrease due to elimination of the recycling commodities cost sharing with the contractor as a result of eligible Blue Box recycling transitioning to the Province beginning May 1, 2024.

Other Revenues

Decrease due to Spring into Clean initiative transferred to Rec & Culture starting in 2024.

Grant Revenues & Contributions

Decrease due to Stewardship Ontario Blue Box reimbursements discontinued due to transition of eligible Blue Box recycling to the Province beginning May 1, 2024.

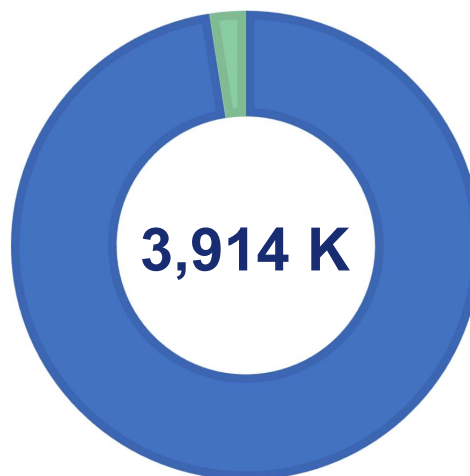
WASTE MANAGEMENT & ENVIRONMENTAL SUSTAINABILITY

The capital portfolio for the Waste Management & 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 known capital needs; over the next 10 years is expected to be \$3 Million. Significant expenditures are anticipated in the future to impliment future disposal solutions, to address the closure of the landfill. The majority of the capital plan is to be funded from reserves (mainly Tax Capital Reserve).

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	1,000	946	480	580	0	538	370	0	0	0	3,914

10-Year Funding



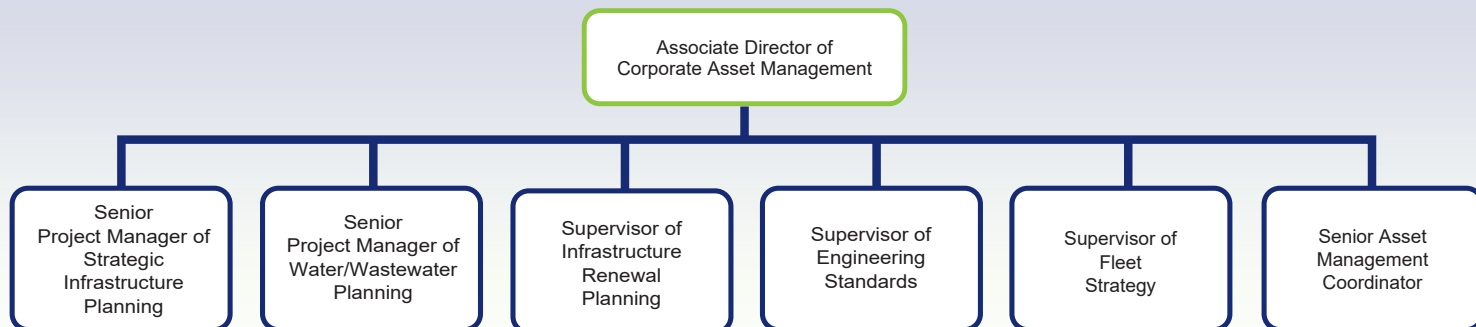
- Grants and Other - 0%
- Reserves - 98%
- Development Charge Reserves - 2%
- City Funded Debt - 0%
- Developer Contributions - 0%
- Development Charge Debt - 0%

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 making well informed investment decisions, and minimizing risks.

Department Staff establish infrastructure standards and 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, 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 greenhouse 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.

Standards

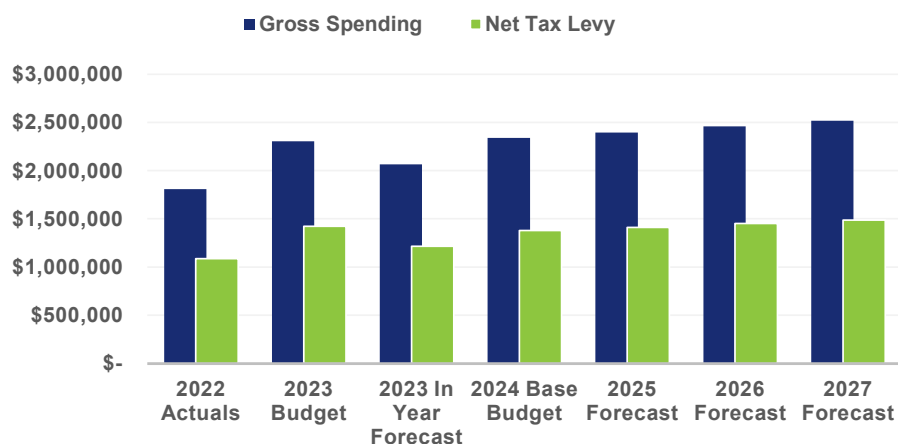
- Develops and maintains the standards to which the City's infrastructure is designed, including water, wastewater and stormwater systems, roads, traffic systems and various parks assets.

Performance Measures

KPI	2021	2022	2023	2023	Baseline	2024
	Actual	Actual	Plan	Forecast	Trend	Plan
1 Maintain City-wide road condition as noted by the average network pavement condition index.	75	75	75	70		68
2 Total lane kilometres of paving/year (reconstruction, resurfacing, new road lanes)	50%	45	45	45		78
3 % of major city assets (roads, water, wastewater, facilities, stormwater) with a condition assessment rating of fair or better.	N/A	N/A	88%	88%		88%
4 Reduce the risk of flooding by increasing the percentage of major culverts that can handle extreme events.	62%	62%	63%	63%		63%


Financial Overview

Corporate Asset Management Forecast



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 department's success in aligning their services to meet the overall corporate strategic initiatives.

Strategic Plans and Measurables	
Department Strategic Plan & Other Program Deliverables	Key Performance Indicator
 Infrastructure Investments	
<p>Fix roads that need attention</p> <p>Pavement condition index (PCI) is a standardized measure used by road authorities to assess the condition of a roadway or pavement network. Using PCI data, staff and Council can make informed decisions about where to spend limited resources. Our pavement management program balances end of life reconstruction with proactive pavement preservation and seeks to maintain the overall good condition of the City's roads.</p> <p>The City owns and operates nearly 1600 lane-km of pavement, worth about \$1 billion. To look after this valuable asset portfolio, the City employs a range of programs and strategies. By completing treatments at the appropriate time within the recommended window of opportunity, the City can extend the life of a road, and reduce the total investment over the long term. Roads will be paved through targeted paving programs, and also larger road reconstruction projects.</p>	<p>Maintain City wide road conditions as noted by the average network pavement condition index.</p> <p>Total lane kilometres of paving/year (reconstruction, resurfacing, new road lanes).</p>
<p>Update and improve infrastructure</p> <p>Understanding the condition of the City's assets is a key step in developing a plan to manage them. This measure provides a high-level overview of the overall state of the City's major assets, serving as an indicator of success for Council's strategic priority for Infrastructure Investments.</p>	<p>% of major city assets (roads, water, wastewater, facilities, stormwater) with a condition rating of fair or better.</p>
<p>Implement climate action plans</p> <p>Climate change is causing more frequent and intense storms, which the City's infrastructure is not all designed to handle. We need to reduce the risk of flooding by investing in stormwater management infrastructure, including increasing the percentage of major culverts that can handle extreme events. We can increase resilience to climate change by prioritizing 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>

Base Budget Change Report - Corporate Asset Management

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 1,828	\$ 2,224	\$ 2,014	\$ 2,230	\$ 6	0.25%
Recovery from Capital	\$ (513)	\$ (493)	\$ (487)	\$ (491)	\$ 2	-0.48%
Materials & Supplies	\$ 3	\$ 4	\$ 3	\$ 4	\$ 1	19.90%
Equipment & Capital Purchases	\$ 7	\$ -	\$ -	\$ 1	\$ 1	0.00%
Services	\$ 482	\$ 567	\$ 535	\$ 591	\$ 24	4.21%
Rents & Other Expenses	\$ 0	\$ 3	\$ -	\$ 3	\$ 0	2.04%
Expenses Total	\$ 1,806	\$ 2,305	\$ 2,065	\$ 2,339	\$ 34	1.46%
Revenues						
User Fees, Service Charges, & Rentals	\$ 15	\$ 5	\$ 3	\$ 4	\$ (1)	-20.00%
Grant Revenues & Contributions	\$ 1	\$ -	\$ -	\$ -	\$ -	0.00%
Interdepartmental Transfers	\$ 704	\$ 879	\$ 847	\$ 957	\$ 79	8.97%
Revenue Total	\$ 719	\$ 884	\$ 849	\$ 961	\$ 78	8.80%
Net Operating Expense/(Revenue)	\$ 1,087	\$ 1,421	\$ 1,216	\$ 1,377	\$ (44)	-3.11%
			New Investments	\$ (3)		
			Requested Net Levy	\$ 1,374		-3.32%

Comments

The proposed 2024 base budget for Corporate Asset Management results in a tax rate decrease of 3.11% compared to 2023. This includes a \$34 thousand increase in operating expenses, and \$78 thousand in increased budgeted revenues.

Salaries & Benefits

The cost of labour is expected to increase by \$6 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. A review of actual time expended on water/wastewater related activities resulted in refinement of interdepartmental transfers in all branches.

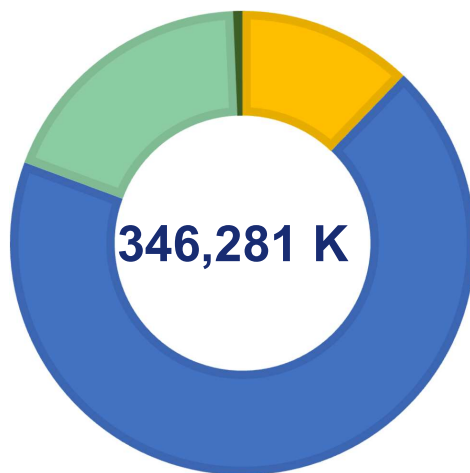
CORPORATE ASSET MANAGEMENT CAPITAL BUDGET

The capital portfolio for Corporate Asset Management includes the fleet replacement program, asset management plan updates, various studies 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 department’s capital plan over the next 10 years is expected to be \$346.3 Million. The majority of the capital plan is to be funded from reserves.

000's	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-YEAR Total
Capital Expenditures	11,047	19,484	12,702	26,855	24,771	30,874	41,844	50,791	51,281	76,633	346,281

10-Year Funding



- Grants and Other - 12%
- Reserves - 68%
- Development Charge Reserves - 19%
- City Funded Debt - 1%
- Developer Contributions - 0%
- Development Charge Debt - 0%



Corporate Transactions



Corporate Expenses

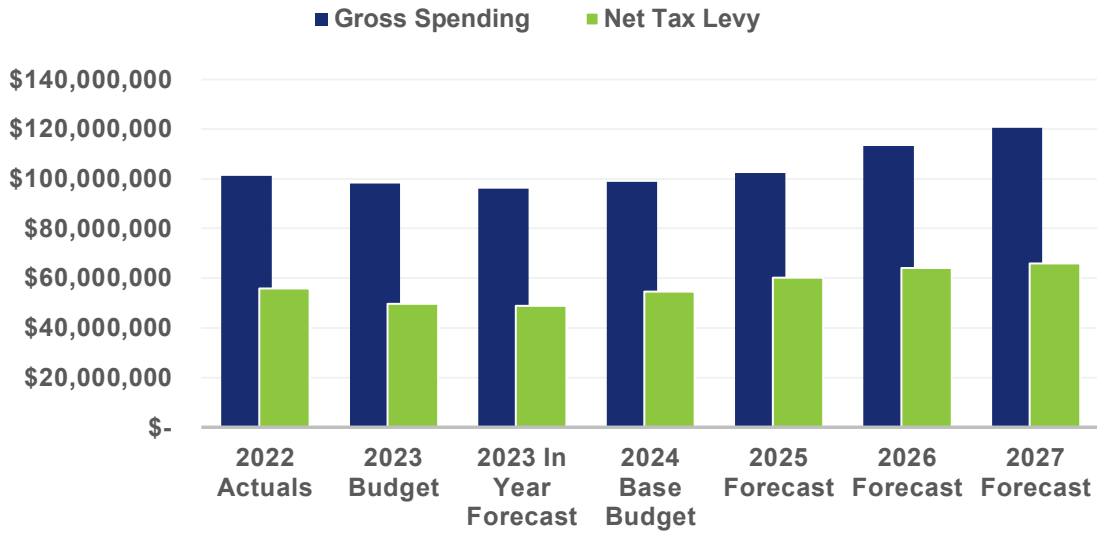
Corporate Revenues

CORPORATE EXPENSES

Corporate expenses are paid at the corporate level, rather than from individual departments. The main contributors include items such as Debt Charges, Insurance Costs and Reserve Contributions. As shown on the following page, there is a net operating expense of around \$4.8 million, the reasons for which are explained below the table.

Financial Overview

Corporate Expenses Forecast



Base Budget Change Report - Corporate Expenses

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 998	\$ (2,638)	\$ (2,638)	\$ (2,638)	\$ 0	0.00%
Materials & Supplies	\$ 7	\$ 12	\$ 12	\$ 12	\$ -	0.00%
Services	\$ 1,886	\$ 1,834	\$ 1,848	\$ 1,865	\$ 31	1.67%
Rents & Other Expenses	\$ 40,764	\$ 44,879	\$ 43,035	\$ 41,299	\$ (3,580)	-7.98%
Grant Expenses & Transfers	\$ 57,503	\$ 53,935	\$ 53,764	\$ 58,265	\$ 4,330	8.03%
Expenses Total	\$ 101,158	\$ 98,023	\$ 96,021	\$ 98,804	\$ 780	0.80%
Revenues						
User Fees, Service Charges, & Rentals	\$ 11,271	\$ 8,780	\$ 8,609	\$ 8,853	\$ 73	0.83%
Grant Revenues & Contributions	\$ 34,223	\$ 39,418	\$ 38,543	\$ 35,135	\$ (4,283)	-10.86%
Interdepartmental Transfers	\$ (134)	\$ 112	\$ 47	\$ 266	\$ 154	138.12%
Revenue Total	\$ 45,360	\$ 48,310	\$ 47,199	\$ 44,255	\$ (4,055)	-8.39%
Net Operating Expense/(Revenue)	\$ 55,798	\$ 49,713	\$ 48,822	\$ 54,549	\$ 4,836	9.73%
			New Investments	\$ -		
			Requested Net Levy	\$ 54,549		9.73%

Comments

Rents & Other Expenses

The variance in Rents & Other Expenses relates primarily to:

- \$3M decrease in budgeted debt principal and interest. Debt costs vary based on required debt levels and available interest rates.
- \$617K decrease in the budgeted insurance premium as in 2024, the full year will be covered under the new insurance provider and significant savings were achieved related to general liability. Under the new insurer, the allocation of premiums changed significantly, resulting in a decrease in general liability premiums but an increase in other categories, such as property premiums. Overall, the City has realized a net savings from switching providers and the 2024 budget reflects those savings.

Grant Expenses & Transfers

The variance in the Grant Expenses & Transfers relates primarily to the following:

- \$450K increase in the budgeted transfer to the Fleet Management Reserve over 2023 contributions to support the Fleet Replacement Program after the planned increase was not approved in the 2023 budget.
- \$250K increase in the budgeted transfer to the WSIB reserve to bring the annual contribution to \$850K .
- \$3.2M increase to the budgeted contribution to the Tax Funded Stormwater Capital Reserve from collection of the IIF as approved by Council as part of the 2023 budget deliberations.
- \$130K increase to the budgeted contribution to the Legal Contingency Reserve to fully fund the reserve up to \$500K.

Grant Revenues & Contributions

The variance in the Grant Revenues & Contributions relates primarily to the following:

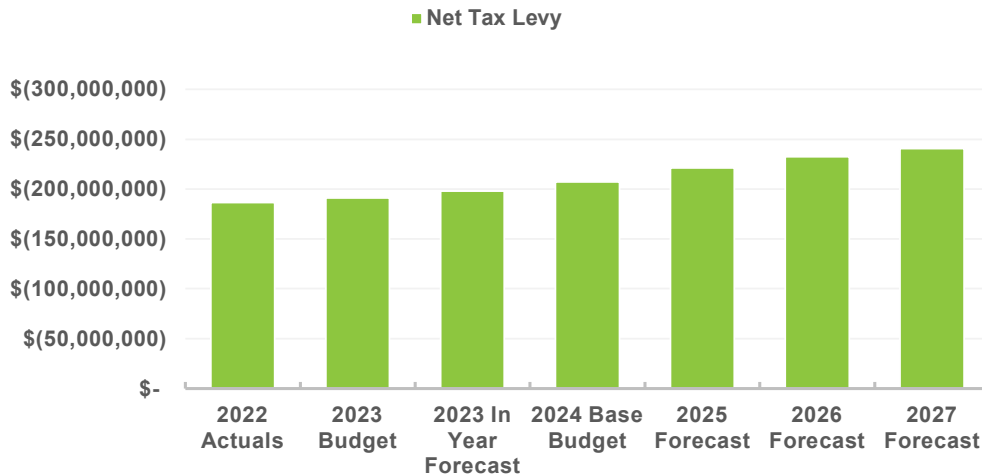
- \$1.8M decrease in funding from DC reserves related to debt, due to decreased principal and interests costs as described in Rents & Other Expenses.
- \$2.6M decrease in contributions from the Tax Rate Stabilization Reserve compared to 2023. In 2023 the following amendments were approved during budget deliberations which were not included in the 2024 budget:
 - \$1.1M contribution to offset inflationary pressures;
 - \$975K contribution to offset the costs of transitioning stormwater operating costs to the tax levy; and
 - \$462K contribution to offset increases in salaries and benefits.

CORPORATE REVENUES

Corporate Revenues mostly arise from property tax, although there are other revenues such as investment returns and recoveries. There is a \$15.9 million net revenue that is mostly coming from the increase in property taxes as shown in the table on the following page.

Financial Overview

Corporate Revenues Forecast



Base Budget Change Report - Corporate Revenues

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Rents & Other Expenses	\$ (230)	\$ -	\$ -	\$ -	\$ -	0.00%
Expenses Total	\$ (230)	\$ -	\$ -	\$ -	\$ -	0.00%
Revenues						
Property Taxes	\$ 172,796	\$ 181,317	\$ 182,089	\$ 195,011	\$ 13,694	7.55%
User Fees, Service Charges, & Rentals	\$ 285	\$ -	\$ -	\$ -	\$ -	0.00%
Fines & Penalties	\$ 2,996	\$ 2,970	\$ 2,970	\$ 2,970	\$ -	0.00%
Other Revenues	\$ 3,136	\$ 2,183	\$ 8,423	\$ 4,369	\$ 2,186	100.13%
Grant Revenues & Contributions	\$ 2,848	\$ 456	\$ 456	\$ 456	\$ -	0.00%
Interdepartmental Transfers	\$ 4,230	\$ 4,146	\$ 4,122	\$ 4,189	\$ 44	1.05%
Revenue Total	\$ 186,290	\$ 191,072	\$ 198,061	\$ 206,995	\$ 15,923	8.33%
Net Operating Expense/(Revenue)	\$ (186,521)	\$ (191,072)	\$ (198,061)	\$ (206,995)	\$ (15,923)	8.33%
			New Investments	\$ (925)		
			Requested Net Levy	\$ (207,920)		8.82%

Comments

Other Revenues

The increase in the Other Revenues budget relates to anticipated growth in investment income, net of interest allocated to reserves.





Council & Committees

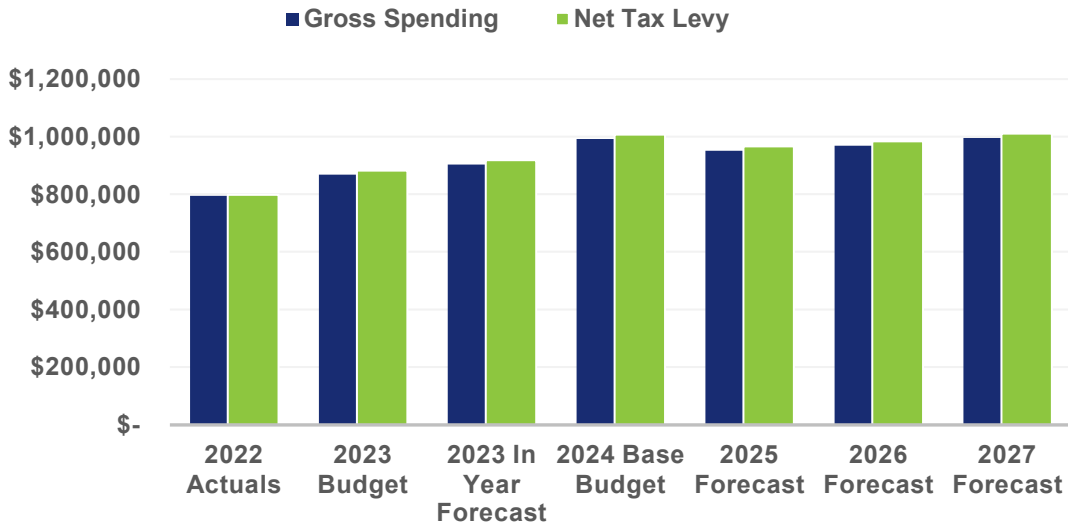


City Council
Committees

CITY COUNCIL

Financial Overview

City Council Forecast



Base Budget Change Report - City Council

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ 579	\$ 639	\$ 636	\$ 653	\$ 14	2.22%
Recovery from Capital	\$ -	\$ (7)	\$ (7)	\$ (7)	\$ -	0.00%
Materials & Supplies	\$ 50	\$ 147	\$ 164	\$ 165	\$ 19	12.81%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 161	\$ 89	\$ 110	\$ 181	\$ 92	102.74%
Grant Expenses & Transfers	\$ 5	\$ -	\$ -	\$ -	\$ -	0.00%
Expenses Total	\$ 795	\$ 867	\$ 903	\$ 992	\$ 124	14.35%
Revenues						
User Fees, Service Charges, & Rentals	\$ 7	\$ -	\$ -	\$ -	\$ -	0.00%
Other Revenues	\$ 5	\$ -	\$ -	\$ -	\$ -	0.00%
Interdepartmental Transfers	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ -	0.00%
Revenue Total	\$ (3)	\$ (15)	\$ (15)	\$ (15)	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 798	\$ 882	\$ 918	\$ 1,007	\$ 124	14.11%
New Investments				\$ -		
Requested Net Levy				\$ 1,007		14.11%

Comments

Materials & Supplies

Meeting and Meal Expenses – increase is attributed to meal expenses for Council and General and Reference Committee meetings given the meetings commence late afternoon and are held one day a week (\$17K).

Services

Memberships and Subscriptions - increase is attributed to increases in memberships fees to AMO, FCM, OBCM that were not recorded in previous budgets together with an anticipated increase in membership fees for 2024 (\$21K).

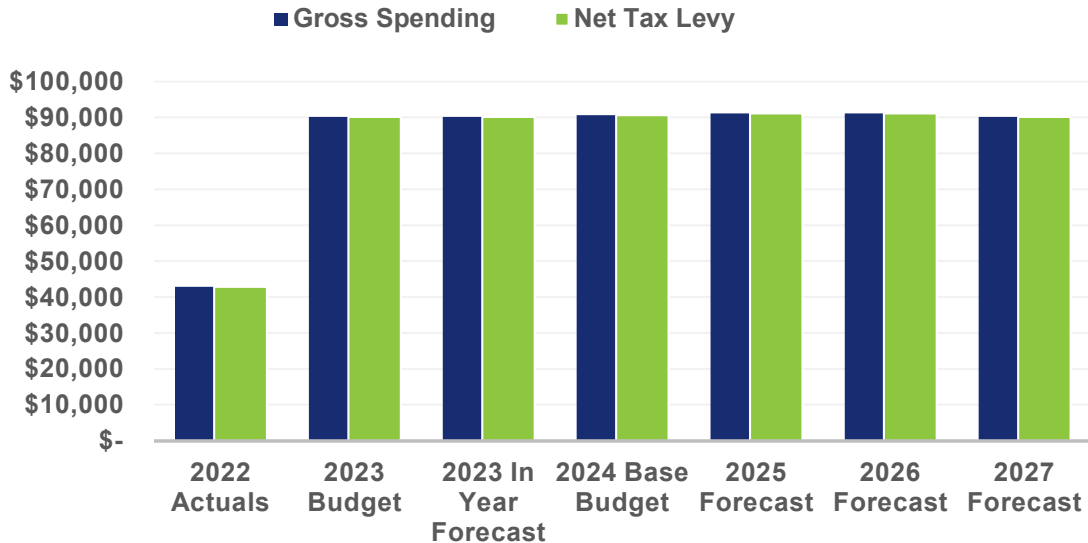
Contracted Services – increase is attributed to a one-time consulting fee to conduct a Ward Boundary Review starting in 2024 (\$60K) and to add the annual retainer cost for a Lobbyist Registrar approved by Council motion 23-G-101 (\$10k).



COMMITTEES

Financial Overview

Committees Forecast



Base Budget Change Report - Committees

000's	2022 Actuals	2023 Budget	In Year Forecast	2024 Base Budget	Change in Base Budget	
Expenses						
Salaries & Benefits	\$ -	\$ 8	\$ 8	\$ 9	\$ 1	6.25%
Materials & Supplies	\$ 10	\$ 28	\$ 28	\$ 28	\$ -	0.00%
Equipment & Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 33	\$ 54	\$ 54	\$ 54	\$ -	0.00%
Expenses Total	\$ 43	\$ 90	\$ 90	\$ 91	\$ 1	0.56%
Revenues						
Revenue Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Net Operating Expense/(Revenue)	\$ 43	\$ 90	\$ 90	\$ 91	\$ 1	0.56%
New Investments				\$ -		
Requested Net Levy				\$ 91		0.56%