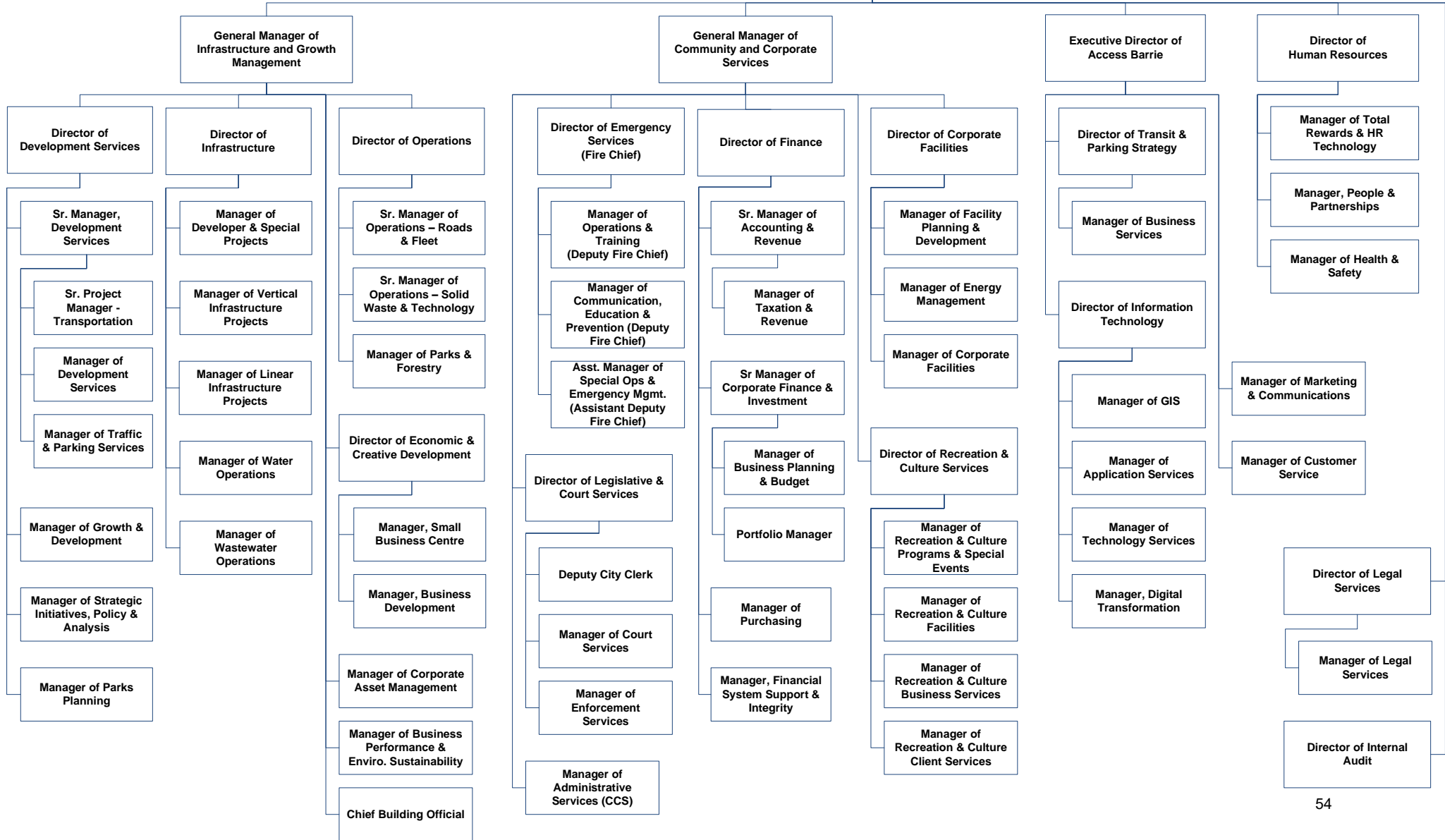
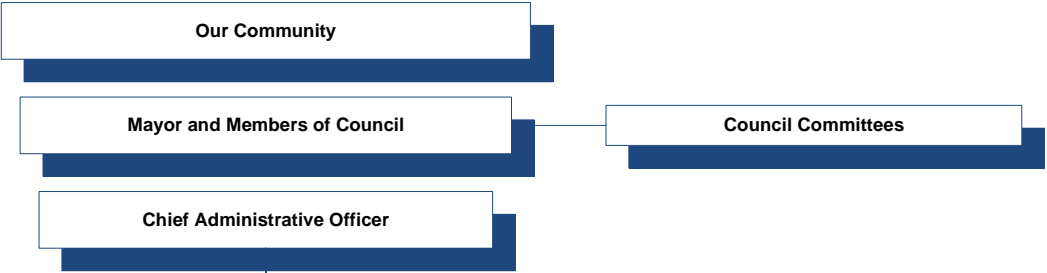


# ORGANIZATIONAL CHART

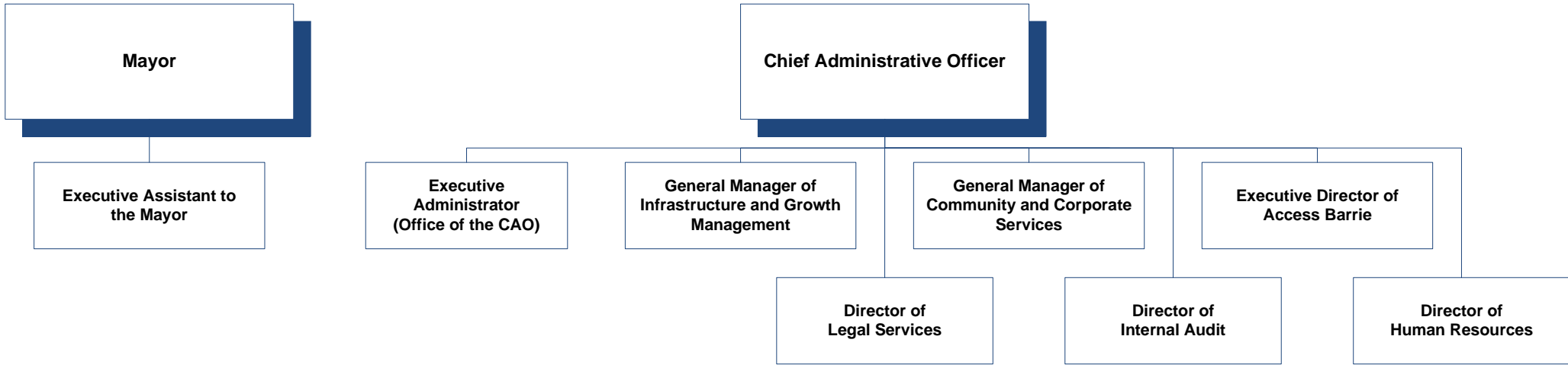
**Barrie**  
Corporation of the City of Barrie





# ORGANIZATIONAL CHART

Office of the Mayor & Chief Administrative Officer



## **Divisional Performance Plan: Office of the CAO Year 2022**

### **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**

- Continuous improvement of development approval processes including the timely preparation and registration of development agreements, completion of property acquisition and disposition negotiations, structuring of agreements and closings of transactions in support of strategic priorities.
- Evolve services to be a trusted and strategic partner to our clients, deliver tools and solutions that help our clients get their work done and ensure that where and how we work is safe and supportive.
- Advise Council and the corporation about areas for improvement and risks associated with City programs and services.

### **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.

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Fraud awareness sessions delivered	N/A	N/A	5	5
% of insurance claims/incidents handled in-house	95%	95%	95%	95%
Corporate training \$ spent (per permanent employee)	\$19.13	\$75	\$75	\$75

## Budget Summary

### Tax Rate:

Department	2022 Net Requested Budget	2022 Staffing		
		Base Complement	Service Level Changes	Total Requested
CAO's Office	\$661,757	2	0	2
Mayor's Office	\$306,777	2	0	2
Human Resources	\$3,419,343	20	0	20
Legal	\$1,919,624	11	0	11
Internal Audit	\$373,334	2	0	2
<b>Total</b>	<b>\$6,680,835</b>	<b>37</b>	<b>0</b>	<b>37</b>

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**CAO & Mayor's Office**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,933,194	\$5,079,190	\$5,082,736	\$5,046,648	\$5,117,456	\$5,178,550	\$5,233,631
	<b>Materials &amp; Supplies</b>	\$34,856	\$102,797	\$94,797	\$99,157	\$99,761	\$103,526	\$106,098
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$9,030	\$9,030	\$10,045	\$11,060	\$12,075	\$12,575
	<b>Services</b>	\$847,482	\$1,858,469	\$1,823,878	\$1,893,173	\$1,846,944	\$1,849,445	\$1,881,858
	<b>Grant Expenses &amp; Transfers</b>	\$25,100	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$5,840,632</b>	<b>\$7,049,485</b>	<b>\$7,010,441</b>	<b>\$7,049,023</b>	<b>\$7,075,221</b>	<b>\$7,143,596</b>	<b>\$7,234,162</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$160,919)	(\$165,050)	(\$165,050)	(\$163,420)	(\$164,585)	(\$165,750)	(\$166,915)
	<b>Other Revenues</b>	(\$25,100)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$174,560)	(\$145,000)	(\$145,000)	(\$75,000)	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	(\$151,007)	(\$157,403)	(\$157,403)	(\$159,053)	(\$161,056)	(\$163,088)	(\$165,336)
	<b>Sub-Total</b>	<b>(\$511,586)</b>	<b>(\$467,453)</b>	<b>(\$467,453)</b>	<b>(\$397,473)</b>	<b>(\$325,641)</b>	<b>(\$328,838)</b>	<b>(\$332,251)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$5,329,046</b>	<b>\$6,582,033</b>	<b>\$6,542,988</b>	<b>\$6,651,550</b>	<b>\$6,749,580</b>	<b>\$6,814,758</b>	<b>\$6,901,911</b>

## 2022 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,994,768	\$5,141,440	\$5,144,986	\$5,108,898	\$99,287	\$5,208,185	(\$32,541)	-0.63%	\$66,745	1.30%
	<b>Recovery from Capital</b>	(\$61,574)	(\$62,250)	(\$62,250)	(\$62,250)	\$0	(\$62,250)	\$0	0.00%	\$0	0.00%
	<b>Materials &amp; Supplies</b>	\$34,856	\$102,797	\$94,797	\$99,157	\$0	\$99,157	(\$3,640)	-3.54%	(\$3,640)	-3.54%
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$9,030	\$9,030	\$10,045	\$0	\$10,045	\$1,015	11.24%	\$1,015	11.24%
	<b>Services</b>	\$847,482	\$1,858,469	\$1,823,878	\$1,893,173	\$0	\$1,893,173	\$34,704	1.87%	\$34,704	1.87%
	<b>Grant Expenses &amp; Transfers</b>	\$25,100	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$5,840,632</b>	<b>\$7,049,485</b>	<b>\$7,010,441</b>	<b>\$7,049,023</b>	<b>\$99,287</b>	<b>\$7,148,310</b>	<b>(\$462)</b>	<b>-0.01%</b>	<b>\$98,824</b>	<b>1.40%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$160,919)	(\$165,050)	(\$165,050)	(\$163,420)	\$0	(\$163,420)	\$1,630	-0.99%	\$1,630	-0.99%
	<b>Other Revenues</b>	(\$25,100)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$174,560)	(\$145,000)	(\$145,000)	(\$75,000)	(\$70,000)	(\$145,000)	\$70,000	-48.28%	\$0	0.00%
	<b>Interdepartmental Transfers</b>	(\$151,007)	(\$157,403)	(\$157,403)	(\$159,053)	\$0	(\$159,053)	(\$1,650)	1.05%	(\$1,650)	1.05%
	<b>Total</b>	<b>(\$511,586)</b>	<b>(\$467,453)</b>	<b>(\$467,453)</b>	<b>(\$397,473)</b>	<b>(\$70,000)</b>	<b>(\$467,473)</b>	<b>\$69,980</b>	<b>-14.97%</b>	<b>(\$20)</b>	<b>0.00%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$5,329,046</b>	<b>\$6,582,033</b>	<b>\$6,542,988</b>	<b>\$6,651,550</b>	<b>\$29,287</b>	<b>\$6,680,836</b>	<b>\$69,517</b>	<b>1.06%</b>	<b>\$98,804</b>	<b>1.50%</b>

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**CAO & Mayor's Office**

**Office of the Mayor**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$300,480	\$311,677	\$311,677	\$219,690	\$221,759	\$223,849	\$225,961
	<b>Materials &amp; Supplies</b>	\$5,613	\$24,300	\$18,100	\$20,300	\$18,300	\$18,300	\$18,300
	<b>Services</b>	\$32,562	\$113,500	\$78,200	\$112,500	\$35,500	\$5,500	\$5,500
	<b>Sub-Total</b>	<b>\$338,655</b>	<b>\$449,477</b>	<b>\$407,977</b>	<b>\$352,490</b>	<b>\$275,559</b>	<b>\$247,649</b>	<b>\$249,761</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$92,081)	(\$145,000)	(\$145,000)	(\$75,000)	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$92,081)</b>	<b>(\$145,000)</b>	<b>(\$145,000)</b>	<b>(\$75,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$246,574</b>	<b>\$304,477</b>	<b>\$262,977</b>	<b>\$277,490</b>	<b>\$275,559</b>	<b>\$247,649</b>	<b>\$249,761</b>

## 2022 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

### Office of the Mayor

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$300,480	\$311,677	\$311,677	\$219,690	\$99,287	\$318,977	(\$91,987)	-29.51%	\$7,300	2.34%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$5,613	\$24,300	\$18,100	\$20,300	\$0	\$20,300	(\$4,000)	-16.46%	(\$4,000)	-16.46%
	<b>Services</b>	\$32,562	\$113,500	\$78,200	\$112,500	\$0	\$112,500	(\$1,000)	-0.88%	(\$1,000)	-0.88%
	<b>Total</b>	<b>\$338,655</b>	<b>\$449,477</b>	<b>\$407,977</b>	<b>\$352,490</b>	<b>\$99,287</b>	<b>\$451,777</b>	<b>(\$96,987)</b>	<b>-21.58%</b>	<b>\$2,300</b>	<b>0.51%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$92,081)	(\$145,000)	(\$145,000)	(\$75,000)	(\$70,000)	(\$145,000)	\$70,000	-48.28%	\$0	0.00%
	<b>Total</b>	<b>(\$92,081)</b>	<b>(\$145,000)</b>	<b>(\$145,000)</b>	<b>(\$75,000)</b>	<b>(\$70,000)</b>	<b>(\$145,000)</b>	<b>\$70,000</b>	<b>-48.28%</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$246,574</b>	<b>\$304,477</b>	<b>\$262,977</b>	<b>\$277,490</b>	<b>\$29,287</b>	<b>\$306,777</b>	<b>(\$26,987)</b>	<b>-8.86%</b>	<b>\$2,300</b>	<b>0.76%</b>

### Comments:

The decrease in Salaries & Benefits and Grant Revenues & Contributions in the base budget represents the expiration of the Principal Secretary's contract on December 31, 2021 and the reduction of \$70K in contributions from the reinvestment reserve to support this position.

The New Investments increases relate to the requested extension of the Principal Secretary's contract to December 31, 2022. The increase in salary is offset by a \$70,000 contribution from the reinvestment reserve, similar to 2021.



**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**CAO & Mayor's Office**

**Office of the CAO**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$474,459	\$472,626	\$472,626	\$449,368	\$458,240	\$467,478	\$475,294
	<b>Materials &amp; Supplies</b>	\$2,876	\$23,690	\$23,690	\$24,045	\$24,400	\$24,755	\$24,755
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$1,030	\$1,030	\$1,045	\$1,060	\$1,075	\$1,075
	<b>Services</b>	\$2,819	\$210,158	\$210,158	\$213,299	\$216,440	\$219,494	\$219,494
	<b>Sub-Total</b>	<b>\$480,154</b>	<b>\$707,504</b>	<b>\$707,504</b>	<b>\$687,757</b>	<b>\$700,140</b>	<b>\$712,802</b>	<b>\$720,618</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)
	<b>Grant Revenues &amp; Contributions</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$454,154</b>	<b>\$681,504</b>	<b>\$681,504</b>	<b>\$661,757</b>	<b>\$674,140</b>	<b>\$686,802</b>	<b>\$694,618</b>

## 2022 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

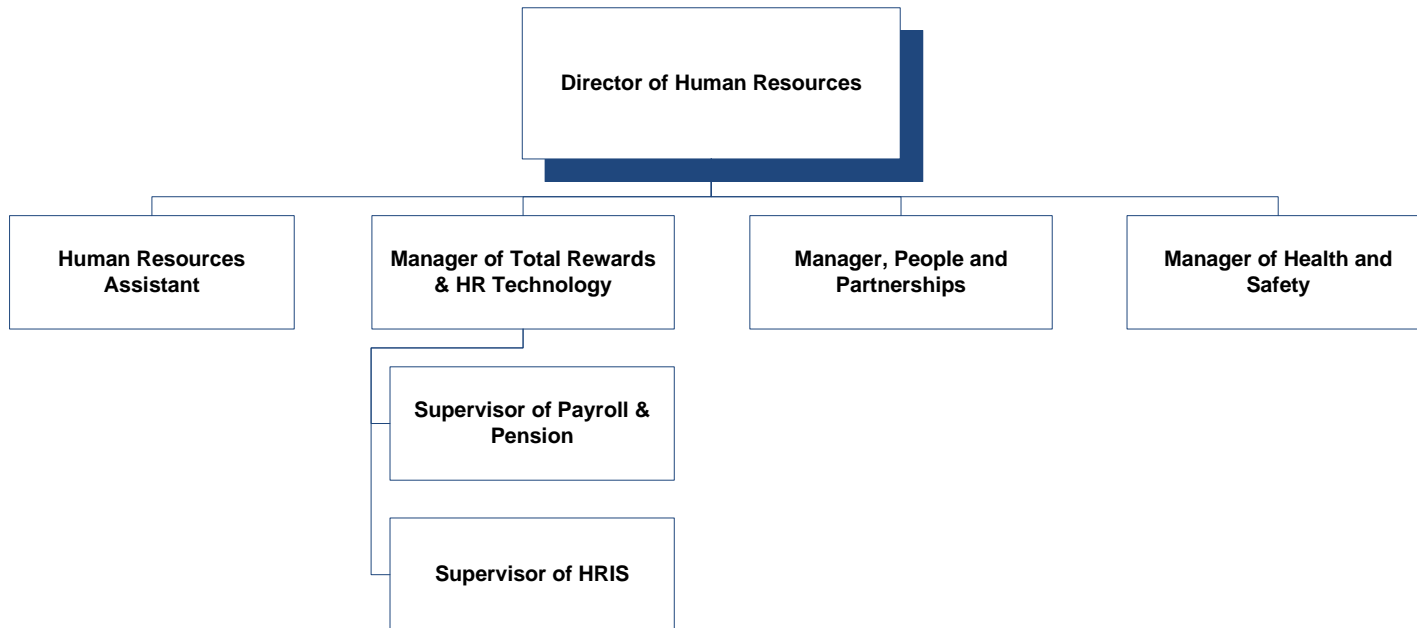
### Office of the CAO

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$474,459	\$472,626	\$472,626	\$449,368	\$0	\$449,368	(\$23,258)	-4.92%	(\$23,258)	-4.92%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$2,876	\$23,690	\$23,690	\$24,045	\$0	\$24,045	\$355	1.50%	\$355	1.50%
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$1,030	\$1,030	\$1,045	\$0	\$1,045	\$15	1.46%	\$15	1.46%
	<b>Services</b>	\$2,819	\$210,158	\$210,158	\$213,299	\$0	\$213,299	\$3,141	1.49%	\$3,141	1.49%
	<b>Total</b>	<b>\$480,154</b>	<b>\$707,504</b>	<b>\$707,504</b>	<b>\$687,757</b>	<b>\$0</b>	<b>\$687,757</b>	<b>(\$19,747)</b>	<b>-2.79%</b>	<b>(\$19,747)</b>	<b>-2.79%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	\$0	(\$26,000)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>	<b>\$0</b>	<b>(\$26,000)</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$454,154</b>	<b>\$681,504</b>	<b>\$681,504</b>	<b>\$661,757</b>	<b>\$0</b>	<b>\$661,757</b>	<b>(\$19,747)</b>	<b>-2.90%</b>	<b>(\$19,747)</b>	<b>-2.90%</b>



# ORGANIZATIONAL CHART

## Human Resources Department



## Departmental Performance Plan: Human Resources Year 2022

### Departmental Overview

Human Resources is a strategic partner, a promoter of positive working relationships, and a change agent. Managing the employee experience is crucial for businesses – from onboarding employees, to finding the best fits for both culture and efficiency, to managing interpersonal relationships, and much more. The Human Resources Department delivers over eleven services to its stakeholders including: Accessibility, Diversity, Recruitment, Payroll, Workforce Planning and Learning & Development, Job Evaluation and Descriptions, Performance Management, Labour Relations, Wellness and Health & Safety, Compensation & Benefits and HRIS Systems Management.

### Strategic Plan & Other Program Deliverables

**Trusted Partner:** Evolve services to be a trusted, strategic partner to our clients.

Goal One: Realign Service Delivery

Goal Two: Total Rewards Program

Goal Three: Talent Attraction and Retention

**Tools to Get the Job Done:** Deliver tools and solutions that help our clients get their work done.

Goal One: Technology Driven Business Processes

Goal Two: Comprehensive Talent Management

Goal Three: Thorough Policy Framework

Goal Four: Effective Performance Management

**Supportive Environment:** Ensure that where and how we work is safe and supportive.

Goal One: Employee Health & Safety Focus

Goal Two: Respectful & Inclusive Workplace

Goal Three: Be Well Barrie

## Major Initiatives/Issues

- Psychological Health and Safety - BeWell Barrie
- Diversity, Equity and Inclusion
- Leadership Development
- Total Rewards Review
- Talent Management
- HR Technology Framework and Implementation (ATS, Onboarding and LMS)
- HR Metrics
- Framework and Implementation of Occupational Health and Safety Management System (OHSMS)

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Corporate Training \$ Spent (per permanent employee)	\$19.13	\$75	\$75	\$75
% Turnover (in first 2 years of employment)	0.21	0	0	0
# of Lost Time Incidents	29	25	27	20

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**CAO & Mayor's Office**

**Human Resources**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,370,928	\$2,533,692	\$2,537,238	\$2,583,907	\$2,613,521	\$2,638,823	\$2,662,423
	<b>Materials &amp; Supplies</b>	\$23,596	\$41,675	\$40,625	\$41,405	\$43,789	\$47,174	\$49,561
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$8,000	\$8,000	\$9,000	\$10,000	\$11,000	\$11,500
	<b>Services</b>	\$374,141	\$918,701	\$920,121	\$944,085	\$970,871	\$999,202	\$1,031,275
	<b>Sub-Total</b>	<b>\$2,768,664</b>	<b>\$3,502,068</b>	<b>\$3,505,984</b>	<b>\$3,578,397</b>	<b>\$3,638,181</b>	<b>\$3,696,200</b>	<b>\$3,754,758</b>
<b>Revenues</b>	<b>Interdepartmental Transfers</b>	(\$151,007)	(\$157,403)	(\$157,403)	(\$159,053)	(\$161,056)	(\$163,088)	(\$165,336)
	<b>Sub-Total</b>	<b>(\$151,007)</b>	<b>(\$157,403)</b>	<b>(\$157,403)</b>	<b>(\$159,053)</b>	<b>(\$161,056)</b>	<b>(\$163,088)</b>	<b>(\$165,336)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,617,657</b>	<b>\$3,344,665</b>	<b>\$3,348,582</b>	<b>\$3,419,343</b>	<b>\$3,477,124</b>	<b>\$3,533,111</b>	<b>\$3,589,422</b>

## 2022 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

### Human Resources

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,370,928	\$2,533,692	\$2,537,238	\$2,583,907	\$0	\$2,583,907	\$50,215	1.98%	\$50,215	1.98%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$23,596	\$41,675	\$40,625	\$41,405	\$0	\$41,405	(\$270)	-0.65%	(\$270)	-0.65%
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$8,000	\$8,000	\$9,000	\$0	\$9,000	\$1,000	12.50%	\$1,000	12.50%
	<b>Services</b>	\$374,141	\$918,701	\$920,121	\$944,085	\$0	\$944,085	\$25,384	2.76%	\$25,384	2.76%
	<b>Total</b>	<b>\$2,768,664</b>	<b>\$3,502,068</b>	<b>\$3,505,984</b>	<b>\$3,578,397</b>	<b>\$0</b>	<b>\$3,578,397</b>	<b>\$76,329</b>	<b>2.18%</b>	<b>\$76,329</b>	<b>2.18%</b>
<b>Revenues</b>	<b>Interdepartmental Transfers</b>	(\$151,007)	(\$157,403)	(\$157,403)	(\$159,053)	\$0	(\$159,053)	(\$1,650)	1.05%	(\$1,650)	1.05%
	<b>Total</b>	<b>(\$151,007)</b>	<b>(\$157,403)</b>	<b>(\$157,403)</b>	<b>(\$159,053)</b>	<b>\$0</b>	<b>(\$159,053)</b>	<b>(\$1,650)</b>	<b>1.05%</b>	<b>(\$1,650)</b>	<b>1.05%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,617,657</b>	<b>\$3,344,665</b>	<b>\$3,348,582</b>	<b>\$3,419,343</b>	<b>\$0</b>	<b>\$3,419,343</b>	<b>\$74,678</b>	<b>2.23%</b>	<b>\$74,678</b>	<b>2.23%</b>



# ORGANIZATIONAL CHART

Legal Services Department





# Departmental Performance Plan: Legal Services Year 2022

## Departmental Overview

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

### 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

### 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 initiatives and events
- risk management for City owned facilities and services
- processing and management of over 300 insurance claims annually

## **Strategic Plan & Other Program Deliverables**

- oversight of legal services leading to prudent financial management of legal expenses and more effective legal representation for the City
- support of City priorities through the acquisition of property in a timely and cost effective manner
- timely and cost effective acquisition of property for City purposes and Council priorities and other transaction support
- high quality and timely legal advice
- high quality, relevant and timely real estate advice
- appropriate management and response to insurance claims received including proactive training and communication to mitigate future exposure
- ongoing assessment of optimal insurance coverage in accordance with industry best standards
- timely preparation and registration of development agreements, development charge credit agreements and servicing agreements

## **Major Initiatives/Issues**

- continuous improvement of development approval processes involving site plan and subdivision applications, committee of adjustment decisions and related agreements
- investigate total costs and benefits to directly providing insurance to city construction projects. The aim will be to greatly improve satisfaction with insurance coverage and administration at a less cost
- implementation of ClearRisk insurance software program which will allow (i) streamlined on-line claims intake forms to be submitted by claimants, (ii) better monitoring, reporting and responding to claims which simplifies processes, (iii) trend implementation and instillation of effective risk mitigation
- conduct factual and legal review of major loss incidents (eg: watermain break)

- collaborate with affected departments on an approach to risk identification and mitigation of claim exposure including (i) provision of information on claims history, (ii) regular reviews of information with affected departments and (iii) development of remedial strategies
- continued input into development processes and policies to achieve overall objectives with respect to infill and greenfield development
- provide a high level of legal and real estate support to corporate strategic priorities, eg: Invest Barrie, Harvie Road crossing, Phase II and III growth in the annexed lands, affordable housing initiatives
- enhanced litigation and administrative tribunal support to Human Resources Department
- develop expertise and provide internal support to (i) expropriation process and (ii) handling of liability and cost issues on remediation and sale of environmentally contaminated property (PS3260 policy)

### Key Performance Indicators

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

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**CAO & Mayor's Office**

**Legal Services Department**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,415,493	\$1,412,037	\$1,412,037	\$1,441,539	\$1,468,397	\$1,489,433	\$1,507,526
	<b>Materials &amp; Supplies</b>	\$2,507	\$12,682	\$11,932	\$12,957	\$12,822	\$12,847	\$13,032
	<b>Services</b>	\$434,046	\$596,409	\$597,159	\$602,549	\$603,394	\$604,234	\$604,574
	<b>Grant Expenses &amp; Transfers</b>	\$25,100	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$1,877,146</b>	<b>\$2,021,128</b>	<b>\$2,021,128</b>	<b>\$2,057,044</b>	<b>\$2,084,613</b>	<b>\$2,106,514</b>	<b>\$2,125,132</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$134,919)	(\$139,050)	(\$139,050)	(\$137,420)	(\$138,585)	(\$139,750)	(\$140,915)
	<b>Other Revenues</b>	(\$25,100)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$82,480)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$242,498)</b>	<b>(\$139,050)</b>	<b>(\$139,050)</b>	<b>(\$137,420)</b>	<b>(\$138,585)</b>	<b>(\$139,750)</b>	<b>(\$140,915)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,634,647</b>	<b>\$1,882,078</b>	<b>\$1,882,078</b>	<b>\$1,919,624</b>	<b>\$1,946,028</b>	<b>\$1,966,764</b>	<b>\$1,984,217</b>

## 2022 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

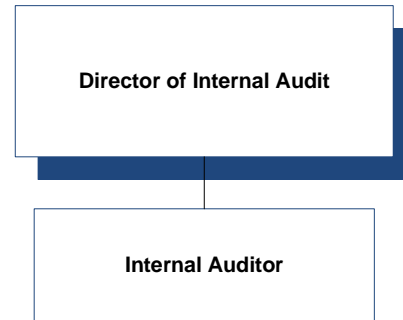
### Legal Services Department

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,477,067	\$1,474,287	\$1,474,287	\$1,503,789	\$0	\$1,503,789	\$29,501	2.00%	\$29,501	2.00%
	<b>Recovery from Capital</b>	(\$61,574)	(\$62,250)	(\$62,250)	(\$62,250)	\$0	(\$62,250)	\$0	0.00%	\$0	0.00%
	<b>Materials &amp; Supplies</b>	\$2,507	\$12,682	\$11,932	\$12,957	\$0	\$12,957	\$275	2.17%	\$275	2.17%
	<b>Services</b>	\$434,046	\$596,409	\$597,159	\$602,549	\$0	\$602,549	\$6,140	1.03%	\$6,140	1.03%
	<b>Grant Expenses &amp; Transfers</b>	\$25,100	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$1,877,146</b>	<b>\$2,021,128</b>	<b>\$2,021,128</b>	<b>\$2,057,044</b>	<b>\$0</b>	<b>\$2,057,044</b>	<b>\$35,916</b>	<b>1.78%</b>	<b>\$35,916</b>	<b>1.78%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$134,919)	(\$139,050)	(\$139,050)	(\$137,420)	\$0	(\$137,420)	\$1,630	-1.17%	\$1,630	-1.17%
	<b>Other Revenues</b>	(\$25,100)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$82,480)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>(\$242,498)</b>	<b>(\$139,050)</b>	<b>(\$139,050)</b>	<b>(\$137,420)</b>	<b>\$0</b>	<b>(\$137,420)</b>	<b>\$1,630</b>	<b>-1.17%</b>	<b>\$1,630</b>	<b>-1.17%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,634,647</b>	<b>\$1,882,078</b>	<b>\$1,882,078</b>	<b>\$1,919,624</b>		<b>\$1,919,624</b>	<b>\$37,546</b>	<b>1.99%</b>	<b>\$37,546</b>	<b>1.99%</b>



## ORGANIZATIONAL CHART

Internal Audit Department



# Departmental Performance Plan: Internal Audit Year 2022

## Departmental Overview

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

## Strategic Plan & Other Program Deliverables

Offering Innovative & Citizen Driven Services – make tax dollars go further

## Major Initiatives/Issues

- Create and obtain Council approval for an internal audit plan which incorporates Council and EMT priorities
- Conduct audits to achieve the objectives set out in the approved internal audit plan
- Advise Council and the corporation about risks associated with City programs and services
- Foster effective relationships within the organization to ensure engagement, cooperation and collaboration necessary to achieve audit plan objectives
- Develop innovative audit strategies to proactively identify areas for improvement in the organization

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Internal Audit recommendations accepted by management	100%	100%	100%	100%
Fraud awareness sessions delivered	N/A	N/A	5	5

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**CAO & Mayor's Office**

**Internal Audit**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$371,836	\$349,157	\$349,157	\$352,144	\$355,538	\$358,966	\$362,429
	<b>Materials &amp; Supplies</b>	\$264	\$450	\$450	\$450	\$450	\$450	\$450
	<b>Services</b>	\$3,913	\$19,701	\$18,240	\$20,740	\$20,740	\$21,015	\$21,015
	<b>Sub-Total</b>	<b>\$376,013</b>	<b>\$369,308</b>	<b>\$367,847</b>	<b>\$373,334</b>	<b>\$376,728</b>	<b>\$380,431</b>	<b>\$383,894</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$376,013</b>	<b>\$369,308</b>	<b>\$367,847</b>	<b>\$373,334</b>	<b>\$376,728</b>	<b>\$380,431</b>	<b>\$383,894</b>



## 2022 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

### Internal Audit

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$371,836	\$349,157	\$349,157	\$352,144	\$0	\$352,144	\$2,988	0.86%	\$2,988	0.86%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$264	\$450	\$450	\$450	\$0	\$450	\$0	0.00%	\$0	0.00%
	<b>Services</b>	\$3,913	\$19,701	\$18,240	\$20,740	\$0	\$20,740	\$1,039	5.27%	\$1,039	5.27%
	<b>Total</b>	<b>\$376,013</b>	<b>\$369,308</b>	<b>\$367,847</b>	<b>\$373,334</b>	<b>\$0</b>	<b>\$373,334</b>	<b>\$4,027</b>	<b>1.09%</b>	<b>\$4,027</b>	<b>1.09%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$376,013</b>	<b>\$369,308</b>	<b>\$367,847</b>	<b>\$373,334</b>	<b>\$0</b>	<b>\$373,334</b>	<b>\$4,027</b>	<b>1.09%</b>	<b>\$4,027</b>	<b>1.09%</b>



# ORGANIZATIONAL CHART

Access Barrie Portfolio

**Executive Director of  
Access Barrie**

**Administrative  
Assistant  
(Access Barrie)**

**Manager of Marketing and  
Communications**

**Director of Transit and Parking  
Strategy**

**Manager of Customer Service**

**Director of Information  
Technology**

## Divisional Performance Plan: Access Barrie Year 2022

### Goals

#### Communications and Customer Service:

- Develop and maintain strategic communication, marketing, media relations, sponsorship, and customer service policies, plans and standards that support Council's strategic goals and priorities, and protect the City's corporate identity.
- Develop and foster a Corporate wide focus on customer service that is open and transparent provision of services to citizens.

#### Transit:

- Partner with Corporate Facilities in the design and build of the relocated transit terminal adjacent to the Allandale Waterfront GO station. Initiate Barrie Transit's network redesign planning activities for the relocation of the main terminal.
- Continue implementation of various digital projects including License Plate recognition (LPR) pilot program for parking enforcement, HotSpot Parking App for monthly and residential permits.
- Continue implementation of the Council approved Parking Strategy with key recommendations for demand management, technologies, and integrated pricing strategies.
- Continue to enhance and explore opportunities for Transit on Demand in low ridership areas of the City and make recommendations on future service delivery within the secondary lands.
- Implementation of recommendations from Alternative Fuel Study to ensure transit system is future ready and working towards implementing electric buses to reduce carbon emissions.

#### Information Technology:

- Provide an accessible, secure, and reliable technology foundation that supports the business technologies and systems used to deliver City services more effectively.
- Optimize the City's technology investments to make the dollars go further.
- 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.
- Barrie.ca website overhaul – Modernize look, feel, navigation and web technology platform
- Expand the IT Security Program.

### Key Division Service Delivery Initiatives

- Develop and launch a new external website (barrie.ca)
- Initiate Barrie Transit’s network redesign planning activities for the relocation of the main terminal to the new Allandale Transit Mobility Hub
- Expand the IT Security Program and Digital Transformation initiatives

### External Factors Influencing Activities & Outcomes

- General economic conditions
- Impact of COVID
- Timing and schedule for various corporate initiatives
- Provincial and Federal government priorities

### Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Transit On Time Performance	86%	86%	86%	86%
Technology Condition Index	N/A	75	75	75
% of Customer Interactions in Service Barrie that are resolved at first contact	n/a	70%	65%	72%

## Budget Summary

### Tax Rate:

Department	2022 Net Requested Budget	2022 Staffing		
		Base Complement	Service Level Changes	Total Requested
Access Barrie Admin	\$358,112	2	0	2
Customer Service	\$1,260,393	19	0	19
Information Technology	\$8,743,542	49	0	49
Marketing & Communications	\$1,091,146	8	1	9
Transit	\$14,072,464	8	0	8
<b>Total</b>	<b>\$25,525,658</b>	<b>86</b>	<b>1</b>	<b>87</b>

### User Rate:

Department	2022 Net Requested Budget	2022 Staffing		
		Base Complement	Service Level Changes	Total Requested
Parking Operations	\$1,430,415	4	0	4
<b>Total</b>	<b>\$1,430,415</b>	<b>4</b>	<b>0</b>	<b>4</b>

## Departmental Performance Plan: Access Barrie Year 2022

### Departmental Overview

Communications and Customer Service combines the strengths of Marketing Communications, Sponsorship and Customer Service to improve customer experiences, enhance communications and expand community engagement. This strategic portfolio reflects the importance and need for the city to champion customer service & to align this service with marketing communications and corporate sponsorship.

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 & sponsorship development. Service Barrie is also leading the multi-year implementation of a corporate wide Customer Service Plan to consolidate access to most general city services through the ongoing phased development of Service Barrie. Service Barrie handles phone, counter and online service requests, including After Hours call services, and customer management and knowledge management technology. Utilizing the newly launched Customer Experience Management System (CEM), Service Barrie will focus on improving the customer experience while putting a focus on digital transformation of service requests and interactions with the city to online platforms as appropriate.

### Strategic Plan & Other Program Deliverables

- To develop innovative marketing communication and sponsorship strategies to build effective relationships and encourage opportunities for proactive and positive media relations.
- To foster an organizational culture that embraces corporate communications to ensure meaningful communications with the community as well as within the corporation.
- To develop and maintain strategic communication, marketing, sponsorship, and customer service policies, plans and standards that support Council's strategic goals and priorities, protect the City's corporate identity.
- Ongoing development and optimizations of the Citizen Experience Management (CEM) system with integrated knowledge to support Service Barrie operations and provide a high level of Customer Service.
- Develop and foster a Corporate wide focus on customer service that is open and transparent provision of services to citizens.



## Major Initiatives/Issues

- Completion of the Customer Service plan (Phase 5: Water Operations) and the integration of services for identified departments.
- In partnership with Finance, begin planning and preparation for acquisition of a Corporate Point of Sale System.
- In partnership with IT, develop and launch a new external website (barrie.ca).
- Support the City's move to a Circular Economy framework and reducing waste.
- Support the Stormwater Climate Action Fund project that will serve as a dedicated fund for stormwater assets and associated stormwater management within Barrie.

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
% of Customer Interactions in Service Barrie that are resolved at 1st contact	n/a	70%	65%	70%
% of Customer Satisfaction rated as moderately high to high	83%	85%	80%	85%
% of positive/neutral media coverage	80%	80%	78%	80%

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Access Barrie**

**Access Barrie – Portfolio Summary**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$9,163,287	\$9,979,573	\$9,939,676	\$10,237,624	\$10,388,856	\$10,518,379	\$10,633,562
	<b>Materials &amp; Supplies</b>	\$1,838,985	\$2,824,372	\$2,810,308	\$2,929,462	\$3,533,145	\$3,684,929	\$3,842,127
	<b>Equipment &amp; Capital Purchases</b>	\$238,370	\$304,037	\$304,037	\$316,850	\$325,660	\$332,529	\$338,817
	<b>Services</b>	\$19,635,327	\$21,732,732	\$21,643,547	\$22,684,336	\$25,690,862	\$26,282,056	\$26,933,985
	<b>Rents &amp; Other Expenses</b>	\$63,936	\$115,782	\$115,782	\$122,496	\$125,323	\$127,676	\$129,345
	<b>Sub-Total</b>	<b>\$30,939,905</b>	<b>\$34,956,496</b>	<b>\$34,813,350</b>	<b>\$36,290,768</b>	<b>\$40,063,845</b>	<b>\$40,945,569</b>	<b>\$41,877,836</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$3,429,361)	(\$3,838,213)	(\$3,838,213)	(\$4,759,037)	(\$5,651,918)	(\$7,048,367)	(\$7,754,893)
	<b>Licenses &amp; Permits</b>	(\$95,295)	(\$141,000)	(\$112,000)	(\$144,000)	(\$145,000)	(\$147,000)	(\$148,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$2,723,204)	(\$5,234,000)	(\$5,245,200)	(\$4,862,500)	(\$2,544,000)	(\$2,551,500)	(\$2,557,000)
	<b>Interdepartmental Transfers</b>	(\$1,103,127)	(\$1,105,233)	(\$1,104,472)	(\$1,128,637)	(\$1,059,592)	(\$1,047,310)	(\$1,034,407)
	<b>Intercompany Transfers</b>	\$0	(\$1,200)	\$0	(\$1,300)	(\$1,400)	(\$1,500)	(\$1,600)
	<b>Sub-Total</b>	<b>(\$7,350,988)</b>	<b>(\$10,319,646)</b>	<b>(\$10,299,885)</b>	<b>(\$10,895,474)</b>	<b>(\$9,401,910)</b>	<b>(\$10,795,677)</b>	<b>(\$11,495,900)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$23,588,918</b>	<b>\$24,636,849</b>	<b>\$24,513,465</b>	<b>\$25,395,294</b>	<b>\$30,661,935</b>	<b>\$30,149,891</b>	<b>\$30,381,936</b>



## 2022 - BASE BUDGET CHANGE REPORT

### Access Barrie

### Access Barrie – Portfolio Summary

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investment s	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$9,790,536	\$10,667,876	\$10,528,508	\$10,732,921	\$43,338	\$10,776,259	\$65,045	0.61%	\$108,383	1.02%
	<b>Recovery from Capital</b>	(\$627,249)	(\$688,303)	(\$588,832)	(\$495,297)	\$0	(\$495,297)	\$193,006	-28.04%	\$193,006	-28.04%
	<b>Materials &amp; Supplies</b>	\$1,838,985	\$2,824,372	\$2,810,308	\$2,929,462	\$200	\$2,929,662	\$105,090	3.72%	\$105,290	3.73%
	<b>Equipment &amp; Capital Purchases</b>	\$238,370	\$304,037	\$304,037	\$316,850	\$2,400	\$319,250	\$12,813	4.21%	\$15,213	5.00%
	<b>Services</b>	\$19,635,327	\$21,732,732	\$21,643,547	\$22,684,336	\$204,817	\$22,889,153	\$951,605	4.38%	\$1,156,422	5.32%
	<b>Rents &amp; Other Expenses</b>	\$63,936	\$115,782	\$115,782	\$122,496	\$0	\$122,496	\$6,714	5.80%	\$6,714	5.80%
	<b>Total</b>	<b>\$30,939,905</b>	<b>\$34,956,496</b>	<b>\$34,813,350</b>	<b>\$36,290,768</b>	<b>\$250,755</b>	<b>\$36,541,523</b>	<b>\$1,334,273</b>	<b>3.82%</b>	<b>\$1,585,028</b>	<b>4.53%</b>
<b>Revenue s</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$3,429,361)	(\$3,838,213)	(\$3,838,213)	(\$4,759,037)	(\$120,391)	(\$4,879,428)	(\$920,824)	23.99%	(\$1,041,215)	27.13%
	<b>Licenses &amp; Permits</b>	(\$95,295)	(\$141,000)	(\$112,000)	(\$144,000)	\$0	(\$144,000)	(\$3,000)	2.13%	(\$3,000)	2.13%
	<b>Grant Revenues &amp; Contributions</b>	(\$2,723,204)	(\$5,234,000)	(\$5,245,200)	(\$4,862,500)	\$0	(\$4,862,500)	\$371,500	-7.10%	\$371,500	-7.10%
	<b>Interdepartmental Transfers</b>	(\$1,103,127)	(\$1,105,233)	(\$1,104,472)	(\$1,128,637)	\$0	(\$1,128,637)	(\$23,404)	2.12%	(\$23,404)	2.12%
	<b>Intercompany Transfers</b>	\$0	(\$1,200)	\$0	(\$1,300)	\$0	(\$1,300)	(\$100)	8.33%	(\$100)	8.33%
	<b>Total</b>	<b>(\$7,350,988)</b>	<b>(\$10,319,646)</b>	<b>(\$10,299,885)</b>	<b>(\$10,895,474)</b>	<b>(\$120,391)</b>	<b>(\$11,015,865)</b>	<b>(\$575,828)</b>	<b>5.58%</b>	<b>(\$696,219)</b>	<b>6.75%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$23,588,918</b>	<b>\$24,636,849</b>	<b>\$24,513,465</b>	<b>\$25,395,294</b>	<b>\$130,364</b>	<b>\$25,525,658</b>	<b>\$758,444</b>	<b>3.08%</b>	<b>\$888,808</b>	<b>3.61%</b>

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Access Barrie**

**Access Barrie Admin, Marketing & Communications and Customer Service**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,794,489	\$2,933,369	\$2,917,248	\$2,980,545	\$3,038,884	\$3,082,324	\$3,115,957
	<b>Materials &amp; Supplies</b>	\$34,859	\$71,775	\$63,075	\$63,176	\$79,935	\$83,875	\$86,641
	<b>Equipment &amp; Capital Purchases</b>	\$5,962	\$9,500	\$9,500	\$7,500	\$10,530	\$11,561	\$12,592
	<b>Services</b>	\$408,449	\$394,281	\$389,331	\$395,679	\$412,538	\$423,795	\$425,372
	<b>Rents &amp; Other Expenses</b>	\$18,473	\$33,192	\$33,192	\$33,696	\$34,203	\$34,720	\$35,235
	<b>Sub-Total</b>	<b>\$3,262,232</b>	<b>\$3,442,118</b>	<b>\$3,412,346</b>	<b>\$3,480,596</b>	<b>\$3,576,091</b>	<b>\$3,636,275</b>	<b>\$3,675,797</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$180,798)	(\$267,000)	(\$267,000)	(\$175,121)	(\$175,121)	(\$175,121)	(\$175,121)
	<b>Licenses &amp; Permits</b>	(\$95,295)	(\$141,000)	(\$112,000)	(\$144,000)	(\$145,000)	(\$147,000)	(\$148,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$763)	\$0	(\$11,200)	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	(\$404,381)	(\$412,135)	(\$412,135)	(\$419,523)	(\$427,750)	(\$433,972)	(\$440,157)
	<b>Intercompany Transfers</b>	\$0	(\$1,200)	\$0	(\$1,300)	(\$1,400)	(\$1,500)	(\$1,600)
	<b>Sub-Total</b>	<b>(\$681,237)</b>	<b>(\$821,335)</b>	<b>(\$802,335)</b>	<b>(\$739,944)</b>	<b>(\$749,271)</b>	<b>(\$757,593)</b>	<b>(\$764,878)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,580,994</b>	<b>\$2,620,782</b>	<b>\$2,610,011</b>	<b>\$2,740,652</b>	<b>\$2,826,819</b>	<b>\$2,878,682</b>	<b>\$2,910,919</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Access Barrie

### Access Barrie Admin, Marketing & Communications and Customer Service

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,804,964	\$2,994,199	\$2,978,077	\$3,042,442	\$43,338	\$3,085,780	\$48,243	1.61%	\$91,581	3.06%
	<b>Recovery from Capital</b>	(\$10,475)	(\$60,829)	(\$60,829)	(\$61,897)	\$0	(\$61,897)	(\$1,068)	1.75%	(\$1,068)	1.75%
	<b>Materials &amp; Supplies</b>	\$34,859	\$71,775	\$63,075	\$63,176	\$200	\$63,376	(\$8,600)	-11.98%	(\$8,400)	-11.70%
	<b>Equipment &amp; Capital Purchases</b>	\$5,962	\$9,500	\$9,500	\$7,500	\$0	\$7,500	(\$2,000)	-21.05%	(\$2,000)	-21.05%
	<b>Services</b>	\$408,449	\$394,281	\$389,331	\$395,679	\$400	\$396,079	\$1,398	0.35%	\$1,798	0.46%
	<b>Rents &amp; Other Expenses</b>	\$18,473	\$33,192	\$33,192	\$33,696	\$0	\$33,696	\$504	1.52%	\$504	1.52%
	<b>Total</b>		<b>\$3,262,232</b>	<b>\$3,442,118</b>	<b>\$3,412,346</b>	<b>\$3,480,596</b>	<b>\$43,938</b>	<b>\$3,524,534</b>	<b>\$38,478</b>	<b>1.12%</b>	<b>\$82,416</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$180,798)	(\$267,000)	(\$267,000)	(\$175,121)	(\$74,938)	(\$250,059)	\$91,879	-34.41%	\$16,941	-6.35%
	<b>Licenses &amp; Permits</b>	(\$95,295)	(\$141,000)	(\$112,000)	(\$144,000)	\$0	(\$144,000)	(\$3,000)	2.13%	(\$3,000)	2.13%
	<b>Grant Revenues &amp; Contributions</b>	(\$763)	\$0	(\$11,200)	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Interdepartmental Transfers</b>	(\$404,381)	(\$412,135)	(\$412,135)	(\$419,523)	\$0	(\$419,523)	(\$7,388)	1.79%	(\$7,388)	1.79%
	<b>Intercompany Transfers</b>	\$0	(\$1,200)	\$0	(\$1,300)	\$0	(\$1,300)	(\$100)	8.33%	(\$100)	8.33%
	<b>Total</b>		<b>(\$681,237)</b>	<b>(\$821,335)</b>	<b>(\$802,335)</b>	<b>(\$739,944)</b>	<b>(\$74,938)</b>	<b>(\$814,882)</b>	<b>\$81,391</b>	<b>-9.91%</b>	<b>\$6,453</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,580,994</b>	<b>\$2,620,782</b>	<b>\$2,610,011</b>	<b>\$2,740,652</b>	<b>(\$31,000)</b>	<b>\$2,709,652</b>	<b>\$119,869</b>	<b>4.57%</b>	<b>\$88,869</b>	<b>3.39%</b>

**Comments:**

Salary changes – Mainly driven by regular step increases, benefit rate and cost of living increases. Marketing and Communications impact of full year temp 18 month COVID recovery position.

Recovery from Capital – The Part-Time Communications Lead Recovery in Marketing and Communications for which there is no impact to bottom line as position is fully recovered dedicated to the Stormwater project.

Revenue – Removal of the sponsorship position (which is being requested to become FT on an intake form).

Interdepartmental/Company Transfers – The temp GM support services was removed from Marketing and Communications and includes Water, Parking and Building Reserves transfers for Customer Service.

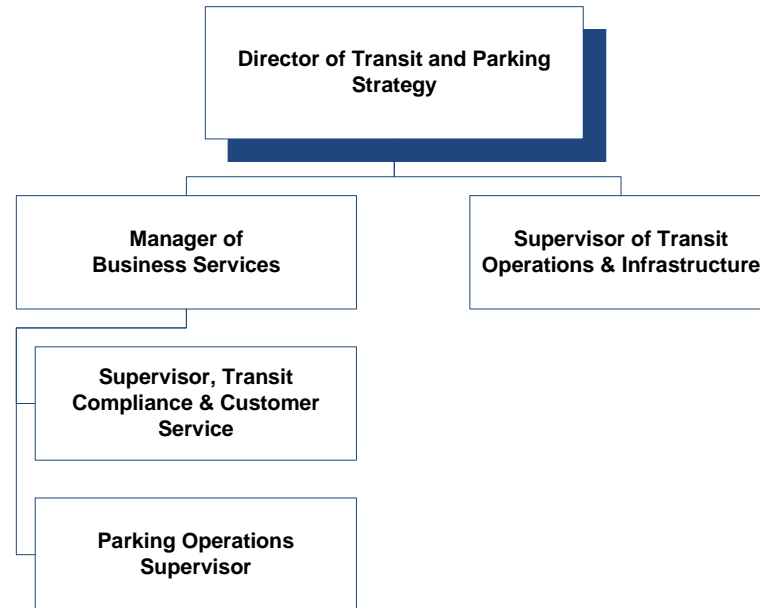
Equipment & Capital Purchases – Replacement of headsets, chairs and other equipment as needed in Customer Service.

Materials and Supplies - Office supplies, training, preprinted forms for Marriage licences in Customer Service and Promotional Gifts and Supplies in Marketing and Communications which is offset by sundry reserve.



# ORGANIZATIONAL CHART

Transit and Parking Strategy Department



# Departmental Performance Plan: Transit & Parking Strategy Year 2022

## Departmental Overview

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

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 17 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.

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

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 in close proximity to 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.

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.

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.

### **Strategic Plan & Other Program Deliverables**

- Monitor the Investing in Canada Infrastructure Program (ICIP) to understand program parameters and ensure all eligible capital requests are submitted for funding.
- Apply and meet reporting requirements for Phase III of the Safe Restart Agreement to maximize funding and ensure sustainability as the transit system recovers from the impacts of COVID-19.
- 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.

## Major Initiatives/Issues

- Continue to submit all eligible and strategic capital projects to provincial and federal programs to maximize available funding including the Investing in Canada Infrastructure Program (ICIP).
- Partner with Corporate Facilities in the design and eventual build of the relocated transit terminal to the Allandale Waterfront GO station.
- Initiate Barrie Transit's network redesign planning activities for the relocation of the main terminal adjacent to Allandale Waterfront GO Station.
- Continue implementation of the Council approved Parking Strategy with key recommendations for demand management, technologies, and integrated pricing strategies.
- Continue the License Plate Recognition Technology (LPR) pilot program for parking enforcement with existing systems and hardware to identify future capabilities and opportunities.
- Explore additional functionality of the HotSpot Parking App including monthly passes and residential permits.
- Continue to enhance and explore opportunities for Transit on Demand in low ridership areas of the City and make recommendations on future service delivery within the secondary lands.
- Initiate procurement of a smart card or alternative payment technology to promote contactless payments, increase accessibility to the transit system, and allow users to purchase fare products remotely.
- Development of bus stop infrastructure improvement plan to meet AODA requirements and streamline access points for transit riders.
- Implementation of recommendations from Alternative Fuel Study to ensure transit system is future ready and working towards implementing electric buses to reduce carbon emissions.

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Annual Ridership	1.9M	2.4M	1.9M	2.4M
On Time Performance	86.0%	86.0%	86.0%	86.0%
Transit Revenue to Cost Ratio	16.1%	28.0%	20.0%	28.0%



**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Access Barrie**

**Transit**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,329,729	\$1,502,776	\$1,502,776	\$1,512,452	\$1,536,810	\$1,554,266	\$1,572,616
	<b>Materials &amp; Supplies</b>	\$1,745,316	\$2,702,783	\$2,698,730	\$2,816,615	\$3,400,945	\$3,548,320	\$3,702,178
	<b>Equipment &amp; Capital Purchases</b>	\$3,218	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
	<b>Services</b>	\$15,868,574	\$17,373,022	\$17,373,022	\$18,092,360	\$20,936,107	\$21,453,318	\$21,983,451
	<b>Rents &amp; Other Expenses</b>	\$30,472	\$31,500	\$31,500	\$31,500	\$32,500	\$33,000	\$33,000
	<b>Sub-Total</b>	<b>\$18,977,308</b>	<b>\$21,625,080</b>	<b>\$21,621,027</b>	<b>\$22,467,926</b>	<b>\$25,921,362</b>	<b>\$26,603,904</b>	<b>\$27,306,246</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$3,173,574)	(\$3,532,013)	(\$3,532,013)	(\$4,544,716)	(\$5,437,597)	(\$6,834,046)	(\$7,539,772)
	<b>Grant Revenues &amp; Contributions</b>	(\$2,492,141)	(\$4,705,000)	(\$4,705,000)	(\$4,275,000)	(\$1,950,000)	(\$1,950,000)	(\$1,950,000)
	<b>Interdepartmental Transfers</b>	\$151,102	\$184,667	\$185,429	\$269,640	\$337,461	\$344,251	\$351,233
	<b>Sub-Total</b>	<b>(\$5,514,613)</b>	<b>(\$8,052,346)</b>	<b>(\$8,051,584)</b>	<b>(\$8,550,076)</b>	<b>(\$7,050,136)</b>	<b>(\$8,439,795)</b>	<b>(\$9,138,539)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$13,462,695</b>	<b>\$13,572,735</b>	<b>\$13,569,443</b>	<b>\$13,917,850</b>	<b>\$18,871,226</b>	<b>\$18,164,108</b>	<b>\$18,167,706</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Access Barrie

### Transit

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,329,729	\$1,590,289	\$1,590,289	\$1,630,345	\$0	\$1,630,345	\$40,056	2.52%	\$40,056	2.52%
	<b>Recovery from Capital</b>	\$0	(\$87,513)	(\$87,513)	(\$117,893)	\$0	(\$117,893)	(\$30,380)	34.71%	(\$30,380)	34.71%
	<b>Materials &amp; Supplies</b>	\$1,745,316	\$2,702,783	\$2,698,730	\$2,816,615	\$0	\$2,816,615	\$113,832	4.21%	\$113,832	4.21%
	<b>Equipment &amp; Capital Purchases</b>	\$3,218	\$15,000	\$15,000	\$15,000	\$0	\$15,000	\$0	0.00%	\$0	0.00%
	<b>Services</b>	\$15,868,574	\$17,373,022	\$17,373,022	\$18,092,360	\$200,067	\$18,292,427	\$719,338	4.14%	\$919,405	5.29%
	<b>Rents &amp; Other Expenses</b>	\$30,472	\$31,500	\$31,500	\$31,500	\$0	\$31,500	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>\$18,977,308</b>	<b>\$21,625,080</b>	<b>\$21,621,027</b>	<b>\$22,467,926</b>	<b>\$200,067</b>	<b>\$22,667,993</b>	<b>\$842,846</b>	<b>3.90%</b>	<b>\$1,042,913</b>	<b>4.82%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$3,173,574)	(\$3,532,013)	(\$3,532,013)	(\$4,544,716)	(\$45,453)	(\$4,590,169)	(\$1,012,703)	28.67%	(\$1,058,156)	29.96%
	<b>Grant Revenues &amp; Contributions</b>	(\$2,492,141)	(\$4,705,000)	(\$4,705,000)	(\$4,275,000)	\$0	(\$4,275,000)	\$430,000	-9.14%	\$430,000	-9.14%
	<b>Interdepartmental Transfers</b>	\$151,102	\$184,667	\$185,429	\$269,640	\$0	\$269,640	\$84,972	46.01%	\$84,972	46.01%
	<b>Total</b>	<b>(\$5,514,613)</b>	<b>(\$8,052,346)</b>	<b>(\$8,051,584)</b>	<b>(\$8,550,076)</b>	<b>(\$45,453)</b>	<b>(\$8,595,529)</b>	<b>(\$497,731)</b>	<b>6.18%</b>	<b>(\$543,184)</b>	<b>6.75%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$13,462,695</b>	<b>\$13,572,735</b>	<b>\$13,569,443</b>	<b>\$13,917,850</b>	<b>\$154,614</b>	<b>\$14,072,464</b>	<b>\$345,116</b>	<b>2.54%</b>	<b>\$499,730</b>	<b>3.68%</b>

**Comments:**

Salaries & Benefits – primarily offset by recovery from capital plus incremental inflationary adjustments.

Recovery from Capital – Annualized salary and benefit recovery of temporary position funded by capital projects.

Materials and Supplies – Increase in forecasted fuel prices from \$1.05 to \$1.10/litre.

Services – Return to pre-COVID transit service levels.

User Fees – Anticipated increase in fare revenues as rider confidence grows and we return to normal transit service.

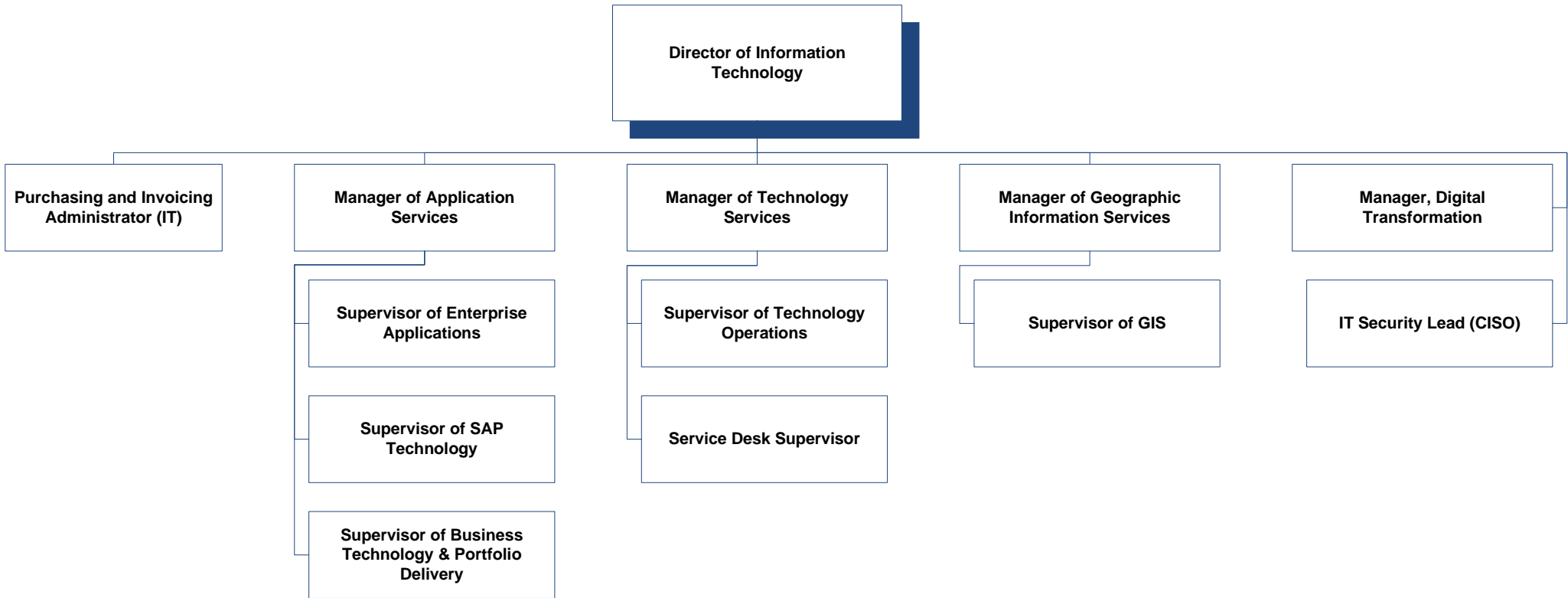
Grant revenues – Additional Provincial Gas Tax funding required to offset reductions in cash, pass, and U-Pass revenue compared to pre-COVID and loss of Safe Restart funding.

Interdepartmental Transfers – Anticipated onboarding of new Allandale Transit Hub in late 2022.



# ORGANIZATIONAL CHART

## Information Technology Department



# Departmental Performance Plan: Information Technology

## Year 2022

### Departmental Overview

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 areas. IT delivers technology infrastructure through five main service areas.

**Communication Infrastructure** provides secure voice, data and wireless connectivity for over 40 city locations. The City's mobile work force use smartphones and tablets to communicate in real-time, enabling the City to respond to services more efficiently and ensuring field staff have the information they need where and when they need it to make informed decisions. SMART/Connected City IoT (Internet of Things) devices are also connected throughout the city. Such as Smart Water Meters, irrigation controls, traffic signaling, etc).

**Data Management and Services** are the curators of the growing amount of data being captured, reported, and informing decisions makers. This included over 300 structured data sources (data bases) used in over 200 corporate applications that support the delivery of City services from reporting potholes to pet licenses. The City 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 request.

**Application and Geographical Information Services** provide system architecture, design and engineering expertise to the over 200 applications used to deliver services across the City include our enterprise financial systems, automated water billing and emergency services. This included maintaining compatibility matrices that ensure the City applications are secure and current which makes the latest software innovations available for the continuous improvement of how the city delivers services. Create and manage system integrations roadmaps to share data between systems with a 'single source of truth' master data practice which aims to have current and accurate data available across systems which reduces the manual data synchronization. Partnering with external organizations to make City data available to support tourism and business growth (i.e. Waze, Barrie Realtor Association, etc). Maintain the City's GeoHub (Discover.barrie.ca) with interactive visuals and maps as we as search City of Barrie information to easily locate services (i.e. My Neighbourhood Services Web App).

**Business Support** included the Technology Help Desk (Ask IT) that support the over 1,100 full-time, part-time and seasonal staff that use many different technologies in delivery City services. Some technologies included Tuff Books, smart phones, tablets, laptops, printers, and conference room equipment. Technology Project Management Services provide the project management expertise in running larger IT projects. For small to medium projects, provide guidance and expertise in project management best practices, tools and governance.

**Digital Transformation** uses established best practices and emerging technologies to continually improve how services to citizens are requested, scheduled, tracked and communicated. With a focus on doing IT differently but building technology champions within other departments.

### Strategic Plan & Other Program Deliverables

- Provide an accessible, secure and reliable technology foundation that supports the business technologies and systems used to deliver City services more effectively;
- Optimize the City's technology investments to make the dollars go further;
- Manage and support Barrie Fire and Emergency Services technology that operate 24/7/365 (e.g. 911/communications centre);
- 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;
- Support a culture of innovation and thoughtful risk taking;
- Model the Be Well Barrie and Mental Fitness behaviours to ensure a psychologically safe work environment.
- Expand the IT Security Program;

### Major Initiatives/Issues

- Network Revitalization (Multi-year) – Year 4 – Next Generation Firewall upgrades, lifecycle replacement of communications room switches across city facilities
- Next Generation 911 Design and evaluation
- Barrie.ca website overhaul – Modernize look, feel, navigation and web technology platform
- Expanding IT Security Program
- Expand Digital Transformation initiatives
- Fleet Management Systems replacement

## Key Performance Indicators

<b>Indicator</b>	<b>2020 Actual</b>	<b>2021 Plan</b>	<b>2021 Forecast</b>	<b>2022 Plan</b>
Technology Condition Index (Computers, Servers, switches, and other hardware)	N/A	75	75	75
Application Systems Condition Index (Applications and Standard Software)	N/A	75	75	75
Digital Transformation Project Delivery (Degree IT projects meet Ontario Digital Service Standards, 2021)	N/A	75	75	75

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Access Barrie**

**Information Technology**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$5,039,070	\$5,543,428	\$5,519,653	\$5,744,628	\$5,813,161	\$5,881,789	\$5,944,989
	<b>Materials &amp; Supplies</b>	\$58,810	\$49,814	\$48,502	\$49,672	\$52,265	\$52,733	\$53,308
	<b>Equipment &amp; Capital Purchases</b>	\$229,190	\$279,537	\$279,537	\$294,350	\$300,130	\$305,968	\$311,225
	<b>Services</b>	\$3,358,304	\$3,965,429	\$3,881,194	\$4,196,297	\$4,342,217	\$4,404,943	\$4,525,161
	<b>Rents &amp; Other Expenses</b>	\$14,992	\$51,090	\$51,090	\$57,300	\$58,620	\$59,956	\$61,110
	<b>Sub-Total</b>	<b>\$8,700,366</b>	<b>\$9,889,298</b>	<b>\$9,779,976</b>	<b>\$10,342,246</b>	<b>\$10,566,393</b>	<b>\$10,705,390</b>	<b>\$10,895,793</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$74,989)	(\$39,200)	(\$39,200)	(\$39,200)	(\$39,200)	(\$39,200)	(\$40,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$230,300)	(\$529,000)	(\$529,000)	(\$587,500)	(\$594,000)	(\$601,500)	(\$607,000)
	<b>Interdepartmental Transfers</b>	(\$849,848)	(\$877,765)	(\$877,765)	(\$978,754)	(\$969,303)	(\$957,589)	(\$945,482)
	<b>Sub-Total</b>	<b>(\$1,155,137)</b>	<b>(\$1,445,965)</b>	<b>(\$1,445,965)</b>	<b>(\$1,605,454)</b>	<b>(\$1,602,503)</b>	<b>(\$1,598,289)</b>	<b>(\$1,592,482)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$7,545,229</b>	<b>\$8,443,333</b>	<b>\$8,334,011</b>	<b>\$8,736,792</b>	<b>\$8,963,890</b>	<b>\$9,107,101</b>	<b>\$9,303,311</b>



## 2022 - BASE BUDGET CHANGE REPORT

### Access Barrie

### Information Technology

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$5,655,844	\$6,083,388	\$5,960,142	\$6,060,134	\$0	\$6,060,134	(\$23,254)	-0.38%	(\$23,254)	-0.38%
	<b>Recovery from Capital</b>	(\$616,774)	(\$539,960)	(\$440,489)	(\$315,506)	\$0	(\$315,506)	\$224,454	-41.57%	\$224,454	-41.57%
	<b>Materials &amp; Supplies</b>	\$58,810	\$49,814	\$48,502	\$49,672	\$0	\$49,672	(\$142)	-0.29%	(\$142)	-0.29%
	<b>Equipment &amp; Capital Purchases</b>	\$229,190	\$279,537	\$279,537	\$294,350	\$2,400	\$296,750	\$14,813	5.30%	\$17,213	6.16%
	<b>Services</b>	\$3,358,304	\$3,965,429	\$3,881,194	\$4,196,297	\$4,350	\$4,200,647	\$230,868	5.82%	\$235,218	5.93%
	<b>Rents &amp; Other Expenses</b>	\$14,992	\$51,090	\$51,090	\$57,300	\$0	\$57,300	\$6,210	12.16%	\$6,210	12.16%
	<b>Total</b>	<b>\$8,700,366</b>	<b>\$9,889,298</b>	<b>\$9,779,976</b>	<b>\$10,342,246</b>	<b>\$6,750</b>	<b>\$10,348,996</b>	<b>\$452,948</b>	<b>4.58%</b>	<b>\$459,698</b>	<b>4.65%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$74,989)	(\$39,200)	(\$39,200)	(\$39,200)	\$0	(\$39,200)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$230,300)	(\$529,000)	(\$529,000)	(\$587,500)	\$0	(\$587,500)	(\$58,500)	11.06%	(\$58,500)	11.06%
	<b>Interdepartmental Transfers</b>	(\$849,848)	(\$877,765)	(\$877,765)	(\$978,754)	\$0	(\$978,754)	(\$100,989)	11.51%	(\$100,989)	11.51%
	<b>Total</b>	<b>(\$1,155,137)</b>	<b>(\$1,445,965)</b>	<b>(\$1,445,965)</b>	<b>(\$1,605,454)</b>	<b>\$0</b>	<b>(\$1,605,454)</b>	<b>(\$159,489)</b>	<b>11.03%</b>	<b>(\$159,489)</b>	<b>11.03%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$7,545,229</b>	<b>\$8,443,333</b>	<b>\$8,334,011</b>	<b>\$8,736,792</b>	<b>\$6,750</b>	<b>\$8,743,542</b>	<b>\$293,459</b>	<b>3.48%</b>	<b>\$300,209</b>	<b>3.56%</b>

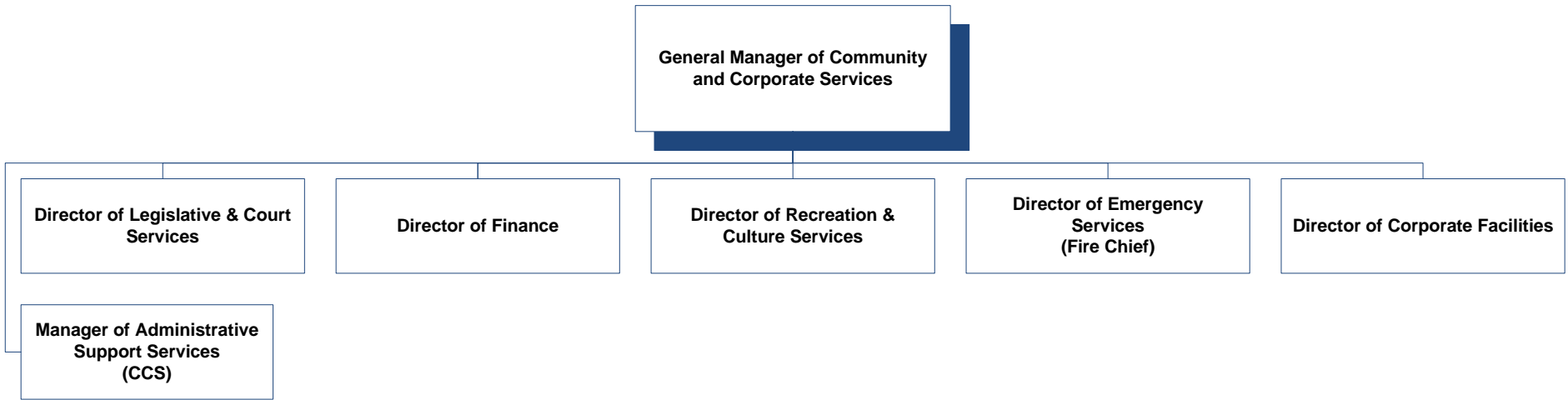
**Comments:**

The Information Technology Department base operating budget increase of 3.48% maintains current service levels and capabilities of existing systems. No additional investments in, or expansions of, the City's digital platforms are included in this budget.



# ORGANIZATIONAL CHART

## Community and Corporate Services Division



## Divisional Performance Plan: Community & Corporate Services Year 2022

### Goals

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

### Key Division Service Delivery Initiatives

- Promote a vibrant, healthy, active, culturally diverse, and safe community through excellence in the delivery of recreational, cultural, courts, fire and emergency, and enforcement services and programming
- Support decisions that enhance the Corporation's long range financial condition and support the accountability and transparency of the City's the operations
- Contribute to an environmentally-sustainable and cost-effective community through the design, maintenance, rehabilitation/renewal and construction of strategic and operational facilities projects

## External Factors Influencing Activities & Outcomes

- COVID-19
- General economic conditions
- Timing of growth, construction and development within the Hewitt’s and Salem lands including any associated revenues and expenditures;
- 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

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
% accuracy of operating budget to actuals	97.6%	98%	96%	98%
Use of public spaces -Usage of waterfront beaches and Meridan Place	150,000	170,000	155,000	175,000
Percentage of Greenhouse Gas Emission Plan Initiatives Started	N/A	5%	5%	20%

## Budget Summary



**Tax Rate:**

Department	2022 Net Requested Budget	2022 Staffing		
		Base Complement	Service Level Changes	Total Requested
General Manager's Office	\$379,007	2	0	2
Facilities Department	\$2,399,718	45	1	46
Legislative & Court Services	\$3,303,363	89	2	91
Finance	\$4,147,011	52	1	53
Recreation & Culture Services	\$10,282,903	67	0	67
Barrie Fire & Emergency Services	\$28,038,592	187	0	187
<b>Total</b>	<b>\$48,550,594</b>	<b>442</b>	<b>4</b>	<b>446</b>

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Recreation and Culture Services**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$50,614,627	\$55,203,913	\$52,531,889	\$57,506,259	\$59,115,515	\$60,243,787	\$61,015,303
	<b>Materials &amp; Supplies</b>	\$5,296,200	\$6,246,395	\$5,266,617	\$6,506,857	\$6,554,114	\$6,601,720	\$6,761,973
	<b>Equipment &amp; Capital Purchases</b>	\$1,082,716	\$1,299,828	\$1,280,326	\$1,258,855	\$1,287,587	\$1,297,607	\$1,321,462
	<b>Services</b>	\$8,627,312	\$10,450,066	\$9,075,738	\$10,988,362	\$10,852,897	\$10,980,865	\$11,173,515
	<b>Rents &amp; Other Expenses</b>	\$1,717,078	\$1,756,260	\$1,512,382	\$1,814,798	\$1,845,870	\$1,883,802	\$1,918,319
	<b>Grant Expenses &amp; Transfers</b>	\$905,816	\$1,396,278	\$1,039,272	\$1,672,337	\$1,992,504	\$1,985,954	\$1,928,162
	<b>Sub-Total</b>	<b>\$68,243,749</b>	<b>\$76,352,740</b>	<b>\$70,706,225</b>	<b>\$79,747,468</b>	<b>\$81,648,487</b>	<b>\$82,993,734</b>	<b>\$84,118,733</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$6,609,178)	(\$10,112,815)	(\$5,696,828)	(\$11,143,389)	(\$12,525,462)	(\$13,489,851)	(\$14,442,747)
	<b>Fines &amp; Penalties</b>	(\$5,480,157)	(\$7,663,254)	(\$5,586,865)	(\$7,714,020)	(\$8,491,070)	(\$8,518,662)	(\$8,546,805)
	<b>Licenses &amp; Permits</b>	(\$783,968)	(\$980,730)	(\$675,000)	(\$949,453)	(\$1,046,211)	(\$1,071,247)	(\$1,086,572)
	<b>Other Revenues</b>	(\$15,863)	(\$6,000)	\$0	(\$6,000)	(\$6,000)	(\$6,000)	(\$6,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$2,102,746)	(\$1,482,646)	(\$1,556,007)	(\$2,816,951)	(\$2,435,403)	(\$2,388,115)	(\$2,404,067)
	<b>Interdepartmental Transfers</b>	(\$5,793,236)	(\$6,061,948)	(\$5,980,263)	(\$6,374,953)	(\$6,586,996)	(\$6,697,857)	(\$6,784,761)
	<b>Intercompany Transfers</b>	(\$2,701,602)	(\$2,907,484)	(\$2,332,258)	(\$2,549,731)	(\$2,605,493)	(\$2,653,603)	(\$2,695,431)
	<b>Sub-Total</b>	<b>(\$23,486,750)</b>	<b>(\$29,214,877)</b>	<b>(\$21,827,221)</b>	<b>(\$31,554,496)</b>	<b>(\$33,696,636)</b>	<b>(\$34,825,335)</b>	<b>(\$35,966,383)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$44,756,999</b>	<b>\$47,137,863</b>	<b>\$48,879,004</b>	<b>\$48,192,972</b>	<b>\$47,951,851</b>	<b>\$48,168,399</b>	<b>\$48,152,351</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services – Divisional Summary

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$51,583,893	\$56,443,950	\$53,667,711	\$59,066,577	\$475,855	\$59,542,431	\$2,622,627	4.65%	\$3,098,481	5.49%
	<b>Recovery from Capital</b>	(\$969,267)	(\$1,240,037)	(\$1,135,821)	(\$1,560,317)	(\$58,076)	(\$1,618,394)	(\$320,281)	25.83%	(\$378,357)	30.51%
	<b>Materials &amp; Supplies</b>	\$5,296,200	\$6,246,395	\$5,266,617	\$6,506,857	\$38,094	\$6,544,951	\$260,461	4.17%	\$298,556	4.78%
	<b>Equipment &amp; Capital Purchases</b>	\$1,082,716	\$1,299,828	\$1,280,326	\$1,258,855	\$87,600	\$1,346,455	(\$40,973)	-3.15%	\$46,627	3.59%
	<b>Services</b>	\$8,627,312	\$10,450,066	\$9,075,738	\$10,988,362	\$160,906	\$11,149,268	\$538,296	5.15%	\$699,202	6.69%
	<b>Rents &amp; Other Expenses</b>	\$1,717,078	\$1,756,260	\$1,512,382	\$1,814,798	\$15,000	\$1,829,798	\$58,538	3.33%	\$73,538	4.19%
	<b>Grant Expenses &amp; Transfers</b>	\$905,816	\$1,396,278	\$1,039,272	\$1,672,337	\$0	\$1,672,337	\$276,059	19.77%	\$276,059	19.77%
	<b>Total</b>	<b>\$68,243,749</b>	<b>\$76,352,740</b>	<b>\$70,706,225</b>	<b>\$79,747,468</b>	<b>\$719,378</b>	<b>\$80,466,846</b>	<b>\$3,394,728</b>	<b>4.45%</b>	<b>\$4,114,106</b>	<b>5.39%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$6,609,178)	(\$10,112,815)	(\$5,696,828)	(\$11,143,389)	(\$131,700)	(\$11,275,089)	(\$1,030,574)	10.19%	(\$1,162,274)	11.49%
	<b>Fines &amp; Penalties</b>	(\$5,480,157)	(\$7,663,254)	(\$5,586,865)	(\$7,714,020)	\$0	(\$7,714,020)	(\$50,766)	0.66%	(\$50,766)	0.66%
	<b>Licenses &amp; Permits</b>	(\$783,968)	(\$980,730)	(\$675,000)	(\$949,453)	\$0	(\$949,453)	\$31,277	-3.19%	\$31,277	-3.19%
	<b>Other Revenues</b>	(\$15,863)	(\$6,000)	\$0	(\$6,000)	\$0	(\$6,000)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$2,102,746)	(\$1,482,646)	(\$1,556,007)	(\$2,816,951)	\$0	(\$2,816,951)	(\$1,334,305)	89.99%	(\$1,334,305)	89.99%
	<b>Interdepartmental Transfers</b>	(\$5,793,236)	(\$6,061,948)	(\$5,980,263)	(\$6,374,953)	(\$26,727)	(\$6,401,679)	(\$313,004)	5.16%	(\$339,731)	5.60%
	<b>Intercompany Transfers</b>	(\$2,701,602)	(\$2,907,484)	(\$2,332,258)	(\$2,549,731)	\$0	(\$2,549,731)	\$357,753	-12.30%	\$357,753	-12.30%
	<b>Total</b>	<b>(\$23,486,750)</b>	<b>(\$29,214,877)</b>	<b>(\$21,827,221)</b>	<b>(\$31,554,496)</b>	<b>(\$158,427)</b>	<b>(\$31,712,923)</b>	<b>(\$2,339,619)</b>	<b>8.01%</b>	<b>(\$2,498,046)</b>	<b>8.55%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$44,756,999</b>	<b>\$47,137,863</b>	<b>\$48,879,004</b>	<b>\$48,192,972</b>	<b>\$560,952</b>	<b>\$48,753,923</b>	<b>\$1,055,109</b>	<b>2.24%</b>	<b>\$1,616,061</b>	<b>3.43%</b>



**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**GM of Community & Corporate Services**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$473,394	\$396,241	\$327,876	\$399,657	\$403,484	\$407,350	\$411,254
	<b>Materials &amp; Supplies</b>	\$1,514	\$1,200	\$500	\$1,150	\$1,175	\$1,200	\$1,275
	<b>Services</b>	\$4,242	\$5,870	\$1,735	\$3,200	\$3,200	\$3,200	\$3,200
	<b>Rents &amp; Other Expenses</b>	\$1,244	\$0	\$1,410	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$480,394</b>	<b>\$403,311</b>	<b>\$331,521</b>	<b>\$404,007</b>	<b>\$407,859</b>	<b>\$411,750</b>	<b>\$415,729</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
	<b>Sub-Total</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$455,394</b>	<b>\$378,311</b>	<b>\$306,521</b>	<b>\$379,007</b>	<b>\$382,859</b>	<b>\$386,750</b>	<b>\$390,729</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

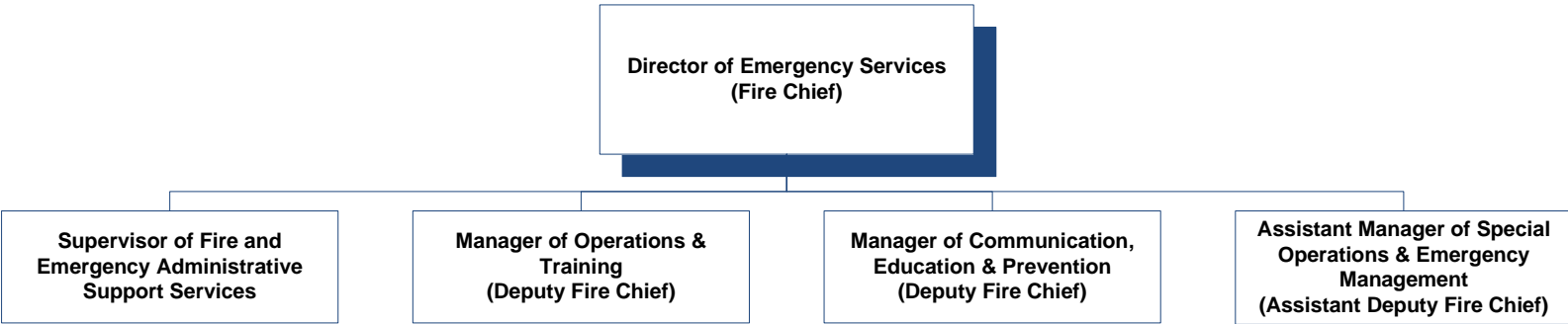
### GM of Community & Corporate Services

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$473,394	\$396,241	\$327,876	\$399,657	\$0	\$399,657	\$3,415	0.86%	\$3,415	0.86%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$1,514	\$1,200	\$500	\$1,150	\$0	\$1,150	(\$50)	-4.17%	(\$50)	-4.17%
	<b>Services</b>	\$4,242	\$5,870	\$1,735	\$3,200	\$0	\$3,200	(\$2,670)	-45.49%	(\$2,670)	-45.49%
	<b>Rents &amp; Other Expenses</b>	\$1,244	\$0	\$1,410	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>		<b>\$480,394</b>	<b>\$403,311</b>	<b>\$331,521</b>	<b>\$404,007</b>	<b>\$0</b>	<b>\$404,007</b>	<b>\$695</b>	<b>0.17%</b>	<b>\$695</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	\$0	(\$25,000)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>\$0</b>	<b>(\$25,000)</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$455,394</b>	<b>\$378,311</b>	<b>\$306,521</b>	<b>\$379,007</b>		<b>\$379,007</b>	<b>\$695</b>	<b>0.18%</b>	<b>\$695</b>	<b>0.18%</b>

#### Comments:

The 2020 salaries and benefits included the staffing and associated expenditures for the Parks Ambassadors Program that was implemented to assist with response to the COVID-19 pandemic. In 2021, this Program was assumed by Enforcement Services within the Legislative and Court Services Department. The 2021 in year forecast for salaries and benefits is lower than budget due to a vacancy in the office.

**Barrie** **ORGANIZATIONAL CHART**  
Barrie Fire and Emergency Services Department



# Departmental Performance Plan: Fire & Emergency Services Year 2022

## Departmental Overview

**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.**

The mandate of BFES is provide the following services:

- Public Education
- Fire Prevention
- Fire Suppression and Technical Rescue
- Emergency Communications Services
- Public Assistance
- Fire Cause and Origin Investigation

BFES provides these mandated services through our five branches consisting of:

### **Administration Branch**

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

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

### **Communications & Business Services Branch**

Provide dispatch and call taking services for BFES and 19 external dispatch clients.

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

- Call processing from receipt of call to the dispatching of fire apparatus for Barrie Fire and Emergency

Service and our external clients

- 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 9-1-1 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.

Fulfillment of this mandate comprises:

- 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 are able to 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 defence.

Our first line of defence is public education which involves the following services:

- Create and promote public education programs based on risks and vulnerabilities to ensure the general public have the necessary tools to:
  - Prevent fires from happening
  - Detect and react to fires that do occur

- Educate the public and target specific behaviour in the community 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 events and events planned by the fire department.
- Implement and maintain a smoke alarm and carbon monoxide alarm program for the City of Barrie as required by provincial legislation.

The second line of defence encompasses the following services:

- 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 liaise with OFM Investigators where needed to promote improvements to the first two lines of defense

### **Operations Branch**

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

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

### **Training Branch**

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

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

- Provide partnership training to external agencies, such as Simcoe County Hazmat

### Strategic Plan & Other Program Deliverables

- Embrace OFMEM's Three Lines of Defence - the model to improve public safety via:
  - Public Education
  - Code Enforcement/Prevention Inspections
  - Incident Response
- Build a values driven, healthy, safe, inclusive, and respectful culture
- Empower and develop our staff
- Demonstrate the value of the fire service via fiscal responsibility and leveraging stakeholder partnerships
- Embracing innovation by leveraging new approaches, technology and data
- Comply with the Office of the Fire Marshal & Emergency Management guidelines, Fire Code, FPPA (Fire Protection & Prevention Act) and other legislated requirements
- Comply with the requirements for the fire service as set out by the *Occupational Health & Safety Act*
- Review, revise and implement the Fire Master Plan and continue to work towards continuous improvement
- Comply with Council direction and priorities
- Enhance service delivery levels to the public
- Enhance the health and safety of responding personnel
- Compliance with the annual requirements for municipal emergency management programs and plans under the *Emergency Management and Civil Protection Act*

### Major Initiatives/Issues

- Completion of comprehensive community risk assessment in accordance with the FPPA and industry best practice
- Expand usage of analytics focused on measuring our operational performance to ensure we are meeting our council mandated service levels and meeting the evolving needs of our community
- Continued implementation and development of modern clinician directed Mental Health and Wellness program committed to proactively supporting the mental health of all employees

- Review and update City Emergency Plan to include business continuity, cyber attacks, domestic terrorism and pandemic planning
- Substantial completion of the review and revision of all BFES operational and administrative policies and procedures
- Develop and deliver enhanced Special Operations and Technical Rescue training to meet the increased legislated requirements
- Monitor and evaluate response time benchmarking including call taking, turnout time, and road response to identify areas for enhancements
- Review, track and monitor emergency service benchmarks established for Emergency Communication Centres in accordance with NFPA 1221
- Research and development of the next generation 911 communications system, including procurement preparation and system implementation
- Implementation of an operations staff fire inspection program supported by our Fire Prevention branch
- Delivery of NFPA 1031 Fire Inspector 1 training for all Operations Officers
- Delivery of our Alarm for Life program to 1/4 of the city's single-family homes per year by operations staff with real time analytics
- Significant completion of our fire training centre
- Research, procurement, and implementation of a modern Records Management System

### Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Road Response Time- % of the time less than 6 minutes for all emergency types	90	90	90	90
Fire and Building Code Inspections	3553	3500	3500	3500
Emergency Call Processing Time - % of time less than 60 seconds	98	95	98	95



**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Barrie Fire & Emergency Services**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$26,489,855	\$26,736,011	\$26,718,182	\$27,903,764	\$28,599,327	\$29,298,148	\$29,783,424
	<b>Materials &amp; Supplies</b>	\$276,951	\$356,625	\$327,725	\$348,625	\$361,525	\$363,225	\$363,425
	<b>Equipment &amp; Capital Purchases</b>	\$132,057	\$222,000	\$222,000	\$232,300	\$242,800	\$248,500	\$254,200
	<b>Services</b>	\$217,285	\$449,300	\$431,050	\$523,123	\$530,646	\$538,355	\$548,742
	<b>Rents &amp; Other Expenses</b>	\$10,596	\$13,260	\$13,260	\$14,300	\$14,550	\$14,800	\$15,050
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000
	<b>Sub-Total</b>	<b>\$27,126,745</b>	<b>\$27,777,196</b>	<b>\$27,712,217</b>	<b>\$29,122,112</b>	<b>\$29,848,848</b>	<b>\$30,563,028</b>	<b>\$31,064,841</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$261,743)	(\$294,000)	(\$279,500)	(\$295,000)	(\$295,000)	(\$295,000)	(\$295,000)
	<b>Other Revenues</b>	(\$15,000)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$1,210,405)	(\$939,645)	(\$973,095)	(\$1,758,513)	(\$1,832,829)	(\$1,846,450)	(\$1,860,310)
	<b>Interdepartmental Transfers</b>	\$1,080,022	\$963,509	\$950,948	\$969,994	\$1,047,602	\$1,067,346	\$1,088,602
	<b>Sub-Total</b>	<b>(\$407,126)</b>	<b>(\$270,136)</b>	<b>(\$301,647)</b>	<b>(\$1,083,519)</b>	<b>(\$1,080,227)</b>	<b>(\$1,074,105)</b>	<b>(\$1,066,708)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$26,719,619</b>	<b>\$27,507,060</b>	<b>\$27,410,569</b>	<b>\$28,038,592</b>	<b>\$28,768,621</b>	<b>\$29,488,923</b>	<b>\$29,998,132</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Barrie Fire & Emergency Services

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$26,489,855	\$26,736,011	\$26,718,182	\$27,903,764	\$0	\$27,903,764	\$1,167,752	4.37%	\$1,167,752	4.37%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$276,951	\$356,625	\$327,725	\$348,625	\$0	\$348,625	(\$8,000)	-2.24%	(\$8,000)	-2.24%
	<b>Equipment &amp; Capital Purchases</b>	\$132,057	\$222,000	\$222,000	\$232,300	\$0	\$232,300	\$10,300	4.64%	\$10,300	4.64%
	<b>Services</b>	\$217,285	\$449,300	\$431,050	\$523,123	\$0	\$523,123	\$73,823	16.43%	\$73,823	16.43%
	<b>Rents &amp; Other Expenses</b>	\$10,596	\$13,260	\$13,260	\$14,300	\$0	\$14,300	\$1,040	7.84%	\$1,040	7.84%
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$100,000	\$0	\$100,000	\$100,000	-	\$100,000	-
	<b>Total</b>	<b>\$27,126,745</b>	<b>\$27,777,196</b>	<b>\$27,712,217</b>	<b>\$29,122,112</b>	<b>\$0</b>	<b>\$29,122,112</b>	<b>\$1,344,915</b>	<b>4.84%</b>	<b>\$1,344,915</b>	<b>4.84%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$261,743)	(\$294,000)	(\$279,500)	(\$295,000)	\$0	(\$295,000)	(\$1,000)	0.34%	(\$1,000)	0.34%
	<b>Other Revenues</b>	(\$15,000)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$1,210,405)	(\$939,645)	(\$973,095)	(\$1,758,513)	\$0	(\$1,758,513)	(\$818,868)	87.15%	(\$818,868)	87.15%
	<b>Interdepartmental Transfers</b>	\$1,080,022	\$963,509	\$950,948	\$969,994	\$0	\$969,994	\$6,485	0.67%	\$6,485	0.67%
	<b>Total</b>	<b>(\$407,126)</b>	<b>(\$270,136)</b>	<b>(\$301,647)</b>	<b>(\$1,083,519)</b>	<b>\$0</b>	<b>(\$1,083,519)</b>	<b>(\$813,383)</b>	<b>301.10%</b>	<b>(\$813,383)</b>	<b>301.10%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$26,719,619</b>	<b>\$27,507,060</b>	<b>\$27,410,569</b>	<b>\$28,038,592</b>		<b>\$28,038,592</b>	<b>\$531,533</b>	<b>1.93%</b>	<b>\$531,533</b>	<b>1.93%</b>

**Comments:**

**Salaries and Benefits**

96.2% of the BFES operational budget is allocated to salaries and benefits. The projected 1.93% increase is predominantly reflective of our collective agreement obligations associated with salary and promotional increases, maintaining minimum staffing levels, and the replacement costs of temporary employees to backfill for long term absences. Additionally, some increased costs related to personal protective equipment, medical and cleaning supplies to mitigate Covid-19 exposures are projected.

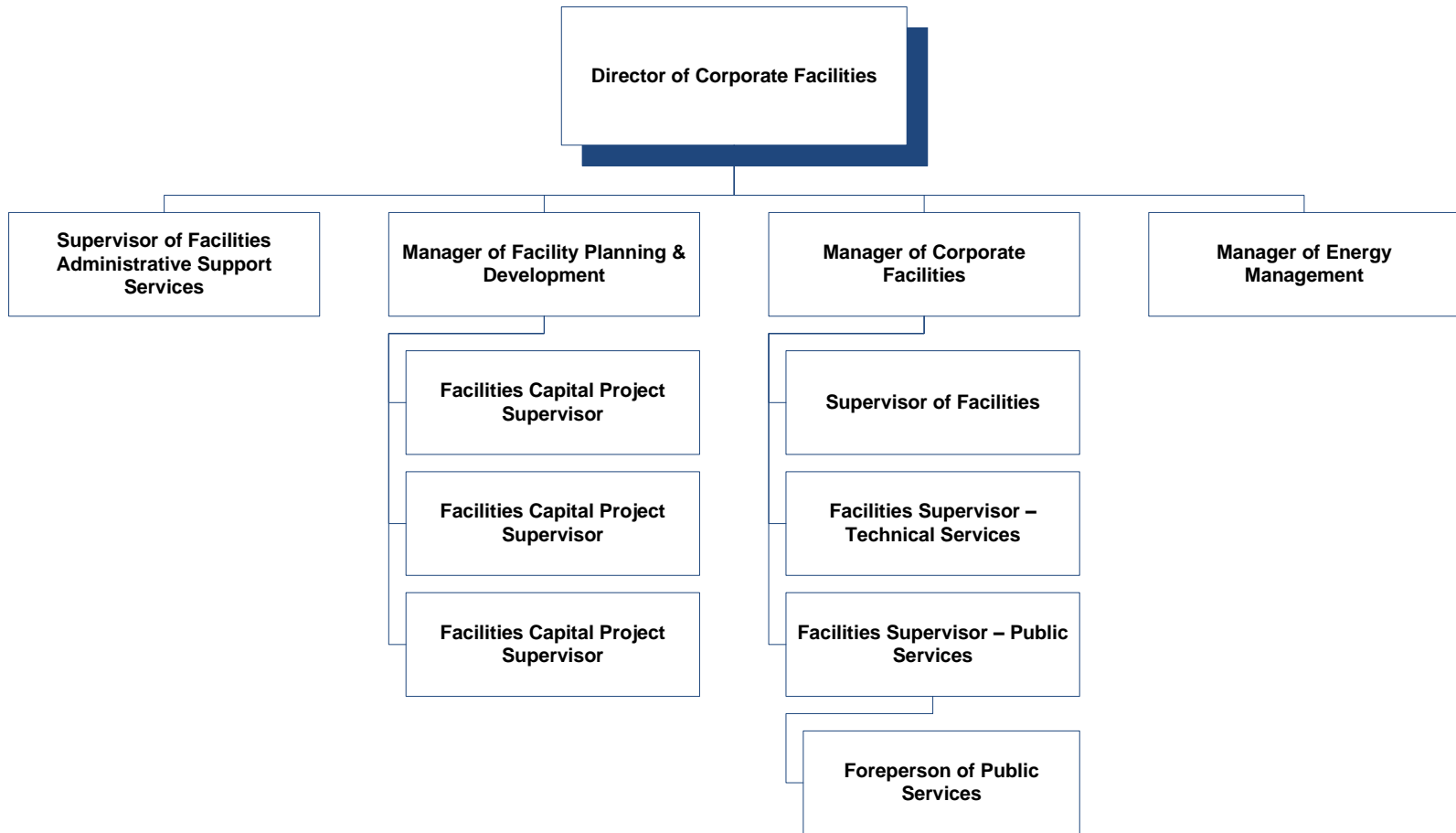
**Grant Revenues and Contributions**

Increased revenue generated by our long-term emergency communications contracts and internal transfer funding offset our budget expenses by approximately 300K.



# ORGANIZATIONAL CHART

## Corporate Facilities Department



# Departmental Performance Plan: Facilities Year 2022

## Departmental Overview

Corporate Facilities provides the City of Barrie with expertise in four key service areas: facility planning, design and construction; 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.

### Facility Planning and Development

**Functions:** The Facility Planning and Development Branch is comprised of a multi-disciplinary staff team with architectural, engineering, technologist and project management designations. The lines of business and services provided include:

- Facility planning including facility master planning, needs assessments, master accommodation planning, and facility capital planning
- Facility design and construction
- Project Management Services
- Interior design, space planning, and interior renovations
- Facility Environmental Review and Remediation Services
- Facility Asset Condition Assessment and Planning

### Energy Management

**Functions:** 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 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

#### **Corporate Facilities:**

**Functions:** The Corporate Facilities branch provides the operation, maintenance, cleaning, and disinfection of all our existing facilities. This branch maintains and operates corporate facilities including the Barrie Marina, Leased and 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

### Overall

- In coordination and cooperation with other City departments, actively develop and streamline process and reporting tools to maximize productivity and ensure transparency of departmental activities
- Implement strategic workforce planning initiatives across the Corporate Facilities Department
- Develop, manage and maintain city facility assets within approved budgets and with a focus on minimizing overall lifetime costs and environmental impact

### Facility Planning and Development

- Continue to expand the department's knowledge of construction and project management processes and methodologies, and implement a continuous improvement, recognition, innovation, safe to fail environment that will better support our clients
- 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
- Support the update of the city's Facility Space Management system to provide consistent and reliable data for future space planning use

### Energy Management

- Develop corporate carbon neutrality strategy
- Finalize community energy and greenhouse gas emission reduction plan
- Continue to cultivate collaborative partnerships and working groups within the various City departments
- Work towards the incorporation of utility costs into capital project budget forecasts (operating cost of capital)
- Continue work towards achieving best-in-class benchmark energy use in facilities, with a target of Net-Zero city facilities
- Initiate the development of a green building development standard
- Continue to work towards instituting a continuous commissioning program for all City owned and managed facilities
- Complete a comprehensive city-wide greenhouse gas (GHG) management plan including greenhouse gas inventory, baseline emissions and GHG emission reduction strategies

### Corporate Facilities

- Develop and implement an effective and sustainable maintenance and operations strategy using the Facility Department's Integrated Workplace Management System
- Continue to promote insourcing of work to increase efficiency and effectiveness of facility maintenance.

- Continue to shift facility maintenance staff, processes and decision-making to a culture based on reliability-centered maintenance and criticality of equipment/assets
- Engage our clients, partners and the public, through the use of FM-specific digital tools where possible and cost-effective, to collect instant customer feedback to drive service level improvement and operational efficiency
- Maintain focus on employee and customer safety and security across all City facilities
- Update policies and procedures to provide more consistent service to our clients and provide a safer work environment for staff
- Continue with our workforce planning and training initiatives to ensure we retain knowledgeable and skilled facilities staff in key roles for the facilities team.
- Realign and focus management efforts and work to allow for better staff supervision, training and support
- Continue renewal initiative and implement new additional services, to provide funding for improved patron service and amenities while augmenting / beautifying the marina waterfront district at no cost to city taxpayers
- Analysis of preventive and reactive maintenance work data and realignment of service levels as necessary to best support City assets
- Develop an enhanced staff training and development program to prepare the department for upcoming retirements



## Major Initiatives/Issues

### Facility Planning and Development

- Support updates to the city's Official Plan and Developer Charge Update
- Support design development initiatives related to strategic and operational projects and successful deliver projects, such as Allandale Train Station Re-development, Allandale Transit Hub, BFES Station 6, Ferndale Operations Centre redevelopment and Environmental Centre upgrades, Operations Satellite Yard New Building Development, Fisher Auditorium Demolition and Performing Arts Centre Development, Marina Administration Building Refurbishment and Expansion, Permanent Market and Barrie Farmer's Market, Wastewater Treatment Facility Innovation Centre, City Hall Intensification, Ongoing Growth Planning , and updated space planning and reconfiguration required as a result of COVID-19, as well as other capital projects identified in the 2022 Capital Plan
- Promote an awareness of Health & Safety Training and Work Life Balance
- Continue to support branch and staff development plans by obtaining Project Management Professional (PMP) designations
- Continue to develop standards for project management in keeping with corporate governance and project management industry standards and best practices
- Improve customer service through post-occupancy evaluations and client post-project close-out surveys
- Provide effective and timely project communication to our partners
- Continue to develop staff training and capabilities to better support ongoing city growth, development and renewal

### Energy Management

- Develop business plan for the development of a corporate wide carbon neutrality strategy
- Implementation of approved 2022 Capital plan focusing on renewable energy deployment
- Continue to work with the Water and Wastewater Optimization Teams to pursue and develop energy conservations initiatives. Partner with the Recreation Department to establish an optimization team focused on energy efficiency within rink and pool spaces
- Complete recommissioning exercises focused on energy-intensive equipment (eg. refrigeration plants / natatorium equipment)
- Provide strategic input and recommendations for both large and small scale capital planning, renewal or growth projects, such as Wastewater Treatment Facility Membrane Installation, Allandale Transit Hub Design and Construction,

Wastewater Innovation Centre Design and Construction, Operations Centre Reconstruction and Surface Water Treatment Plant Building Automation System Renewal and equipment optimization

- Initiate, apply for, and / or facilitate feasibility studies or grant applications with aim of achieving carbon neutrality for new construction and renewal projects

**Corporate Facilities:**

- Complete the implementation of the Facility Information Management System - Archibus/FM and, subject to resource availability, update the space planning function to better manage City assets and support changes required as a result of COVID-19
- Continue to implement best practice service delivery models, incorporating changes required as a result of COVID-19, and streamline operations to improve and operational efficiency based on measurable outcomes and performance
- Continue to update Service Level Guidelines, standard operating procedures, job hazard evaluations and develop a revised succession/training plan
- Increase direct engagement through Customer Satisfaction Surveys with our key clients and partners.
- Staff engagement and teambuilding initiatives
- Completion of approved rehabilitation projects throughout corporate facilities

**Key Performance Indicators**

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Capital Project Expenditure of Available Budget as percentage	89%	85%	80%	85%
Annual Utility Cost Avoidance	\$1,181,021	\$457,115	\$590,511	\$453,685
City Facility Condition Index (Note: annual indicator)	TBD	TBD	TBD	TBD

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Facilities Department**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,067,602	\$4,094,226	\$4,095,011	\$4,415,883	\$4,496,981	\$4,580,138	\$4,591,978
	<b>Materials &amp; Supplies</b>	\$2,269,936	\$2,200,421	\$2,137,939	\$2,289,258	\$2,345,317	\$2,323,880	\$2,369,738
	<b>Equipment &amp; Capital Purchases</b>	\$400,976	\$498,685	\$498,947	\$493,584	\$493,465	\$500,086	\$506,838
	<b>Services</b>	\$5,216,888	\$5,716,296	\$5,693,536	\$5,799,278	\$5,904,545	\$6,018,135	\$6,134,142
	<b>Rents &amp; Other Expenses</b>	\$1,176,671	\$1,080,142	\$1,073,145	\$1,153,478	\$1,179,613	\$1,198,477	\$1,221,757
	<b>Grant Expenses &amp; Transfers</b>	\$124,946	\$277,743	\$291,610	\$324,794	\$351,670	\$383,194	\$391,201
	<b>Sub-Total</b>	<b>\$13,257,019</b>	<b>\$13,867,513</b>	<b>\$13,790,187</b>	<b>\$14,476,275</b>	<b>\$14,771,591</b>	<b>\$15,003,910</b>	<b>\$15,215,655</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,117,549)	(\$1,438,988)	(\$1,806,678)	(\$1,993,470)	(\$2,021,864)	(\$2,078,806)	(\$2,112,955)
	<b>Grant Revenues &amp; Contributions</b>	(\$97,624)	(\$129,348)	(\$54,348)	(\$129,435)	(\$129,524)	(\$129,614)	(\$129,707)
	<b>Interdepartmental Transfers</b>	(\$7,276,722)	(\$7,270,953)	(\$7,224,418)	(\$7,498,816)	(\$7,780,118)	(\$7,919,855)	(\$8,033,523)
	<b>Intercompany Transfers</b>	(\$2,701,602)	(\$2,907,484)	(\$2,332,258)	(\$2,549,731)	(\$2,605,493)	(\$2,653,603)	(\$2,695,431)
	<b>Sub-Total</b>	<b>(\$11,193,497)</b>	<b>(\$11,746,773)</b>	<b>(\$11,417,702)</b>	<b>(\$12,171,452)</b>	<b>(\$12,537,000)</b>	<b>(\$12,781,878)</b>	<b>(\$12,971,616)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,063,522</b>	<b>\$2,120,740</b>	<b>\$2,372,486</b>	<b>\$2,304,823</b>	<b>\$2,234,591</b>	<b>\$2,222,032</b>	<b>\$2,244,039</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

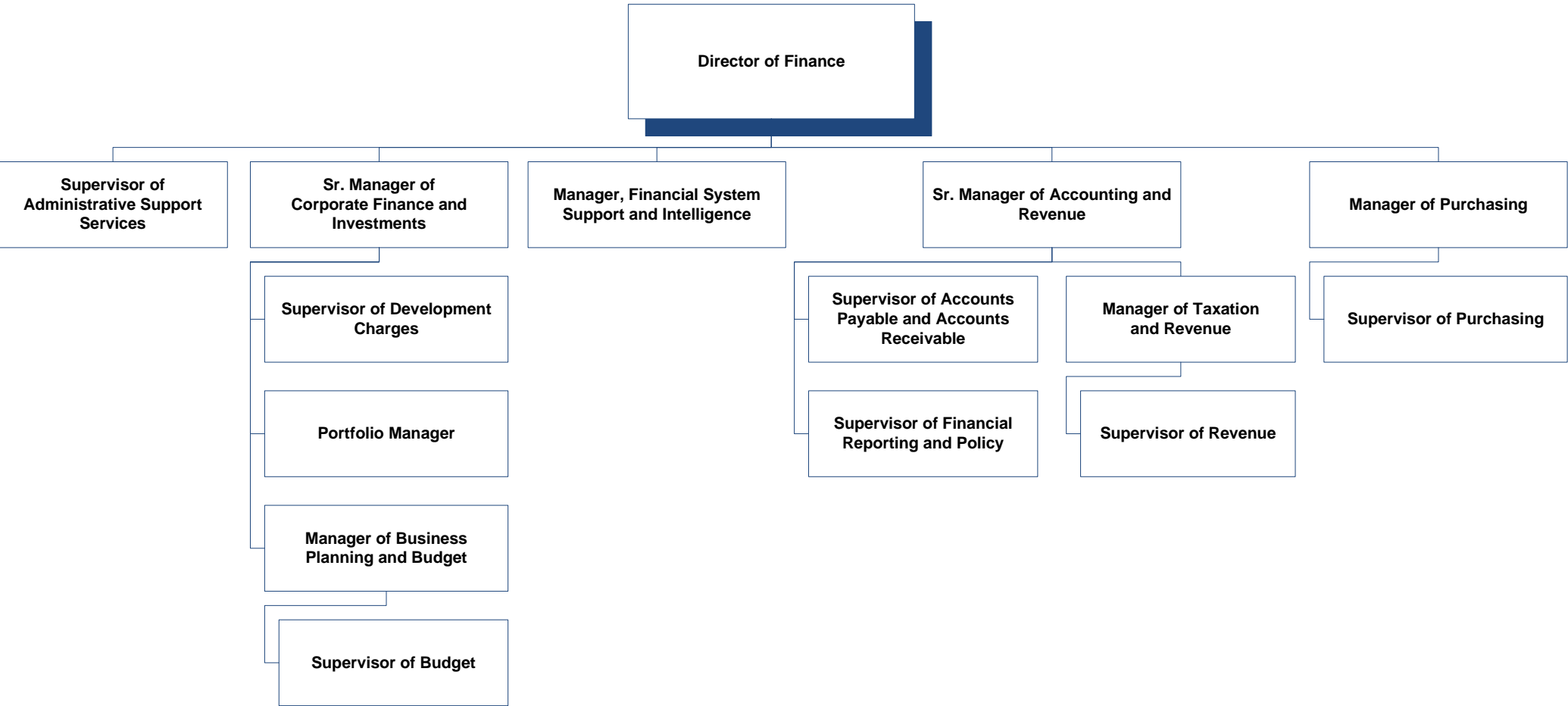
#### Facilities Department

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,853,093	\$4,940,047	\$4,940,832	\$5,457,198	\$83,522	\$5,540,719	\$517,151	10.47%	\$600,672	12.16%
	<b>Recovery from Capital</b>	(\$785,491)	(\$845,821)	(\$845,821)	(\$1,041,314)	\$0	(\$1,041,314)	(\$195,493)	23.11%	(\$195,493)	23.11%
	<b>Materials &amp; Supplies</b>	\$2,269,936	\$2,200,421	\$2,137,939	\$2,289,258	\$0	\$2,289,258	\$88,837	4.04%	\$88,837	4.04%
	<b>Equipment &amp; Capital Purchases</b>	\$400,976	\$498,685	\$498,947	\$493,584	\$1,600	\$495,184	(\$5,101)	-1.02%	(\$3,501)	-0.70%
	<b>Services</b>	\$5,216,888	\$5,716,296	\$5,693,536	\$5,799,278	\$36,500	\$5,835,778	\$82,982	1.45%	\$119,482	2.09%
	<b>Rents &amp; Other Expenses</b>	\$1,176,671	\$1,080,142	\$1,073,145	\$1,153,478	\$0	\$1,153,478	\$73,336	6.79%	\$73,336	6.79%
	<b>Grant Expenses &amp; Transfers</b>	\$124,946	\$277,743	\$291,610	\$324,794	\$0	\$324,794	\$47,051	16.94%	\$47,051	16.94%
	<b>Total</b>	<b>\$13,257,019</b>	<b>\$13,867,513</b>	<b>\$13,790,187</b>	<b>\$14,476,275</b>	<b>\$121,622</b>	<b>\$14,597,897</b>	<b>\$608,763</b>	<b>4.39%</b>	<b>\$730,384</b>	<b>5.27%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,117,549)	(\$1,438,988)	(\$1,806,678)	(\$1,993,470)	\$0	(\$1,993,470)	(\$554,482)	38.53%	(\$554,482)	38.53%
	<b>Grant Revenues &amp; Contributions</b>	(\$97,624)	(\$129,348)	(\$54,348)	(\$129,435)	\$0	(\$129,435)	(\$87)	0.07%	(\$87)	0.07%
	<b>Interdepartmental Transfers</b>	(\$7,276,722)	(\$7,270,953)	(\$7,224,418)	(\$7,498,816)	(\$26,727)	(\$7,525,543)	(\$227,863)	3.13%	(\$254,590)	3.50%
	<b>Intercompany Transfers</b>	(\$2,701,602)	(\$2,907,484)	(\$2,332,258)	(\$2,549,731)	\$0	(\$2,549,731)	\$357,753	-12.30%	\$357,753	-12.30%
	<b>Total</b>	<b>(\$11,193,497)</b>	<b>(\$11,746,773)</b>	<b>(\$11,417,702)</b>	<b>(\$12,171,452)</b>	<b>(\$26,727)</b>	<b>(\$12,198,179)</b>	<b>(\$424,679)</b>	<b>3.62%</b>	<b>(\$451,406)</b>	<b>3.84%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,063,522</b>	<b>\$2,120,740</b>	<b>\$2,372,486</b>	<b>\$2,304,823</b>	<b>\$94,895</b>	<b>\$2,399,718</b>	<b>\$184,084</b>	<b>8.68%</b>	<b>\$278,978</b>	<b>13.15%</b>

**Comments:**

Notable increases in the 2022 Facilities operating budget include \$98,866 budgeted operating costs carried for the former Barrie Police headquarters at 29 Sperling Drive. Prior to COVID-19 it was expected that this facility would have been sold in 2020 and no operating budget was forecast or requested for 2021. With the facility being used as a COVID-19 vaccination and testing centre and a soft commercial market due to COVID-19 staff have budgeted assuming that the facility will continued to be owned by the City through 2022. The Energy Management branch is forecasting a \$43k reduction in incentive revenue in 2022 related to changes in the incentive grant framework that took place in 2021. Finally, a clerical error in the 2021 budget setup resulted in incorrect internal budget transfer lines being added to the Barrie Simcoe Emergency Services Campus and Barrie Marina cost centres totalling \$34k. This oversight had no net impact on 2021 operations but does skew the 2022 Base Budget Change Report calculation.

**Barrie** **ORGANIZATIONAL CHART**  
Finance Department



# Departmental Performance Plan: Finance

## Year 2022

### Departmental Overview

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 department's 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.

#### Accounting and Revenue

- 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 & Commissions
- Provide business support as it relates to financial and non-financial performance reporting
- Process over 29,000 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

#### Corporate Finance & Investments

- 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

#### **Corporate Procurement**

- Provide professional support to City Departments with regards to developing and executing annual procurement plans
- Work with client departments to develop and facilitate a projected 175 procurement document that will attract competitive bids from qualified suppliers
- 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 & Integrations**

- 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 practises. 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**

- Improve the timeliness, relevance, and accuracy of financial reporting to the Corporation to support decision making
- Improve efficiency and benefits of procurement process
- Proactive management of investments and debt
- Update and maintain financial policies



## Major Initiatives/Issues

- Phase 3 of Stormwater Climate Action Fund with GO live date in early 2023
- Continued Implementation of Prudent Investor Board
- Community Benefit Charge review and recommendation to Council
- 2019 Development Charge Appeal
- Implementation of 5 year maintenance and enhancement plan of SAP
- Implementation of new Public Sector Accounting Board (PSAB) requirements

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Audited Financial Statement Completion Date	June	May	June	May
Tax arrears as a percent of current year levy	6%	6%	6%	6%
Return on Investments	2.05%	1.5%	1.5%	2%

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Finance Department**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$5,194,004	\$5,804,068	\$5,731,095	\$5,881,919	\$5,987,781	\$6,069,881	\$6,134,584
	<b>Materials &amp; Supplies</b>	\$319,318	\$307,800	\$336,200	\$336,850	\$347,123	\$353,798	\$359,748
	<b>Equipment &amp; Capital Purchases</b>	\$5,052	\$11,200	\$9,700	\$11,300	\$11,400	\$11,500	\$12,000
	<b>Services</b>	\$317,110	\$483,138	\$493,546	\$585,028	\$576,990	\$530,440	\$547,790
	<b>Rents &amp; Other Expenses</b>	\$6,140	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$5,841,624</b>	<b>\$6,609,806</b>	<b>\$6,574,141</b>	<b>\$6,818,697</b>	<b>\$6,926,893</b>	<b>\$6,969,219</b>	<b>\$7,057,722</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,025,680)	(\$998,000)	(\$1,028,000)	(\$1,013,000)	(\$1,041,000)	(\$1,089,000)	(\$1,328,000)
	<b>Licenses &amp; Permits</b>	(\$183,818)	(\$210,000)	(\$210,000)	(\$220,000)	(\$230,000)	(\$240,000)	(\$240,000)
	<b>Other Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	\$0	(\$188,000)	(\$188,000)	(\$195,000)	(\$197,000)	(\$149,000)	(\$151,000)
	<b>Interdepartmental Transfers</b>	(\$982,984)	(\$1,172,431)	(\$1,102,870)	(\$1,302,162)	(\$1,331,938)	(\$1,343,474)	(\$1,359,756)
	<b>Sub-Total</b>	<b>(\$2,192,481)</b>	<b>(\$2,568,431)</b>	<b>(\$2,528,870)</b>	<b>(\$2,730,162)</b>	<b>(\$2,799,938)</b>	<b>(\$2,821,474)</b>	<b>(\$3,078,756)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$3,649,143</b>	<b>\$4,041,375</b>	<b>\$4,045,271</b>	<b>\$4,088,535</b>	<b>\$4,126,955</b>	<b>\$4,147,745</b>	<b>\$3,978,966</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

#### Finance Department

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$5,377,780	\$6,198,283	\$6,021,095	\$6,400,921	\$116,153	\$6,517,074	\$202,638	3.27%	\$318,791	5.14%
	<b>Recovery from Capital</b>	(\$183,776)	(\$394,215)	(\$290,000)	(\$519,003)	(\$58,076)	(\$577,079)	(\$124,788)	31.65%	(\$182,864)	46.39%
	<b>Materials &amp; Supplies</b>	\$319,318	\$307,800	\$336,200	\$336,850	\$0	\$336,850	\$29,050	9.44%	\$29,050	9.44%
	<b>Equipment &amp; Capital Purchases</b>	\$5,052	\$11,200	\$9,700	\$11,300	\$0	\$11,300	\$100	0.89%	\$100	0.89%
	<b>Services</b>	\$317,110	\$483,138	\$493,546	\$585,028	\$400	\$585,428	\$101,890	21.09%	\$102,290	21.17%
	<b>Rents &amp; Other Expenses</b>	\$6,140	\$3,600	\$3,600	\$3,600	\$0	\$3,600	\$0	0.00%	\$0	0.00%
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$5,841,624</b>	<b>\$6,609,806</b>	<b>\$6,574,141</b>	<b>\$6,818,697</b>	<b>\$58,476</b>	<b>\$6,877,173</b>	<b>\$208,891</b>	<b>3.16%</b>	<b>\$267,367</b>	<b>4.05%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,025,680)	(\$998,000)	(\$1,028,000)	(\$1,013,000)	\$0	(\$1,013,000)	(\$15,000)	1.50%	(\$15,000)	1.50%
	<b>Licenses &amp; Permits</b>	(\$183,818)	(\$210,000)	(\$210,000)	(\$220,000)	\$0	(\$220,000)	(\$10,000)	4.76%	(\$10,000)	4.76%
	<b>Other Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	\$0	(\$188,000)	(\$188,000)	(\$195,000)	\$0	(\$195,000)	(\$7,000)	3.72%	(\$7,000)	3.72%
	<b>Interdepartmental Transfers</b>	(\$982,984)	(\$1,172,431)	(\$1,102,870)	(\$1,302,162)	\$0	(\$1,302,162)	(\$129,731)	11.07%	(\$129,731)	11.07%
	<b>Total</b>	<b>(\$2,192,481)</b>	<b>(\$2,568,431)</b>	<b>(\$2,528,870)</b>	<b>(\$2,730,162)</b>	<b>\$0</b>	<b>(\$2,730,162)</b>	<b>(\$161,731)</b>	<b>6.30%</b>	<b>(\$161,731)</b>	<b>6.30%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$3,649,143</b>	<b>\$4,041,375</b>	<b>\$4,045,271</b>	<b>\$4,088,535</b>	<b>\$58,476</b>	<b>\$4,147,011</b>	<b>\$47,160</b>	<b>1.17%</b>	<b>\$105,636</b>	<b>2.61%</b>

**Comments:**

Base budget expenditures have increased \$208,891 from 2021 to 2022 and base budget revenues have increased \$161,731 from 2021 to 2022 for a net impact of \$47,160 or 1.17%. The variances are due primarily to the following:

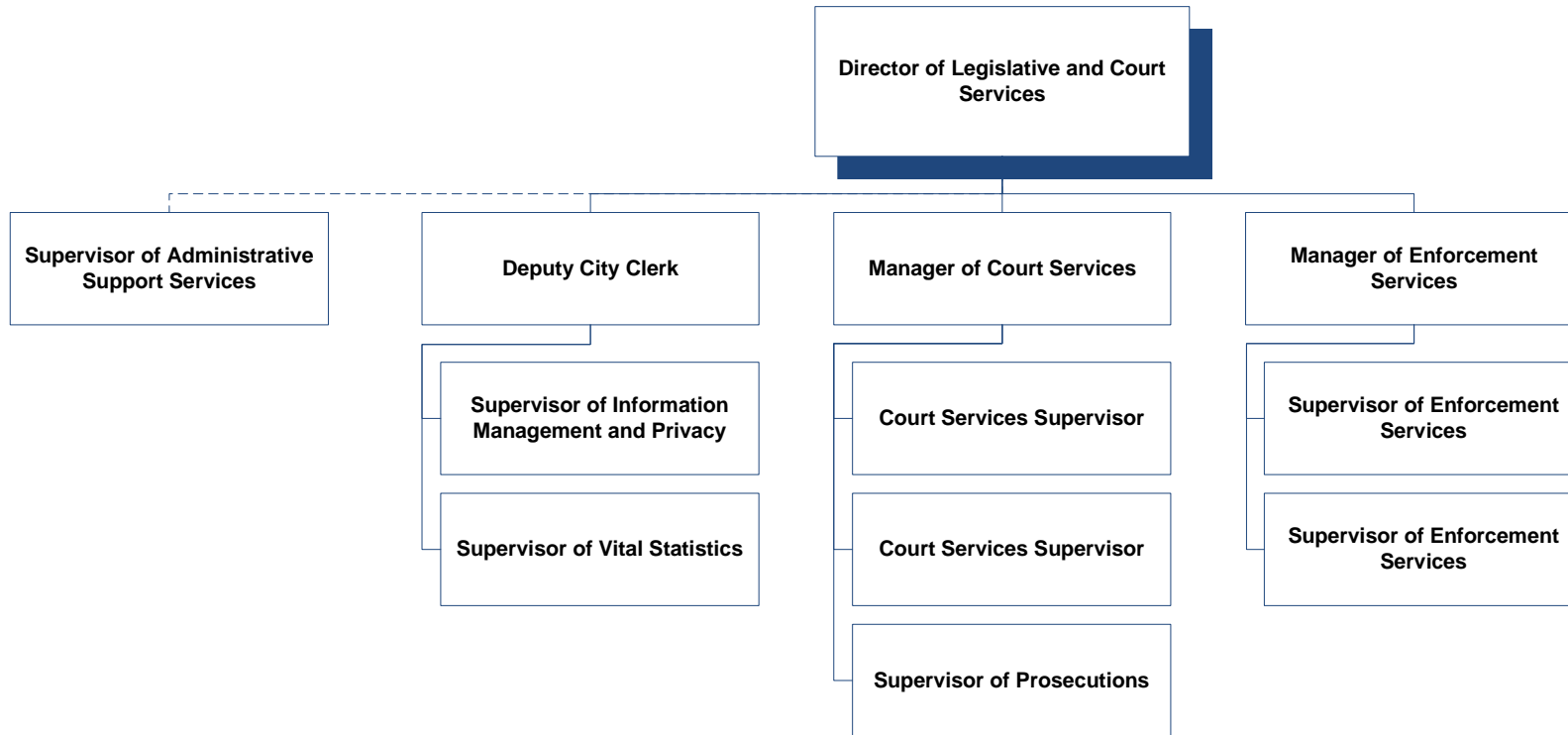
- Increased investment management costs related to implementation of the Prudent Investor Standard. These costs are offset by increased investment income, resulting in no net operating impact to the Finance department.
- Increased contracted services in Purchasing required to ensure compliance with legislative requirements and trade agreements as well as to assist with increasingly complex procurement projects to support the City's capital plan.

New investments relate to Intake form 632, which is a request for the addition of a Category Specialist. This position will be focused on managing the procurement processes of construction projects in support of the City's projected \$900 million 5-year capital plan. The position is budgeted to have half the costs recovered from Capital Projects.



# ORGANIZATIONAL CHART

Legislative and Court Services Department



# Departmental Performance Plan: Legislative & Court Services Year 2022

## Departmental Overview

The Legislative and Court Services Department is comprised of three branches; Legislative Services (which includes 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 in compliance with the Provincial Offences Act, the Memorandum of Understanding and Inter- municipal Service Agreements), and Enforcement Services (which is responsible for administering and enforcing several municipal by-laws including but not limited to regulations related to the parking of vehicles, pet controls, property maintenance, business licensing, and sign placement).

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

### 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 130 meetings of Council, General Committee, Reference Committees and Advisory Committees of Council involving the recording of approximately 385 motions and 120 by-laws.
- Coordinate and deliver Municipal Elections every 4 years and by-elections as required.
- Provide corporate records, access and privacy management services for the Corporation and the general public.
- Process over 350,000 pieces of outgoing mail annually.
- Process over 1.5 million print/photocopy requests for City departments and associated agencies.
- Manage over 250,000 physical files in the Corporate Records and Information Management System.
- Respond to approximately 60 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, which also now includes Prosecution Services since late 2019, requires approximately 40% 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 50,000 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 over \$7 million in payments.
- Schedule over 400 in-person and virtual courts.
- Prepare over 200 DVDs of court recordings for external transcription agencies.
- Prepare and update over 1,130 dockets (court plus Fail to Respond)
- Process convictions on 730 Fail to Respond dockets (November 1, 2021, enactment of Bill 177)
- Process over 10,000 Extensions of time to pay fines.
- Process over 24,000 charges in trial courts
- Transfer over 300 appeal matters to the appeal courts.
- Process over 8,000 notice of pending suspension letters
- Suspend drivers (as required) and manage 6, 3rd party collection agencies to enforce court orders and collect past due unpaid fines.

#### **Enforcement Services Branch:**

The Enforcement Services Branch requires approximately 44% 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 administrative functions/files annually.
- Receives and responds to approximately 25,000+ phone calls annually on average.

## Strategic Plan & Other Program Deliverables

- Comply with the *Municipal Act, 2001* provisions related to governance, accountability and transparency.
- Comply with the *Municipal Elections Act, 1996* related to the conduct of Municipal Elections and by- elections.
- Provide information, advice and training for staff concerning communicating with Council/Committees.
- Comply with the *Municipal Freedom of Information and Protection of Privacy Act* when responding to Freedom of Information requests
- Comply with the *Provincial Offences Act*, the Memorandum of Understanding and Inter-municipal Service Agreements for Court Services Operations and implement remote appearances for courts/virtual courts.
- Provide prosecution services to all local enforcement agencies for Part I Offences.
- Increase the rate of electronic payment for court fines - over the phone payments.
- Continue enhance collection efforts of overdue, unpaid court fines.
- Implement recommendations from the Records and Information Management Review. Increase use of website, newspaper, social media, and pamphlets to educate the public related to municipal laws.
- Regular and frequent patrols of the metered parking spaces.
- Regular patrols, including evenings, of street parking and fire routes.
- Easily accessible applications with prompt processing for licenses, permits, and other approvals.
- Regular inspections and prompt complaint investigations for licensed businesses and activities.
- Knowledgeable staff for the subject matter of assigned by-laws, with the skills and abilities to evaluate applications and situations for by-law compliance, communicate deficiencies tactfully to appropriate parties, and use enforcement tools to obtain by-law compliance when necessary.

## Major Initiatives/Issues

- Administration and execution of the 2022 Municipal Election.
- Continue to provide information, documentation, and ongoing training for staff about Council processes and staff report writing.
- Continue to determine which outstanding files comply with the policy for unpaid, overdue POA fines deemed uncollectible, and move to write-off status.
- Prepare for the enactment of Bill 177 to process "Fail to Respond" convictions, payment extension applications, and re-opening applications.
- Work with prosecution staff to enhance service delivery, advance to receiving only e-filed prosecution briefs, and attending the majority of courts by virtual means.
- Continual assistance with the ongoing implementation of various APLI system modules related to enforcement allowing for electronic submissions for permits, inspection requests, and complaints.



- Continue to seek compliance and utilize enforcement tools to address non-compliant properties.
- Review opportunities to enhance customer experience related to applications concerning by-laws and educate the community regarding the importance of compliance with municipal laws.

### Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Average time to trial – Part 1 charges	6 months	6 months	12 months to trial	9 months to trial
Average time to complete a Property Standards File	42 days	40 days	26 days	35 days
Average time to complete a Yard Maintenance File	16 days	15 days	11 days	12 days

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Legislative & Court Services**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$5,638,585	\$7,068,953	\$6,716,466	\$7,220,731	\$7,768,873	\$7,861,915	\$7,935,156
	<b>Materials &amp; Supplies</b>	\$339,554	\$369,021	\$346,512	\$460,343	\$367,102	\$365,845	\$410,870
	<b>Equipment &amp; Capital Purchases</b>	\$797	\$56,028	\$24,263	\$19,646	\$27,823	\$15,121	\$15,423
	<b>Services</b>	\$838,471	\$1,567,617	\$962,792	\$1,787,497	\$1,501,316	\$1,508,735	\$1,509,241
	<b>Rents &amp; Other Expenses</b>	\$118,022	\$208,197	\$127,037	\$170,547	\$164,193	\$171,837	\$173,001
	<b>Grant Expenses &amp; Transfers</b>	\$705,587	\$1,040,535	\$669,662	\$1,219,543	\$1,512,834	\$1,474,759	\$1,408,961
	<b>Sub-Total</b>	<b>\$7,641,015</b>	<b>\$10,310,351</b>	<b>\$8,846,733</b>	<b>\$10,878,306</b>	<b>\$11,342,139</b>	<b>\$11,398,213</b>	<b>\$11,452,653</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$156,536)	(\$142,900)	(\$140,150)	(\$149,650)	(\$151,698)	(\$154,295)	(\$140,342)
	<b>Fines &amp; Penalties</b>	(\$5,480,157)	(\$7,663,254)	(\$5,586,865)	(\$7,714,020)	(\$8,491,070)	(\$8,518,662)	(\$8,546,805)
	<b>Licenses &amp; Permits</b>	(\$600,150)	(\$770,730)	(\$465,000)	(\$729,453)	(\$816,211)	(\$831,247)	(\$846,572)
	<b>Grant Revenues &amp; Contributions</b>	(\$411,300)	(\$49,800)	(\$27,535)	(\$501,550)	(\$49,050)	(\$36,050)	(\$36,050)
	<b>Interdepartmental Transfers</b>	\$1,227,787	\$1,281,672	\$1,265,655	\$1,315,478	\$1,334,111	\$1,352,004	\$1,371,346
	<b>Sub-Total</b>	<b>(\$5,420,356)</b>	<b>(\$7,345,012)</b>	<b>(\$4,953,895)</b>	<b>(\$7,779,195)</b>	<b>(\$8,173,919)</b>	<b>(\$8,188,250)</b>	<b>(\$8,198,422)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,220,659</b>	<b>\$2,965,339</b>	<b>\$3,892,838</b>	<b>\$3,099,111</b>	<b>\$3,168,220</b>	<b>\$3,209,963</b>	<b>\$3,254,231</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Legislative & Court Services

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$5,638,585	\$7,068,953	\$6,716,466	\$7,220,731	\$196,251	\$7,416,982	\$151,778	2.15%	\$348,029	4.92%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$339,554	\$369,021	\$346,512	\$460,343	\$2,000	\$462,343	\$91,322	24.75%	\$93,322	25.29%
	<b>Equipment &amp; Capital Purchases</b>	\$797	\$56,028	\$24,263	\$19,646	\$6,000	\$25,646	(\$36,382)	-64.94%	(\$30,382)	-54.23%
	<b>Services</b>	\$838,471	\$1,567,617	\$962,792	\$1,787,497	\$0	\$1,787,497	\$219,879	14.03%	\$219,879	14.03%
	<b>Rents &amp; Other Expenses</b>	\$118,022	\$208,197	\$127,037	\$170,547	\$0	\$170,547	(\$37,650)	-18.08%	(\$37,650)	-18.08%
	<b>Grant Expenses &amp; Transfers</b>	\$705,587	\$1,040,535	\$669,662	\$1,219,543	\$0	\$1,219,543	\$179,008	17.20%	\$179,008	17.20%
	<b>Total</b>	<b>\$7,641,015</b>	<b>\$10,310,351</b>	<b>\$8,846,733</b>	<b>\$10,878,306</b>	<b>\$204,251</b>	<b>\$11,082,558</b>	<b>\$567,955</b>	<b>5.51%</b>	<b>\$772,206</b>	<b>7.49%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$156,536)	(\$142,900)	(\$140,150)	(\$149,650)	\$0	(\$149,650)	(\$6,750)	4.72%	(\$6,750)	4.72%
	<b>Fines &amp; Penalties</b>	(\$5,480,157)	(\$7,663,254)	(\$5,586,865)	(\$7,714,020)	\$0	(\$7,714,020)	(\$50,766)	0.66%	(\$50,766)	0.66%
	<b>Licenses &amp; Permits</b>	(\$600,150)	(\$770,730)	(\$465,000)	(\$729,453)	\$0	(\$729,453)	\$41,277	-5.36%	\$41,277	-5.36%
	<b>Grant Revenues &amp; Contributions</b>	(\$411,300)	(\$49,800)	(\$27,535)	(\$501,550)	\$0	(\$501,550)	(\$451,750)	907.13%	(\$451,750)	907.13%
	<b>Interdepartmental Transfers</b>	\$1,227,787	\$1,281,672	\$1,265,655	\$1,315,478	\$0	\$1,315,478	\$33,806	2.64%	\$33,806	2.64%
	<b>Total</b>	<b>(\$5,420,356)</b>	<b>(\$7,345,012)</b>	<b>(\$4,953,895)</b>	<b>(\$7,779,195)</b>	<b>\$0</b>	<b>(\$7,779,195)</b>	<b>(\$434,183)</b>	<b>5.91%</b>	<b>(\$434,183)</b>	<b>5.91%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,220,659</b>	<b>\$2,965,339</b>	<b>\$3,892,838</b>	<b>\$3,099,111</b>	<b>\$204,251</b>	<b>\$3,303,363</b>	<b>\$133,772</b>	<b>4.51%</b>	<b>\$338,023</b>	<b>11.40%</b>

**Comments:**

**Salaries & Benefits**

- The 2021 in year forecast reflects a number of vacancies (primarily related to court closures) that are not anticipated to continue in 2022.
- 2022 salaries and benefits reflect the additional individuals retained to support the 2022 Municipal Election. The expenditures associated with the 2022 Municipal Election are largely offset by the contribution from the election reserve
- Two additional positions for Municipal Law Enforcement Officers are being requested to increase service levels and growth, in accordance with motion Council 20-G-217.
- Annual salaries and benefits adjustments related to merit increases have also been included.

**Materials and Supplies**

\$15k added to postage and mail to address the increase in postage rates, as well as additional mailings due to growth and election correspondence.

**Equipment & Capital Purchases**

As no large capital expenditures are required in Court Services in 2022 a reduction in minor capital of \$24.5k is being realized. If a major expense is realized, it can be offset through reserves.

**Services**

\$180,479 of the increase is related to expenditures associated with the 2022 Municipal Election.

**Grant Expenses & Transfers**

An increase in external transfers of \$324k is related to anticipated increase in court revenues to be provided to the partner municipalities. Given that 2022 is an election year, there is a decrease of \$150k to transfer to the Election Reserve.

**Licenses and Permits**

Decrease in Licensing Revenues of \$270,000 in 2021 and \$72,000 in 2022 resulting from Council motion 21-G-077 to waive Business Licensing Fees under By-law 2006-266, as amended.

**Fines and Penalties**

POA revenues have been significantly impacted by the pandemic, staff are anticipating in 2022 a return to a more normal revenue stream.

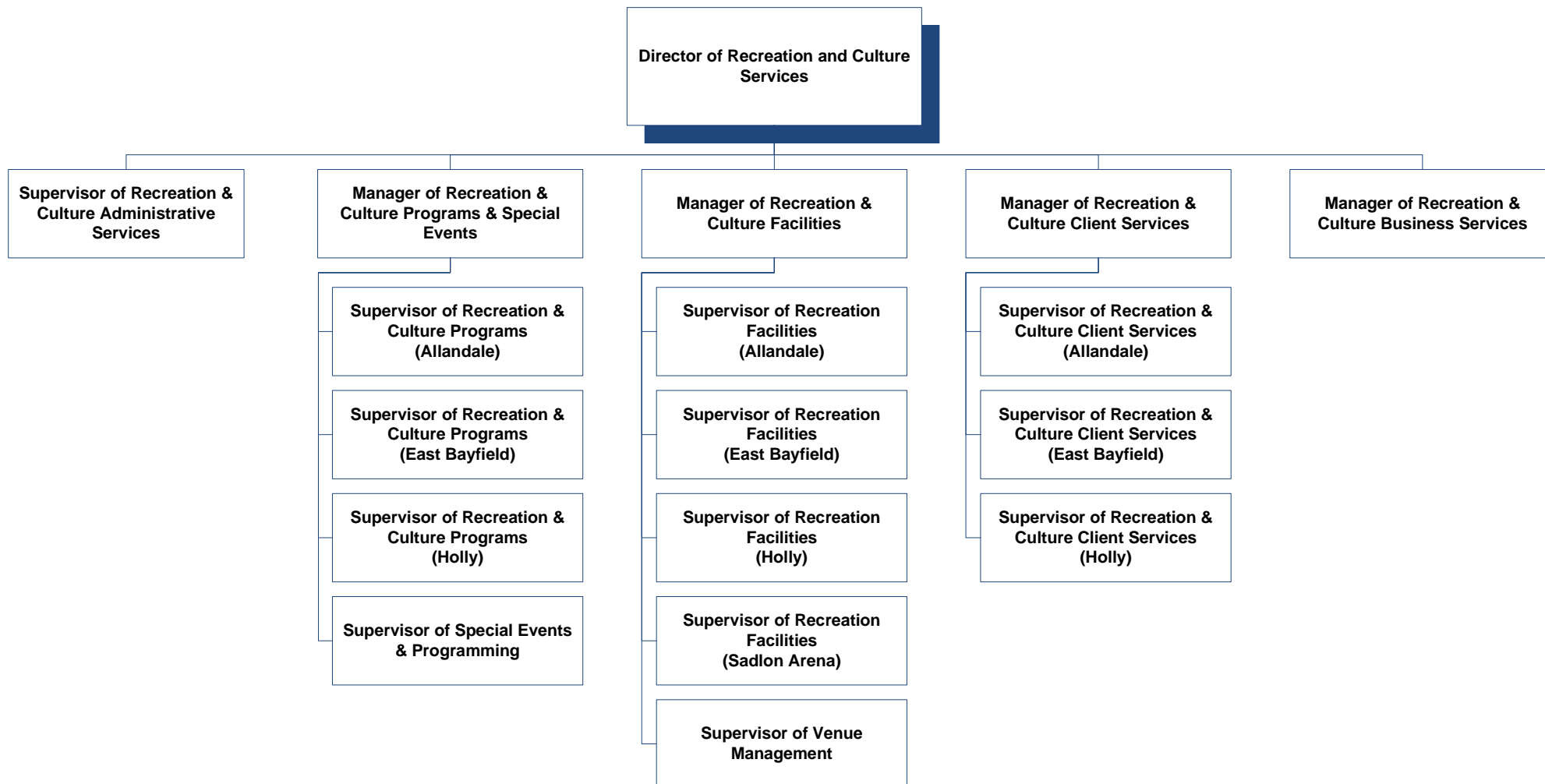
**Grant Revenues and Contributions**

\$453K contribution from the election reserve for 2022 Municipal Election costs. As the reserve contributions were not increased to address the expenditures incurred for the 2016 and 2018 by-elections, the reserve contribution does not completely offset election costs.



# ORGANIZATIONAL CHART

## Recreation and Culture Services Department



# Departmental Performance Plan: Recreation & Culture Services Year 2022

## Departmental Overview

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 needs and interests, developing and delivering recreation opportunities which meet these needs and interests, maintaining and operating recreational facilities to provide a setting for these activities, managing the provision of space to external community recreation providers and groups, and planning and coordinating special community events each year.

## Strategic Plan & Other Program Deliverables

Recreation & Culture Services builds vibrant, healthy, active and culturally diverse communities by providing all Barrie residents an opportunity to participate in recreational and cultural activities that enhance their quality of life. To achieve these goals, the department has identified key objectives which align with the following City Council strategic priorities:

### Fostering a Safe and Healthy City

Promote recreation opportunities for all ages and abilities by:

- Providing opportunities for all Barrie residents to access recreation by identifying and seeking to eliminate barriers to participation including financial limitations, physical and mental abilities, and other social and cultural barriers.
- Financially supporting Inclusion services programs and offering a RecACCESS subsidy program to ensure residents of Barrie have the opportunity to participate and maintain a healthy and active lifestyle.
- Maintaining a high-quality and safe environment for all users with ongoing process assessment and staff training in the HIGH FIVE Principles of Healthy Child Development and Safer Spaces.

### Building Strong Neighbourhoods

Recreation & Culture Services supports an inclusive community through its neighbourhood strategies which offer services that are valuable to residents in each community by:

- Offering a wide selection of fitness, aquatics, community and general interest programs as well as programs directly geared

towards seniors and youth.

- Building strong relationships with community recreation partners and helping community groups maximize participation through the partnered delivery of activities which will increase the awareness with residents of recreation opportunities and the associated benefits.
- Building partnerships with cultural community groups to set direction for re-opening the Five Points theatre and planning special event activities at outdoor venues.
- Operating high-quality facilities and sports fields to act as venues for the community recreation partner leagues, competitions, practices, meetings, and other events.
- Work collaboratively with other departments to expand events hosted in neighbourhoods throughout Barrie.

#### Offering Innovative and Citizen-Driven Services

Develop and implement services that satisfy the needs of residents through:

- Ongoing efforts to identify and implement efficiencies and improvements which will reduce the cost of providing recreation to the City of Barrie while increasing revenues by:
  - Monitoring and managing programs to maximize utilization of facilities and program capacity;
  - Developing innovative programming to meet changing trends in recreation;
  - Continuing to focus on energy conservation opportunities across all recreation facilities.
- Assessment of community needs through online surveys and developing programs, activities and special events which meet these needs and reflect the latest in recreation trends.
- Excellent customer service delivery to all participants, spectators, members, and other visitors to City of Barrie recreation facilities.

#### Growing Our Economy

Leverage the theatre venue and special events opportunities to support growth of our tourism and cultural industries by:

- Promoting the growth and development of locally produced theatrical productions at Five Points theatre
- Marketing the theatre location to ticketed events that attract residents and visitors to our City
- Building relationships with commercial enterprises that support new outdoor events at venues throughout the City
- Coordinating event permitting with Economic and Creative Development in designated park areas

## Major Initiatives/Issues

- To develop recreational and cultural programming that addresses the ongoing impact of the coronavirus by monitoring and adhering to guidelines and restrictions as set by the province and local health unit. Ensuring these programs meet the needs of our residents while balancing the cost of delivering these services.
- Continuous improvement of our recreation registration system to expand capability of providing services online to our community and leveraging the system to enhance processes, controls and data analysis to guide operational decisions.
- Enhance the flexibility and use of the e-proval system to create a more efficient process for issuing permits for special cultural and community events and theatre programming.
- Review existing ticketing sales processes within Recreation & Culture Services to identify areas for streamlining the process for customers to purchase a wider variety of events.
- Contribute towards the strategic planning of recreation services to identify current trends and community needs for programming and facilities over the next 5-10 years as the City of Barrie experiences population growth in both the built boundaries and the Hewitt's and Salem lands.
- Work collaboratively with the Performing Arts Community to enhance cultural program opportunities throughout the city.
- Plan and deliver sustainable City-hosted events to the community using innovative and engaging live and virtual platforms.
- Assist in the development of a Tourism Strategy led by Economic & Creative Development that encourages growth in the sports tourism sector and cultural events industry.
- Support the City's Building Committee in their mandate to investigate sports facilities development for the COB and in building stakeholder partnerships to educate and connect with sporting organizations.
- Partner with Facility Planning and Development to ensure the efficient and timely delivery of approved recreation capital projects and continue to work with Corporate Facilities and Capital Asset Management to effectively identify major facility and equipment refurbishments/replacements and to plan for future capital needs.
- Collaborate with Energy Management to implement energy initiatives which will ensure the efficient operation of Recreation Centres, satellite facilities, and theatre venues.
- Implement a multi-year sports field analysis in collaboration with Parks Operations to assess turf conditions, management processes, and user satisfaction with the goal of improving overall field quality.
- Maintain our HIGH FIVE Accreditation which reflects the highest standard of recreational programming quality and safety. HIGH FIVE is a national quality standard that ensures all programs for children aged 6-12 are created and delivered in an environment that fosters healthy child development. This is accomplished by training all program staff in the five Principles of Healthy Child Development, ensuring policies and procedures reflect the HIGH FIVE QUEST 1 Guidelines and evaluating our programs for compliance using the HIGH FIVE QUEST 2 tool. HIGH FIVE will be expanded in 2022 as staff continue to be trained in the Principles of Healthy Aging. This training focuses on the unique needs of older adults when participating in recreation activities with a goal of improving general mental and physical well-being and a better quality of life.



- Apply for Play Works' recognition as a Youth Friendly Community Gold designation. Applicants are required to meet at least 7 of 10 criteria designed to advance the concept of play for 13-19-year-olds within the community.
- Maintain our Safer Spaces designation, which promotes a more inclusive and accessible workplace for the LGBTQ community.
- Continue to refine and promote our client satisfaction assessment tool to provide valuable input on program quality and service-level opportunities.
- Continue to pursue revenue-generating events that maximize utilization of Recreation facilities such as hosting a Boat, Fishing and Outdoor show at East Bayfield Community Centre.
- Support the corporate-wide implementation of the Citizen Experience Management (CEM) system to optimize and track feedback.

### Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Ice Utilization Rate (Prime Time)* * Based on available hours outside of facility closures due to COVID	50.9%	51.2%	65.0%	65.0%
Registered Programming Occupancy Rate	56.0%	75.0%	75.0%	75.0%
recACCESS Participation Rate as a % of Low-Income Population	6.4%	9.2%	11.0%	10.5%

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Recreation and Culture Services**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$8,751,187	\$11,104,414	\$8,943,260	\$11,684,306	\$11,859,069	\$12,026,355	\$12,158,906
	<b>Materials &amp; Supplies</b>	\$2,088,926	\$3,011,328	\$2,117,741	\$3,070,631	\$3,131,873	\$3,193,772	\$3,256,917
	<b>Equipment &amp; Capital Purchases</b>	\$543,833	\$511,915	\$525,415	\$502,025	\$512,100	\$522,400	\$533,000
	<b>Services</b>	\$2,033,317	\$2,227,845	\$1,493,080	\$2,290,236	\$2,336,200	\$2,382,000	\$2,430,400
	<b>Rents &amp; Other Expenses</b>	\$404,406	\$451,061	\$293,930	\$472,873	\$483,914	\$495,088	\$504,910
	<b>Grant Expenses &amp; Transfers</b>	\$75,284	\$78,000	\$78,000	\$28,000	\$28,000	\$28,000	\$28,000
	<b>Sub-Total</b>	<b>\$13,896,952</b>	<b>\$17,384,563</b>	<b>\$13,451,426</b>	<b>\$18,048,072</b>	<b>\$18,351,156</b>	<b>\$18,647,615</b>	<b>\$18,912,134</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$4,022,671)	(\$7,213,927)	(\$2,417,500)	(\$7,667,268)	(\$8,990,900)	(\$9,847,750)	(\$10,541,450)
	<b>Other Revenues</b>	(\$863)	(\$6,000)	\$0	(\$6,000)	(\$6,000)	(\$6,000)	(\$6,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$383,418)	(\$175,853)	(\$313,029)	(\$232,453)	(\$227,000)	(\$227,000)	(\$227,000)
	<b>Interdepartmental Transfers</b>	\$158,661	\$136,254	\$130,421	\$140,553	\$143,348	\$146,122	\$148,570
	<b>Sub-Total</b>	<b>(\$4,248,289)</b>	<b>(\$7,259,526)</b>	<b>(\$2,600,108)</b>	<b>(\$7,765,168)</b>	<b>(\$9,080,552)</b>	<b>(\$9,934,628)</b>	<b>(\$10,625,880)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$9,648,663</b>	<b>\$10,125,037</b>	<b>\$10,851,319</b>	<b>\$10,282,903</b>	<b>\$9,270,604</b>	<b>\$8,712,987</b>	<b>\$8,286,254</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Recreation and Culture Services

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$8,751,187	\$11,104,414	\$8,943,260	\$11,684,306	\$0	\$11,684,306	\$579,892	5.22%	\$579,892	5.22%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$2,088,926	\$3,011,328	\$2,117,741	\$3,070,631	\$0	\$3,070,631	\$59,303	1.97%	\$59,303	1.97%
	<b>Equipment &amp; Capital Purchases</b>	\$543,833	\$511,915	\$525,415	\$502,025	\$0	\$502,025	(\$9,890)	-1.93%	(\$9,890)	-1.93%
	<b>Services</b>	\$2,033,317	\$2,227,845	\$1,493,080	\$2,290,236	\$0	\$2,290,236	\$62,392	2.80%	\$62,392	2.80%
	<b>Rents &amp; Other Expenses</b>	\$404,406	\$451,061	\$293,930	\$472,873	\$0	\$472,873	\$21,812	4.84%	\$21,812	4.84%
	<b>Grant Expenses &amp; Transfers</b>	\$75,284	\$78,000	\$78,000	\$28,000	\$0	\$28,000	(\$50,000)	-64.10%	(\$50,000)	-64.10%
	<b>Total</b>	<b>\$13,896,952</b>	<b>\$17,384,563</b>	<b>\$13,451,426</b>	<b>\$18,048,072</b>	<b>\$0</b>	<b>\$18,048,072</b>	<b>\$663,509</b>	<b>3.82%</b>	<b>\$663,509</b>	<b>3.82%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$4,022,671)	(\$7,213,927)	(\$2,417,500)	(\$7,667,268)	\$0	(\$7,667,268)	(\$453,342)	6.28%	(\$453,342)	6.28%
	<b>Other Revenues</b>	(\$863)	(\$6,000)	\$0	(\$6,000)	\$0	(\$6,000)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$383,418)	(\$175,853)	(\$313,029)	(\$232,453)	\$0	(\$232,453)	(\$56,600)	32.19%	(\$56,600)	32.19%
	<b>Interdepartmental Transfers</b>	\$158,661	\$136,254	\$130,421	\$140,553	\$0	\$140,553	\$4,299	3.15%	\$4,299	3.15%
	<b>Total</b>	<b>(\$4,248,289)</b>	<b>(\$7,259,526)</b>	<b>(\$2,600,108)</b>	<b>(\$7,765,168)</b>	<b>\$0</b>	<b>(\$7,765,168)</b>	<b>(\$505,643)</b>	<b>6.97%</b>	<b>(\$505,643)</b>	<b>6.97%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$9,648,663</b>	<b>\$10,125,037</b>	<b>\$10,851,319</b>	<b>\$10,282,903</b>		<b>\$10,282,903</b>	<b>\$157,866</b>	<b>1.56%</b>	<b>\$157,866</b>	<b>1.56%</b>

## Comments:

### **Salaries and Benefits**

As a direct result of our planned emergence from the impact of COVID on our recreational and cultural programming and facilities, staff anticipate a higher volume of participation and attendance resulting in the need for more part-time staff; therefore, part-time salaries have been increased by \$374K (+11%). Our part-time workforce provides the flexibility to adjust staffing needs if revenues begin to exceed current expectations. Full-time salaries are higher by \$205K due to the annualized impact of two full-time positions previously approved for 2021's budget (Mgr. of Client Services and Supervisor of Special Events) and the increases associated with salary step changes.

### Other Expenses

All other expenses reflect a concerted effort to strategically manage expense growth as the department emerges from the effects of the pandemic and focuses on revenue growth. Key areas include utilities expenses which increase by \$25K primarily due to increases in natural gas pricing, contracted services increasing by \$17K to support corporate special events in 2022 (Canada Day, Winterfest, and NYE), special events supplies increasing by \$15K to support activities at Sadlon Arena, and an additional \$12K in PPE to ensure staff continue to work together in a healthy and safe environment.

### User Fees, Services Charges, Rental Revenues

Ice rentals for organized hockey are expected to recover modestly by January 2022. Revenues are projected to be higher by \$555K (+27%) primarily due to minor hockey (\$282K), junior hockey (\$133K), women's hockey (\$84K), and other regular ice rentals (\$50K). Budgets for other revenue areas reflect a conservative position relative to the 2021 budget primarily due to longer closures and capacity limitations in 2021 than initially estimated. These extended closures resulted in recPASS membership cancellations at a higher-than-anticipated rate, significantly fewer drop-in activities, and lower facility rentals. The department is developing several initiatives for 2022 to rebuild revenues which include: an aggressive membership marketing campaign, updated drop-in and registered program activities, and a return to our successful summer camp programming.



# ORGANIZATIONAL CHART

## Infrastructure and Growth Management Division

**General Manager of Infrastructure and Growth Management**

**Manager of Business Performance and Environmental Sustainability**

**Director of Economic and Creative Development**

**Director of Development Services**

**Director of Operations**

**Director of Infrastructure**

**Manager of Corporate Asset Management**

**Chief Building Official**

**Supervisor of Administrative Support – BPES, Building & CAM**

## Divisional Performance Plan: Infrastructure & Growth Management Year 2022

### Goals

- Execute the delivery of the Capital Plan to achieve best value for the community.
- Manage development throughout the City in a way that recognizes good planning principles, appropriate design standards, emerging market trends and financial sustainability.
- Strategically manage the City's corporate assets, to minimize replacement costs over the long-term; and, to close the infrastructure deficit gap.
- Deliver quality operation and maintenance activities for roads, sidewalks, wastewater collection, stormwater, traffic controls, street lighting, parks, trails and open space.
- Position Barrie as a premiere business investment destination.
- Implement a waste and circular economy strategy.
- Nurture a culture of excellent business performance.
- Ensure all building construction meets the standards specified in the *Building Code* as required by the *Building Code Act*.
- Deliver high quality municipal drinking water.
- Protect the quality of water in Lake Simcoe.

### Key Division Service Delivery Initiatives

- Proactively manage the Infrastructure & Growth Management Capital Plan.
- Finalize and implement key policy and strategy documents: Official Plan, Zoning By-law, Urban Design Guidelines, Waterfront Master Plan, Vision Zero, Traffic Calming Policy, Cycle Barrie Infrastructure Plan, Environmental Obligations Program, Waste Management and Circular Economy Framework, Climate Change Adaptation Strategy, Groundwater Assessment Tool, Core Asset AMP's
- Advance the corporate Lean Six Sigma program including training, project prioritization, process review and implementation support.
- Develop a vibrant downtown economic corridor, including west-end revitalization.
- Facilitate continued emergence of a diverse and sustainable arts and cultural sector.
- Deliver quality operation and maintenance activities across road and park assets.
- Advance the Barrie WwTF Program in accordance with approved methodology and schedule.

## External Factors Influencing Activities & Outcomes

- Regulatory and legislative changes.
- Population growth and related increased service requirements.
- Increased inventory of City assets both above and below ground.
- Growing service level expectations from residents and stakeholders.

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Ensure that the growth of the City remains financially sustainable by improving actual Capital expenditures as a % of forecasted expenditures	N/A	N/A	N/A	80%
Continue to protect the City's drinking water sources by implementing the groundwater assessment tool	N/A	N/A	N/A	100%
Evolve service level expectations as the City continues to grow by tracking planned winter route optimization vs actual winter route optimization	N/A	N/A	N/A	TBD

## Budget Summary

### Tax Rate:

Department	2022 Net Requested Budget	2022 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the General Manager	\$316,749	1	0	1
Building Services	\$0	33	0	33
Business Performance & Environmental Sustainability	\$2,155,475	17	0	17
Corporate Asset Management	\$1,075,205	12	0	12

Development Services	\$6,777,272	53	0	53
Economic & Creative Development	\$2,177,017	11	0	11
Infrastructure Department	\$1,262,137	46	1	47
Operations	\$34,712,942	121	2	123
<b>Total</b>	<b>\$48,476,798</b>	<b>294</b>	<b>3</b>	<b>297</b>

**User Rate:**

Department	2022 Net Requested Budget	2022 Staffing		
		Base Complement	Service Level Changes	Total Requested
Water Operations	\$7,177,392	70	0	70
Wastewater Operations	\$17,327,573	40	0	40
<b>Total</b>	<b>\$24,504,965</b>	<b>110</b>	<b>0</b>	<b>110</b>



**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$27,630,116	\$32,292,979	\$32,306,371	\$33,628,647	\$34,820,857	\$35,300,877	\$35,386,094
	<b>Materials &amp; Supplies</b>	\$5,419,463	\$6,131,949	\$6,017,408	\$6,266,601	\$6,383,660	\$6,509,819	\$6,613,944
	<b>Equipment &amp; Capital Purchases</b>	\$401,873	\$727,657	\$731,516	\$737,302	\$1,241,213	\$1,267,003	\$1,287,733
	<b>Services</b>	\$20,027,308	\$23,312,584	\$23,765,414	\$24,106,423	\$25,346,213	\$25,724,118	\$26,166,817
	<b>Rents &amp; Other Expenses</b>	\$496,943	\$652,470	\$687,470	\$892,441	\$908,297	\$925,994	\$942,089
	<b>Grant Expenses &amp; Transfers</b>	\$2,458,369	\$1,801,340	\$3,185,394	\$2,587,026	\$2,169,997	\$2,276,182	\$2,383,731
	<b>Sub-Total</b>	<b>\$56,434,072</b>	<b>\$64,918,980</b>	<b>\$66,693,573</b>	<b>\$68,218,442</b>	<b>\$70,870,237</b>	<b>\$72,003,993</b>	<b>\$72,780,408</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$4,921,876)	(\$4,190,279)	(\$4,297,529)	(\$4,270,115)	(\$4,340,964)	(\$4,425,890)	(\$4,417,887)
	<b>Licenses &amp; Permits</b>	(\$4,558,560)	(\$5,057,299)	(\$5,057,299)	(\$5,906,483)	(\$6,113,824)	(\$6,236,101)	(\$6,360,823)
	<b>Other Revenues</b>	\$142,414	(\$125,137)	(\$877,137)	(\$127,640)	(\$130,193)	(\$132,797)	(\$135,453)
	<b>Grant Revenues &amp; Contributions</b>	(\$3,467,822)	(\$4,955,284)	(\$5,612,590)	(\$5,290,138)	(\$5,217,906)	(\$5,261,246)	(\$5,306,351)
	<b>Interdepartmental Transfers</b>	(\$3,111,434)	(\$4,440,932)	(\$4,602,383)	(\$4,524,106)	(\$4,302,630)	(\$4,116,338)	(\$3,962,728)
	<b>Sub-Total</b>	<b>(\$15,917,278)</b>	<b>(\$18,768,932)</b>	<b>(\$20,446,938)</b>	<b>(\$20,118,483)</b>	<b>(\$20,105,517)</b>	<b>(\$20,172,371)</b>	<b>(\$20,183,241)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$40,516,794</b>	<b>\$46,150,048</b>	<b>\$46,246,635</b>	<b>\$48,099,959</b>	<b>\$50,764,720</b>	<b>\$51,831,622</b>	<b>\$52,597,166</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$31,240,312	\$36,470,488	\$36,282,679	\$37,881,569	\$90,994	\$37,972,563	\$1,411,081	3.87%	\$1,502,076	4.12%
	<b>Recovery from Capital</b>	(\$3,610,196)	(\$4,177,509)	(\$3,976,307)	(\$4,148,371)	\$10,845	(\$4,137,527)	\$29,138	-0.70%	\$39,982	-0.96%
	<b>Materials &amp; Supplies</b>	\$5,419,463	\$6,131,949	\$6,017,408	\$6,266,601	\$0	\$6,266,601	\$134,652	2.20%	\$134,652	2.20%
	<b>Equipment &amp; Capital Purchases</b>	\$401,873	\$727,657	\$731,516	\$737,302	\$0	\$737,302	\$9,645	1.33%	\$9,645	1.33%
	<b>Services</b>	\$20,027,308	\$23,312,584	\$23,765,414	\$24,281,423	\$275,000	\$24,556,423	\$968,839	4.16%	\$1,243,839	5.34%
	<b>Rents &amp; Other Expenses</b>	\$496,943	\$652,470	\$687,470	\$892,441	\$0	\$892,441	\$239,971	36.78%	\$239,971	36.78%
	<b>Grant Expenses &amp; Transfers</b>	\$2,458,369	\$1,801,340	\$3,185,394	\$2,587,026	\$0	\$2,587,026	\$785,686	43.62%	\$785,686	43.62%
	<b>Total</b>	<b>\$56,434,072</b>	<b>\$64,918,980</b>	<b>\$66,693,573</b>	<b>\$68,497,992</b>	<b>\$376,839</b>	<b>\$68,874,831</b>	<b>\$3,579,012</b>	<b>5.51%</b>	<b>\$3,955,851</b>	<b>6.09%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$4,921,876)	(\$4,190,279)	(\$4,297,529)	(\$4,270,115)	\$0	(\$4,270,115)	(\$79,836)	1.91%	(\$79,836)	1.91%
	<b>Licenses &amp; Permits</b>	(\$4,558,560)	(\$5,057,299)	(\$5,057,299)	(\$5,906,483)	\$0	(\$5,906,483)	(\$849,184)	16.79%	(\$849,184)	16.79%
	<b>Other Revenues</b>	\$142,414	(\$125,137)	(\$877,137)	(\$127,640)	\$0	(\$127,640)	(\$2,503)	2.00%	(\$2,503)	2.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$3,467,822)	(\$4,955,284)	(\$5,612,590)	(\$5,290,138)	\$0	(\$5,290,138)	(\$334,855)	6.76%	(\$334,855)	6.76%
	<b>Interdepartmental Transfers</b>	(\$3,111,434)	(\$4,440,932)	(\$4,602,383)	(\$4,524,106)	\$0	(\$4,524,106)	(\$83,174)	1.87%	(\$83,174)	1.87%
	<b>Total</b>	<b>(\$15,917,278)</b>	<b>(\$18,768,932)</b>	<b>(\$20,446,938)</b>	<b>(\$20,118,483)</b>	<b>\$0</b>	<b>(\$20,118,483)</b>	<b>(\$1,349,551)</b>	<b>7.19%</b>	<b>(\$1,349,551)</b>	<b>7.19%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$40,516,794</b>	<b>\$46,150,048</b>	<b>\$46,246,635</b>	<b>\$48,379,509</b>	<b>\$376,839</b>	<b>\$48,756,348</b>	<b>\$2,229,461</b>	<b>4.83%</b>	<b>\$2,606,300</b>	<b>5.65%</b>

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**GM Infrastructure & Growth Mgmt**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$385,012	\$412,356	\$295,189	\$281,449	\$284,728	\$288,075	\$291,479
	<b>Materials &amp; Supplies</b>	\$3,783	\$3,624	\$3,925	\$3,816	\$3,893	\$3,971	\$4,050
	<b>Services</b>	\$8,359	\$29,401	\$31,376	\$31,483	\$32,113	\$32,755	\$33,410
	<b>Sub-Total</b>	<b>\$397,154</b>	<b>\$445,381</b>	<b>\$330,490</b>	<b>\$316,749</b>	<b>\$320,734</b>	<b>\$324,801</b>	<b>\$328,940</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$397,154</b>	<b>\$445,381</b>	<b>\$330,490</b>	<b>\$316,749</b>	<b>\$320,734</b>	<b>\$324,801</b>	<b>\$328,940</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### GM Infrastructure & Growth Mgmt

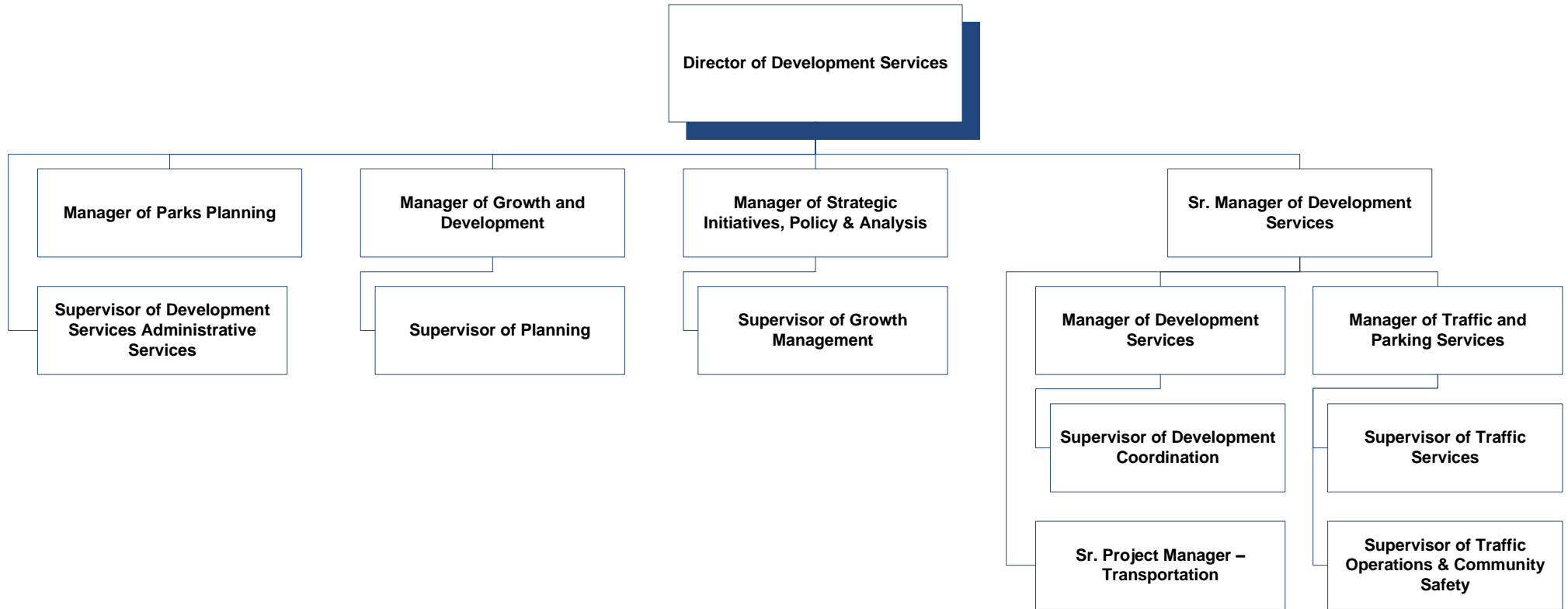
		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$385,012	\$412,356	\$295,189	\$281,449	\$0	\$281,449	(\$130,907)	-31.75%	(\$130,907)	-31.75%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$3,783	\$3,624	\$3,925	\$3,816	\$0	\$3,816	\$193	5.32%	\$193	5.32%
	<b>Services</b>	\$8,359	\$29,401	\$31,376	\$31,483	\$0	\$31,483	\$2,082	7.08%	\$2,082	7.08%
	<b>Total</b>	<b>\$397,154</b>	<b>\$445,381</b>	<b>\$330,490</b>	<b>\$316,749</b>	<b>\$0</b>	<b>\$316,749</b>	<b>(\$128,632)</b>	<b>-28.88%</b>	<b>(\$128,632)</b>	<b>-28.88%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$397,154</b>	<b>\$445,381</b>	<b>\$330,490</b>	<b>\$316,749</b>		<b>\$316,749</b>	<b>(\$128,632)</b>	<b>-28.88%</b>	<b>(\$128,632)</b>	<b>-28.88%</b>

Comments:



# ORGANIZATIONAL CHART

## Development Services Department



## Departmental Performance Plan: Development Services Year 2022

### Departmental Overview

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

There are five branches:

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

**Development approvals** – 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 and engagement, 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 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 standards.

**Parks planning** – responsible for oversight of parks master plan and playground renewals projects, community group partnerships and full development approvals review for site plans and subdivisions. Support of community outreach initiatives such as: community gardens, food security, nature initiatives and school organizations (as able).

**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.

**Traffic Services** - responsible for traffic operations and community safety with tasks associated with the daily operation of the transportation network including signage, markings and traffic calming. Traffic systems planning, design, installation and

maintenance including illumination and traffic signal flows. ROWA permits for various works in the City rights of ways and the review of municipal consents are supported by this team.

## Strategic Plan & Other Program Deliverables

Development Services strategic priorities:

- ensuring land use proposals foster an environment that is supportive to industry and employment uses
- monitoring and updating the Affordable Housing Strategy for the community
- promoting mixed use developments that create walkable communities and responsible growth management to make wise use of land and other resources
- increased public engagement and consultation techniques in a digital platform
- increase of active transportation paths connecting communities to the places people want to go and calming vehicular traffic on local roads

## Major Initiatives/Issues

- Finalization and Implementation of key policy and strategy documents, such as: Official Plan, Zoning By-law, Urban Design Guidelines, Waterfront Master Plan, Vision Zero, Traffic Calming Policy, Cycle Barrie Infrastructure Plan, Market District Planning
- Promote community engagement and outreach across the division with our technical partner agencies, residents, community groups, industry and professional organizations
- Review and update policies, strategies and analysis: including monitoring and reporting and responding to changing Federal and Provincial regulations
- 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
- Fulsome transportation planning to ensure future transportation needs of the community are in place now, including managing Environmental Assessments for infrastructure projects: such as Bradford Street and key participant in the Traffic Calming Policy and lead in the Vision Zero project
- Detailed review of transportation planning principles in site plan and subdivision review processes
- Comprehensive parks planning oversight to ensure access to quality parkland and initiatives for the community that include a range of improvements to existing parks, design of new parks
- Detailed review of parks, open space, environmental protection land in site plan and subdivisions review processes

- Review traffic services and community road safety across the City in neighbourhoods and in particular near parks and schools and be a key participant in the Vision Zero work and a lead of the updated Traffic Calming Policy
- Ensure traffic signals and roadway works improve the ability for people to move around the City safely
- Manage the Community Improvement Plan to support projects that support Council's Strategic Priorities
- Update and monitor the Affordable Housing Strategy and the goal to get more affordable housing built
- Support a resident-friendly Committee of Adjustment process
- Proactive zoning enforcement and second suite safety review throughout the community

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Get more affordable housing built in our community by tracking the number of proposals that include affordable housing projects vs the number of affordable units occupied. (built unit counts total of all types) approved units / occupied units	104	n/a	n/a	approved/built
Create a greener Barrie by monitoring the amount of Environmental Protection and Open Space land dedicated to the City through development applications (ha)	24.82	18	18	20
Maintain an open for business approach by ensuring that the time between initial planning approvals through to final approvals (detailed engineering design) and first building permit is streamlined. (time from final approval to first building permit issuance is below baseline)	n/a	n/a	n/a	# of days
Makes our roads safer by reducing Vehicle Collision Rate per Population – represented as per 100,000 people (below baseline)	n/a	n/a	n/a	# of collisions / 100,000
Improve the ability to get around by coordinating Traffic Signal at key corridors to reduce intersection time in seconds– represented as 4 corridors per year (below target)	n/a	n/a	n/a	# of times below the target
Increase transportation options by improving the network of active transportation routes, paths and trails and creating connections to parks, schools and other areas across the municipality (km additions and improvements to our transportation network)	27.1km	n/a	n/a	20km



**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Development Services**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$5,497,549	\$6,158,050	\$6,156,496	\$6,367,164	\$6,473,167	\$6,553,515	\$6,637,019
	<b>Materials &amp; Supplies</b>	\$919,986	\$1,092,315	\$1,092,354	\$978,414	\$1,022,192	\$1,042,626	\$1,063,469
	<b>Equipment &amp; Capital Purchases</b>	\$114,488	\$240,758	\$240,758	\$245,697	\$251,196	\$256,218	\$261,348
	<b>Services</b>	\$1,193,183	\$1,608,474	\$1,608,474	\$1,709,496	\$1,743,835	\$1,778,700	\$1,813,809
	<b>Rents &amp; Other Expenses</b>	\$2,554	\$6,636	\$6,636	\$6,696	\$6,830	\$6,967	\$7,106
	<b>Grant Expenses &amp; Transfers</b>	\$1,914,305	\$891,103	\$891,103	\$1,502,445	\$1,532,494	\$1,563,144	\$1,594,406
	<b>Sub-Total</b>	<b>\$9,642,065</b>	<b>\$9,997,336</b>	<b>\$9,995,821</b>	<b>\$10,809,912</b>	<b>\$11,029,714</b>	<b>\$11,201,169</b>	<b>\$11,377,158</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$2,968,118)	(\$2,126,288)	(\$2,126,288)	(\$2,158,790)	(\$2,183,606)	(\$2,227,278)	(\$2,271,823)
	<b>Licenses &amp; Permits</b>	(\$668,974)	(\$579,890)	(\$579,890)	(\$591,488)	(\$603,318)	(\$615,384)	(\$627,692)
	<b>Other Revenues</b>	(\$31,200)	(\$18,748)	(\$18,748)	(\$19,123)	(\$19,506)	(\$19,896)	(\$20,294)
	<b>Grant Revenues &amp; Contributions</b>	(\$1,092,529)	(\$807,025)	(\$807,025)	(\$1,400,955)	(\$1,408,974)	(\$1,417,154)	(\$1,425,497)
	<b>Interdepartmental Transfers</b>	\$153,200	\$141,043	\$140,732	\$137,716	\$140,810	\$143,523	\$146,205
	<b>Sub-Total</b>	<b>(\$4,607,621)</b>	<b>(\$3,390,908)</b>	<b>(\$3,391,218)</b>	<b>(\$4,032,640)</b>	<b>(\$4,074,594)</b>	<b>(\$4,136,188)</b>	<b>(\$4,199,101)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$5,034,444</b>	<b>\$6,606,428</b>	<b>\$6,604,603</b>	<b>\$6,777,272</b>	<b>\$6,955,120</b>	<b>\$7,064,981</b>	<b>\$7,178,057</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### Development Services

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$5,580,351	\$6,331,774	\$6,330,221	\$6,507,856	\$0	\$6,507,856	\$176,081	2.78%	\$176,081	2.78%
	<b>Recovery from Capital</b>	(\$82,802)	(\$173,725)	(\$173,725)	(\$140,691)	\$0	(\$140,691)	\$33,033	-19.01%	\$33,033	-19.01%
	<b>Materials &amp; Supplies</b>	\$919,986	\$1,092,315	\$1,092,354	\$978,414	\$0	\$978,414	(\$113,902)	-10.43%	(\$113,902)	-10.43%
	<b>Equipment &amp; Capital Purchases</b>	\$114,488	\$240,758	\$240,758	\$245,697	\$0	\$245,697	\$4,940	2.05%	\$4,940	2.05%
	<b>Services</b>	\$1,193,183	\$1,608,474	\$1,608,474	\$1,709,496	\$0	\$1,709,496	\$101,022	6.28%	\$101,022	6.28%
	<b>Rents &amp; Other Expenses</b>	\$2,554	\$6,636	\$6,636	\$6,696	\$0	\$6,696	\$60	0.90%	\$60	0.90%
	<b>Grant Expenses &amp; Transfers</b>	\$1,914,305	\$891,103	\$891,103	\$1,502,445	\$0	\$1,502,445	\$611,342	68.61%	\$611,342	68.61%
	<b>Total</b>	<b>\$9,642,065</b>	<b>\$9,997,336</b>	<b>\$9,995,821</b>	<b>\$10,809,912</b>	<b>\$0</b>	<b>\$10,809,912</b>	<b>\$812,577</b>	<b>8.13%</b>	<b>\$812,577</b>	<b>8.13%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$2,968,118)	(\$2,126,288)	(\$2,126,288)	(\$2,158,790)	\$0	(\$2,158,790)	(\$32,502)	1.53%	(\$32,502)	1.53%
	<b>Licenses &amp; Permits</b>	(\$668,974)	(\$579,890)	(\$579,890)	(\$591,488)	\$0	(\$591,488)	(\$11,598)	2.00%	(\$11,598)	2.00%
	<b>Other Revenues</b>	(\$31,200)	(\$18,748)	(\$18,748)	(\$19,123)	\$0	(\$19,123)	(\$375)	2.00%	(\$375)	2.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$1,092,529)	(\$807,025)	(\$807,025)	(\$1,400,955)	\$0	(\$1,400,955)	(\$593,930)	73.60%	(\$593,930)	73.60%
	<b>Interdepartmental Transfers</b>	\$153,200	\$141,043	\$140,732	\$137,716	\$0	\$137,716	(\$3,327)	-2.36%	(\$3,327)	-2.36%
	<b>Total</b>	<b>(\$4,607,621)</b>	<b>(\$3,390,908)</b>	<b>(\$3,391,218)</b>	<b>(\$4,032,640)</b>	<b>\$0</b>	<b>(\$4,032,640)</b>	<b>(\$641,733)</b>	<b>18.93%</b>	<b>(\$641,733)</b>	<b>18.93%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$5,034,444</b>	<b>\$6,606,428</b>	<b>\$6,604,603</b>	<b>\$6,777,272</b>		<b>\$6,777,272</b>	<b>\$170,844</b>	<b>2.59%</b>	<b>\$170,844</b>	<b>2.59%</b>

**Comments:**

The 2022 Development Services budget includes a tax rate increase of 2.59%. This includes an \$813 thousand increase in operating expenses, and a \$642 thousand increase in budgeted revenues.

The main driver of the change in 2022 operating expenses is due to a \$600 thousand dollar increase in Community Improvement Plan reserve contributions, however, this amount is being fully offset by an increase in budgeted funding from the Reinvestment Reserve. Therefore, there is no net impact to the 2022 base budget.

The other significant increase is due to a \$176 thousand increase in labour expenses. This increase includes a cost of living increase, merit increase for full time CUPE and non-union employees, and an estimated increase for benefits rates.



## Departmental Performance Plan: Infrastructure Year 2022

### Departmental Overview

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

#### Design and Construction

The Design and Construction Branches requires approximately 26% of the Department's staff resources. The Branches deliver the City's Capital Program by providing engineering services and project management services. The Capital Program addresses asset renewal and implementation of projects to service residential and employment growth.

The projects are delivered through a combination of internal and external resources consisting of consultants and contractors. Branch responsibilities are summarised as follows:

- Project management, Detailed design, Contract Administration and Construction Inspection
- Project Planning – Development of scope, schedule, budget, and risk registers
- Application of sound engineering practices to develop engineering designs
- Coordination of Property acquisition and Utility relocation
- Procurement of engineering and construction services
- Constructive engagement of stakeholders, public, and media
- Leadership of engineering and construction project phases to meet corporate goals and objectives

#### Water Operations

The Water Operations Branch requires 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 residential, commercial, institutional customers and fire protection.

Operational and maintenance services are delivered by highly trained and licensed staff to ensure the Municipal Drinking Water System is in conformance with regulatory requirements (OWRA & Safe Drinking Water Act (SDWA), etc.). Branch responsibilities are summarised as follows:

- Operation and maintenance of the Surface Water Treatment Plant, wells, treatment systems, pump stations, water mains, valves, and hydrants
- Inspection of water mains and the installation of Residential, Industrial / Commercial / Institutional water services and meters
- Oversee the Backflow Prevention Program
- Customer services to resolve water quality or water pressure issues / complaints
- Prevention of infrastructure damage through the locating services for the City of Barrie's buried infrastructure in accordance with "One Call" legislation.

### **Wastewater Operations**

The Wastewater Operations Branch requires 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 all applicable regulatory requirements (Environmental Protection Act (EPA), Ontario Water Resources Act (OWRA), Lake Simcoe Protection Act (LSPA), Nutrient Management Act (NMA), etc) prior to discharge to Lake Simcoe. 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 to ensure conformance to stringent environmental and health & safety regulations, standards and the system-wide Environmental Compliance Approval (ECA). Branch responsibilities are summarised as follows:

- Operation and maintenance of the wastewater collection system including the sanitary lateral replacement program
- Operation and maintenance of the Wastewater Treatment Facility (WwTF); 13 Remote Wastewater Pumping Stations; the Oro Biosolids Storage Facility and 3 additional pumping stations at the Barrie Sports Complex
- Collaborate with the Program Management team to successfully implement extensive capital upgrades and the facility expansion to service growth and meet the effluent requirements and phosphorus loading requirements as outlined in the ECA.

## Strategic Plan & Other Program Deliverables

The Infrastructure Department's Strategic objectives are as follows:

- Supply safe drinking water to Barrie's residents and provide adequate water supply for fire protection at all times.
- Meet effluent requirements for discharge to Lake Simcoe
- Eliminate occurrences of adverse water quality incidents (AWQI)
- Reduce Water system electricity costs by 10%
- Deliver Capital Projects with "Cost Certainty" and "Schedule Certainty" and leave a "Positive Legacy" with stakeholders

## Major Initiatives/Issues

- Promote safe work practices; including communicating safety improvements with staff and seeking prevention
- Incorporate climate change adaptation and mitigation features in capital projects and operational activities
- Develop and implement Asset Management Plans in collaboration with CAM
- Update Operation Plans, Manuals, and Operating Procedures
- Develop Project Plans for all new capital projects
- Develop risk-based project cost estimates
- Initiate validation phase of the Integrated Project Delivery (IPD) for the WwTF Upgrades
- Construct Stormwater management and Flood Protection Projects
- Design and construct Infrastructure to facilitate employment and residential development
- Implement Neighbourhood Renewal Programs

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Improve the City's ability to deliver capital projects with cost and schedule certainty by eliminating annual carry over Capital Plan funds into 2023 (\$)	\$172 Million	\$96 Million	\$96 Million	\$0
Protect the quality of Lake Simcoe by eliminating non-compliant/sewage discharges to environment (occurrences)	1	0	0	0
Develop a positive legacy with water customers by attaining high level of Customer Satisfaction (Index (%))	N/A	N/A	N/A	80%

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Infrastructure Department - Tax**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,126,838	\$2,440,246	\$2,419,620	\$2,469,787	\$2,500,942	\$2,514,896	\$2,310,507
	<b>Materials &amp; Supplies</b>	\$121,560	\$134,804	\$135,625	\$168,920	\$172,112	\$174,932	\$178,209
	<b>Equipment &amp; Capital Purchases</b>	\$7,720	\$6,465	\$1,950	\$4,030	\$4,061	\$4,092	\$4,124
	<b>Services</b>	\$1,271,751	\$1,232,956	\$1,236,322	\$1,295,377	\$1,302,102	\$1,325,939	\$1,352,091
	<b>Rents &amp; Other Expenses</b>	\$57,577	\$4,945	\$14,945	\$100,044	\$102,045	\$104,086	\$106,159
	<b>Sub-Total</b>	<b>\$3,585,448</b>	<b>\$3,819,416</b>	<b>\$3,808,462</b>	<b>\$4,038,158</b>	<b>\$4,081,261</b>	<b>\$4,123,944</b>	<b>\$3,951,090</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$224)	(\$500)	(\$1,500)	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,500)
	<b>Other Revenues</b>	(\$9,951)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$221)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	(\$2,542,448)	(\$2,570,543)	(\$2,578,106)	(\$2,770,810)	(\$2,828,753)	(\$2,875,068)	(\$2,922,193)
	<b>Sub-Total</b>	<b>(\$2,552,844)</b>	<b>(\$2,571,043)</b>	<b>(\$2,579,606)</b>	<b>(\$2,773,310)</b>	<b>(\$2,831,253)</b>	<b>(\$2,877,568)</b>	<b>(\$2,924,693)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,032,603</b>	<b>\$1,248,373</b>	<b>\$1,228,856</b>	<b>\$1,264,848</b>	<b>\$1,250,008</b>	<b>\$1,246,376</b>	<b>\$1,026,396</b>



## 2022 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

### Infrastructure Department – Design & Construction

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,730,918	\$5,002,758	\$4,953,276	\$5,138,468	(\$13,556)	\$5,124,912	\$135,710	2.71%	\$122,154	2.44%
	<b>Recovery from Capital</b>	(\$3,249,058)	(\$3,512,138)	(\$3,483,132)	(\$3,649,000)	\$10,845	(\$3,638,155)	(\$136,862)	3.90%	(\$126,018)	3.59%
	<b>Materials &amp; Supplies</b>	\$14,871	\$29,499	\$30,319	\$30,813	\$0	\$30,813	\$1,315	4.46%	\$1,315	4.46%
	<b>Equipment &amp; Capital Purchases</b>	\$987	\$3,200	\$1,950	\$4,030	\$0	\$4,030	\$830	25.94%	\$830	25.94%
	<b>Services</b>	\$102,477	\$139,405	\$141,795	\$168,384	\$0	\$168,384	\$28,979	20.79%	\$28,979	20.79%
	<b>Total</b>	<b>\$1,600,195</b>	<b>\$1,662,724</b>	<b>\$1,644,208</b>	<b>\$1,692,695</b>	<b>(\$2,711)</b>	<b>\$1,689,984</b>	<b>\$29,971</b>	<b>1.80%</b>	<b>\$27,260</b>	<b>1.64%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$224)	(\$500)	(\$1,500)	(\$2,500)	\$0	(\$2,500)	(\$2,000)	400.00%	(\$2,000)	400.00%
	<b>Other Revenues</b>	(\$9,951)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Interdepartmental Transfers</b>	(\$420,894)	(\$413,852)	(\$413,852)	(\$425,347)	\$0	(\$425,347)	(\$11,495)	2.78%	(\$11,495)	2.78%
	<b>Total</b>	<b>(\$431,069)</b>	<b>(\$414,352)</b>	<b>(\$415,352)</b>	<b>(\$427,847)</b>	<b>\$0</b>	<b>(\$427,847)</b>	<b>(\$13,495)</b>	<b>3.26%</b>	<b>(\$13,495)</b>	<b>3.26%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,169,126</b>	<b>\$1,248,373</b>	<b>\$1,228,856</b>	<b>\$1,264,848</b>	<b>(\$2,711)</b>	<b>\$1,262,137</b>	<b>\$16,476</b>	<b>1.32%</b>	<b>\$13,765</b>	<b>1.10%</b>

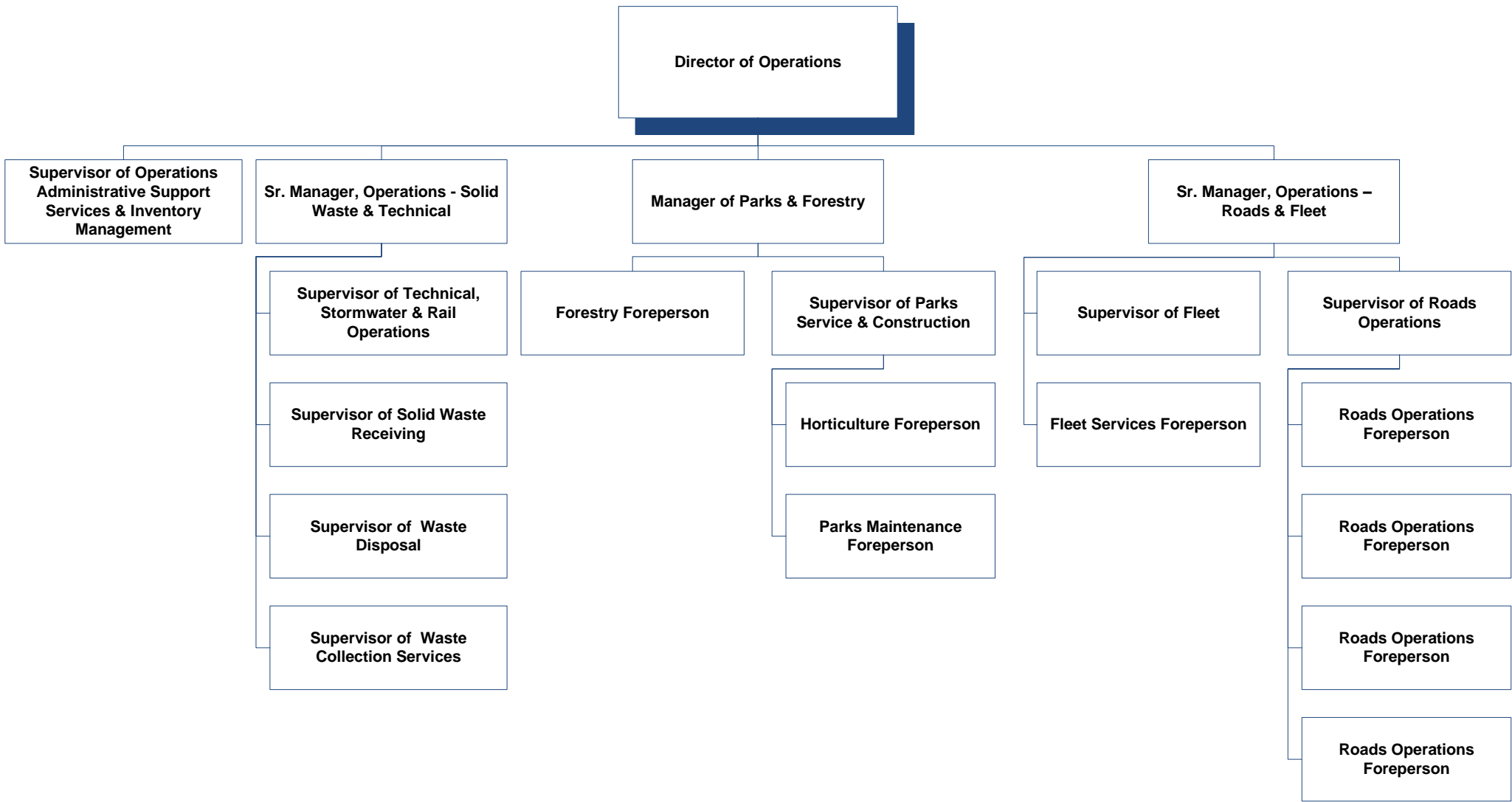
**Comments:**

The cost of labour is expected to increase by \$136 thousand for 2022. The increase provides for cost-of-living provisions, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates. The increase in cost of labour is offset by recovering labour costs from capital projects and water and wastewater rates (Interdepartmental Transfers).



# ORGANIZATIONAL CHART

## Operations Department



## Departmental Performance Plan: Operations Year 2022

### Departmental Overview

The Operations Department is comprised of three Branches: Parks and Forestry; Roads, Stormwater, Rail and Fleet Operations; and Solid Waste and Technical Operations.

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

### Solid Waste & Technical Operations

The Technical Operations Section of the Branch provides engineering, information technology and technical activities support to the Department. This Section is responsible for developing, administering, and overseeing the implementation of operations and maintenance programs and work plans to create efficiencies in asset management and to continually enhance services. It conducts research, investigation of innovational opportunities and new technologies, develops, implements, and assesses the success of pilot initiatives and transitions them into operational programs. The Section reviews proposals for new or modified assets to be added to the City's inventory such as new subdivisions, road reconstruction, new materials, devices, and operational requirements and makes recommendations and comments to Engineering, Planning and other Departments to ensure operational efficiencies, adequate asset lifespan and effective service delivery. Additionally, this Section develops contracts for various activities within the Branch and the Department, as well as overseeing contract execution and payment. Finally, the Section has oversight of continuous improvement and administration of the Cityworks CMMS, and other information technology software, hardware, and related processes in use throughout the Department.

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

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

## **Roads, Stormwater, Rail & Fleet Operations**

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

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

The Roadside Maintenance Operations section of the Branch performs street sweeping, walkway maintenance, garbage removal from roadside and fence and retaining wall maintenance. During the winter season, this section performs sidewalk snow removal, sanding, salting and additional winter patrols.

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

The BIA and Traffic Operations section of the Branch 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 reporting of roadway deficiencies to meet Ontario regulations and provides after hours response for Departmental issues and emergency response. During the winter months, this section performs sanding and salting operations on City parking lots.

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

## **Parks & Forestry Operations**

The Parks & Forestry Branch is responsible for the management, maintenance and ongoing care of over 3,100 acres of waterfront, parkland and open space including 127 parks and over 150 kilometers of maintained trails. Parks services include horticulture displays and maintenance, turf management, shoreline maintenance, maintenance of parks amenities such as sports fields,

playgrounds, play courts, picnic shelters, spray pads, waste collection, landscape construction, City's outdoor rink program, greenhouse operations, and winter snow removal operations.

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

### **Strategic Plan & Other Program Deliverables**

- Meet service level standards (LOS) prescribed by City Council.
- Comply with legislation; Occupational Health and Safety Act, OWRA, SDWA, EPA, EAA, OBCA, OHTSA, Municipal Act.
- Meet or exceed regulatory compliance with Provincial/Federal legislation.
- Maintain corporate fleet and ensure CVOR compliance.

### **Major Initiatives/Issues**

- Implement winter maintenance optimization plan with additional approved resources, route optimization and combination plow/salter equipment to service growth areas.
- Reduce reliance on contracted services and utilize in-house resources to 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 and service request use for the Solid Waste Operations Team.
- Complete the transition of “first call response services” for Solid Waste Operations to the Service Barrie team, ensuring integration with Cityworks and the Corporate CEM tool.
- Development and implementation of revised Stormwater Standards that include a focus on LID practises and validation testing requirements to support assumption of new assets throughout the various phases of construction and development processes.

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Ensure safe and efficient travel for vehicles and pedestrians by maintaining the projected winter maintenance service level compliance	97%	97%	96%	97%
Reduce the effects of climate change by increasing the urban tree canopy via trees planted through Community Planting Partnerships ***	150	750	900	750

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

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Operations**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$12,834,440	\$15,199,579	\$15,228,248	\$15,840,983	\$16,185,818	\$16,451,308	\$16,564,148
	<b>Materials &amp; Supplies</b>	\$4,132,264	\$4,603,535	\$4,510,625	\$4,814,902	\$4,873,525	\$4,970,007	\$5,045,990
	<b>Equipment &amp; Capital Purchases</b>	\$274,951	\$445,019	\$453,919	\$450,958	\$949,247	\$968,382	\$984,335
	<b>Services</b>	\$16,416,056	\$18,911,423	\$19,275,941	\$19,232,965	\$20,490,146	\$20,893,155	\$21,257,992
	<b>Rents &amp; Other Expenses</b>	\$379,028	\$616,040	\$641,040	\$760,477	\$773,865	\$788,942	\$802,325
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$34,036,739</b>	<b>\$39,775,595</b>	<b>\$40,109,773</b>	<b>\$41,100,284</b>	<b>\$43,272,601</b>	<b>\$44,071,794</b>	<b>\$44,654,790</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,524,519)	(\$1,882,586)	(\$1,882,336)	(\$1,931,911)	(\$1,970,774)	(\$2,010,152)	(\$1,954,153)
	<b>Licenses &amp; Permits</b>	(\$3,085)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Other Revenues</b>	(\$50,974)	(\$106,389)	(\$98,389)	(\$108,517)	(\$110,687)	(\$112,901)	(\$115,159)
	<b>Grant Revenues &amp; Contributions</b>	(\$1,708,576)	(\$3,501,360)	(\$3,501,360)	(\$3,525,487)	(\$3,557,997)	(\$3,593,157)	(\$3,626,980)
	<b>Interdepartmental Transfers</b>	(\$1,029,391)	(\$1,583,353)	(\$1,593,553)	(\$1,200,977)	(\$1,000,556)	(\$805,767)	(\$613,787)
	<b>Sub-Total</b>	<b>(\$4,316,544)</b>	<b>(\$7,073,688)</b>	<b>(\$7,075,638)</b>	<b>(\$6,766,892)</b>	<b>(\$6,640,014)</b>	<b>(\$6,521,977)</b>	<b>(\$6,310,078)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$29,720,195</b>	<b>\$32,701,908</b>	<b>\$33,034,135</b>	<b>\$34,333,392</b>	<b>\$36,632,587</b>	<b>\$37,549,817</b>	<b>\$38,344,711</b>



## 2022 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### Operations

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$12,834,440	\$15,249,579	\$15,278,248	\$15,890,983	\$104,550	\$15,995,533	\$641,404	4.21%	\$745,954	4.89%
	<b>Recovery from Capital</b>	\$0	(\$50,000)	(\$50,000)	(\$50,000)	\$0	(\$50,000)	\$0	0.00%	\$0	0.00%
	<b>Materials &amp; Supplies</b>	\$4,132,264	\$4,603,535	\$4,510,625	\$4,814,902	\$0	\$4,814,902	\$211,367	4.59%	\$211,367	4.59%
	<b>Equipment &amp; Capital Purchases</b>	\$274,951	\$445,019	\$453,919	\$450,958	\$0	\$450,958	\$5,940	1.33%	\$5,940	1.33%
	<b>Services</b>	\$16,416,056	\$18,911,423	\$19,275,941	\$19,287,965	\$275,000	\$19,562,965	\$376,542	1.99%	\$651,542	3.45%
	<b>Rents &amp; Other Expenses</b>	\$379,028	\$616,040	\$641,040	\$760,477	\$0	\$760,477	\$144,436	23.45%	\$144,436	23.45%
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$34,036,739</b>	<b>\$39,775,595</b>	<b>\$40,109,773</b>	<b>\$41,155,284</b>	<b>\$379,550</b>	<b>\$41,534,835</b>	<b>\$1,379,689</b>	<b>3.47%</b>	<b>\$1,759,239</b>	<b>4.42%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,524,519)	(\$1,882,586)	(\$1,882,336)	(\$1,931,911)	\$0	(\$1,931,911)	(\$49,326)	2.62%	(\$49,326)	2.62%
	<b>Licenses &amp; Permits</b>	(\$3,085)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Other Revenues</b>	(\$50,974)	(\$106,389)	(\$98,389)	(\$108,517)	\$0	(\$108,517)	(\$2,128)	2.00%	(\$2,128)	2.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$1,708,576)	(\$3,501,360)	(\$3,501,360)	(\$3,525,487)	\$0	(\$3,525,487)	(\$24,127)	0.69%	(\$24,127)	0.69%
	<b>Interdepartmental Transfers</b>	(\$1,029,391)	(\$1,583,353)	(\$1,593,553)	(\$1,648,798)	\$0	(\$1,648,798)	(\$65,445)	4.13%	(\$65,445)	4.13%
	<b>Total</b>	<b>(\$4,316,544)</b>	<b>(\$7,073,688)</b>	<b>(\$7,075,638)</b>	<b>(\$7,214,713)</b>	<b>\$0</b>	<b>(\$7,214,713)</b>	<b>(\$141,026)</b>	<b>1.99%</b>	<b>(\$141,026)</b>	<b>1.99%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$29,720,195</b>	<b>\$32,701,908</b>	<b>\$33,034,135</b>	<b>\$33,940,571</b>	<b>\$379,550</b>	<b>\$34,320,121</b>	<b>\$1,238,663</b>	<b>3.79%</b>	<b>\$1,618,213</b>	<b>4.95%</b>

**Comments:**

The 2022 Operations budget includes a tax rate increase of 3.79%. This includes a \$1.3 million increase in operating expenses, and a \$141 thousand increase in budgeted revenues.

The main driver of the change in 2022 operating expenses is due to a \$641 thousand dollar increase in labour costs. This increase includes several new positions as well as a cost-of-living increase, merit increase for full time CUPE and non-union employees, and estimated increases for benefits rates.

The 2022 increase in non-labour related operating expenses are being driven by the fleet gasoline, water & wastewater utilities, sand and soil amendments, equipment rental/lease, and insurance licenses expenses.

The Fleet Operations budget is expecting a fleet gasoline expense increase of \$59 thousand is based on projected consumption and estimated costs per litre, as well as a \$109 thousand increase in insurance license expenses for the 2022 fiscal year.

Parks & Forestry Operations are budgeting a water & wastewater expense increase of \$35 thousand due to the metering of water services that had not previously been metred and charged for, and a \$17.5 thousand increase in sand and soil amendments.

Due to delays in the procurement of a new forklift, landfill operations are expecting to have to rent for most of the 2022 fiscal year, causing a \$27 thousand year over year increase in equipment rental expense budget.



# ORGANIZATIONAL CHART

Economic and Creative Development  
Department



# Departmental Performance Plan: Economic & Creative Development Year 2022

## Departmental Overview

The Economic and Creative Development Department unites and collaborates within the community to deliver a suite of supports, programs, and services that ignite economic growth and promote economic diversification and resilience.

Externally facing, Economic and Creative Development holds the Invest Barrie and Creative Barrie brands.

### Key Services:

- Business Retention & Expansion Services
- Business, Talent/Workforce and Investment Attraction
- Investment Servicing
- Marketing & Positioning
- Data Collection and Analysis
- Culture Development

## Strategic Plan & Other Program Deliverables

### **Goal 1: Position Barrie as a premiere investment destination**

- Provide reliable economic information to be utilized both internally and externally to inform policy, decision-making, business investment and measure progress toward economic goals
- Develop an identifiable, dynamic and consistent marketing message that will attract new business and entrepreneurs by promoting Barrie's business strengths, the quality of its workforce and its exceptional livability factors.
- Develop and manage Barrie's perception as an investment destination growing the Invest Barrie social channels and telling the 'Barrie Story' to position Barrie as a recognizable and desirable destination amongst entrepreneurs, business leaders, talent and influencer groups.
- Identify and implement measures to reduce barriers to investment and business growth and improving services for investors, positioning Barrie as open for business.
- Develop and maintain a current internal database of relevant contacts and business resources to be provided to investors and businesses in a toolkit format.

## **Goal 2: Develop a robust entrepreneurial and small business ecosystem**

- Fostering the growth of the Startup Ecosystem through collaboration with partner organizations (Sandbox, SBEC, HBEC, Georgian College, County of Simcoe, Lakehead University and others), to deliver programs, services, events and entrepreneurial infrastructure aimed to deliver on the start-up ecosystem roadmap.
- With support of entrepreneurial ecosystem partners, position Barrie and broader Simcoe County area as a regional centre for business support and innovation.
- Continue to build on partnership with the Province of Ontario to deliver service, education, consultation resources and dedicated programming to support the creation of new, local enterprises through the Small Business Centre of Barrie, Simcoe County and Orillia.

## **Goal 3: Cultivate a dynamic workforce and pipeline of talent**

- In collaboration with community partners, connect employers to the local labour pool. Create plans that will identify, develop and attract the necessary workforce needed to support the growth of existing industries, the development of new and emerging industries and to support local post-secondary graduates in starting new businesses in the local community.
- Develop and implement youth engagement and retention strategies that include working with local education stakeholders at the post-secondary level to support increased placements with local businesses through co-op and internship programs, and the engagement of international students within the community.

## **Goal 4: Develop a Vibrant Downtown Economic Corridor**

- Position the downtown as a creative hub and major focal point for the community, an employment hub for creative and knowledge-based industries and a showcase for the City's history, architecture, artistic and cultural assets.
- Champion the ongoing emergence of a vibrant City Centre that serves both as a cultural heart of the City and centralized business support location. Foster the growth and creation of projects and assets, such as the Sandbox, Small Business Centre, Five Points Theatre, permanent market, etc. that support a vibrant City Centre.
- Develop strategic partnership with the Downtown BIA to address business needs, promote the downtown as an investment destination, cultivate programming and initiatives that continue to support the downtown as a creative hub.
- As the downtown intensifies through growth, leverage City-owned parking lots to promote targeted, strategic growth for the downtown in alignment with the creative hub.

## **Goal 5: Promote growth of a diverse and sustainable arts and cultural community**

- 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.
- Champion the role of the arts, public art and cultural assets in community placemaking.

### **Goal 6: Implement strategies to strengthen global competitiveness of Barrie's key business sectors**

- Integrate and align the Tourism Master Plan and execute elements of the action plan that drive the strategic objectives including talent attraction, ensuring a vibrant City Centre, and promoting investment attraction into the tourism space.
- Support the growth and development of an innovation and research hub in Barrie in partnership with the Advanced Technology Centre at Georgian College, Lakehead University to support enrollment and to drive industry-academic research projects and collaborations.
- Develop a culture of innovation and showcase Barrie as an innovation leader through the provision of opportunities, resources, knowledge and networks to existing businesses. Promote the adoption of innovation and innovative practices that will drive business growth, profitability, competitiveness, new product development and access to global markets.

### **Major Initiatives/Issues**

- **Grow Investment Funnel (Investment Attraction):** Continue work with County to complete target sector profiles and apply to City of Barrie assets to inform investment attraction, supply chain and business retention activities. Further focus on attraction efforts with the site selector, realtor, Provincial/Federal FDI representatives and other key attraction influencers.
- **Investment Servicing:** Ongoing facilitation service for developments and investments. Continued focus on providing pro-active tools and resources to inform new businesses and small businesses on the regulatory and procedural requirements for opening a business, leasing and fitting out physical spaces. Continued fostering of 'concierge servicing' of employment-driven development in collaboration with Development Services and Building Services.
- **Business and Employment Data Collection Project:** Building on the first survey completed in 2021, complete year 2 survey, collecting key data on business location, type of business and employment.
- **Innovation and Start-Up Eco-system Programming:**
  - Support continued growth of the Startup Ecosystem through collaboration with partner organizations (Sandbox, Georgian College, Lakehead University and others), to deliver programs, services, events that build on the entrepreneurial infrastructure.
  - Continue partnership with the Province of Ontario for Small Business Centre services and leveraging investments in resourcing to increase the volume of proactive outreach, providing entrepreneurship support services to a larger audience.
  - Continue to foster a culture of innovation in Barrie by celebrating community innovators, building content and investing in programming that to position the City as a regional innovation centre.
- **Talent Attraction & Development:** Continued outreach with employers to identify current and future talent needs and delivering programming and supports in collaboration with County of Simcoe and key community stakeholders to ensure employers have access to the immediate talent they need as well as building the long-term pipeline of talent to meet the future needs of employers.
- **Public Art Programming:** Build the strategic plan with the Barrie Public Art Committee, including a public engagement program.
- **Culture Sector Development:**
  - Review, assess impacts of the amended 2022 Cultural Grant Program.
  - Build on the Culture Development programming with a lens to supporting sector recovery as a result of the pandemic.

- **Tourism Master Plan Implementation:** Execute on the implementation program for the Tourism Master Plan, including Phase 2 of the Wayfinding Signage Project (pending approval of Council), which will consist of the complete design and initiate the fabrication and installation of tourism and parking wayfinding signage in downtown Barrie.

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
A more supported and resilient business community through increased number of businesses receiving service, support, or engaged in programs and initiatives of the Economic and Creative Development Department.	841	1000	1200	1250
Improved positioning as a premiere economic investment destination through increased square footage of Building Permit issued space by investment/development projects facilitated/supported by Economic and Creative Development	448,000	250,000	250,000	300,000
A stronger and more sustainable arts and culture sector by increasing the total Non-Municipal Public Funding leveraged by City Cultural Grant Program Recipients	\$2.07M	\$2.0M	\$2.0M	\$2.5M

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Economic & Creative Development**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,129,173	\$1,488,481	\$1,520,479	\$1,550,185	\$1,535,018	\$1,556,193	\$1,571,029
	<b>Materials &amp; Supplies</b>	\$170,753	\$135,159	\$135,620	\$139,881	\$137,153	\$139,754	\$142,109
	<b>Equipment &amp; Capital Purchases</b>	\$5,000	\$6,876	\$6,000	\$6,000	\$6,500	\$6,500	\$6,500
	<b>Services</b>	\$299,597	\$378,520	\$427,438	\$359,969	\$307,246	\$311,955	\$317,119
	<b>Rents &amp; Other Expenses</b>	\$0	\$2,666	\$2,666	\$2,720	\$2,725	\$2,830	\$2,986
	<b>Grant Expenses &amp; Transfers</b>	\$416,780	\$752,334	\$2,139,967	\$494,958	\$504,250	\$514,096	\$518,985
	<b>Sub-Total</b>	<b>\$2,021,302</b>	<b>\$2,764,035</b>	<b>\$4,232,170</b>	<b>\$2,553,713</b>	<b>\$2,492,892</b>	<b>\$2,531,328</b>	<b>\$2,558,728</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$143,110)	(\$22,000)	(\$114,000)	(\$18,000)	(\$22,000)	(\$22,000)	(\$22,240)
	<b>Other Revenues</b>	\$234,584	\$0	(\$760,000)	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$111,624)	(\$576,899)	(\$1,234,205)	(\$358,696)	(\$245,935)	(\$245,935)	(\$248,874)
	<b>Interdepartmental Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$20,149)</b>	<b>(\$598,899)</b>	<b>(\$2,108,205)</b>	<b>(\$376,696)</b>	<b>(\$267,935)</b>	<b>(\$267,935)</b>	<b>(\$271,114)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,001,153</b>	<b>\$2,165,137</b>	<b>\$2,123,965</b>	<b>\$2,177,017</b>	<b>\$2,224,957</b>	<b>\$2,263,393</b>	<b>\$2,287,615</b>



## 2022 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

### Economic & Creative Development

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,129,173	\$1,488,481	\$1,520,479	\$1,550,185	\$0	\$1,550,185	\$61,704	4.15%	\$61,704	4.15%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$170,753	\$135,159	\$135,620	\$139,881	\$0	\$139,881	\$4,722	3.49%	\$4,722	3.49%
	<b>Equipment &amp; Capital Purchases</b>	\$5,000	\$6,876	\$6,000	\$6,000	\$0	\$6,000	(\$876)	-12.74%	(\$876)	-12.74%
	<b>Services</b>	\$299,597	\$378,520	\$427,438	\$359,969	\$0	\$359,969	(\$18,550)	-4.90%	(\$18,550)	-4.90%
	<b>Rents &amp; Other Expenses</b>	\$0	\$2,666	\$2,666	\$2,720	\$0	\$2,720	\$53	2.00%	\$53	2.00%
	<b>Grant Expenses &amp; Transfers</b>	\$416,780	\$752,334	\$2,139,967	\$494,958	\$0	\$494,958	(\$257,376)	-34.21%	(\$257,376)	-34.21%
	<b>Total</b>	<b>\$2,021,302</b>	<b>\$2,764,035</b>	<b>\$4,232,170</b>	<b>\$2,553,713</b>	<b>\$0</b>	<b>\$2,553,713</b>	<b>(\$210,323)</b>	<b>-7.61%</b>	<b>(\$210,323)</b>	<b>-7.61%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$143,110)	(\$22,000)	(\$114,000)	(\$18,000)	\$0	(\$18,000)	\$4,000	-18.18%	\$4,000	-18.18%
	<b>Other Revenues</b>	\$234,584	\$0	(\$760,000)	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$111,624)	(\$576,899)	(\$1,234,205)	(\$358,696)	\$0	(\$358,696)	\$218,203	-37.82%	\$218,203	-37.82%
	<b>Interdepartmental Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>(\$20,149)</b>	<b>(\$598,899)</b>	<b>(\$2,108,205)</b>	<b>(\$376,696)</b>	<b>\$0</b>	<b>(\$376,696)</b>	<b>\$222,203</b>	<b>-37.10%</b>	<b>\$222,203</b>	<b>-37.10%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,001,153</b>	<b>\$2,165,137</b>	<b>\$2,123,965</b>	<b>\$2,177,017</b>		<b>\$2,177,017</b>	<b>\$11,880</b>	<b>0.55%</b>	<b>\$11,880</b>	<b>0.55%</b>

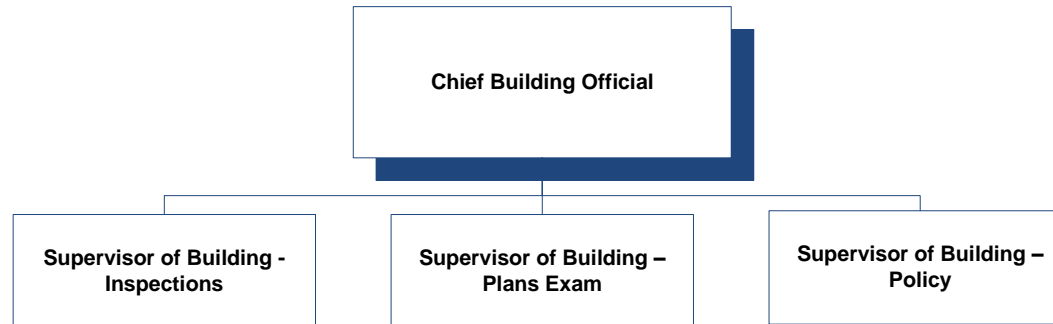
**Comments:**

The 2022 Economic & Creative Development budget includes a tax rate increase of 0.55%. This includes a \$210 thousand decrease in operating expenses, and a \$222 thousand decrease in budgeted revenues.



## ORGANIZATIONAL CHART

### Building Services Branch



# Departmental Performance Plan: Building Services Year 2022

## Departmental Overview

The Building Department is responsible to ensure that all new construction within the City of Barrie meets or exceeds the minimum requirements in the Ontario Building Code. This means that all buildings are safe for building occupants.

The Department has three branches:

### Plans Examination:

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

### Inspections:

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

### Policy and Standards

- Provide technical bulletins to the building community which provides guidance on Building Code issues, to ensure clarity and consistency in enforcing construction requirements; and
- Liaise with construction industry on changes in legislation and innovative building material systems.
- Maintain and continually enhance the APLI e-permitting system which includes the back office, mobile app, and the citizen portal; and
- Cross-departmental collaboration to coordinate APLI functions to facilitate an enterprise system with the intent of providing better information sharing across the Corporation.

## Strategic Plan & Other Program Deliverables

Facilitate growth in a responsible manner by ensuring all building construction meets the standards specified in the Building Code as required by the Building Code Act.

Supporting Affordable Housing with the issuance of second units, and detached secondary dwellings, which provide a safe and more affordable housing option for residents of the City of Barrie.

Support economic development and business recovery by processing permits in a timely manner.

Improving the customer experience related to building permit processes, by simplifying and clarifying building permit requirements.

## Major Initiatives/Issues

- Process and inspect over 500 million dollars of construction value.
- Continue to improve the citizen portal for APLI, in support of full electronic building permit submissions.
- Increase staffing levels to ensure anticipated volumes of development can be processed in a timely manner.
- Create standards to maintain consistent enforcement in a fair and reasonable manner.
- Review corporate procedures related to development and identify and clarify interdepartmental roles with respect to approvals.

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Maintain an open for business approach by ensuring that issuance of PERMITS complies with provincially mandated timeframes.	NA	NA (New)	TBD	80 (est.)
Maintain an open for business approach by ensuring that INSPECTIONS are completed within provincially mandated timeframes.	NA	NA (New)	TBD	95 (est.)
Improve the customer experience by providing educational information in the form of builder and resident bulletins.	NA	NA (New)	TBD	8 (est.)

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Building Services**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,810,821	\$3,203,921	\$3,203,921	\$3,480,124	\$4,134,952	\$4,183,926	\$4,230,599
	<b>Materials &amp; Supplies</b>	\$6,283	\$25,436	\$25,961	\$26,480	\$27,010	\$27,550	\$28,101
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$28,840	\$28,840	\$29,417	\$30,005	\$30,605	\$31,217
	<b>Services</b>	\$82,017	\$119,820	\$122,875	\$144,321	\$148,407	\$152,535	\$156,706
	<b>Rents &amp; Other Expenses</b>	\$44,562	\$13,122	\$13,122	\$13,384	\$13,652	\$13,925	\$14,204
	<b>Grant Expenses &amp; Transfers</b>	\$127,284	\$157,904	\$154,324	\$589,624	\$133,254	\$198,943	\$270,340
	<b>Sub-Total</b>	<b>\$3,070,967</b>	<b>\$3,549,044</b>	<b>\$3,549,044</b>	<b>\$4,283,349</b>	<b>\$4,487,280</b>	<b>\$4,607,484</b>	<b>\$4,731,166</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$194,133)	(\$89,106)	(\$89,106)	(\$90,888)	(\$92,706)	(\$94,560)	(\$96,451)
	<b>Licenses &amp; Permits</b>	(\$3,881,534)	(\$4,477,409)	(\$4,477,409)	(\$5,314,995)	(\$5,510,506)	(\$5,620,717)	(\$5,733,131)
	<b>Grant Revenues &amp; Contributions</b>	(\$554,873)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	\$1,609,087	\$1,017,472	\$1,017,472	\$1,122,534	\$1,115,932	\$1,107,793	\$1,098,416
	<b>Sub-Total</b>	<b>(\$3,021,453)</b>	<b>(\$3,549,044)</b>	<b>(\$3,549,044)</b>	<b>(\$4,283,349)</b>	<b>(\$4,487,280)</b>	<b>(\$4,607,484)</b>	<b>(\$4,731,166)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$49,514</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### Building Services

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,810,821	\$3,203,921	\$3,203,921	\$3,480,124	\$0	\$3,480,124	\$276,202	8.62%	\$276,202	8.62%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$6,283	\$25,436	\$25,961	\$26,480	\$0	\$26,480	\$1,044	4.11%	\$1,044	4.11%
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$28,840	\$28,840	\$29,417	\$0	\$29,417	\$577	2.00%	\$577	2.00%
	<b>Services</b>	\$82,017	\$119,820	\$122,875	\$144,321	\$0	\$144,321	\$24,500	20.45%	\$24,500	20.45%
	<b>Rents &amp; Other Expenses</b>	\$44,562	\$13,122	\$13,122	\$13,384	\$0	\$13,384	\$262	2.00%	\$262	2.00%
	<b>Grant Expenses &amp; Transfers</b>	\$127,284	\$1,000	\$1,000	\$125,000	\$0	\$125,000	\$124,000	12400.00%	\$124,000	12400.00%
	<b>Total</b>	<b>\$3,070,967</b>	<b>\$3,392,140</b>	<b>\$3,395,720</b>	<b>\$3,818,726</b>	<b>\$0</b>	<b>\$3,818,726</b>	<b>\$426,586</b>	<b>12.58%</b>	<b>\$426,586</b>	<b>12.58%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$194,133)	(\$89,106)	(\$89,106)	(\$90,888)	\$0	(\$90,888)	(\$1,782)	2.00%	(\$1,782)	2.00%
	<b>Licenses &amp; Permits</b>	(\$3,881,534)	(\$4,477,409)	(\$4,477,409)	(\$5,314,995)	\$0	(\$5,314,995)	(\$837,586)	18.71%	(\$837,586)	18.71%
	<b>Grant Revenues &amp; Contributions</b>	(\$49,514)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Interdepartmental Transfers</b>	\$1,609,087	\$1,017,472	\$1,017,472	\$1,122,534	\$0	\$1,122,534	\$105,062	10.33%	\$105,062	10.33%
	<b>Total</b>	<b>(\$2,516,094)</b>	<b>(\$3,549,044)</b>	<b>(\$3,549,044)</b>	<b>(\$4,283,349)</b>	<b>\$0</b>	<b>(\$4,283,349)</b>	<b>(\$734,306)</b>	<b>20.69%</b>	<b>(\$734,306)</b>	<b>20.69%</b>
<b>Net Transfer to (from) Building Code Reserve</b>		<b>(\$554,873)</b>	<b>\$156,904</b>	<b>\$153,324</b>	<b>\$464,624</b>		<b>\$464,624</b>	<b>\$307,720</b>	<b>196.12%</b>	<b>\$307,720</b>	<b>196.12%</b>

**Comments:**

- Building Services operates under the Enterprise Model and is fully funded from Building Permits. As growth proceeds in the secondary plan lands, Building Services anticipates seeing higher Building Permit Revenues based on growth projections. With higher revenues, Building Services will be able to contribute \$465K to the Building Code Reserve for 2022 to offset future Building Code expenses.
- Grant expenses & transfers reflect grants provided by Building Services under the Community Improvement Plan program and are offset by funding through the CIP reserve.





## ORGANIZATIONAL CHART

Business Performance and Environmental Sustainability Branch



## Departmental Performance Plan: Infrastructure Year 2022

### Departmental Overview

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

#### Business Performance

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

Branch responsibilities are summarised as follows:

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

#### Environmental Sustainability

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

The responsibilities of this Branch include:

- Developing and implementing cross cutting strategies and programs that target and influence the 3 principles of a Circular Economy: to design out waste and pollution, keep products in use, and regenerate natural systems;
- Developing and implementing strategies and roadmaps through internal and external engagement;
- Developing and implementing waste reduction programs and initiatives for corporate and community implementation;

- Supporting a circular economy approach through the development and implementation of corporate and community outreach programs;
- Applying a waste management lens to ensure environmentally appropriate development;
- Promoting internal and external stakeholder engagement; and
- Through data management, identifies and leverages opportunities for innovation in waste management.

### Environmental Risk Management

Together with the Environmental Compliance Branch, this Branch is focused on protecting and enhancing the City's natural assets through risk management and environmental compliance. Incorporating approximately 13% of the Departments staffing resources, this Branch focuses on reducing the Corporation's environmental risk through a proactive approach to development and operational strategies.

To reduce this risk, this Branch is responsible for:

- The application of an environmental risk lens to ensure environmentally appropriate development;
- The implementation of the Climate Change Adaptation Strategy;
- The development and implementation of the Environmental Obligations Program;
- Ensuring the protection of the City's drinking water sources through application of the Clean Water Act requirements and Source Protection Plans;
- Implementation of the Groundwater Assessment Tool for development; and
- Administration and enforcement of specific Risk Management Plans across the ICI sector.

### Environmental Compliance

Together with the Environmental Risk Management Branch, this Branch is focused on protecting and enhancing the City's natural assets through risk management and environmental compliance. Incorporating approximately 44% of the Departments staffing resources, this Branch focuses on managing compliance to the Corporation's environmental obligations.

Through compliance strategies, this Branch is responsible for:

- Applying a compliance lens to ensure environmentally appropriate development;
- Environmental investigation and response;
- Monitoring and managing contaminated sites;
- Groundwater and surface water monitoring and investigations;
- Protecting the WwTF through industrial waste monitoring and mitigation strategies;
- The administration and enforcement of the Sewer Use By-Law;

- Supporting Environmental Protection Act obligations;
- The delivery the public health Beach Monitoring and West Nile Virus Programs;

### Strategic Plan & Other Program Deliverables

Leveraging corporate wide strengths, the BPES Department will engage departments to:

- Integrate environmental obligations into corporate strategies and decision-making processes.
- Integrate circular economy philosophies into corporate strategies and decision-making processes.
- Influence behavioural change within the context of a circular economy.
- Integrate continuous improvement methodologies and tools into business processes for value creation.

### Major Initiatives/Issues

- Continue the development and implementation of the service level based Environmental Obligations Program – Phase 1, the implementation of the program policies and structure.
- Continue the implementation of the Climate Change Adaptation Strategy.
- Implement 2022 initiatives under the Waste and Circular Economy Framework.
- Complete the corporate-wide implementation of the Lean Six Sigma Program and associated initiatives.

### Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Demonstrated effectiveness of the Waste and Circ Economy framework through the reduction in Waste Generation Rate – kg/household	627 kg/hhld	330kg/hhld	660 kg/hhld	630 kg/hhld
A reduction in the corporation’s environmental risk through the reduction in reactiveness to environmental obligations - %	N/A	40%	60%	40%
An increasing corporate culture of continuous improvement as demonstrated by the increase in the number of process improvement/value creation initiatives proposed	N/A	2	1	2

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Business Performance & Environmental Sustainability**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,905,463	\$2,147,749	\$2,138,489	\$2,270,968	\$2,317,059	\$2,352,045	\$2,366,462
	<b>Materials &amp; Supplies</b>	\$63,428	\$132,758	\$110,708	\$130,200	\$144,411	\$146,886	\$148,316
	<b>Equipment &amp; Capital Purchases</b>	(\$286)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Services</b>	\$306,272	\$545,251	\$567,543	\$774,838	\$751,875	\$644,062	\$640,494
	<b>Rents &amp; Other Expenses</b>	\$10,864	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
	<b>Sub-Total</b>	<b>\$2,285,740</b>	<b>\$2,831,758</b>	<b>\$2,822,740</b>	<b>\$3,182,006</b>	<b>\$3,219,344</b>	<b>\$3,148,994</b>	<b>\$3,161,272</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$49,846)	(\$66,300)	(\$66,300)	(\$68,026)	(\$69,379)	(\$69,400)	(\$70,720)
	<b>Grant Revenues &amp; Contributions</b>	\$0	(\$70,000)	(\$70,000)	(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)
	<b>Interdepartmental Transfers</b>	(\$787,088)	(\$769,616)	(\$772,118)	(\$953,505)	(\$854,367)	(\$790,339)	(\$758,456)
	<b>Sub-Total</b>	<b>(\$836,934)</b>	<b>(\$905,916)</b>	<b>(\$908,418)</b>	<b>(\$1,026,531)</b>	<b>(\$928,745)</b>	<b>(\$864,739)</b>	<b>(\$834,176)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,448,806</b>	<b>\$1,925,842</b>	<b>\$1,914,322</b>	<b>\$2,155,475</b>	<b>\$2,290,599</b>	<b>\$2,284,255</b>	<b>\$2,327,097</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

### Business Performance & Environmental Sustainability

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,966,638	\$2,147,749	\$2,138,489	\$2,270,968	\$0	\$2,270,968	\$123,219	5.74%	\$123,219	5.74%
	<b>Recovery from Capital</b>	(\$61,175)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$63,428	\$132,758	\$110,708	\$130,200	\$0	\$130,200	(\$2,558)	-1.93%	(\$2,558)	-1.93%
	<b>Equipment &amp; Capital Purchases</b>	(\$286)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Services</b>	\$306,272	\$545,251	\$567,543	\$774,838	\$0	\$774,838	\$229,587	42.11%	\$229,587	42.11%
	<b>Rents &amp; Other Expenses</b>	\$10,864	\$6,000	\$6,000	\$6,000	\$0	\$6,000	\$0	0.00%	\$0	0.00%
	<b>Total</b>		<b>\$2,285,740</b>	<b>\$2,831,758</b>	<b>\$2,822,740</b>	<b>\$3,182,006</b>	<b>\$0</b>	<b>\$3,182,006</b>	<b>\$350,248</b>	<b>12.37%</b>	<b>\$350,248</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$49,846)	(\$66,300)	(\$66,300)	(\$68,026)	\$0	(\$68,026)	(\$1,726)	2.60%	(\$1,726)	2.60%
	<b>Grant Revenues &amp; Contributions</b>	\$0	(\$70,000)	(\$70,000)	(\$5,000)	\$0	(\$5,000)	\$65,000	-92.86%	\$65,000	-92.86%
	<b>Interdepartmental Transfers</b>	(\$787,088)	(\$769,616)	(\$772,118)	(\$953,505)	\$0	(\$953,505)	(\$183,889)	23.89%	(\$183,889)	23.89%
	<b>Total</b>		<b>(\$836,934)</b>	<b>(\$905,916)</b>	<b>(\$908,418)</b>	<b>(\$1,026,531)</b>	<b>\$0</b>	<b>(\$1,026,531)</b>	<b>(\$120,615)</b>	<b>13.31%</b>	<b>(\$120,615)</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,448,806</b>	<b>\$1,925,842</b>	<b>\$1,914,322</b>	<b>\$2,155,475</b>		<b>\$2,155,475</b>	<b>\$229,633</b>	<b>11.92%</b>	<b>\$229,633</b>	<b>11.92%</b>

**Comments:**

The 2022 BPES budget includes a tax rate increase of 11.92%. This includes a \$350 thousand increase in operating expenses, and a \$121 thousand increase in budgeted revenues.

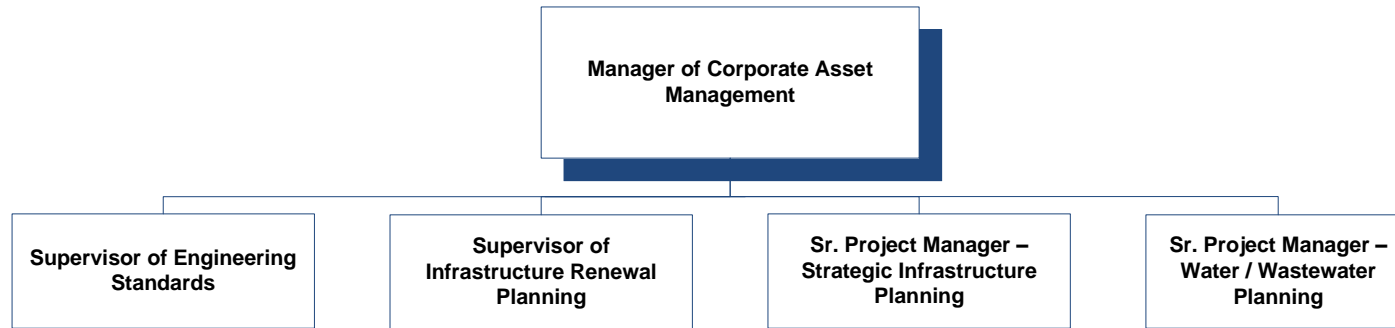
The main driver of the change in 2022 operating expense is due to a \$230 thousand dollar increase in non-labour related costs. This increase is predominantly due to a \$230K budgeted increase in consulting dollars to prepare for requirements under the Blue Box Regulation.

Labour costs are expected to increase by \$123 thousand due to cost of living increases, merit increase for full time CUPE and non-union employees, and estimated increase for benefit rates.



# ORGANIZATIONAL CHART

Corporate Asset Management Branch





# Departmental Performance Plan: Corporate Asset Management Year 2022

## Departmental Overview

The Corporate Asset Management (CAM) Department coordinates the advancement of asset management initiatives for all areas of the City. Asset management is a proactive approach that considers the total cost of delivering asset based services, and informed decisions about service delivery in a way that minimizes risk, is sustainable and makes the most financial sense.

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

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

## Strategic Plan & Other Program Deliverables

- Strategic management of the City's corporate assets and corporate compliance with O. Reg. 588/17 (Asset Management Planning for Municipal Infrastructure)
- Guide internal and external stakeholders as they design and construct infrastructure by providing infrastructure standards aligned with asset management principles of balancing risk, cost and service level expectations so that tax dollars can go further
- Coordination and advancement of the City's growth studies program so the City grows responsibly and can service employment lands, new residential development and intensification
- Strategic infrastructure planning to develop and recommend policies, processes and projects to improve stewardship and accountability of the City's infrastructure
- Planning for the renewal, expansion, and upgrade of assets to support growth as well as the existing community and businesses
- Help Council make informed decisions about where to spend limited resources, and offer innovative approaches such as pavement preservation
- Strategic fleet planning aligned with asset management planning strategies, understanding investment needs and fleet conversion to alternative fuels strategy

## Major Initiatives/Issues

- Asset Management Plans for Facilities, Fleet, Parks and Recreation to establish baseline service levels and infrastructure gaps, and meet regulatory deadlines (upcoming milestones for AMP completion are June 2022 for core assets and June 2023 for non-core assets)
- Implement a new vision for Engineering Standards, including a governance framework, quality management, consideration of full lifecycle costs, and communicating to internal and external stakeholders
- Initiate Infrastructure Master Plans for growth to 2051
- Inflow and Infiltration reduction strategy development
- Wastewater modelling improvements to understand available capacity and limitations, to facilitate growth planning and servicing analyses
- Service sharing policy and process development
- Monitor and review of growth and employment land servicing
- Collection and analysis of asset condition and performance data
- Development of a Fleet Strategy including a strategic approach to replacement program, implement new CMMS to collect the data we need for effective management of the City's fleet

## Key Performance Indicators

Indicator	2020 Actual	2021 Plan	2021 Forecast	2022 Plan
Maintain City-wide road condition as noted by the average network pavement condition index	75	75	75	74
Reduced risk to the public and environment due to flooding through increased percentage of major culverts meeting City design standard requirements	62	63	63	63

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Corporate Asset Management**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$940,820	\$1,242,598	\$1,343,929	\$1,367,988	\$1,389,173	\$1,400,919	\$1,414,850
	<b>Materials &amp; Supplies</b>	\$1,406	\$4,319	\$2,590	\$3,988	\$3,365	\$4,093	\$3,700
	<b>Equipment &amp; Capital Purchases</b>	\$0	(\$300)	\$50	\$1,200	\$203	\$1,206	\$209
	<b>Services</b>	\$450,074	\$486,739	\$495,445	\$557,974	\$570,491	\$585,016	\$595,194
	<b>Rents &amp; Other Expenses</b>	\$2,357	\$3,060	\$3,060	\$3,120	\$3,180	\$3,245	\$3,310
	<b>Sub-Total</b>	<b>\$1,394,658</b>	<b>\$1,736,415</b>	<b>\$1,845,074</b>	<b>\$1,934,270</b>	<b>\$1,966,412</b>	<b>\$1,994,480</b>	<b>\$2,017,263</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$41,926)	(\$3,500)	(\$18,000)	\$0	\$0	\$0	\$0
	<b>Licenses &amp; Permits</b>	(\$4,966)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Other Revenues</b>	(\$46)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	(\$514,795)	(\$675,935)	(\$816,810)	(\$859,065)	(\$875,696)	(\$896,480)	(\$912,913)
	<b>Sub-Total</b>	<b>(\$561,733)</b>	<b>(\$679,435)</b>	<b>(\$834,810)</b>	<b>(\$859,065)</b>	<b>(\$875,696)</b>	<b>(\$896,480)</b>	<b>(\$912,913)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$832,925</b>	<b>\$1,056,981</b>	<b>\$1,010,263</b>	<b>\$1,075,205</b>	<b>\$1,090,716</b>	<b>\$1,098,000</b>	<b>\$1,104,350</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

### Corporate Asset Management

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget	Change in 2022 Requested Budget to 2021 Approved Budget		
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,157,981	\$1,684,244	\$1,613,379	\$1,676,668	\$0	\$1,676,668	(\$7,576)	-0.45%	(\$7,576)	-0.45%
	<b>Recovery from Capital</b>	(\$217,161)	(\$441,647)	(\$269,451)	(\$308,680)	\$0	(\$308,680)	\$132,967	-30.11%	\$132,967	-30.11%
	<b>Materials &amp; Supplies</b>	\$1,406	\$4,319	\$2,590	\$3,988	\$0	\$3,988	(\$331)	-7.65%	(\$331)	-7.65%
	<b>Equipment &amp; Capital Purchases</b>	\$0	(\$300)	\$50	\$1,200	\$0	\$1,200	\$1,500	-500.00%	\$1,500	-500.00%
	<b>Services</b>	\$450,074	\$486,739	\$495,445	\$557,974	\$0	\$557,974	\$71,235	14.64%	\$71,235	14.64%
	<b>Rents &amp; Other Expenses</b>	\$2,357	\$3,060	\$3,060	\$3,120	\$0	\$3,120	\$60	1.96%	\$60	1.96%
	<b>Total</b>	<b>\$1,394,658</b>	<b>\$1,736,415</b>	<b>\$1,845,074</b>	<b>\$1,934,270</b>	<b>\$0</b>	<b>\$1,934,270</b>	<b>\$197,855</b>	<b>11.39%</b>	<b>\$197,855</b>	<b>11.39%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$41,926)	(\$3,500)	(\$18,000)	\$0	\$0	\$0	\$3,500	-100.00%	\$3,500	-100.00%
	<b>Licenses &amp; Permits</b>	(\$4,966)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Other Revenues</b>	(\$46)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Interdepartmental Transfers</b>	(\$514,795)	(\$675,935)	(\$816,810)	(\$859,065)	\$0	(\$859,065)	(\$183,130)	27.09%	(\$183,130)	27.09%
	<b>Total</b>	<b>(\$561,733)</b>	<b>(\$679,435)</b>	<b>(\$834,810)</b>	<b>(\$859,065)</b>	<b>\$0</b>	<b>(\$859,065)</b>	<b>(\$179,630)</b>	<b>26.44%</b>	<b>(\$179,630)</b>	<b>26.44%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$832,925</b>	<b>\$1,056,981</b>	<b>\$1,010,263</b>	<b>\$1,075,205</b>		<b>\$1,075,205</b>	<b>\$18,225</b>	<b>1.72%</b>	<b>\$18,225</b>	<b>1.72%</b>

**Comments:**

Recoveries from capital and interdepartmental transfers have been adjusted to reflect anticipated workplans for 2022 where there will be a reduced focus on capital projects and more work on operating projects.

The increase in services is related to a need for increased data collection services. Data on the condition and capacity of infrastructure assets will facilitate long term planning and decision making.

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Corporate Transactions**

**Corporate Expenses**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	(\$330,623)	(\$1,008,384)	(\$1,075,000)	(\$1,075,000)	(\$1,075,000)	(\$1,075,000)	(\$1,075,000)
	<b>Materials &amp; Supplies</b>	\$19,196	\$12,201	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
	<b>Services</b>	\$1,975,839	\$1,854,042	\$1,837,601	\$1,860,000	\$1,900,000	\$1,930,000	\$1,950,000
	<b>Rents &amp; Other Expenses</b>	\$34,406,536	\$38,387,544	\$35,461,704	\$44,369,171	\$50,611,133	\$57,163,013	\$62,991,340
	<b>Grant Expenses &amp; Transfers</b>	\$50,435,447	\$52,358,132	\$52,358,132	\$58,590,867	\$63,157,594	\$64,188,784	\$79,103,334
	<b>Sub-Total</b>	<b>\$86,506,395</b>	<b>\$91,603,535</b>	<b>\$88,594,437</b>	<b>\$103,757,038</b>	<b>\$114,605,727</b>	<b>\$122,218,797</b>	<b>\$142,981,674</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$7,729,696)	(\$7,851,837)	(\$7,851,837)	(\$7,908,175)	(\$8,470,550)	(\$8,990,703)	(\$20,386,863)
	<b>Grant Revenues &amp; Contributions</b>	(\$22,000,048)	(\$29,974,465)	(\$28,722,028)	(\$36,303,784)	(\$39,864,965)	(\$42,492,273)	(\$48,427,808)
	<b>Interdepartmental Transfers</b>	(\$246,869)	(\$140,035)	(\$86,598)	(\$430,474)	(\$512,891)	(\$486,865)	\$513,733
	<b>Sub-Total</b>	<b>(\$29,976,612)</b>	<b>(\$37,966,337)</b>	<b>(\$36,660,463)</b>	<b>(\$44,642,433)</b>	<b>(\$48,848,407)</b>	<b>(\$51,969,841)</b>	<b>(\$68,300,937)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$56,529,783</b>	<b>\$53,637,198</b>	<b>\$51,933,974</b>	<b>\$59,114,605</b>	<b>\$65,757,321</b>	<b>\$70,248,955</b>	<b>\$74,680,737</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Corporate Transactions

### Corporate Expenses

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	(\$330,623)	(\$1,008,384)	(\$1,075,000)	(\$1,075,000)	\$0	(\$1,075,000)	(\$66,616)	6.61%	(\$66,616)	6.61%
	<b>Recovery from Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$19,196	\$12,201	\$12,000	\$12,000	\$0	\$12,000	(\$201)	-1.65%	(\$201)	-1.65%
	<b>Services</b>	\$1,975,839	\$1,854,042	\$1,837,601	\$1,860,000	\$0	\$1,860,000	\$5,958	0.32%	\$5,958	0.32%
	<b>Rents &amp; Other Expenses</b>	\$34,406,536	\$38,387,544	\$35,461,704	\$44,369,171	\$0	\$44,369,171	\$5,981,627	15.58%	\$5,981,627	15.58%
	<b>Grant Expenses &amp; Transfers</b>	\$50,435,447	\$52,358,132	\$52,358,132	\$58,590,867	\$0	\$58,590,867	\$6,232,735	11.90%	\$6,232,735	11.90%
	<b>Total</b>	<b>\$86,506,395</b>	<b>\$91,603,535</b>	<b>\$88,594,437</b>	<b>\$103,757,038</b>	<b>\$0</b>	<b>\$103,757,038</b>	<b>\$12,153,503</b>	<b>13.27%</b>	<b>\$12,153,503</b>	<b>13.27%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$7,729,696)	(\$7,851,837)	(\$7,851,837)	(\$7,908,175)	\$0	(\$7,908,175)	(\$56,338)	0.72%	(\$56,338)	0.72%
	<b>Grant Revenues &amp; Contributions</b>	(\$22,000,048)	(\$29,974,465)	(\$28,722,028)	(\$36,303,784)	\$0	(\$36,303,784)	(\$6,329,319)	21.12%	(\$6,329,319)	21.12%
	<b>Interdepartmental Transfers</b>	(\$246,869)	(\$140,035)	(\$86,598)	(\$430,474)	\$0	(\$430,474)	(\$290,439)	207.40%	(\$290,439)	207.40%
	<b>Total</b>	<b>(\$29,976,612)</b>	<b>(\$37,966,337)</b>	<b>(\$36,660,463)</b>	<b>(\$44,642,433)</b>	<b>\$0</b>	<b>(\$44,642,433)</b>	<b>(\$6,676,096)</b>	<b>17.58%</b>	<b>(\$6,676,096)</b>	<b>17.58%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$56,529,783</b>	<b>\$53,637,198</b>	<b>\$51,933,974</b>	<b>\$59,114,605</b>		<b>\$59,114,605</b>	<b>\$5,477,407</b>	<b>10.21%</b>	<b>\$5,477,407</b>	<b>10.21%</b>

**Comments:**

**Expenses**

**Rents & Other Expenses**

The increase relates primarily to an increase in debt principal and interest required to support the capital plan, however most of this is offset by higher contributions from the DC reserves (see Revenues section below) as most of the planned debt is for growth projects funded by DCs.

**Grant Expenses & Transfers**

The increase relates to increased transfers to reserves, primarily:

- \$2.5M transfer to the Theatre Reserve from the Reinvestment Reserve added for 2022. The net impact on the tax levy of this transfer is nil.
- \$2.2M increase for Dedicated Infrastructure Renewal Funding (DIRF).
- \$750K increase in the transfer to the Simcoe County Capital Reserve to fund the reserve based on the County's capital plan.
- \$610K decrease in the transfers related to expected voluntary capital contributions from developers.
- \$533K increase in the transfers to the Reinvestment Reserve related to the BHHI dividend.
- \$450K increase in the transfers to the Fleet Management Reserve.

**Revenues**

**Grant Revenues & Contributions**

The increase relates to increased contributions from Reserves, primarily:

- \$4.2M increase to the contribution from DC Reserves related to DC debt servicing costs.
- \$2.5M increase to the contribution from the Reinvestment Reserve to support the Theatre Reserve added for 2022. The net impact on the tax levy of this transfer is nil.
- \$750K increase to the contribution from the Reinvestment Reserve to offset tax levy increases for 2022.

**Interdepartmental Transfers**

The increase in interdepartmental transfers relates to recoveries of increased debt principal and interest costs to water, wastewater and parking rates.



**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Corporate Transactions**

**Corporate Revenues**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Services</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Rents &amp; Other Expenses</b>	\$25	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Expenses &amp; Transfers</b>	\$786,999	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$787,024</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Revenues</b>	<b>Property Taxes</b>	(\$249,532,369)	(\$258,696,826)	(\$258,386,797)	(\$270,402,482)	(\$290,791,037)	(\$298,872,570)	(\$306,918,499)
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$466,085)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Fines &amp; Penalties</b>	(\$2,340,167)	(\$3,411,181)	(\$2,043,637)	(\$2,944,178)	(\$2,980,000)	(\$3,030,000)	(\$3,030,000)
	<b>Licenses &amp; Permits</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Other Revenues</b>	(\$3,309,244)	(\$1,463,671)	(\$1,463,671)	(\$1,599,732)	(\$1,782,063)	(\$1,371,946)	(\$1,232,085)
	<b>Grant Revenues &amp; Contributions</b>	(\$5,471,637)	(\$1,322,000)	(\$1,322,000)	(\$1,755,785)	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	(\$5,021,512)	(\$4,209,275)	(\$4,226,775)	(\$4,183,399)	(\$4,196,015)	(\$4,202,878)	(\$4,214,495)
	<b>Sub-Total</b>	<b>(\$266,141,013)</b>	<b>(\$269,102,953)</b>	<b>(\$267,442,880)</b>	<b>(\$280,885,576)</b>	<b>(\$299,749,115)</b>	<b>(\$307,477,394)</b>	<b>(\$315,395,079)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>(\$265,353,989)</b>	<b>(\$269,102,953)</b>	<b>(\$267,442,880)</b>	<b>(\$280,885,576)</b>	<b>(\$299,749,115)</b>	<b>(\$307,477,394)</b>	<b>(\$315,395,079)</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Corporate Transactions

### Corporate Revenues

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Services</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Rents &amp; Other Expenses</b>	\$25	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Expenses &amp; Transfers</b>	\$786,999	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$787,024</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>	<b>\$0</b>
<b>Revenues</b>	<b>Property Taxes</b>	(\$249,532,369)	(\$258,696,826)	(\$258,386,797)	(\$270,402,482)	(\$894,112)	(\$271,296,594)	(\$11,705,655)	4.52%	(\$12,599,768)	4.87%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$466,085)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Fines &amp; Penalties</b>	(\$2,340,167)	(\$3,411,181)	(\$2,043,637)	(\$2,944,178)	\$0	(\$2,944,178)	\$467,003	-13.69%	\$467,003	-13.69%
	<b>Licenses &amp; Permits</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Other Revenues</b>	(\$3,309,244)	(\$1,463,671)	(\$1,463,671)	(\$1,599,732)	\$0	(\$1,599,732)	(\$136,061)	9.30%	(\$136,061)	9.30%
	<b>Grant Revenues &amp; Contributions</b>	(\$5,471,637)	(\$1,322,000)	(\$1,322,000)	(\$1,755,785)	\$0	(\$1,755,785)	(\$433,785)	32.81%	(\$433,785)	32.81%
	<b>Interdepartmental Transfers</b>	(\$5,021,512)	(\$4,209,275)	(\$4,226,775)	(\$4,183,399)	\$0	(\$4,183,399)	\$25,876	-0.61%	\$25,876	-0.61%
	<b>Total</b>	<b>(\$266,141,013)</b>	<b>(\$269,102,953)</b>	<b>(\$267,442,880)</b>	<b>(\$280,885,576)</b>	<b>(\$894,112)</b>	<b>(\$281,779,688)</b>	<b>(\$11,782,623)</b>	<b>4.38%</b>	<b>(\$12,676,735)</b>	<b>4.71%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>(\$265,353,989)</b>	<b>(\$269,102,953)</b>	<b>(\$267,442,880)</b>	<b>(\$280,885,576)</b>	<b>(\$894,112)</b>	<b>(\$281,779,688)</b>	<b>(\$11,782,623)</b>	<b>4.38%</b>	<b>(\$12,676,735)</b>	<b>4.71%</b>

**Comments:**

Property Taxes

The year over year change in property taxes is directly linked to the required tax levy increase associated with the tax funded budget. The tax levy impact of recommended investment and service level change requests, and increased costs for ARB decisions are also included on this line.

Fines & Penalties

The budget consists primarily of penalties on taxes. The amount has decreased to align with historical actuals and expectations for 2022.

Grant Revenues & Contributions

Increase relates to a one-time budgeted Transition Mitigation Payment of \$456K. The 2022 base budget for grant revenues also includes \$1.3M in anticipated Safe Restart Funding to cover additional expenses or lost revenues related to COVID-19.

**CITY OF BARRIE  
2022 - OPERATING BUDGET  
EXPENDITURES**

**Council & Committees**

		2020 Actuals	2021 Budget	2021 - In Year Forecast	2022 - Base Budget	2023 - Forecast	2024 - Forecast	2025 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$582,753	\$587,905	\$587,905	\$597,500	\$603,031	\$613,744	\$622,232
	<b>Materials &amp; Supplies</b>	\$29,142	\$118,561	\$92,074	\$130,609	\$120,609	\$118,891	\$118,865
	<b>Equipment &amp; Capital Purchases</b>	(\$1,689)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Services</b>	\$167,826	\$115,856	\$175,460	\$133,563	\$135,663	\$155,663	\$134,813
	<b>Grant Expenses &amp; Transfers</b>	\$1,337	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$779,369</b>	<b>\$822,322</b>	<b>\$855,439</b>	<b>\$861,672</b>	<b>\$859,304</b>	<b>\$888,298</b>	<b>\$875,911</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,795)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	\$0	\$7,000	\$7,000	\$15,000	\$15,000	\$15,000	\$15,000
	<b>Sub-Total</b>	<b>(\$1,795)</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$777,574</b>	<b>\$829,322</b>	<b>\$862,439</b>	<b>\$876,672</b>	<b>\$874,304</b>	<b>\$903,298</b>	<b>\$890,911</b>

## 2022 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services – Divisional Summary

		2020 Actuals	2021 Budget	In Year Forecast	2022 Base Budget	New Investments	2022 Requested Budget	Change in 2022 Base Budget to 2021 Approved Budget		Change in 2022 Requested Budget to 2021 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$51,583,893	\$56,443,950	\$53,667,711	\$59,066,577	\$475,855	\$59,542,431	\$2,622,627	4.65%	\$3,098,481	5.49%
	<b>Recovery from Capital</b>	(\$969,267)	(\$1,240,037)	(\$1,135,821)	(\$1,560,317)	(\$58,076)	(\$1,618,394)	(\$320,281)	25.83%	(\$378,357)	30.51%
	<b>Materials &amp; Supplies</b>	\$5,296,200	\$6,246,395	\$5,266,617	\$6,506,857	\$38,094	\$6,544,951	\$260,461	4.17%	\$298,556	4.78%
	<b>Equipment &amp; Capital Purchases</b>	\$1,082,716	\$1,299,828	\$1,280,326	\$1,258,855	\$87,600	\$1,346,455	(\$40,973)	-3.15%	\$46,627	3.59%
	<b>Services</b>	\$8,627,312	\$10,450,066	\$9,075,738	\$10,988,362	\$160,906	\$11,149,268	\$538,296	5.15%	\$699,202	6.69%
	<b>Rents &amp; Other Expenses</b>	\$1,717,078	\$1,756,260	\$1,512,382	\$1,814,798	\$15,000	\$1,829,798	\$58,538	3.33%	\$73,538	4.19%
	<b>Grant Expenses &amp; Transfers</b>	\$905,816	\$1,396,278	\$1,039,272	\$1,672,337	\$0	\$1,672,337	\$276,059	19.77%	\$276,059	19.77%
	<b>Total</b>	<b>\$68,243,749</b>	<b>\$76,352,740</b>	<b>\$70,706,225</b>	<b>\$79,747,468</b>	<b>\$719,378</b>	<b>\$80,466,846</b>	<b>\$3,394,728</b>	<b>4.45%</b>	<b>\$4,114,106</b>	<b>5.39%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$6,609,178)	(\$10,112,815)	(\$5,696,828)	(\$11,143,389)	(\$131,700)	(\$11,275,089)	(\$1,030,574)	10.19%	(\$1,162,274)	11.49%
	<b>Fines &amp; Penalties</b>	(\$5,480,157)	(\$7,663,254)	(\$5,586,865)	(\$7,714,020)	\$0	(\$7,714,020)	(\$50,766)	0.66%	(\$50,766)	0.66%
	<b>Licenses &amp; Permits</b>	(\$783,968)	(\$980,730)	(\$675,000)	(\$949,453)	\$0	(\$949,453)	\$31,277	-3.19%	\$31,277	-3.19%
	<b>Other Revenues</b>	(\$15,863)	(\$6,000)	\$0	(\$6,000)	\$0	(\$6,000)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$2,102,746)	(\$1,482,646)	(\$1,556,007)	(\$2,816,951)	\$0	(\$2,816,951)	(\$1,334,305)	89.99%	(\$1,334,305)	89.99%
	<b>Interdepartmental Transfers</b>	(\$5,793,236)	(\$6,061,948)	(\$5,980,263)	(\$6,374,953)	(\$26,727)	(\$6,401,679)	(\$313,004)	5.16%	(\$339,731)	5.60%
	<b>Intercompany Transfers</b>	(\$2,701,602)	(\$2,907,484)	(\$2,332,258)	(\$2,549,731)	\$0	(\$2,549,731)	\$357,753	-12.30%	\$357,753	-12.30%
	<b>Total</b>	<b>(\$23,486,750)</b>	<b>(\$29,214,877)</b>	<b>(\$21,827,221)</b>	<b>(\$31,554,496)</b>	<b>(\$158,427)</b>	<b>(\$31,712,923)</b>	<b>(\$2,339,619)</b>	<b>8.01%</b>	<b>(\$2,498,046)</b>	<b>8.55%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$44,756,999</b>	<b>\$47,137,863</b>	<b>\$48,879,004</b>	<b>\$48,192,972</b>	<b>\$560,952</b>	<b>\$48,753,923</b>	<b>\$1,055,109</b>	<b>2.24%</b>	<b>\$1,616,061</b>	<b>3.43%</b>