

# ORGANIZATIONAL CHART



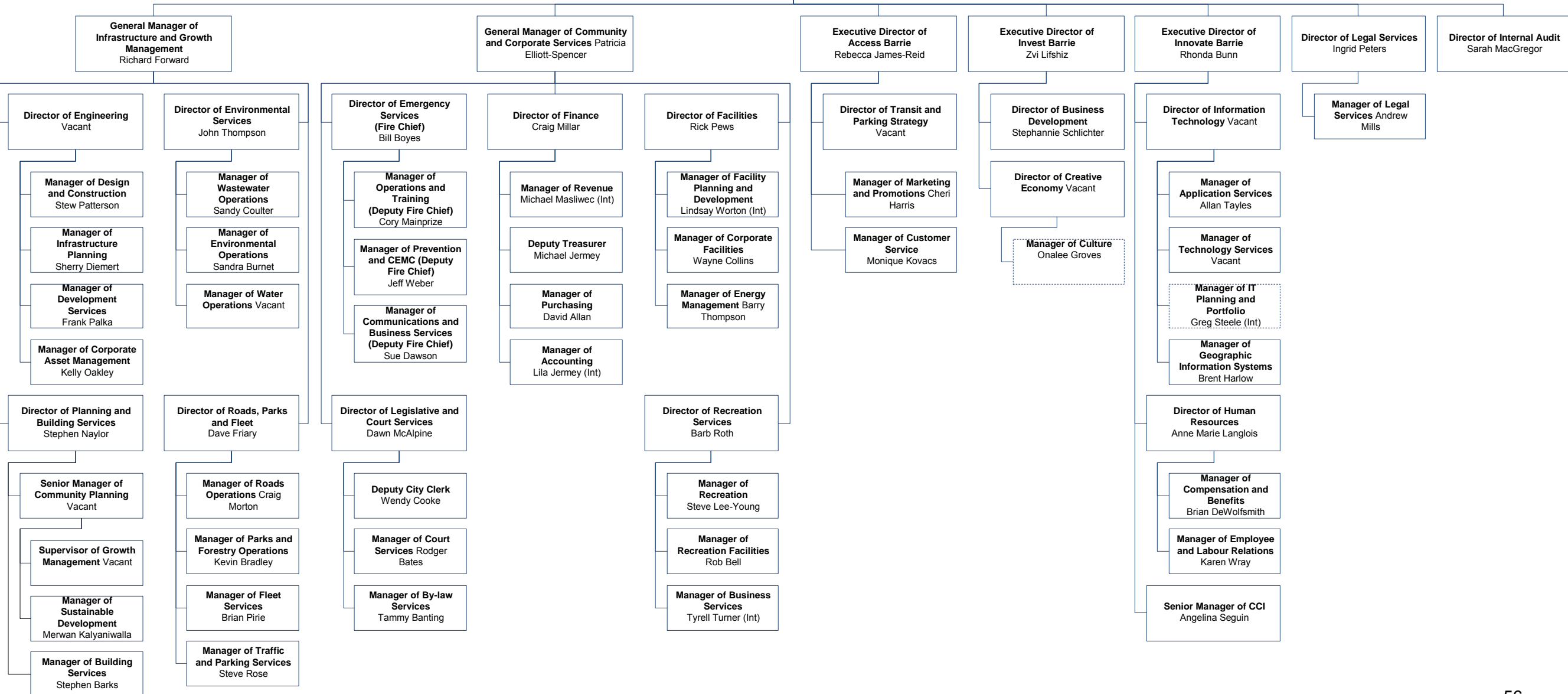
Corporation of the City of Barrie

Our Community

Mayor Jeff Lehman and Members of Council

Council Committees

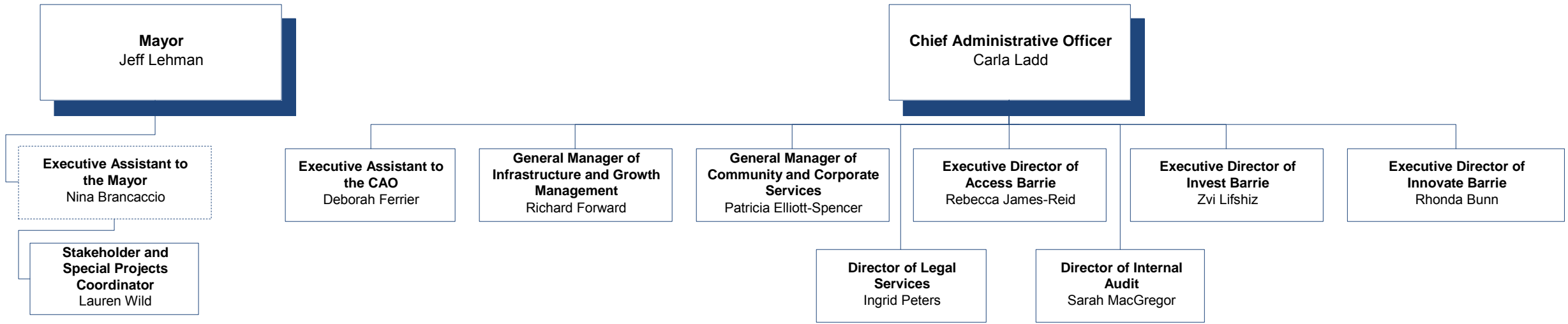
Chief Administrative Officer  
Carla Ladd



# ORGANIZATIONAL CHART



## Office of the Mayor & Chief Administrative Officer



Indicates temporary position

# Performance Plan 2017 - OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

## Division Goals

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

## Key Division Service Delivery Initiatives

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

## External Factors Influencing Activities & Outcomes

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

## Department Goals – Internal Audit

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

## Key Department Service Delivery Initiatives

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

## Key Performance Indicators

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

## Budget Summary

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

## 2017 - BASE BUDGET CHANGE REPORT

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

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

New Investments include:

Operating Intake Form #110 Internal Auditor

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

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

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

## 2017 - BASE BUDGET CHANGE REPORT

### Office of the Chief Administrative Officer & Mayor

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

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$598,019	\$743,715	\$676,307	\$778,475	\$91,708	\$870,183	\$34,760	4.67%	\$126,468	17.00%
	<b>Materials &amp; Supplies</b>	\$146,525	\$153,000	\$29,753	\$45,000	\$0	\$45,000	(\$108,000)	-70.59%	(\$108,000)	-70.59%
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$123,890	\$130,000	\$103,127	\$239,500	\$1,700	\$241,200	\$109,500	84.23%	\$111,200	85.54%
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$868,434</b>	<b>\$1,028,715</b>	<b>\$809,187</b>	<b>\$1,064,975</b>	<b>\$93,408</b>	<b>\$1,158,383</b>	<b>\$36,260</b>	<b>3.52%</b>	<b>\$129,668</b>	<b>12.60%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$11,500)	(\$20,000)	(\$20,000)	\$0	\$0	\$0	\$20,000	-100.00%	\$20,000	-100.00%
	<b>Other Revenues</b>	(\$4,974)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$32,054)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>(\$48,528)</b>	<b>(\$20,000)</b>	<b>(\$20,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>-100.00%</b>	<b>\$20,000</b>	<b>-100.00%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$819,906</b>	<b>\$1,008,715</b>	<b>\$789,187</b>	<b>\$1,064,975</b>	<b>\$93,408</b>	<b>\$1,158,383</b>	<b>\$56,260</b>	<b>5.58%</b>	<b>\$149,668</b>	<b>14.84%</b>

**Comments:**

**Office of the CAO**

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

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

**Mayor's Office**

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

**Internal Audit**

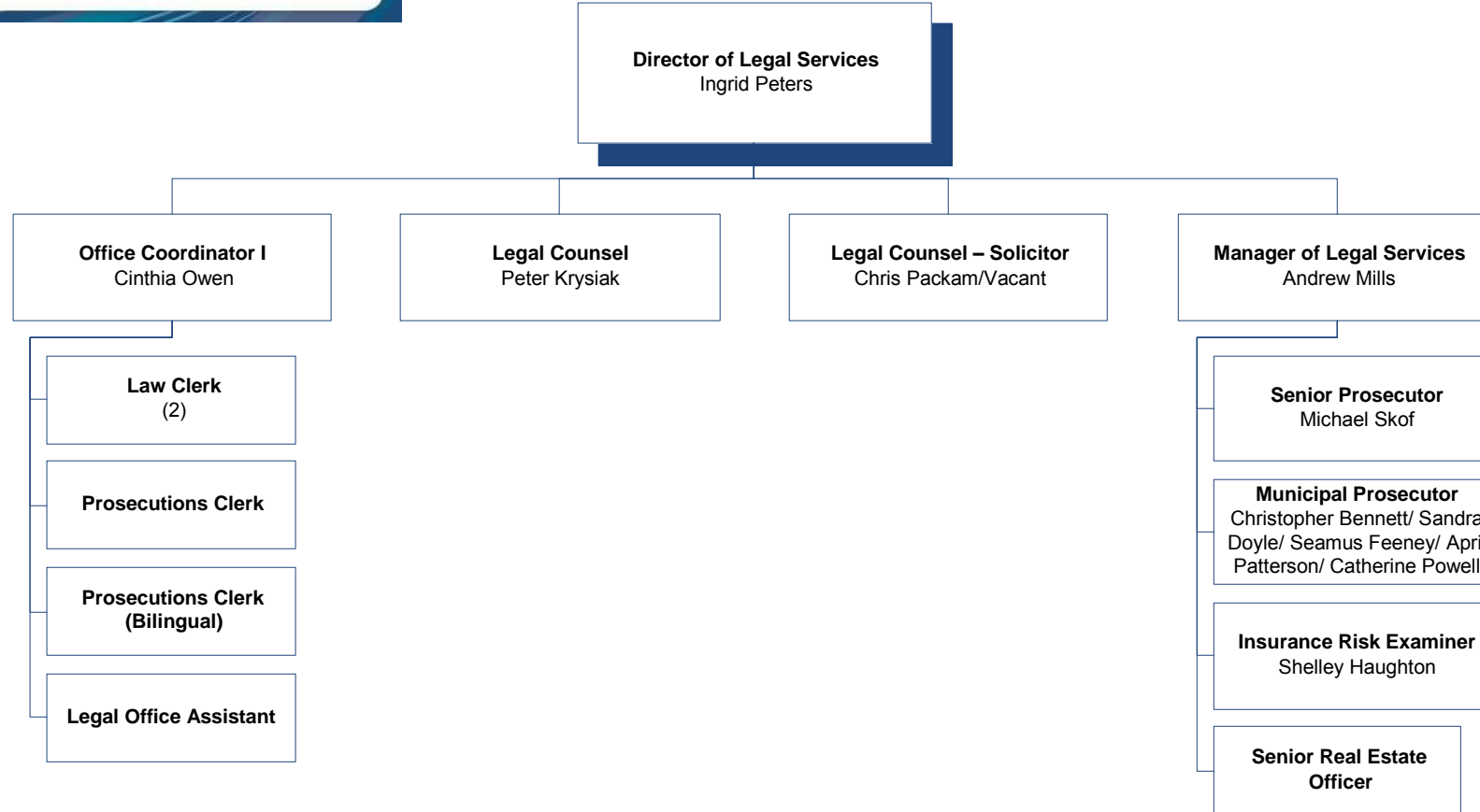
Annualization of the Internal Audit function approved in the 2016 budget and an addition of an Internal Auditor in 2017.



**ORGANIZATIONAL CHART**



Office of the Mayor & Chief Administrative Officer  
Legal Services Department



**Department:**  
**Legal Services**

## **Departmental Overview**

The Legal Services Department provides: (i) timely and high quality 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 in a cost effective manner (ii) insurance administration and risk management (iii) professional execution of the City's real estate program including acquisition, disposition, leasing and encroachments (iv) prosecutorial services for charges laid under the provisions of the Provincial Offences Act for the Barrie and Orillia Court Service areas. The department strives to ensure that every measure is taken to provide a cost effective, high quality standard of service.

### **Legal Support**

Legal Support requires approximately 24% of the Department's staff resources to 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
- oversight of prosecution activities
- review, preparation and registration of all by-laws (including part lot control by-laws, deeming by-laws, site specific amendments to the zoning by-law, site specific development charge act by-laws) and real estate documents
- preparation of precedent and customized agreements including development agreements
- title and corporate searches
- provision of legal advice, including document preparation and negotiation on City strategic initiatives
- permanent road closures

### **Real Estate Matters**

Real Estate Services requires approximately 20% of the Department's staff resources to 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
- encroachments and releases of easements
- access to private property

### **Prosecutorial Services**

Prosecutions requires approximately 50% of the Department's staff resources to perform the following services:

- administrative and prosecutorial work associated with charges laid under provisions of the Provincial Offences Act by municipalities and enforcement agencies in Barrie and Orillia Court Service Areas
- management of approximately 22,000 matters before the courts

### **Insurance Services**

Insurance Services requires approximately 6% of the Department's staff resources to perform the following services:

- processing and management of over 250 insurance claims annually
- provision of input into insurance coverage requirements for City initiatives and events
- risk management for City owned facilities and services

## Key Departmental Objectives

- timely and cost effective acquisition of property for City purposes and Council priorities
- high quality and timely legal advice provided in a cost effective manner
- accurate and timely real estate advice
- successful prosecution of charges laid under the Provincial Offences Act
- respond and appropriately manage insurance claims received
- timely preparation and registration of development agreements

## Strategic Plan & Other Program Deliverables

- improved comprehensive oversight of legal services leading to better 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
- adherence to the Memorandum of Understanding with the Province of Ontario as it relates to prosecutions

## Major Initiatives/Issues

- implement chargebacks, cost recovery or external billing of legal, real estate and prosecution services as appropriate and consistent with corporate policy.
- provide a high level of support to corporate strategic priorities, e.g. Invest Barrie, First Responders Campus and Harvie Road crossing
- detailed processes for land development under the Memorandum of Understanding
- 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)
- provide prosecutorial support to Barrie and Orillia court service areas and to contracted enforcement agencies, utilizing industry best practices including: (i) electronic disclosure under CAMS and (ii) XRP pilot project to encourage continuity in process and procedure, and enhanced prosecutorial success on behalf of clients
- 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

## Key Performance Indicators

### Timely and cost effective completion of property agreements

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
# of property transactions completed (acquisition, disposition, expropriation, access, release of easement, lease and encroachment)	23	21	23	21
% of properties acquired by negotiation vs expropriation	100	90	60	60

### Accurate, timely and cost effective legal advice

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
External Legal Costs	933,254	450,000	795,000	910,000

### Effective prosecution of Provincial Offences Act charges

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
% of prosecutorial success	66	65	65	65
% of trial requests resolved by XRP (Barrie Court Service Area)	N/A	N/A	N/A	2.5

### Accurate, timely and cost effective managing/processing of insurance claims/incidents

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
% of insurance claims/incidents handled in-house	92	80	80	80
Ratio of closed to opened files	.95:1	.95:1	1:1	.95:1

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

**Office of the Chief Administrative Officer & Mayor**

**Legal Services Department**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,841,343	\$1,948,594	\$1,815,223	\$2,030,728	\$2,083,400	\$2,131,624	\$2,176,328
	<b>Materials &amp; Supplies</b>	\$8,522	\$15,998	\$15,968	\$16,288	\$16,318	\$16,343	\$16,368
	<b>Contracted &amp; Professional Services</b>	\$1,063,878	\$576,069	\$921,067	\$1,048,601	\$1,049,138	\$1,049,928	\$1,050,718
	<b>Sub-Total</b>	<b>\$2,913,743</b>	<b>\$2,540,661</b>	<b>\$2,752,258</b>	<b>\$3,095,617</b>	<b>\$3,148,857</b>	<b>\$3,197,895</b>	<b>\$3,243,414</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$241,531)	(\$124,026)	(\$124,026)	(\$124,772)	(\$135,772)	(\$146,772)	(\$157,772)
	<b>Grant Revenues &amp; Contributions</b>	(\$18,671)	(\$15,000)	(\$15,000)	(\$415,000)	(\$215,000)	(\$15,000)	(\$15,000)
	<b>Interdepartmental Transfers</b>	(\$799,669)	(\$820,282)	(\$823,349)	(\$854,827)	(\$879,552)	(\$904,933)	(\$930,856)
	<b>Sub-Total</b>	<b>(\$1,059,871)</b>	<b>(\$959,308)</b>	<b>(\$962,375)</b>	<b>(\$1,394,599)</b>	<b>(\$1,230,324)</b>	<b>(\$1,066,705)</b>	<b>(\$1,103,628)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,853,872</b>	<b>\$1,581,353</b>	<b>\$1,789,883</b>	<b>\$1,701,018</b>	<b>\$1,918,533</b>	<b>\$2,131,191</b>	<b>\$2,139,786</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Office of the Chief Administrative Officer & Mayor

### Legal Services Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,841,343	\$1,948,594	\$1,815,223	\$2,030,728	\$0	\$2,030,728	\$82,134	4.22%	\$82,134	4.22%
	<b>Materials &amp; Supplies</b>	\$8,522	\$15,998	\$15,968	\$16,288	\$0	\$16,288	\$290	1.81%	\$290	1.81%
	<b>Contracted &amp; Professional Services</b>	\$1,063,878	\$576,069	\$921,067	\$1,048,601	\$0	\$1,048,601	\$472,532	82.03%	\$472,532	82.03%
	<b>Total</b>	<b>\$2,913,743</b>	<b>\$2,540,661</b>	<b>\$2,752,258</b>	<b>\$3,095,617</b>	<b>\$0</b>	<b>\$3,095,617</b>	<b>\$554,957</b>	<b>21.84%</b>	<b>\$554,957</b>	<b>21.84%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$241,531)	(\$124,026)	(\$124,026)	(\$124,772)	\$0	(\$124,772)	(\$746)	0.60%	(\$746)	0.60%
	<b>Grant Revenues &amp; Contributions</b>	(\$18,671)	(\$15,000)	(\$15,000)	(\$415,000)	\$0	(\$415,000)	(\$400,000)	2666.67%	(\$400,000)	2666.67%
	<b>Interdepartmental Transfers</b>	(\$799,669)	(\$820,282)	(\$823,349)	(\$854,827)	\$0	(\$854,827)	(\$34,545)	4.21%	(\$34,545)	4.21%
	<b>Total</b>	<b>(\$1,059,871)</b>	<b>(\$959,308)</b>	<b>(\$962,375)</b>	<b>(\$1,394,599)</b>	<b>\$0</b>	<b>(\$1,394,599)</b>	<b>(\$435,291)</b>	<b>45.38%</b>	<b>(\$435,291)</b>	<b>45.38%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,853,872</b>	<b>\$1,581,353</b>	<b>\$1,789,883</b>	<b>\$1,701,018</b>		<b>\$1,701,018</b>	<b>\$119,665</b>	<b>7.57%</b>	<b>\$119,665</b>	<b>7.57%</b>

#### Comments:

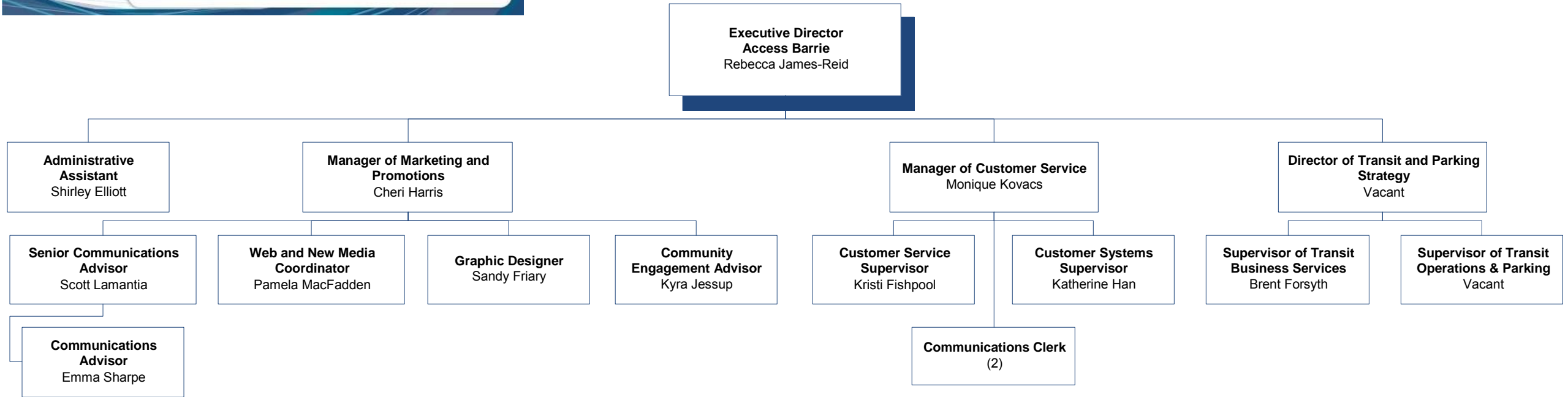
The main drivers of the base budget increase are consultant costs associated with defending the city in several litigation matters where OMB hearings and trials are anticipated. However, these costs are being offset by a \$200K draw from the proposed legal reserve and one time funding of \$200K from the tax rate stabilization reserve.

Salaries and benefits are increasing in line with employment agreements and estimates from benefits service providers.

**ORGANIZATIONAL CHART**



**Access Barrie Portfolio**



## Performance Plan 2017 - ACCESS BARRIE EXECUTIVE PORTFOLIO

### Portfolio Goals

- To develop innovative communication and advertising strategies to build effective relationships internally and externally, to address public relations and marketing needs and to identify and encourage opportunities for proactive and positive media coverage.
- To foster an organization culture that embraces corporate communications as a priority to ensure proactive and meaningful communications with the community as well as within the corporation.
- To provide policy support and communication services to Council, the Office of the CAO and all other Divisions/Departments to assist them in their delivery of customer-focused, cost-effective municipal services.
- To develop and maintain Strategic Communication, Marketing and Customer Service policies, plans and standards that support Council's strategic goals, protect the City's Corporate Identity and increase Community Engagement.
- Enhance Customer Service access options across multiple channels including phone, counter and online opportunities
- To advance the City's interests at all levels of Government both as the City of Barrie and collectively with other municipalities, when doing so is strategically to our advantage.
- Provide a public transportation system that is a viable alternative to the automobile in the City of Barrie.

### Key Portfolio Service Delivery Initiatives

- Develop innovative and effective marketing campaigns to increase the city's profile and exposure.
- Continue proactive marketing and communications with the community on City initiatives, programs and services; and improve internal communications within the corporation among staff by supporting the Staff Strategic Plan.
- Continue to seek new opportunities for public
- Lead efforts to develop a new corporate brand and subsequent implementation.
- Lead and facilitate Intergovernmental relations with Municipal, Provincial and Federal Partners.
- Lead and be an ambassador for Cultural Change across the corporation with a focus on customer service through the development of Corporate Customer Service Centre phased implementation and guidelines.
- Enhance Customer Service access options through collaboration with departments to effectively and efficiently transition their customer service delivery into Service Barrie, and monitor, track and analyze customer interactions and measure satisfaction levels.
- Provide easily retrievable information for staff when responding to customers through the development of a knowledge management solution to support contact centre operations.
- Partner with Metrolinx to explore the development of a multi-modal transit hub at the Allandale Waterfront GO.
- Continue to establish policies, practices and procedures to ensure transit is AODA compliant.
- Continue to explore Transit Service Agreements with neighboring municipalities where appropriate and work in partnership with the County of Simcoe to develop inter-municipal connectivity.
- Increase ridership and service reliability through the execution and monitoring of the performance based service contract enhancing the customer experience.

## External Factors Influencing Activities & Outcomes

- General economic conditions
- Timing and schedule for other Corporate initiatives i.e. APLI & ERP

## Corporate Scorecard Indicators

All Departments measure performance using a Balanced Scorecard. Access Barrie contributes the following indicators to a corporate scorecard:

Department	Indicator	2016 Plan	2016 Forecast	2017 Plan
Communications	Number of communications strategies written and implemented	45	50	52
Marketing	% increase in the number of visitors to Barrie.ca	10%	10%	12%
Marketing	Total # of impressions on Twitter and Facebook	18M	18M	20M
Customer Service	# of Service Barrie interactions (Phone, email, counter)	n/a	n/a	185,000
Customer Service	# of services transitioned from other departments *more sophisticated metrics will be substituted when new technology systems are available i.e. communications infrastructure update.	15	20	30
Transit	Transit revenue to cost ratio	33.7%	32.9%	32.1%
Transit	Passenger trips per in-service vehicle hour	16.25	15.52	15.79
Transit	% of bus stops that are accessible	44.4%	45.1%	47.8%



## Budget Summary

Department	2017 Net Requested Budget	2017 Staffing		
		Base Complement	Service Level Changes	Total Requested
Access Barrie Admin	\$405.3K	3		3
Customer Service	\$971.4K	13		13
Marketing & Communications	\$963.5K	6		6
Transit	\$20.2M	7	1	8
<b>Total</b>	<b>\$22.6M</b>	<b>29</b>	<b>1</b>	<b>30</b>

**Department:**  
**Customer Service and Communications/Marketing**

## **Departmental Overview**

Access Barrie combines the strengths of Communications, Marketing 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.

### **Marketing & Communications**

Work involves creating communications plans that determine the most appropriate way to deliver messages that includes clear, concise content that can be easily understood by targeted audiences (including internal, public, media, etc.). Primary Communications responsibilities include: providing leadership on the development and implementation of internal communications programs, managing critical communications issues as included in the role of Emergency Information Officer, managing the use of the InSite, barrie.ca and social media. Conducting all aspects of media relations, including the preparation of media releases, advisories, advertising, and media monitoring.

Marketing is anything that delivers on the look and feel of the Corporation. This involves any paid advertising (radio, tv, print) and design/web work. We provide multimedia & graphic design support including the development of promotional materials (posters, ads, brochures, videos, graphics etc.) and staff work to ensure the integrity of the corporate brand is maintained in all corporate materials produced.

### **Customer Service**

Customer Service is leading the multi-year implementation of a corporate wide Customer Service Plan. The major focus of the plan is to consolidate access to most general city services through developing a Customer Contact Centre which will be marketed as Service Barrie. Service Barrie will handle phone, counter and online service requests and introduce customer management and knowledge management technology. The first phase of Service Barrie went "Live" in November 2016. Subsequent phases which will increase the number of services available to the public within Service Barrie will be implemented in 2017 and 2018. Additional responsibilities include management of the After Hours call service contract.

## **Key Departmental Objectives**

- Leverage a variety of communication mediums (print, broadcast, online) to enhance public communications and marketing opportunities.
- Proactively communicate with staff Council's strategic direction, and the corporate strategic and operational initiatives.
- To advance the City's interests at all levels of Government both as the City of Barrie and collectively with other municipalities, when doing so is strategically to our advantage. This includes advocacy meetings with officials of other governments, the Large Urban Mayors Caucus of Ontario (LUMCO), the Association of Municipalities of Ontario and/or Federation of Canadian Municipalities.
- To improve and expand opportunities for community involvement and feedback regarding city programs, services and initiatives.
- Implementation of the Customer Service Plan to provide new methods of delivery and services that increase level of satisfaction of customers with their City interactions.
- Development of Service Barrie through collaboration with departments to effectively and efficiently transition their customer service delivery into Service Barrie.

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

- To develop and maintain Strategic Communication, Marketing and Customer Service policies, plans and standards that support Council's strategic goals, protect the City's Corporate Identity and increase Community Engagement.
- Execute the Emergency Information Officer and Public Information Centre role within the City's Emergency Plan, as required.
- Monitoring and report progress to Council & the public on the Strategic Plan
- Communications and Strategic support of Council's key priorities
- Development of the knowledge management system to support Service Barrie operations.
- Ongoing development of Service Barrie to increase the number of services available to the public.
- Report to Council on status of the Service Barrie implementation.

### Major Initiatives/Issues

- Researching and develop a Citizen Engagement Strategy.
- Continue branding work for the Corporation with planned, phased implementation in 2017
- Development and implementation of additional phases of Service Barrie.
- Development of Customer Service standards and service levels for Service Barrie.
- Monitor and lead ongoing enhancements of the After Hours call handling system.
- Advocacy for Provincial and Federal Funding for Barrie
- Continued support for the Staff Strategic Plan implementation.

### Key Performance Indicators

#### Innovative and effective marketing campaigns to increase the City's profile

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
% increase in the number of visitors to Barrie.ca	5%	10%	10%	12%
Total # of impressions on Facebook and Twitter	14M	18M	18M	20M
Total number of social media followers/fans	14,000	21,000	26,000	30,000

#### Proactive communications with the community on City initiatives

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of communication strategies written and implemented	45	45	50	52
Average open rate of Barrie Digest (avg. gov't rate 26%)	N/A	50%	50%	55%

#### Customer Contact Centre Services

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
# of Ping St "report a problem" submitted	609	800	750	900
# of Phone Calls Received in the Customer Contact Centre	n/a	n/a	n/a	125,000
# of Counter Transactions Received in the Customer Contact Centre	n/a	n/a	n/a	40,000
# of emails received in the Customer Contact Centre	n/a	n/a	n/a	20,000
# of services transitioned from other departments *more sophisticated metrics will be substituted when new technology systems are available i.e. communications infrastructure update.	n/a	15	20	30

## 2017 - BASE BUDGET CHANGE REPORT

### Access Barrie – Portfolio Summary

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,662,698	\$2,602,424	\$1,938,915	\$3,026,241	\$16,244	\$3,042,485	\$423,817	16.29%	\$440,061	16.91%
	<b>Materials &amp; Supplies</b>	\$986,639	\$2,533,752	\$2,039,596	\$2,297,542	\$0	\$2,297,542	(\$236,210)	-9.32%	(\$236,210)	-9.32%
	<b>Equipment &amp; Capital Purchases</b>	\$19,282	\$36,500	\$17,500	\$36,500	\$0	\$36,500	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$16,658,839	\$16,505,626	\$16,655,079	\$16,977,327	\$45,000	\$17,022,327	\$471,701	2.86%	\$516,701	3.13%
	<b>Rents &amp; Other Expenses</b>	\$15,496	\$5,127	\$33,911	\$34,058	\$0	\$34,058	\$28,931	564.29%	\$28,931	564.29%
	<b>Grant Expenses &amp; Transfers</b>	\$28,643	\$0	\$57,286	\$57,286	\$0	\$57,286	\$57,286	-	\$57,286	-
	<b>Total</b>	<b>\$19,371,597</b>	<b>\$21,683,429</b>	<b>\$20,742,287</b>	<b>\$22,428,954</b>	<b>\$61,244</b>	<b>\$22,490,198</b>	<b>\$745,525</b>	<b>3.44%</b>	<b>\$806,769</b>	<b>3.72%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$5,548,030)	(\$6,310,200)	(\$5,973,062)	(\$6,130,988)	\$0	(\$6,130,988)	\$179,212	-2.84%	\$179,212	-2.84%
	<b>Other Revenues</b>	(\$8,376)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$2,269,600)	(\$2,256,861)	(\$2,221,380)	(\$2,271,981)	\$0	(\$2,271,981)	(\$15,120)	0.67%	(\$15,120)	0.67%
	<b>Interdepartmental Transfers</b>	\$172,648	(\$48,648)	\$123,684	(\$58,500)	(\$21,200)	(\$79,700)	(\$9,852)	20.25%	(\$31,052)	63.83%
	<b>Total</b>	<b>(\$7,653,356)</b>	<b>(\$8,615,709)</b>	<b>(\$8,070,757)</b>	<b>(\$8,461,469)</b>	<b>(\$21,200)</b>	<b>(\$8,482,669)</b>	<b>\$154,240</b>	<b>-1.79%</b>	<b>\$133,040</b>	<b>-1.54%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$11,718,241</b>	<b>\$13,067,720</b>	<b>\$12,671,529</b>	<b>\$13,967,485</b>	<b>\$40,044</b>	<b>\$14,007,529</b>	<b>\$899,765</b>	<b>6.89%</b>	<b>\$939,809</b>	<b>7.19%</b>

New Investments include:

Operating Intake Form #36 Transit Revenue Clerk Conversion  
 Operating Intake Form #90 AODA Compliance Specialized Transit Service Hourly Parity

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

**Access Barrie**

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

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,045,519	\$1,740,239	\$1,208,017	\$1,913,426	\$1,982,497	\$2,048,362	\$2,113,556
	<b>Materials &amp; Supplies</b>	\$17,555	\$28,800	\$28,800	\$31,300	\$31,300	\$32,550	\$32,900
	<b>Equipment &amp; Capital Purchases</b>	\$46	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500
	<b>Contracted &amp; Professional Services</b>	\$361,032	\$356,780	\$386,880	\$384,000	\$394,600	\$402,950	\$407,550
	<b>Sub-Total</b>	<b>\$1,424,152</b>	<b>\$2,137,319</b>	<b>\$1,635,197</b>	<b>\$2,340,226</b>	<b>\$2,419,897</b>	<b>\$2,495,362</b>	<b>\$2,565,506</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$15,202)	(\$15,202)	(\$2,687)	(\$20,419)	(\$20,419)	(\$20,419)	(\$20,419)
	<b>Interdepartmental Transfers</b>	\$0	(\$221,332)	(\$49,000)	(\$227,167)	(\$196,230)	(\$176,135)	(\$155,234)
	<b>User Fees, Service Charges, &amp; Rentals</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$15,202)</b>	<b>(\$236,534)</b>	<b>(\$51,686)</b>	<b>(\$247,586)</b>	<b>(\$216,649)</b>	<b>(\$196,554)</b>	<b>(\$175,653)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,408,950</b>	<b>\$1,900,785</b>	<b>\$1,583,511</b>	<b>\$2,092,640</b>	<b>\$2,203,248</b>	<b>\$2,298,807</b>	<b>\$2,389,854</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Access Barrie

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

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,045,519	\$1,740,239	\$1,208,017	\$1,913,426	\$0	\$1,913,426	\$173,187	9.95%	\$173,187	9.95%
	<b>Materials &amp; Supplies</b>	\$17,555	\$28,800	\$28,800	\$31,300	\$0	\$31,300	\$2,500	8.68%	\$2,500	8.68%
	<b>Equipment &amp; Capital Purchases</b>	\$46	\$11,500	\$11,500	\$11,500	\$0	\$11,500	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$361,032	\$356,780	\$386,880	\$384,000	\$0	\$384,000	\$27,220	7.63%	\$27,220	7.63%
	<b>Total</b>	<b>\$1,424,152</b>	<b>\$2,137,319</b>	<b>\$1,635,197</b>	<b>\$2,340,226</b>	<b>\$0</b>	<b>\$2,340,226</b>	<b>\$202,907</b>	<b>9.49%</b>	<b>\$202,907</b>	<b>9.49%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$15,202)	(\$15,202)	(\$2,687)	(\$20,419)	\$0	(\$20,419)	(\$5,217)	34.32%	(\$5,217)	34.32%
	<b>Interdepartmental Transfers</b>	\$0	(\$221,332)	(\$49,000)	(\$227,167)	\$0	(\$227,167)	(\$5,835)	2.64%	(\$5,835)	2.64%
	<b>Total</b>	<b>(\$15,202)</b>	<b>(\$236,534)</b>	<b>(\$51,686)</b>	<b>(\$247,586)</b>	<b>\$0</b>	<b>(\$247,586)</b>	<b>(\$11,052)</b>	<b>4.67%</b>	<b>(\$11,052)</b>	<b>4.67%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,408,950</b>	<b>\$1,900,785</b>	<b>\$1,583,511</b>	<b>\$2,092,640</b>		<b>\$2,092,640</b>	<b>\$191,855</b>	<b>10.09%</b>	<b>\$191,855</b>	<b>10.09%</b>

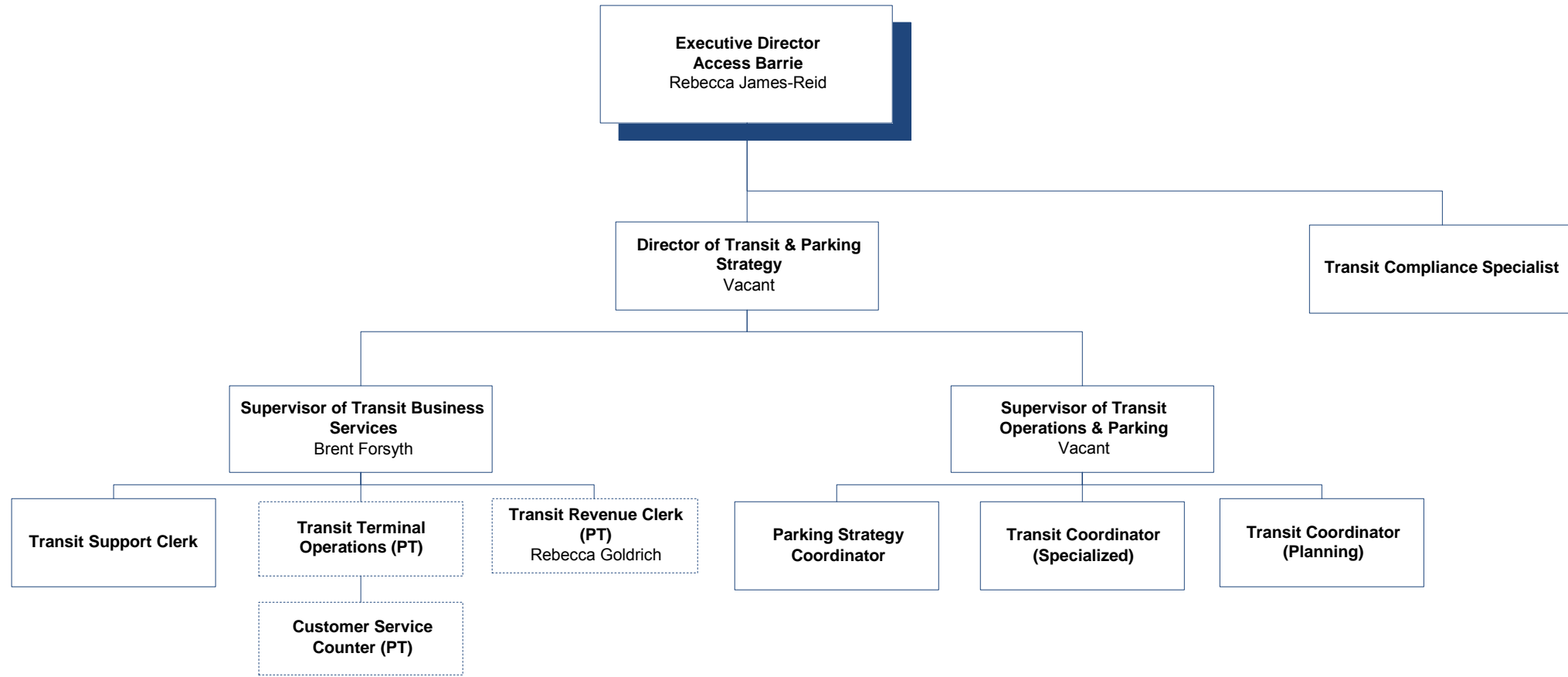
### Comments:

Of the \$192K variance, \$90K is as a result of the recent reorganization and review of Transit operations. As a result, the Transit Compliance position has been changed to be a direct report to the Executive Director of Access Barrie to allow for better accountability and transparency. A further increase of 3.6% (68K) in the base request is due to merit and contract increases. In addition, the Marketing and Advertising budget has a small increase to reflect contract obligations for the weekly and legislated newspaper ads, and radio contract. In addition, Human Resources has requested an increase of \$10 K in the advertising line within Access Barrie's budget for recruitment job postings. The forming of the Customer Contact Centre net increase is \$21K which is a 1.1% increase and can be attributed to the costs outlined in the Business Case to Council for the Contact Centre start up- including minor capital costs, office supplies, and training dollars for the subsequent phases.

**ORGANIZATIONAL CHART**



**Access Barrie Portfolio  
Transit & Parking Strategy Department**



Indicates that employees are shared between Roads Operations (Approximately 5 months in the Winter) and Parks Operations (Approximately 7 months in the Spring, Summer and Fall)

**Department:**  
**Transit and Parking Strategy**

## **Departmental Overview**

The Transit Department strives to provide customer focused, efficient, reliable and affordable public transportation service that links people, workplaces and the community through an integrated, easy to use public transit 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 14 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.

### Service Drivers:

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 1.7% modal share to a future planning state of 7% reducing our reliance and need for large linear infrastructure to support vehicular traffic and congestion.

Growth - Establishing service level standards and planning principles to guide the growth and expansion of the Transit service in alignment with the annexation works. Ensure the system design remains intact to enable service expansion as well as foster future service partnerships with neighboring municipalities such as Essa and Base Borden to promote a more regional focused system.

System integration - Continue to grow partnerships with our transit service partners such as Metrolinx and Inter City Carriers to create a seamless integration with inter City carriers 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.

## **Key Departmental Objectives**

- Provide a public transportation system that is a viable alternative to the automobile in the City of Barrie.
- Meet travel demands generated by various target markets in the employment, academic, commercial, medical and service industries and recognize that transit is an integral component of urban growth.
- Increase ridership and service reliability through the execution and monitoring of the performance based service contract enhancing the customer experience.

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



- Monitor the contract as part of the PPP Transit Service project through the implementation phase.
- Partner with Metrolinx to look at the use of the Allandale Waterfront GO and its integration as a major transit hub.
- 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

- Council approval of the 5 year transit business case.
- Begin the implementation on the recommendations from the Transit Business Plan to guide the strategic planning and growth of the system to be adopted by Council.
- Develop planning standards and guiding principles for future transit growth to be adopted by Council.
- Continue to establish policies, practices and procedures to ensure transit is AODA compliant.
- Collaborate with the Communications branch in the development and promotion of effective public communications and marketing strategies for transit including monitoring customer satisfaction and preferences.
- Continuous process review to improve the service, customer experience and efficiencies.
- Develop and implement a framework for SOP training.
- Continue to explore Transit Service Agreements with neighboring municipalities where appropriate and work in partnership with the County of Simcoe to develop inter-municipal connectivity.

### Key Performance Indicators

#### Transit Services

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Transit revenue to cost ratio	33.1%	33.7%	32.9%	32.1%
Passenger trips per in-service vehicle hour	15.25	16.25	15.52	15.79
% of bus stops that are accessible	42.1%	44.4%	45.1%	47.8%
Operating cost for conventional transit per regular service passenger trip	\$6.29	\$6.51	\$6.71	\$6.94

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

**Access Barrie**

**Transit & Parking Strategy Department**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$617,179	\$862,185	\$730,898	\$1,112,815	\$1,038,519	\$1,066,429	\$1,093,552
	<b>Materials &amp; Supplies</b>	\$969,084	\$2,504,952	\$2,010,796	\$2,266,242	\$2,376,459	\$2,492,158	\$2,613,613
	<b>Equipment &amp; Capital Purchases</b>	\$19,236	\$25,000	\$6,000	\$25,000	\$25,000	\$25,000	\$25,000
	<b>Contracted &amp; Professional Services</b>	\$16,297,807	\$16,148,846	\$16,268,199	\$16,593,327	\$17,083,867	\$17,589,124	\$18,109,540
	<b>Rents &amp; Other Expenses</b>	\$15,496	\$5,127	\$33,911	\$34,058	\$34,928	\$35,823	\$36,747
	<b>Grant Expenses &amp; Transfers</b>	\$28,643	\$0	\$57,286	\$57,286	\$57,286	\$57,286	\$57,286
	<b>Sub-Total</b>	<b>\$17,947,445</b>	<b>\$19,546,110</b>	<b>\$19,107,090</b>	<b>\$20,088,728</b>	<b>\$20,616,060</b>	<b>\$21,265,821</b>	<b>\$21,935,738</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$5,548,030)	(\$6,310,200)	(\$5,973,062)	(\$6,130,988)	(\$6,173,200)	(\$6,215,782)	(\$6,258,737)
	<b>Other Revenues</b>	(\$8,376)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$2,254,398)	(\$2,241,659)	(\$2,218,693)	(\$2,251,562)	(\$2,259,269)	(\$2,267,268)	(\$2,275,569)
	<b>Interdepartmental Transfers</b>	\$172,648	\$172,684	\$172,684	\$168,667	\$172,947	\$173,215	\$173,490
	<b>Sub-Total</b>	<b>(\$7,638,154)</b>	<b>(\$8,379,175)</b>	<b>(\$8,019,071)</b>	<b>(\$8,213,883)</b>	<b>(\$8,259,522)</b>	<b>(\$8,309,835)</b>	<b>(\$8,360,816)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$10,309,290</b>	<b>\$11,166,935</b>	<b>\$11,088,018</b>	<b>\$11,874,844</b>	<b>\$12,356,537</b>	<b>\$12,955,986</b>	<b>\$13,574,922</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Access Barrie

### Transit & Parking Strategy Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$617,179	\$862,185	\$730,898	\$1,112,815	\$16,244	\$1,129,059	\$250,630	29.07%	\$266,874	30.95%
	<b>Materials &amp; Supplies</b>	\$969,084	\$2,504,952	\$2,010,796	\$2,266,242	\$0	\$2,266,242	(\$238,710)	-9.53%	(\$238,710)	-9.53%
	<b>Equipment &amp; Capital Purchases</b>	\$19,236	\$25,000	\$6,000	\$25,000	\$0	\$25,000	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$16,297,807	\$16,148,846	\$16,268,199	\$16,593,327	\$45,000	\$16,638,327	\$444,481	2.75%	\$489,481	3.03%
	<b>Rents &amp; Other Expenses</b>	\$15,496	\$5,127	\$33,911	\$34,058	\$0	\$34,058	\$28,931	564.29%	\$28,931	564.29%
	<b>Grant Expenses &amp; Transfers</b>	\$28,643	\$0	\$57,286	\$57,286	\$0	\$57,286	\$57,286	-	\$57,286	-
	<b>Total</b>	<b>\$17,947,445</b>	<b>\$19,546,110</b>	<b>\$19,107,090</b>	<b>\$20,088,728</b>	<b>\$61,244</b>	<b>\$20,149,972</b>	<b>\$542,618</b>	<b>2.78%</b>	<b>\$603,862</b>	<b>3.09%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$5,548,030)	(\$6,310,200)	(\$5,973,062)	(\$6,130,988)	\$0	(\$6,130,988)	\$179,212	-2.84%	\$179,212	-2.84%
	<b>Other Revenues</b>	(\$8,376)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$2,254,398)	(\$2,241,659)	(\$2,218,693)	(\$2,251,562)	\$0	(\$2,251,562)	(\$9,903)	0.44%	(\$9,903)	0.44%
	<b>Interdepartmental Transfers</b>	\$172,648	\$172,684	\$172,684	\$168,667	(\$21,200)	\$147,467	(\$4,017)	-2.33%	(\$25,217)	-14.60%
	<b>Total</b>	<b>(\$7,638,154)</b>	<b>(\$8,379,175)</b>	<b>(\$8,019,071)</b>	<b>(\$8,213,883)</b>	<b>(\$21,200)</b>	<b>(\$8,235,083)</b>	<b>\$165,292</b>	<b>-1.97%</b>	<b>\$144,092</b>	<b>-1.72%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$10,309,290</b>	<b>\$11,166,935</b>	<b>\$11,088,018</b>	<b>\$11,874,844</b>	<b>\$40,044</b>	<b>\$11,914,888</b>	<b>\$707,910</b>	<b>6.34%</b>	<b>\$747,954</b>	<b>6.70%</b>

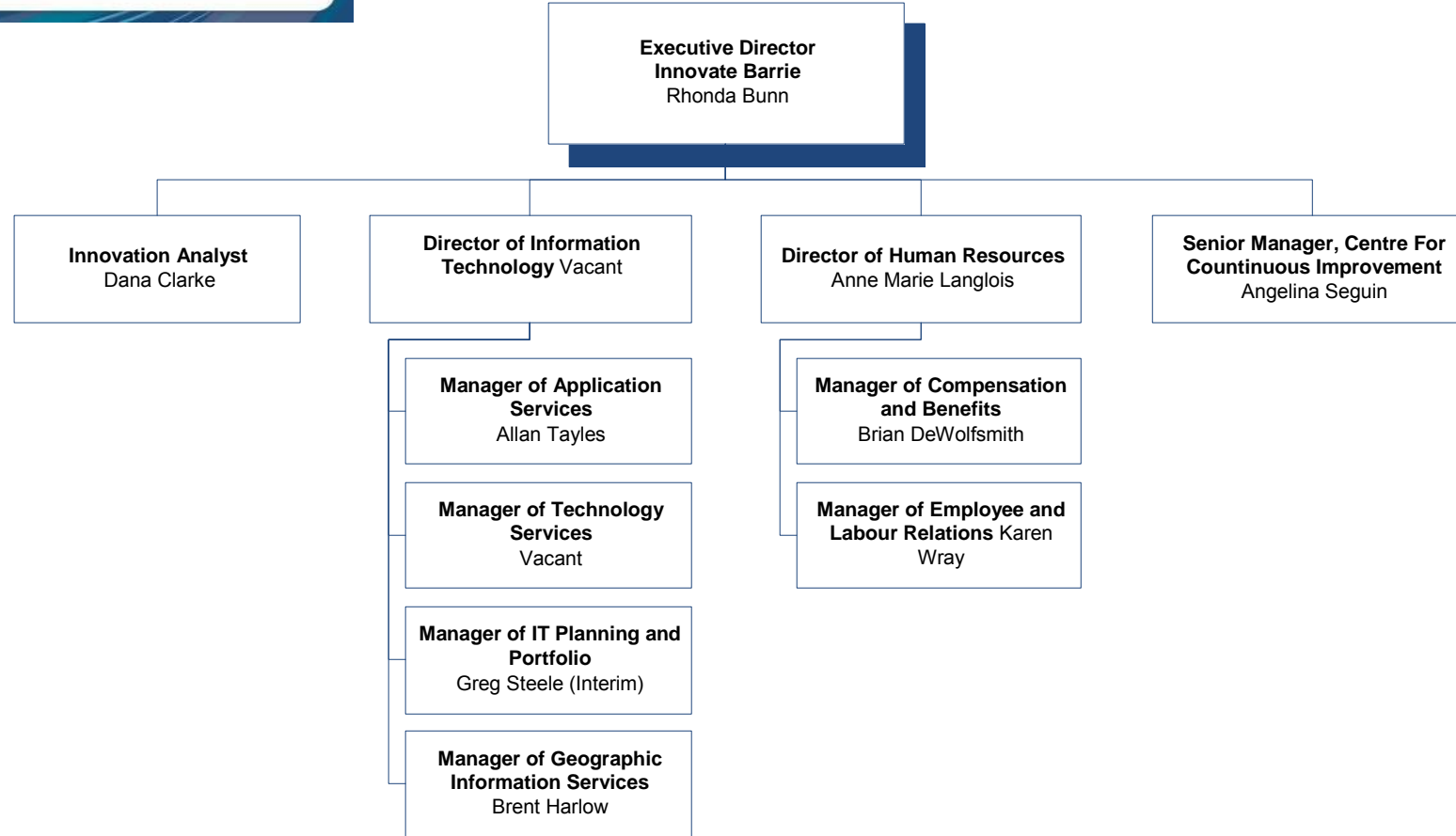
**Comments:**

Transit has a 20 year contract where some costs are fixed and some costs have to be set annually. Each year certain costs need to be indexed and adjusted to reflect the changing market prices as it is estimated that in 2017 the increase will be approximately \$440k (the total contract value is approximately \$18M). In September of 2016, the City of Barrie saw a departmental re-organization where Transit became a newly created department. The re-organization included the transfer of FTE's into Transit from other departments. An increase of \$340K to the Transit department's budget is attributed to the re-organization, cost of living increases as well as annualization of salaries. Projected revenue growth is not trending as high as originally anticipated (actual growth is 1% versus projected growth of 5%) as well trends are indicating that ridership growth (estimated at 2%) is growing quicker than revenue growth (1%) as more riders are moving from cash fare to the discounted pass fares and will have an impact of \$160K on the department's budget.

**ORGANIZATIONAL CHART**



**Innovate Barrie Portfolio**



Indicates temporary positions

# Performance Plan 2017 - INNOVATE BARRIE EXECUTIVE PORTFOLIO

## Portfolio Goals

Our vision: "Innovate Barrie leverages people and technology to ignite positive change and inspire progressive solutions". In our realization of this vision, we plan to:

- Further develop the Centre for Continuous improvement to include optimal allocation of resources, dashboard reporting and ensure alignment with Council's strategic goals
- Support a culture of continuous improvement, innovation and cross-departmental communication through the use of standardized tools, templates and processes for change management and project management
- Grow the Innovatology program at the City and continue to train facilitators and coaches to further develop staff and embark on more cost savings initiatives
- Provide leadership and support on process improvement initiatives while building the capacity and capability in the organization through training
- Develop and establish metrics that accurately measure process performance and provide a dashboard for Council, staff and the community to monitor performance levels
- Continue to lead the organization through project and change management initiatives for the Enterprise Resource Planning (ERP) implementation and future sustainment, the building permit application implementation, and computerized maintenance management implementations focused on delivering transformational business capabilities in areas including financial systems, human resources, reporting, master data management, permit application and processing, work order and asset management, facility management and space planning
- Partner with internal businesses to ensure the new and upgraded ERP system solutions transform and fully delivers re-engineered business process, organizational, and change management outcomes necessary to realize the planned financial and operational benefits
- Integrate diverse computer systems in a way that minimizes duplication and improves data access and sharing across the corporation
- Build a positive, engaged and productive workplace culture through the implementation of the Staff Strategic Plan
- Develop an energetic and inspiring leadership group along with attracting and retaining top talent
- Enhance network, computing and mobility environments to meet existing and new business requirements of the City
- Manage the corporation's investment in technology so that its total cost of ownership is minimized

## Key Portfolio Service Delivery Initiatives

- Review, revise and enhance the Centre for Continuous improvement Governance framework and report progress updates to Council on a quarterly basis
- Rollout a consistent process improvement methodology; develop training material and education programs for staff
- Continue work on a performance management system
- Implement the Staff Strategic Plan; enhancing our Employee Wellness Program
- Develop supporting policies, procedures and tools to support the Compensation Strategy and Wellness initiatives
- Enhance network, computing and mobility environments to meet existing and new business requirements of the City

- Ensure technology systems and equipment support new project readiness regarding network performance, data storage and server stability; "Always Available" and business continuity initiatives
- Identify, implement and manage new and upgraded business application and technology infrastructure solutions to meet service delivery needs
- Provide secure, accessible technology services to the corporation that align with the City's operational and strategic objectives
- Provide enhanced public access to services through online(web) applications
- Continue to grow our Geographical Information System (GIS) online presence to provide "user friendly" applications that deliver high-quality, reliable information to the public, save staff and citizen time by enabling users to find answers to common questions and increase transparency across the organization.
- Implement a building permit application solution to support growth in the new lands
- Upgrade and enhance work order and facilities management solutions
- Complete the ERP Project and ensure process optimization

### External Factors Influencing Activities & Outcomes

- General economic conditions

### Key Performance Indicators

Department	Indicator	2016 Plan	2016 Forecast	2017 Plan
Human Resources	Corporate training \$ spent per permanent employee	\$100	\$35	\$100
	% Departmental training budget spent	100%	75%	100%
	# lost time accidents	5	10	5
	Cost of lost time accidents	\$40,000	\$60,000	\$40,000
	Avg. # sick/STD/LTD/WSIB days per employee	9	6	6
	Quarterly % EFAP usage	19%	19%	15%
	% turnover voluntary	4.5%	5.0%	5.0%
	% turnover in first 2 years of employment	0	0.6%	0
	Internal Promotion rate	6%	6.1%	7.5%
	% grievance rate CUPE	5%	2%	2%
% grievance rate BPPFA	2%	2%	2%	

Department	Indicator	2016 Plan	2016 Forecast	2017 Plan
Information Technology	Annual number of visits to the City of Barrie's website	2,980,494	3,000,000	3,000,000
	Number of City of Barrie eServices	10	10	12
	City of Barrie Website availability	99.90%	99.36%	99.90%
	Enterprise Application Availability	N/A	N/A	99.90%

### Budget Summary

Department / Function	2017 Net Requested Budget	2017 Staffing		
		Base Complement	Service Level Changes	Total Requested
Innovate Barrie Admin	\$339,350	2		2
Centre for Continuous Improvement	\$733,977	5	2	7
Human Resources	\$2,399,189	15	1	16
Information Technology	\$6,545,720	41		41
<b>Total</b>	<b>\$10,018,237</b>	<b>63</b>	<b>3</b>	<b>66</b>



## 2017 - BASE BUDGET CHANGE REPORT

### Innovate Barrie – Portfolio Summary

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$6,241,856	\$6,734,218	\$6,190,990	\$7,318,730	\$322,754	\$7,641,484	\$584,512	8.68%	\$907,266	13.47%
	<b>Materials &amp; Supplies</b>	\$114,284	\$89,099	\$92,290	\$95,474	\$0	\$95,474	\$6,374	7.15%	\$6,374	7.15%
	<b>Equipment &amp; Capital Purchases</b>	\$60,300	\$95,970	\$89,600	\$109,650	\$3,010	\$112,660	\$13,680	14.25%	\$16,690	17.39%
	<b>Contracted &amp; Professional Services</b>	\$2,866,599	\$3,389,094	\$3,317,227	\$3,653,438	\$930	\$3,654,368	\$264,344	7.80%	\$265,274	7.83%
	<b>Rents &amp; Other Expenses</b>	\$13,389	\$14,600	\$12,431	\$14,600	\$0	\$14,600	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>\$9,296,429</b>	<b>\$10,322,981</b>	<b>\$9,702,538</b>	<b>\$11,191,891</b>	<b>\$326,694</b>	<b>\$11,518,585</b>	<b>\$868,910</b>	<b>8.42%</b>	<b>\$1,195,604</b>	<b>11.58%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$84,983)	(\$66,000)	(\$66,000)	(\$66,000)	\$0	(\$66,000)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$362,298)	(\$766,006)	(\$442,633)	(\$581,133)	\$0	(\$581,133)	\$184,873	-24.13%	\$184,873	-24.13%
	<b>Interdepartmental Transfers</b>	(\$542,102)	(\$675,785)	(\$553,635)	(\$744,045)	(\$109,170)	(\$853,215)	(\$68,260)	10.10%	(\$177,430)	26.26%
	<b>Total</b>	<b>(\$989,383)</b>	<b>(\$1,507,791)</b>	<b>(\$1,062,268)</b>	<b>(\$1,391,178)</b>	<b>(\$109,170)</b>	<b>(\$1,500,348)</b>	<b>\$116,613</b>	<b>-7.73%</b>	<b>\$7,443</b>	<b>-0.49%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$8,307,046</b>	<b>\$8,815,190</b>	<b>\$8,640,270</b>	<b>\$9,800,713</b>	<b>\$217,524</b>	<b>\$10,018,237</b>	<b>\$985,523</b>	<b>11.18%</b>	<b>\$1,203,047</b>	<b>13.65%</b>

New Investments include:

Operating Intake Form #46 SAP Support Staff  
 Operating Intake Form #59 Staff Strategic Workplace Planning

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

**Innovate Barrie**

**Innovate Barrie Administration**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$298,561	\$321,520	\$352,608	\$326,850	\$331,582	\$336,384	\$346,665
	<b>Materials &amp; Supplies</b>	\$2,231	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
	<b>Contracted &amp; Professional Services</b>	\$9,187	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	<b>Sub-Total</b>	<b>\$309,979</b>	<b>\$334,020</b>	<b>\$365,108</b>	<b>\$339,350</b>	<b>\$344,082</b>	<b>\$348,884</b>	<b>\$359,165</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$18,250)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$18,250)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$291,729</b>	<b>\$334,020</b>	<b>\$365,108</b>	<b>\$339,350</b>	<b>\$344,082</b>	<b>\$348,884</b>	<b>\$359,165</b>

## 2017 - BASE BUDGET CHANGE REPORT

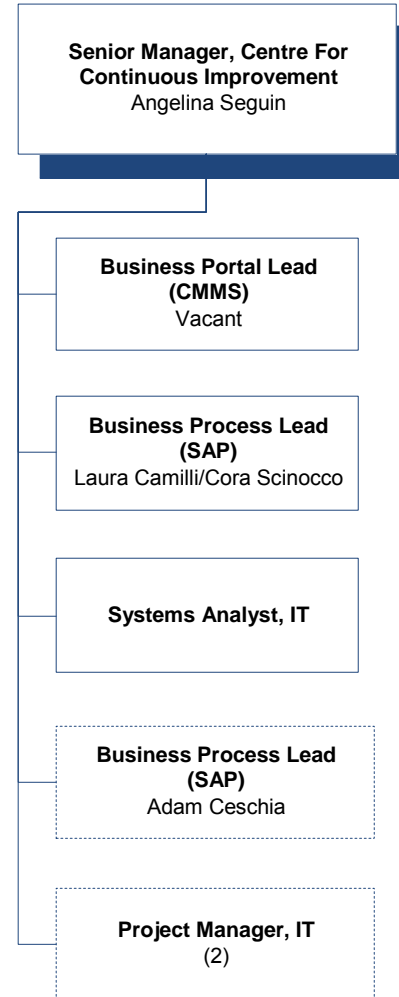
### Innovate Barrie

### Innovate Barrie Administration

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$298,561	\$321,520	\$352,608	\$326,850	\$0	\$326,850	\$5,330	1.66%	\$5,330	1.66%
	<b>Materials &amp; Supplies</b>	\$2,231	\$2,500	\$2,500	\$2,500	\$0	\$2,500	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$9,187	\$10,000	\$10,000	\$10,000	\$0	\$10,000	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>\$309,979</b>	<b>\$334,020</b>	<b>\$365,108</b>	<b>\$339,350</b>	<b>\$0</b>	<b>\$339,350</b>	<b>\$5,330</b>	<b>1.60%</b>	<b>\$5,330</b>	<b>1.60%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$18,250)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>(\$18,250)</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>-</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$291,729</b>	<b>\$334,020</b>	<b>\$365,108</b>	<b>\$339,350</b>		<b>\$339,350</b>	<b>\$5,330</b>	<b>1.60%</b>	<b>\$5,330</b>	<b>1.60%</b>

## ORGANIZATIONAL CHART

Innovate Barrie Portfolio  
Centre For Continuous Improvement  
Department



Indicates temporary  
position

**Department:**  
**Centre for Continuous Improvement**

## Departmental Overview

The Centre for Continuous Improvement is part of the Innovate Barrie Division. It provides project management, and change management expertise to the corporation and its affiliated agencies. It is newly established function that has 6 areas of responsibility:

1. Portfolio Governance Process Integration: CCI is responsible for standardizing, and facilitating the project initiation process. It does this via the creation, coordination, and facilitation of processes and by providing templates, training and/or coordination of activities for project planning activities (including project sizing, resource estimates, project prioritization, etc.)
2. Acts as the program manager for all transformational projects ensuring that all transformational projects follow proper project governance. Projects include: Project Connect (SAP), APLI (applications, permits, licensing and inspections), CMMS Improvements (computerized maintenance management systems), Project Management Software implementation and CRM (customer relationship management)
3. Acts a project management resource for corporate projects by providing advice, templates etc.
4. Project tracking including reporting for all corporate projects, ensuring that schedules and budgets are tracked and reported on.
5. Facilitation of the project prioritization process for all project requests, ensuring proper prioritization has been utilized, and that the projects align to the City's strategic goals, and the needs of the community.
6. Continuous improvement: ensuring that corporate systems and processes are continually enhanced. Ensure that City employees receive proper training for the systems and processes that CCI supports (e.g. SAP)

## Key Departmental Objectives

- Standardize corporate project processes including governance and templates
- Ensure that all project requests are reviewed and prioritized using an intake process
- Optimize intake process to ensure it is efficient
- Provide project management expertise to the corporation
- Ensure oversight and governance alignment for all transformational projects
- Coordinate projects to ensure correct sequencing/prioritization
- High quality reporting for all corporate projects, ensuring visibility to timelines, issues, quality, and spending

## Strategic Plan & Other Program Deliverables

## Major Initiatives/Issues

- **SAP Project:** Working with City and partner agencies for improvement of systems and processes as they relate to HR, finance and materials management by the implementation of SAP. Increased automation and less redundancy. Empowerment of staff and increased corporate reporting.
- **CMMS Project:** working with environmental services, roads, parks and fleet, CAM, and facilities for enhancements/rationalization of the CMMS systems within the City; move towards more automation, mobility. Improvement of work order management.
- **APLI Project:** working with building, planning, bylaw and other areas of the city for enhancements to the system and processes as they relate to applications, permits, licensing and inspections at the City. This includes increased access and options for constituents who apply for applications, permits, licensing and inspections.
- Roll out of an improved project management software that will assist with project governance, reporting and resource leveling
- **CRM:** Work with Customer Service to select and roll out a new customer relationship management

system and processes which will enable constituents to have more efficient processes/call/incident resolution.

- Roll out of new governance structure and templates for the corporation for project management and change management

### Key Performance Indicators

Standardize corporate project processes including governance and templates & Provide project management expertise to the corporation

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Creation of a new corporate governance model for transformational projects	n/a	n/a	n/a	100%
Creation of templates for projects available for corporate use	n/a	n/a	n/a	50%
Improve Project Forecasting: Year One: Tracking of all projects for planned start/finish/spend against actual start/finish/spend	n/a	n/a	n/a	60%

Ensure that all project requests are reviewed and prioritized using an intake process

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Update of Prioritization criteria	n/a	n/a	n/a	100%

Ensure oversight and governance alignment for all transformational projects & Coordinate projects to ensure correct sequencing/prioritization

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Improved governance process - methodology compliance for artifacts - (required vs actual)				60%
Improved delivery. Month 1: customer satisfaction survey current state of projects - determine current satisfaction level for projects. Month 12: reissue survey. Targeting improvement in roll our satisfaction with projects (meeting requirements, smooth delivery etc)				50%

High quality reporting for all corporate projects, ensuring visibility to timelines, issues, quality, and spending

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Corporate projects have proper status reporting into EMT on a monthly basis				80%
Ensure that projects within the EMT corporate projects, have movement. Projects should not have the same status/no movement for more than 2 reporting periods (2 months)				50%

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

**Innovate Barrie**

**Centre for Continuous Improvement**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$0	\$496,276	\$0	\$702,899	\$1,158,559	\$1,180,772	\$1,197,981
	<b>Materials &amp; Supplies</b>	\$0	\$0	\$0	\$7,500	\$7,700	\$7,900	\$8,100
	<b>Contracted &amp; Professional Services</b>	\$0	\$15,000	\$0	\$20,000	\$20,150	\$20,300	\$20,450
	<b>Sub-Total</b>	<b>\$0</b>	<b>\$511,276</b>	<b>\$0</b>	<b>\$730,399</b>	<b>\$1,186,409</b>	<b>\$1,208,972</b>	<b>\$1,226,531</b>
<b>Revenues</b>	<b>Interdepartmental Transfers</b>	\$0	(\$173,022)	\$0	(\$113,821)	(\$115,452)	(\$117,106)	(\$118,786)
	<b>Sub-Total</b>	<b>\$0</b>	<b>(\$173,022)</b>	<b>\$0</b>	<b>(\$113,821)</b>	<b>(\$115,452)</b>	<b>(\$117,106)</b>	<b>(\$118,786)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$0</b>	<b>\$338,254</b>	<b>\$0</b>	<b>\$616,578</b>	<b>\$1,070,957</b>	<b>\$1,091,866</b>	<b>\$1,107,745</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Innovate Barrie

### Centre for Continuous Improvement

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$0	\$496,276	\$0	\$702,899	\$213,453	\$916,352	\$206,623	41.63%	\$420,076	84.65%
	<b>Materials &amp; Supplies</b>	\$0	\$0	\$0	\$7,500	\$0	\$7,500	\$7,500	-	\$7,500	-
	<b>Contracted &amp; Professional Services</b>	\$0	\$15,000	\$0	\$20,000	\$0	\$20,000	\$5,000	33.33%	\$5,000	33.33%
	<b>Total</b>	<b>\$0</b>	<b>\$511,276</b>	<b>\$0</b>	<b>\$730,399</b>	<b>\$213,453</b>	<b>\$943,852</b>	<b>\$219,123</b>	<b>42.86%</b>	<b>\$432,576</b>	<b>84.61%</b>
<b>Revenues</b>	<b>Interdepartmental Transfers</b>	\$0	(\$173,022)	\$0	(\$113,821)	(\$96,054)	(\$209,875)	\$59,201	-34.22%	(\$36,853)	21.30%
	<b>Total</b>	<b>\$0</b>	<b>(\$173,022)</b>	<b>\$0</b>	<b>(\$113,821)</b>	<b>(\$96,054)</b>	<b>(\$209,875)</b>	<b>\$59,201</b>	<b>-34.22%</b>	<b>(\$36,853)</b>	<b>21.30%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$0</b>	<b>\$338,254</b>	<b>\$0</b>	<b>\$616,578</b>	<b>\$117,399</b>	<b>\$733,977</b>	<b>\$278,323</b>	<b>82.28%</b>	<b>\$395,723</b>	<b>116.99%</b>

#### Comments:

##### Salaries & Benefits

- in the 2016 business plan, there were 2 permanent staff approved for the SAP sustainment, and 1 permanent staff for our Cityworks system.
- there were transfers of staff from IT for the APLI team. These salaries are recovered from Capital dollars
- There were transfers from IT for contract staff for Cityworks (1 temp staff). This salary is recovered from Capital dollars
- There are staff for the ERP Project (8 seconded staff) that are recovered from capital dollars
- There is 1 permanent position that was transferred from IT (Manager, Project Planning)

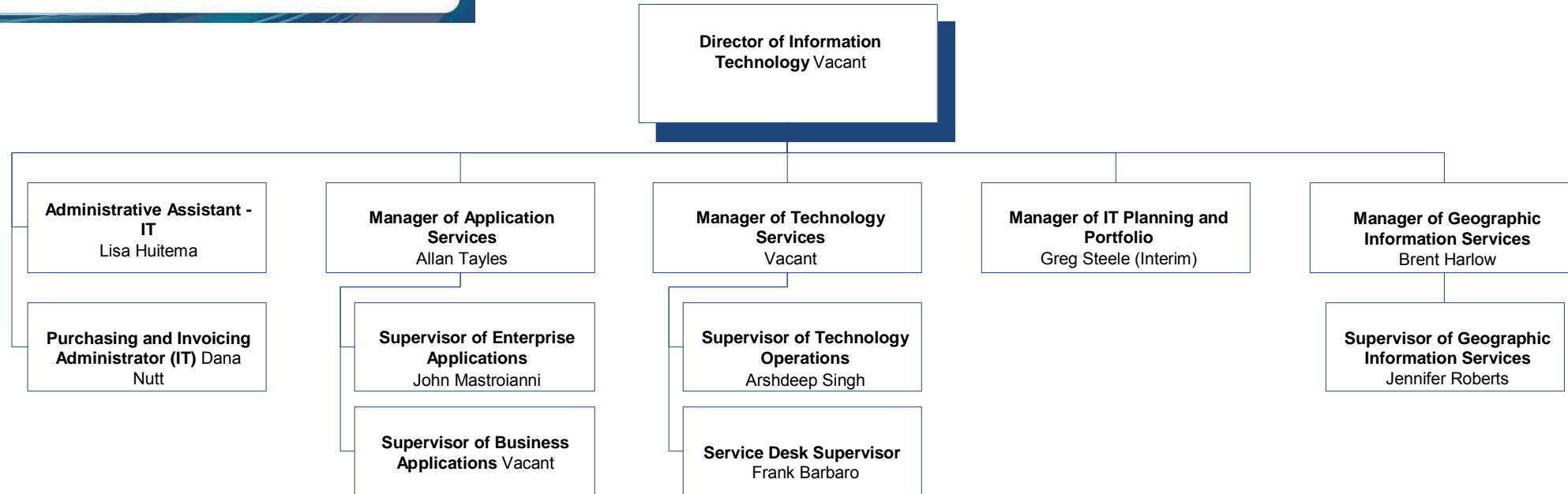
##### Materials & Supplies

- as this is a new department, some transfers occurred for materials & supplies, along with services



## ORGANIZATIONAL CHART

Innovate Barrie Portfolio  
Information Technology Department



**Department:**IT**Departmental Overview**

IT provides information technology expertise and professional services to all City departments, affiliated agencies (Barrie Public Library, Barrie Police Services) and area municipalities receiving Barrie fire dispatch services. The Department is responsible for delivering, administering, managing and supporting (in partnership with the business units) all data and voice communications, including but not limited to network infrastructure, servers, storage infrastructure, printers, computing infrastructure, applications and software, databases, web services, geographic information systems, and project and portfolio management. IT provides daily technology support to over 1100 users at more than 40 City locations across the City. The Department is organized into five branches.

**Administration Branch**

The Administration branch requires approximately 4% of the Department's staff resources to perform the following services in support of the Department's program areas:

- Strategic Planning, Leadership and Visioning - from a department and corporate strategic level
- Financial and Resource Management - includes payroll, performance and variance reporting, budget planning, budget management, purchasing and invoicing activities, and resource planning
- Staff Management - includes performance appraisals, team building, organization and change management, relationship management, and staff development activities
- Administrative Duties - includes office support, furniture and office supplies, policies, and procedures
- IT Purchasing and Procurement - includes requisitions, invoices, purchase orders, inquiries, and vendor management

**Application Services Branch**

The Application Services branch requires approximately 25% of the Department's staff resources to perform the following services:

- 24x7 Support - provide 24x7 support for public safety services including Fire Dispatching, Water and Wastewater operations.
- Application and Solutions Development - collaboratively architect, design, implement and support new system solutions (commercial off the shelf and/or internally built).
- Enterprise Application and Solution Support – provide support for all key corporate enterprise and business systems and databases.
- Supporting the continuous growth of e-services within the community.
- Support for the corporation's revenue generating systems
- Database - support the backup, maintenance, optimization and security of over 3TB of organized data.
- Application Support and Leadership - provide application-specific subject matter expertise for information technology projects.
- Server and Desktop Software - manage software and application licensing for the City.
- Internal and External Website – support, maintain and perform all daily technical administration tasks for the internal and externally facing corporate websites, including content and e-Services.
- e-Services currently supported and maintained:
  - Parking Tickets City of Barrie

- Traffic Violations and Provincial Offences
- Pet Licensing
- Fire Burning Permits
- Transit Live Info – Map, Call or Text
- Recreation Programs
- Water Billing & Daily Usage
- Theatre Tickets
- Bids and Tenders
- Meetings and Minutes

### **Technology Services Branch**

The Technology Services Branch utilizes 43% of the Department's staff resources to provide the following services associated with computing and network infrastructure and security, service desk, telecommunications, mobility and IT asset management:

- 24x7 technology support for public safety services including Fire Dispatching, and Water/Wastewater SCADA communications.
- Telecommunications - ensure the voice communications services are provided throughout the City.
- Network Infrastructure - use both wireless and wired technologies to deliver connectivity for technology services delivered to 42 sites.
- Radio Networks - provide support for first responder services of the Barrie Police Services and the Barrie Fire & Emergency Services and all the 2-way radio communications requirements for all Departments of the City.
- Data Network Equipment - provide support for all data and network infrastructure.
- Technology Leadership- collaborate with all departments to provide technology specification requirements for new facilities, projects and administrative functions.
- Technical User Support (AskIT) - provide service request management, technology support, and training for:
  - desktop, laptop, tablet computers,
  - printers and multi-function devices
  - monitors and meeting room audio/video
  - cell/smart phones and cellular services
  - Network access/security
  - Windows operating systems and Microsoft Office applications
- Desktop Equipment - Provide installation and maintenance support for 1200 computing devices.
- Asset tracking - track and management of technology equipment.
- Printing services - provide and maintain over 140 multi-function printing devices for use by all City departments

### **IT Planning & Portfolio Branch**

The IT Planning and Portfolio Branch requires approximately 6% of the Department's staff resources to perform the following services:

- Provide Project Management leadership and/or coordination of information technology projects within IT and across all City departments.
  - Maintain project management methodology standards within IT adhering to Corporate project management methodologies and technology.
  - Provide IT Department coordination on all technology projects to ensure corporate strategic alignment, effective resource and financial planning and adherence to governance processes.
  - Provide leadership sequencing projects based on project priority, department objectives and availability of resources.
    - Provide regular status reporting on project health, project schedules and project budgets.
    - Promote Project Management within IT and other City Departments as the means of maximizing the full value of project initiatives.
  - Continue to build strong partnerships with all City departments and all project stakeholders.

### **Geographic Information Services Branch**

The Geographic Information Services Branch utilizes 22% of the Department's staff resources to provide

the following services:

- Manage, administer and support all corporate Geographic Information Systems.
- Support, maintain and perform regular administration to the Fire Dispatching and internal, external and mobile GIS systems
- GIS Support and Leadership - provide GIS-specific subject matter expertise for corporate projects.
- Obtain, support and maintain corporate enterprise spatial, asset and related datasets
- Develop and design the corporate GIS application and database architecture
- Integrate GIS functionality into corporate systems and business process (e.g. Cityworks, APLI)
- Develop internal and external facing GIS web applications
- Design and develop mobile applications for data capture, collection and validation
- Provide mapping products and information to internal and external stakeholders
- Develop spatial agreements and partner with external agencies to share and obtain spatial information

### Key Departmental Objectives

- Maintain existing technology operations and infrastructure for the Corporation
- Enhance network, computing and mobility environments to meet existing and new business requirements of the City
- Ensure technology systems and equipment support new project readiness regarding network performance, data storage and server stability; "Always Available" and business continuity initiatives
- Identify, implement and manage new and upgraded business application and technology infrastructure solutions to meet service delivery needs
- Provision and support technology (communications and computing equipment) for the 2014-2018 Council members
- Support and manage technology infrastructure for affiliated agencies (Barrie Public Library, Barrie Police)
- Support and manage technology systems (hardware, software) for fire dispatch services
- Provide secure, accessible technology services to the corporation that align with the City's operational and strategic objectives
- Provide enhanced public access to services through online(web) applications
- Manage the corporation's investment in technology so that its total cost of ownership is minimized

### Strategic Plan & Other Program Deliverables

Upgrade/optimization of corporate systems and technology:

- New Wi-Fi Deployments to City Facilities
- Distributed Data Centre Environments in conjunction with the City's Always Available Technology Program
- Voice Communications (Telephone) Upgrade

Implement new enterprise applications:

- Building Permit Application Solution (Accela)
- Land and Growth Application Solution (Accela)
- Enterprise Resource Planning (SAP)

### Major Initiatives/Issues

- Enterprise application implementations (ERP-SAP, APLI-Accela)
- IT Asset Management redevelopment
- Manage IT projects in alignment with Corporate Governance
- Corporate workstation refresh
- IT process re-engineering and change management
- Future - Unified Communications (e.g. Instant Messaging, Video) Solution
- Internal and External GIS Portal technology redesign and development

### Key Performance Indicators

Enhanced Public Access to Services through Online Applications

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Annual Number of Visits to the City of Barrie Website	2,980,494	2,980,494	3,000,000	3,000,000
Number of City of Barrie eServices	10	10	10	12

Technology Availability

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
City of Barrie Website Availability (Includes planned outages)	99.57%	99.9%	99.36%	99.9%
Enterprise Application Availability	NA	NA	NA	99.9%

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

**Innovate Barrie**

**Information Technology Department**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,333,558	\$4,232,732	\$4,148,896	\$4,396,496	\$4,487,335	\$4,567,016	\$4,636,997
	<b>Materials &amp; Supplies</b>	\$75,559	\$47,399	\$50,590	\$50,589	\$51,728	\$52,918	\$54,162
	<b>Equipment &amp; Capital Purchases</b>	\$59,877	\$90,970	\$84,600	\$104,650	\$107,255	\$109,974	\$112,813
	<b>Contracted &amp; Professional Services</b>	\$2,542,254	\$3,066,166	\$3,023,015	\$3,178,947	\$3,209,286	\$3,205,425	\$3,258,202
	<b>Rents &amp; Other Expenses</b>	\$13,389	\$14,600	\$12,431	\$14,600	\$14,663	\$14,728	\$14,795
	<b>Sub-Total</b>	<b>\$7,024,638</b>	<b>\$7,451,867</b>	<b>\$7,319,532</b>	<b>\$7,745,281</b>	<b>\$7,870,266</b>	<b>\$7,950,061</b>	<b>\$8,076,969</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$65,528)	(\$66,000)	(\$66,000)	(\$66,000)	(\$66,000)	(\$66,000)	(\$66,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$362,298)	(\$766,006)	(\$442,633)	(\$581,133)	(\$459,103)	(\$460,603)	(\$462,103)
	<b>Interdepartmental Transfers</b>	(\$542,102)	(\$502,764)	(\$531,635)	(\$556,368)	(\$509,194)	(\$512,061)	(\$514,974)
	<b>Sub-Total</b>	<b>(\$969,927)</b>	<b>(\$1,334,770)</b>	<b>(\$1,040,268)</b>	<b>(\$1,203,501)</b>	<b>(\$1,034,297)</b>	<b>(\$1,038,664)</b>	<b>(\$1,043,077)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$6,054,710</b>	<b>\$6,117,097</b>	<b>\$6,279,264</b>	<b>\$6,541,780</b>	<b>\$6,835,969</b>	<b>\$6,911,397</b>	<b>\$7,033,892</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Innovate Barrie

### Information Technology Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,333,558	\$4,232,732	\$4,148,896	\$4,396,496	\$0	\$4,396,496	\$163,764	3.87%	\$163,764	3.87%
	<b>Materials &amp; Supplies</b>	\$75,559	\$47,399	\$50,590	\$50,589	\$0	\$50,589	\$3,189	6.73%	\$3,189	6.73%
	<b>Equipment &amp; Capital Purchases</b>	\$59,877	\$90,970	\$84,600	\$104,650	\$3,010	\$107,660	\$13,680	15.04%	\$16,690	18.35%
	<b>Contracted &amp; Professional Services</b>	\$2,542,254	\$3,066,166	\$3,023,015	\$3,178,947	\$930	\$3,179,877	\$112,781	3.68%	\$113,711	3.71%
	<b>Rents &amp; Other Expenses</b>	\$13,389	\$14,600	\$12,431	\$14,600	\$0	\$14,600	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>\$7,024,638</b>	<b>\$7,451,867</b>	<b>\$7,319,532</b>	<b>\$7,745,281</b>	<b>\$3,940</b>	<b>\$7,749,221</b>	<b>\$293,414</b>	<b>3.94%</b>	<b>\$297,354</b>	<b>3.99%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$65,528)	(\$66,000)	(\$66,000)	(\$66,000)	\$0	(\$66,000)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$362,298)	(\$766,006)	(\$442,633)	(\$581,133)	\$0	(\$581,133)	\$184,873	-24.13%	\$184,873	-24.13%
	<b>Interdepartmental Transfers</b>	(\$542,102)	(\$502,764)	(\$531,635)	(\$556,368)	\$0	(\$556,368)	(\$53,604)	10.66%	(\$53,604)	10.66%
	<b>Total</b>	<b>(\$969,927)</b>	<b>(\$1,334,770)</b>	<b>(\$1,040,268)</b>	<b>(\$1,203,501)</b>	<b>\$0</b>	<b>(\$1,203,501)</b>	<b>\$131,269</b>	<b>-9.83%</b>	<b>\$131,269</b>	<b>-9.83%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$6,054,710</b>	<b>\$6,117,097</b>	<b>\$6,279,264</b>	<b>\$6,541,780</b>	<b>\$3,940</b>	<b>\$6,545,720</b>	<b>\$424,683</b>	<b>6.94%</b>	<b>\$428,623</b>	<b>7.01%</b>

### Comments:

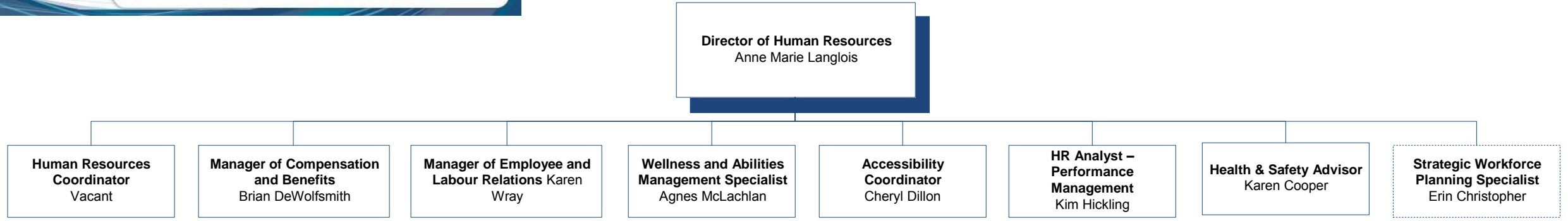
IT manages the costing related to corporate software services. New software was purchased in 2016 and software costs to standardize core corporate material systems (e.g. Adobe) to a common platform were introduced which results in operating costs increases for 2017. In addition some software services are purchased in American dollars, at the time of renewal the weaker Canadian dollar has led to a cost increase in these services.

IT equipment costs have increased due to maintenance that is required in 2017 to support our telephone systems.

Reductions in operating costs are a result of staffing movements between IT and the Centre for Continuous Improvement

**ORGANIZATIONAL CHART**

**Innovate Barrie Portfolio  
Human Resources Department**



Indicates temporary position



**Department:**  
**Human Resources**

## **Departmental Overview**

The Department develops and guides the Corporation's human resource policy framework and includes three branches: Compensation and Benefits, Administration and Employee and Labour Relations. The managers in each branch, along with the Director also assist in labour and employee relations as well as other administrative functions.

### **Corporate Human Resources Administration**

- Provides expert guidance, advice and leadership on all matters related to human resources management including employee relations, labour-management relations, organizational design, recruitment and selection of senior and executive staff, and employee related legislation.
- Provides support for Human Resource Planning including but not limited to organizational design, restructuring, HR strategic workforce planning and succession planning.
- Provides support for employee relations, including employee terminations, handling and resolving employee-relations problems, promoting staff morale and well-being; workplace violence and workplace human rights, tolerance and harmony.
- Provides labour relations support including collective bargaining for two bargaining units, advice to management regarding discipline, attending regular Labour-Management meetings.
- Provides expert guidance and advice to all staff regarding the AODA legislation and the IASR standards. Ensures compliance is met and maintained internally and from a community perspective, sits on the AAC as a member and managing all accessibility related complaints.
- Leads the assessment, design and development of training programs and other performance interventions to enhance the capabilities of individuals and teams within the Corporation.
- Collects data for Key Performance Indicators, employee demographics and the departmental balanced scorecard.
- Provides expert guidance, advice, and leadership on occupational health and safety, disability management (accommodation, WSIB, sick leave, short-term disability, long-term disability, attendance management), Employee Assistance Program oversight and workplace violence.
- Coordinates the Joint Health and Safety Committee.
- Provides and/or coordinates health and safety related training
- Investigates and/or assists in the coordination of investigations under the Violence in the Workplace Program and the Workplace Human Rights Program.
- Provides support in occupational health and safety and disability management, including accident prevention, WSIB claims management and modified work arrangements.

### **Employee and Labour Relations**

- Provides expert guidance, advice and leadership on recruitment procedures, advertising, job posting, candidate selection, job offers, seniority issues, orientation, staff and corporate development, performance management and performance measurement.
- Provides support for employee relations, including employee terminations, handling and resolving employee-relations problems, promoting staff morale and well-being; workplace violence and workplace human rights, tolerance and harmony.
- Provides labour relations support including collective bargaining for two bargaining units, advice to management regarding discipline, grievance administration, attending regular Labour-Management meetings and assisting management with local labour-management committee meetings.

### **Compensation and Benefits**

- Provides expert guidance, advise and leadership in the area of compensation and benefits. This includes job classification, job evaluation, pay equity, administration of HR policies and procedures as well as Collective agreements provisions regarding salary, benefits, promotions, transfers, premiums.
- Provides oversight for all benefit related contracts. This includes extended health and dental, life, AD&D and long term disability insurance coverage.
- Provides oversight and guidance for all payroll and pension related items including legislative compliance, labour relations and process improvements.

### Key Departmental Objectives

Provide the City's Departments with the business infrastructure to:

- Invest in staff to improve workforce effectiveness
- Develop and energetic and inspiring leadership group
- Attract and retain top talent
- Build respectful relationships with Unions
- Ensure employee well-being

### Strategic Plan & Other Program Deliverables

- Implement the Staff Strategic Plan
- Develop a Total Rewards Strategy
- Enhance Employee Wellness
- Prepare for Labour Negotiations

### Major Initiatives/Issues

- Support ERP implementation
- Deploy the 2017 Priorities of the Staff Strategic Plan
- Develop supporting policies, procedures and tools to support the Compensation Strategy
- Develop supporting policies, procedures and tools to support the Wellness Initiatives
- Research and planning for upcoming labour negotiations with CUPE and BPPFA

### Key Performance Indicators

Invest in Staff to improve workforce effectiveness

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Corporate training \$ spent per permanent employee	\$57.43	\$100	\$35	\$100
% Departmental training Budget spent	96.9%	100%	75%	100%

Attract and retain top employees

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
% turnover (voluntary)	3.95%	4.5%	5%	5%
% turnover in first 2 yrs of employment	0.12%	0	0.6%	0
Internal Promotion rate	5.69%	6%	6.1%	7.5%

Build respectful relationships with Unions

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
% grievance rate CUPE	7.57%	5%	2%	2%
% grievance rate BPPFA	1.78%	2%	2%	2%

Ensure employee well-being

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
# lost time accidents	14	5	10	5
Cost of lost time Accidents	\$69,379	\$40,000	\$60,000	\$40,000
Avg # sick/STD/LTD/WSIB days per	10.1	9	6	6

employee				
Quarterly % EFAP usage	18.7%	19%	19%	15%



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

**Innovate Barrie**

**Human Resources Department**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,609,737	\$1,683,690	\$1,689,486	\$1,892,485	\$1,787,981	\$1,825,557	\$1,860,628
	<b>Materials &amp; Supplies</b>	\$36,494	\$39,200	\$39,200	\$34,885	\$43,979	\$40,270	\$42,704
	<b>Equipment &amp; Capital Purchases</b>	\$423	\$5,000	\$5,000	\$5,000	\$5,500	\$5,500	\$6,000
	<b>Contracted &amp; Professional Services</b>	\$315,158	\$297,928	\$284,212	\$444,491	\$494,723	\$440,475	\$477,395
	<b>Sub-Total</b>	<b>\$1,961,812</b>	<b>\$2,025,818</b>	<b>\$2,017,898</b>	<b>\$2,376,861</b>	<b>\$2,332,182</b>	<b>\$2,311,802</b>	<b>\$2,386,727</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,205)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	\$0	\$0	(\$22,000)	(\$73,856)	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$1,205)</b>	<b>\$0</b>	<b>(\$22,000)</b>	<b>(\$73,856)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,960,607</b>	<b>\$2,025,818</b>	<b>\$1,995,898</b>	<b>\$2,303,005</b>	<b>\$2,332,182</b>	<b>\$2,311,802</b>	<b>\$2,386,727</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Innovate Barrie

### Human Resources Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,609,737	\$1,683,690	\$1,689,486	\$1,892,485	\$109,301	\$2,001,785	\$208,795	12.40%	\$318,095	18.89%
	<b>Materials &amp; Supplies</b>	\$36,494	\$39,200	\$39,200	\$34,885	\$0	\$34,885	(\$4,315)	-11.01%	(\$4,315)	-11.01%
	<b>Equipment &amp; Capital Purchases</b>	\$423	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$315,158	\$297,928	\$284,212	\$444,491	\$0	\$444,491	\$146,563	49.19%	\$146,563	49.19%
	<b>Total</b>	<b>\$1,961,812</b>	<b>\$2,025,818</b>	<b>\$2,017,898</b>	<b>\$2,376,861</b>	<b>\$109,301</b>	<b>\$2,486,162</b>	<b>\$351,043</b>	<b>17.33%</b>	<b>\$460,344</b>	<b>22.72%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,205)	\$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>	\$0	\$0	(\$22,000)	(\$73,856)	(\$13,116)	(\$86,972)	(\$73,856)	-	(\$86,972)	-
	<b>Total</b>	<b>(\$1,205)</b>	<b>\$0</b>	<b>(\$22,000)</b>	<b>(\$73,856)</b>	<b>(\$13,116)</b>	<b>(\$86,972)</b>	<b>(\$73,856)</b>	<b>-</b>	<b>(\$86,972)</b>	<b>-</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,960,607</b>	<b>\$2,025,818</b>	<b>\$1,995,898</b>	<b>\$2,303,005</b>	<b>\$96,185</b>	<b>\$2,399,189</b>	<b>\$277,187</b>	<b>13.68%</b>	<b>\$373,371</b>	<b>18.43%</b>

#### Comments:

#### **Salaries and Benefits increase attributable to the following:**

- Re-introduction of a coop student to the casual /PT cost center
- Step increases for staff throughout the year
- Annualized costs of re-evaluations
- Annualized costs of placements above job rate
- Introduction of a H&S Technician funded by Water/Wastewater
- New Investment pertains to Permanent Strategic Workforce Planning Specialist
- Increase in overtime cost center due to pressures associated with ERP

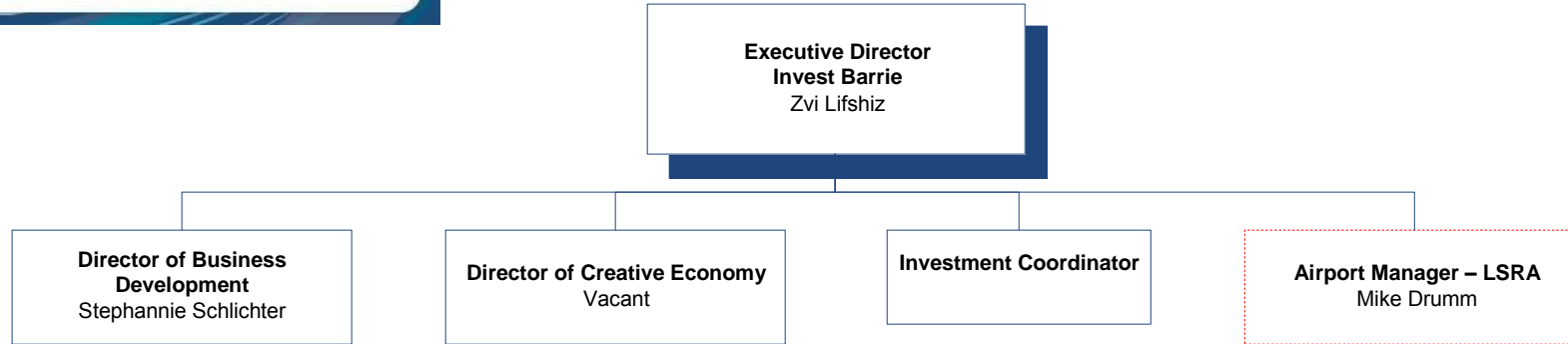
#### **Change in Services is related to:**

- Increases associated with centralization and appropriate budgeting for STD services
- The increase associated with the request for \$100,000 for Training and Development SAP Workforce Performance Builder

**ORGANIZATIONAL CHART**



**Invest Barrie Portfolio**



Indicates that position exists outside of City of Barrie Staff Complement

Indicates temporary position

## Performance Plan 2017 - INVEST BARRIE EXECUTIVE PORTFOLIO

### Portfolio Goals

- Implement strategies that:
  - Support economic diversification through growth and development of new industry clusters
  - Increase economic resiliency through innovation and entrepreneurship.
  - Enable the economy to create a range and of high quality career opportunities
- Position Barrie as premiere destination for business investment in Ontario
- Develop strong relationships with the business community to maximize opportunities for collaboration and efficient service delivery

### Key Portfolio Service Delivery Initiatives

- In conjunction with ecosystem partners, continue implementation of the new Startup Ecosystem Roadmap that aims to grow the number of startups and the supporting environment.
- Launch a focused content and promotion program that will position Barrie as a dynamic and vibrant community where innovation and creativity flourish and where an unrivaled quality of life exists. Focus messaging on entrepreneurs, business leaders, target talent and specific influencer groups.
- Support new and growing small business through delivery of the Provincial Starter Company program.
- Build upon the Xcelerate brand to increase participation in annual Summit and year-round education seminars to support local small business.
- Continue implementation of the Open Innovation program.
- Deploy an Intrapreneurship Workshop program for the business community, to continue focus on innovation within the economy.
- Continue efforts to develop cultural and creative industries, including film and live music.
- Continue to increase the growth of culture and creative entrepreneurs into the broader entrepreneurship ecosystem.
- Utilizing the results from the CAMI program (Comprehensive Assessment of the Manufacturing Industry), develop and implement initiatives that support Business Retention & Expansion in this sector.
- Implement a pilot sponsorship program.
- Implement a pilot City pageantry program.
- Launch a concierge program as part of an overall effort to reduce barriers to investment and promote a pro-business approach.
- Begin to pursue integration with Tourism Barrie as part of new model.
- Continue to develop and implement programs that promote interest and career exploration in STEM-based fields (Science, Technology, Engineering, and Math). Examples include Robotics programs/teams, youth-based programming in a maker space, youth-based innovation and entrepreneurship workshops, etc.
- Continue efforts to related to downtown vibrancy and the downtown creative hub:
  - Continue implementation of disposition plan for Downtown Parking Lots.

- Continue efforts to establish a downtown entrepreneurship centre and makerspace.
- Continue growing activities in the downtown that bring business and the arts together.
- Increase non-festival cultural activities in the downtown that brings more visitors and residents to the downtown.
- Begin efforts to assess viability of establishing a technology hub in the downtown.
- Support other major downtown projects, including Meridian Square (programming) and Georgian College's downtown presence.
- Continue activities and progress in the targeted business attraction and lead generation program.
- Celebrate Canada's 150<sup>th</sup> with a series of unique celebrations, arts installations, etc.

### **External Factors Influencing Activities & Outcomes**

- General economic conditions
- Governmental policy (Canada, Ontario, USA)
  - Fiscal and monetary policy
  - Legislative and regulatory environment from other levels of government
  - Changes to infrastructure (highway, rail, etc.)
  - Funding for innovation, new business investment, and other related activities
  - Changes, additions, removals of trade agreements with other countries
- Trends or systematic changes within specific industries



## Key Performance Indicators

Department	Indicator	2016 Plan	2016 Projected	2017 Plan
Business Development	Proportion of proactive prospects that are converted to qualified leads	5%	10%	10%
	Proportion of businesses utilizing the concierge program service that rate their overall experience as 'Satisfied' (or equivalent)	NA	NA	75%
Creative Economy	Number of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives	100	67	60
	Number of participants in Cultural educational and entrepreneurship workshops and partnered programs	400	400	420

## Budget Summary

Department	2017 Net Requested Budget	2017 Staffing		
		Base Complement	Service Level Changes	Total Requested
Invest Barrie Admin	\$576,270	3		3
Business Development	\$832,365	5		5
Department of Creative Economy	\$2,303,112	7		7
<b>Total</b>	<b>\$3,711,747</b>	<b>15</b>		<b>15</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Invest Barrie – Portfolio Summary

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,141,896	\$2,217,494	\$2,307,570	\$2,508,044	\$0	\$2,508,044	\$290,550	13.10%	\$290,550	13.10%
	<b>Materials &amp; Supplies</b>	\$225,969	\$378,787	\$374,124	\$380,619	\$0	\$380,619	\$1,832	0.48%	\$1,832	0.48%
	<b>Equipment &amp; Capital Purchases</b>	\$6,066	\$7,000	\$7,000	\$7,140	\$0	\$7,140	\$140	2.00%	\$140	2.00%
	<b>Contracted &amp; Professional Services</b>	\$654,931	\$676,277	\$753,916	\$909,866	\$0	\$909,866	\$233,589	34.54%	\$233,589	34.54%
	<b>Rents &amp; Other Expenses</b>	\$86,525	\$160,290	\$155,914	\$142,744	\$0	\$142,744	(\$17,546)	-10.95%	(\$17,546)	-10.95%
	<b>Grant Expenses &amp; Transfers</b>	\$485,274	\$445,700	\$450,450	\$402,570	\$0	\$402,570	(\$43,130)	-9.68%	(\$43,130)	-9.68%
	<b>Total</b>	<b>\$3,600,661</b>	<b>\$3,885,548</b>	<b>\$4,048,974</b>	<b>\$4,350,983</b>	<b>\$0</b>	<b>\$4,350,983</b>	<b>\$465,435</b>	<b>11.98%</b>	<b>\$465,435</b>	<b>11.98%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$765,107)	(\$639,400)	(\$614,141)	(\$451,459)	\$0	(\$451,459)	\$187,941	-29.39%	\$187,941	-29.39%
	<b>Other Revenues</b>	\$88	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$199,426)	(\$201,935)	(\$260,030)	(\$341,747)	\$0	(\$341,747)	(\$139,812)	69.24%	(\$139,812)	69.24%
	<b>Interdepartmental Transfers</b>	\$161,588	\$205,960	\$196,747	\$221,858	\$0	\$221,858	\$15,898	7.72%	\$15,898	7.72%
	<b>Statistical Accounts</b>	\$0	\$0	\$11,566	(\$67,888)	\$0	(\$67,888)	(\$67,888)	-	(\$67,888)	-
	<b>Total</b>	<b>(\$802,857)</b>	<b>(\$635,375)</b>	<b>(\$665,859)</b>	<b>(\$639,236)</b>	<b>\$0</b>	<b>(\$639,236)</b>	<b>(\$3,862)</b>	<b>0.61%</b>	<b>(\$3,862)</b>	<b>0.61%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,797,804</b>	<b>\$3,250,173</b>	<b>\$3,383,116</b>	<b>\$3,711,747</b>		<b>\$3,711,747</b>	<b>\$461,574</b>	<b>14.20%</b>	<b>\$461,574</b>	<b>14.20%</b>

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

**Invest Barrie**

**Invest Barrie Administration**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$277,306	\$344,557	\$393,900	\$401,570	\$412,207	\$423,326	\$432,543
	<b>Materials &amp; Supplies</b>	\$53,389	\$163,000	\$161,200	\$161,200	\$162,770	\$164,355	\$165,955
	<b>Contracted &amp; Professional Services</b>	\$17,679	\$13,500	\$13,500	\$13,500	\$13,635	\$13,770	\$13,908
	<b>Sub-Total</b>	<b>\$348,374</b>	<b>\$521,057</b>	<b>\$568,600</b>	<b>\$576,270</b>	<b>\$588,612</b>	<b>\$601,451</b>	<b>\$612,406</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$11,142)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$11,142)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$337,233</b>	<b>\$521,057</b>	<b>\$568,600</b>	<b>\$576,270</b>	<b>\$588,612</b>	<b>\$601,451</b>	<b>\$612,406</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Invest Barrie

### Invest Barrie Administration

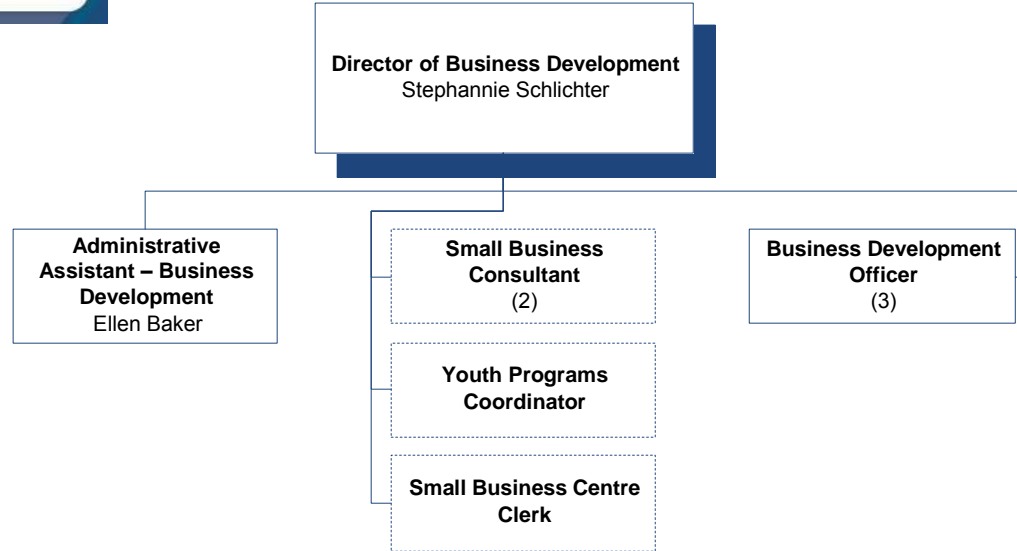
		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$277,306	\$344,557	\$393,900	\$401,570	\$0	\$401,570	\$57,013	16.55%	\$57,013	16.55%
	<b>Materials &amp; Supplies</b>	\$53,389	\$163,000	\$161,200	\$161,200	\$0	\$161,200	(\$1,800)	-1.10%	(\$1,800)	-1.10%
	<b>Contracted &amp; Professional Services</b>	\$17,679	\$13,500	\$13,500	\$13,500	\$0	\$13,500	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>\$348,374</b>	<b>\$521,057</b>	<b>\$568,600</b>	<b>\$576,270</b>	<b>\$0</b>	<b>\$576,270</b>	<b>\$55,213</b>	<b>10.60%</b>	<b>\$55,213</b>	<b>10.60%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$11,142)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>(\$11,142)</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>-</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$337,233</b>	<b>\$521,057</b>	<b>\$568,600</b>	<b>\$576,270</b>		<b>\$576,270</b>	<b>\$55,213</b>	<b>10.60%</b>	<b>\$55,213</b>	<b>10.60%</b>

### Comments:

FTE moved from the CAO Cost Centre to the Invest Barrie Admin Cost Centre.

**ORGANIZATIONAL CHART**

**Invest Barrie Portfolio  
Business Development Branch**



Indicates temporary  
position

**Department:**  
**Business Development**

## **Departmental Overview**

Within the Invest Barrie Division, Business Development is focused on delivering the operational activities and actions that most often result in short-term returns to the community. Specifically through providing service in the operational areas of:

- Investment Attraction
- Investment Services
- Business Retention & Expansion
- Small Business Support

The operational activities are aligned and compliment the 4 pillars identified in the Invest Barrie Strategy that will foster long-term economic vitality and growth for the City of Barrie. The 4 pillars are:

- Entrepreneurship
- Innovation
- Downtown Creative Hub
- Mobilization & Collaboration

The overall function of the Business Development Department (BDD) is the deployment of coordinated services, actions, and initiatives that together serve to deliver on the strategic objectives outlined in the Invest Barrie Strategy:

- Diversify Barrie's economy to grow knowledge-based industries such as technology, internet, life sciences.
- Support the growth of a vibrant community of startup companies that have the potential to grow very quickly.
- Ensure the availability of a diverse workforce that can meet the needs of both current and future industries.
- Create sustainable competitive advantage and resiliency by focusing on innovation.
- Maximize how much we can do through internal coordination and external collaboration.
- Focus on strongly supporting existing employers, while attracting new ones, as part of a balanced approach to economic growth.

The department is comprised of 5 full-time permanent staff who are engaged in three primary service areas: attraction of net new business investment and industrial land development, support for growth/expansion of existing businesses, and promotion/support for the creation of new Barrie-based enterprises. The department also includes the Small Business Centre, with 3 full-time temporary staff and 1 part-time staff.

The Business Development team works with both internal City Hall stakeholders (including departments, the Senior Leadership Team, Council, and the Mayor's Office) and a large network of external partners and service providers (including the business community in Barrie and the GTA, Federal and Provincial governments, chambers of commerce and boards of trade, universities, startup accelerators and incubators, investors, and many more) to successfully perform its functions.

## **Key Departmental Objectives**

In support of the strategic goals of Invest Barrie, the Business Development Department will deploy coordinated services, actions, and initiatives that together serve to deliver on the strategic objectives outlined in the Invest Barrie Strategy:

- Diversify Barrie's economy to grow knowledge-based industries such as technology, internet, life sciences.
- Support the growth of a vibrant community of startup companies that have the potential to grow very quickly.

- Ensure the availability of a diverse workforce that can meet the needs of both current and future industries.
- Create sustainable competitive advantage and resiliency by focusing on innovation.
- Maximize how much we can do through internal coordination and external collaboration.
- Focus on strongly supporting existing employers, while attracting new ones, as part of a balanced approach to economic growth.

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

In support of the economic future and vision for the City of Barrie, Invest Barrie is committed to achieving the following strategic goals:

- Ensure that the economy creates and supports more high quality careers, leading to continued increases in quality of life.
- Focus on enhancing the diversity and range of employment opportunities for the community, so that all residents are able to pursue local employment.
- Enable an economy that can withstand changes in economic conditions and global competition.
- Ensure that the economy's ability to create high quality careers matches the pace of growth in the community.
- Be a premiere destination for business investment.

The Invest Barrie Strategy is built upon 4 Pillars that will foster the economic vitality and growth of the City of Barrie: Entrepreneurship, Innovation, Downtown Creative Hub and True Growth. Within each Pillar includes operational activities and actions that relate to the core activities of Invest Barrie that include investment attraction, investment services, business retention and expansion, cultural services and small business support.

Phase 1 of the Invest Barrie Strategy Deployment contains initiatives that support each of Pillars with the intent of creating both short-term returns to community and developing the foundation of a long-term vision for Barrie's economic future. The Invest Barrie Strategy Deployment is aligned with, and directly supports Council's 2014-2018 Strategic Goal of building a Vibrant Business Community through:

- Build a global startup community
- Eliminate obstacles to business growth and investment
- Attract and retain a talented workforce
- Promote Barrie's strengths

### **Major Initiatives/Issues**

There are several initiatives planned for 2017 as part of the implementation of the Invest Barrie Strategy. Initiatives/Pilot Projects have been identified in support of the Invest Barrie Strategy at both the Transformational and Operational Layers. While many of the initiatives within the Transformational layer are lead by the Invest Barrie staff, the Business Development team is integrated in the delivery of the initiatives.

#### **Transformational Layer:**

##### **Pillar 1 - Entrepreneurship**

Initiatives:

1. Start-up/Entrepreneurship Events: Small Business Centre will participate with the Invest Barrie team to deliver targeted events in order to grow and foster the development of a start-up cluster in Barrie.

Objectives of delivering events:- Connect the Community

– The business community will have an opportunity to make valuable network connections to help their businesses grow.

- Celebrate Local Successes – strengthen the startup ecosystem through communicating our story internally and externally.

- Create a culture that supports entrepreneurship

2. Artrepreneur Program: The Small Business Centre provides the administration of the program.

- Artrepreneur is a 12 week business training program designed to equip independent artists, arts administrators and creative entrepreneurs with vital business skills needed to create a vibrant business across multiple arts disciplines and industries.
- 2 cohorts of the program have been completed in 2016. Given demand for the program, a third cohort will run in 2017.

3. Entrepreneurship Centre Business Case: This project is to develop a business case for creating a common space for entrepreneurial support and services in the future. The future Sandbox-Entrepreneur Collision Centre is a physical space, co-located with other business service providers where entrepreneurs can go to work on their business ideas, collide with other entrepreneurs, seek out mentor advice, receive

assistance and guidance to accessing resources.

### **Pillar 3 - Downtown Creative Hub:**

**Downtown Parking Lots:** Implementation of the strategy for the disposition of downtown parking lots will continue into 2017 with the purpose of accelerating investment opportunities in the downtown. The intent and purpose of offering of these downtown parking lots to the market provide strategic opportunities to accelerate growth and vitality through residential and/or employment density, while also accelerating the vision and goals for downtown Barrie.

In 2017, Business Development Staff will be continuing with processes for properties put to market in 2016 and pursuing opportunities bring remaining affordable lots and strategic parking lots (including 1-15 Bayfield St./9 Simcoe St.) to market.

**City Centre and Waterfront Steering Committee:** Business Development continues to participate in the City Centre and Waterfront Steering Committee, bringing opportunities and strategic opportunities to the committee to ensure alignment with City projects and vision for the waterfront and downtown.

### **Pillar 4: Mobilization & Collaboration (Also supports Pillar 3 - Downtown Creative Hub)**

**Business Engagement:** Engage businesses in support of business growth, retention and expansion within the City of Barrie. Through working groups, projects and various initiatives, business owners are engaged in identifying the needs, opportunities and solutions within their industry sector and community at large. These activities are a critical component to creating and delivering meaningful programs and services that derive economic dividends back to the community. Harnessing the expertise, talent and resources of local business owners and leaders will increase the overall capacity of Business Development to achieve meaningful outcomes and results that will enhance economic prosperity.

Deliverables:

- Direct engagement with local businesses occurs across a variety of projects outlined in this report including, the CAMI study, industry sector events, investment servicing, industrial land sales, Business Ambassadors and value-add activities amongst others. Invest Barrie remains responsive and pro-active to opportunities to engage with local businesses.
- Continued participation with the Barrie Business Ambassadors to provide tools, resources, and support their projects related to the development and attraction of investment to the City.

**Talent Recruitment:** Engagement with Barrie businesses continue to highlight talent attraction as a need for their business. The inability to attract the talent they need hinders their ability to grow, expand and develop new areas of expertise. Business Development will support talent attraction.

Deliverables:

- Job Fairs and International Talent Attraction: Business Development will participate in job fairs and other international talent attraction initiatives outside the City to promote employment opportunities in Barrie. The purpose of participating is to promote Barrie as a destination for new talent and to promote employment opportunities that exist with local businesses to support their staffing needs.
- Business Development will also partner with Employment Ontario Offices and other relevant stakeholders, where appropriate, to support job fairs within the City, and to support employers with recruitment tools within the City's purview.
- Train in Technology: In recognition of the need to foster the development of talent to satisfy the needs of knowledge-based and innovation industries, Invest Barrie is collaborating with Georgian College, Barrie Chamber of Commerce, and local school boards to deliver the Train in Technology event. Following the model of the successful Train in Trades event, Train in Technology will showcase technology-based careers and opportunities across a variety of sectors that exist in the local area. The goal is to raise awareness among Barrie youth who are in the midst of choosing career options, promote current employment opportunities in these sectors, and highlight the diversity and prosperity of local technology companies within the community. Planning and development of the event was initiated in 2016, with the event expected to be delivered in Q1, 2017.
- Explore the Trades: Business Development will participate again with the County of Simcoe, Georgian College and the Ontario Youth Apprenticeship Programs of the public and separate school boards to deliver Explore the Trades in June, 2017. The Skilled Trade Expo will be held at the Elmvale Arena with the focus of providing experiential opportunities for senior elementary students to explore career opportunities across more than 30 skilled trades.



## **Operational Initiatives:**

### **Investment Attraction:**

In alignment with the Invest Barrie Strategy, which will identify the areas of value where Barrie will perform best and will determine modes of competition for attraction and growth of business investment, a key initiative for Business Development in 2017 will be to build on the work done in 2016 to identify target industries, lines of business, or specific business functional areas that Barrie should focus on because its general value proposition and proposed strategic focus most closely aligns with the business drivers/needs/challenges within those targets.

#### Deliverables:

- Business Development will continue to work with a variety of leads that are in various stages of lead development including those in the exploratory stages to those seeking land and/or building opportunities as a result of inquiry and targeted lead generation work.

Increase the size of the Investment Pipeline with more qualified prospects through targeted lead generation and promotion.

- Complete sector profiles and investment targets as a result of the Comprehensive Assessment of the Manufacturing Sector (CAMI) study and other strategic sector clusters to be utilized as part of the City's value proposition and content marketing to position the City as a premiere destination for business investment.

- Engagement with the site selector community to provide Barrie's value proposition.

- Leveraging business-lead initiatives such as the Barrie Business Ambassadors by providing them with the tools and value-proposition messaging to support, communicate and share amongst their influencer networks.

- Create development opportunities for the City through the implementation of the strategic disposition plan for City Owned parking lots in the City Centre.

- Continue to adopt data sources to support and inform the City's value proposition used to target companies whose key business drivers are in alignment with the value that Barrie has to offer, including KPMG.

- Industrial Land Sales: In 2016, the City sold approximately 20 acres of its City-owned industrial land, both in the Mapleview West Business Park and South Barrie Industrial Park. Overall demand for industrial land in the City has experienced an increase as vacancy rates within the existing industrial stock have decreased and demand for space has increased due to a growing local industrial base and new companies locating to Barrie. Approximately 13 acres remain in the City's inventory, which is expected to be sold in 2017.

Business Development will be pursuing the sale and completion of purchases of industrial lands and facilitating their development in support of business and employment growth for the City.

### **Investment Services**

Initiate ongoing efforts to improve servicing methods for working with businesses, investors, and startups. This will be achieved by developing an investment services model that will involve the entire Corporation in fostering the Open for Business culture. Specifically, a concierge service model will seek to qualify potential investors via pre-determined criteria to determine their stage within the investment lifecycle and benefit to the City in terms of employment, tax revenue, generating growth in target sectors, etc.

Based upon level of qualification, the appropriate level of service would be applied.

Developing a defined process for qualification for servicing will allow Business Development and other required City departments to prioritize their time and resources on the greatest returns to the City and create a differentiation within the marketplace that will allow the City to stand-out amongst other competing Cities. Focusing and delivering on service will be key to the effectiveness of this program.

#### Deliverables

- Implement business concierge model for investment servicing. The concierge model will address both new investment and existing businesses needs as it relates to development within the City. Measuring the success of the program through participant feedback, staff engagement, and overall participation will further refine the program and identify successes and opportunities for policy/process refinement to support being 'open for business'.

- Develop and strengthen relationships with the ICI community, both local and GTA to gather local land development data, business intelligence and identify investment opportunities

## Business Retention & Expansion

Increase the level of engagement with the broader business community. This activity will occur as a result of the implementation of projects/initiatives identified throughout the Transformational and Operational layer initiatives as part of the Invest Barrie strategy implementation.

Businesses will be engaged with Business Development through a variety of initiatives that will be deployed that will strengthen and broaden the department's relationship with established businesses. For example, a highly engaged business community across the city and across industries will:

- Strengthen ties with the business community, resulting in a deeper understanding of issues that are facing the various industries, barriers to growth, points of leverage, and more.
- Support the development of a more robust entrepreneurial ecosystem with a balance of both feeders and leaders. An engaged business community is considered to be a powerful feeder into a startup ecosystem and is one of the key differentiators in successful entrepreneurial hubs, where larger and established firms work as mentors, advisors, partners, and customers of smaller startups.
- Pave the way for more business-led initiatives and groups that can be supported by the City, and which have a variety of purposes (as well as benefits for the City). Such groups have the ability to access vast network resources, innovative thinking, energies, etc...and can be a key strategic advantage for the City.

Deliverables:

- Based upon success of the 2016 Trade and Investment Mission, Staff will seek to explore opportunities for a 2017 trade and investment mission based upon the City's core attraction targets and business development opportunities for local businesses.

- Support outcomes and action plans of CAMI that foster the retention and expansion of local business in Barrie.

- BCRY/ACDC City-owned railway: Continue to engage with the Town of Innisfil and County of Simcoe to review the strategic value and opportunity of short-line rail. Pursuing outcomes of a market study to identify opportunities to target and attract rail users to the community based upon the existing asset base of the rail line.

## Small Business Support

The City of Barrie continues its partnership with the Province of Ontario to deliver service, education and consultation resources to small businesses through the Small Business Centre of Barrie, Simcoe County and Orillia. Primarily funded by the Province of Ontario, the Small Business Centre is an integral component of the entrepreneurial eco-system and works to align, partner and compliment programs and initiatives aimed at the start-up community through Invest Barrie.

Deliverables:

- A partner in promotion and delivery of initiatives identified in Pillar 1 of the Transformational Layer

- Increase focus on small business growth (up to 5-years in operation) through development of broad mentor program and access to advisors and education opportunities that are specialized in key growth-related areas in alignment with existing eco-system activity

- Participate in start-up eco-system meetings

- Small Business Centre will continue to drive youth program initiatives through the Province via Summer Company

- Starter Company: Exclusively delivered through Small Business Centres, the opportunity exists to extend the program offering from January 2017- March 2019 that will open up the age requirement. The program will provide up to \$5,000 in grant funding, six months of hands on training, and mentorship to help entrepreneurs start or expand their own full-time business.

- Xcelerate Summit is a signature conference delivered by the Small Business Centre in partnership with several business service partners. The conference will be delivered in 2017.

- Regional Pilot Project with County of Simcoe: County Council will receive recommendations in 2017 for the continuance of the Pilot Project in support of Small Business Centre services being provided in-market to County municipalities that it serves. Business Development remains an active participant in this initiative.

## Key Performance Indicators

### Objective Small Business Support

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
% of clientele that use/participate in 2 or more entrepreneurial program/services	N/A	30%	30%	30%

provided by the Small Business Centre				
Number of New Businesses Started through Starter Company Program	N/A	N/A	25	25

#### Mobilization & Collaboration

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of Business Leaders that are actively engaged in projects/initiatives that support the Invest Barrie strategy.	N/A	75	75	75

#### Investment Attraction & Servicing

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Proportion of proactive prospects that are converted to qualified leads		5%	10%	10%
Number of Businesses Utilizing the Concierge Program Service	N/A	N/A	N/A	15
Proportion of businesses utilizing the concierge program service that rate their overall experience as 'Satisfied' (or equivalent)	N/A	N/A	N/A	75%

#### Business Retention & Expansion

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of local companies participating in Trade and Investment Mission activities	N/A	N/A	8	10

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

**Invest Barrie**

**Business Development**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$800,776	\$826,352	\$868,064	\$800,388	\$602,611	\$618,419	\$634,958
	<b>Materials &amp; Supplies</b>	\$126,079	\$167,187	\$174,691	\$159,733	\$119,510	\$120,670	\$121,834
	<b>Contracted &amp; Professional Services</b>	\$84,265	\$146,627	\$157,739	\$271,879	\$127,120	\$127,540	\$127,960
	<b>Rents &amp; Other Expenses</b>	(\$36,487)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Expenses &amp; Transfers</b>	\$36,487	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$1,011,120</b>	<b>\$1,140,166</b>	<b>\$1,200,493</b>	<b>\$1,232,000</b>	<b>\$849,241</b>	<b>\$866,629</b>	<b>\$884,752</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$87,063)	(\$84,000)	(\$104,364)	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$172,206)	(\$191,935)	(\$250,035)	(\$331,747)	(\$24,000)	(\$24,000)	(\$24,000)
	<b>Statistical Accounts</b>	\$0	\$0	\$11,566	(\$67,888)	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$259,269)</b>	<b>(\$275,935)</b>	<b>(\$342,833)</b>	<b>(\$399,635)</b>	<b>(\$24,000)</b>	<b>(\$24,000)</b>	<b>(\$24,000)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$751,852</b>	<b>\$864,231</b>	<b>\$857,660</b>	<b>\$832,365</b>	<b>\$825,241</b>	<b>\$842,629</b>	<b>\$860,752</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Invest Barrie

### Business Development

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$800,776	\$826,352	\$868,064	\$800,388	\$0	\$800,388	(\$25,964)	-3.14%	(\$25,964)	-3.14%
	<b>Materials &amp; Supplies</b>	\$126,079	\$167,187	\$174,691	\$159,733	\$0	\$159,733	(\$7,454)	-4.46%	(\$7,454)	-4.46%
	<b>Contracted &amp; Professional Services</b>	\$84,265	\$146,627	\$157,739	\$271,879	\$0	\$271,879	\$125,252	85.42%	\$125,252	85.42%
	<b>Rents &amp; Other Expenses</b>	(\$36,487)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Expenses &amp; Transfers</b>	\$36,487	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$1,011,120</b>	<b>\$1,140,166</b>	<b>\$1,200,493</b>	<b>\$1,232,000</b>	<b>\$0</b>	<b>\$1,232,000</b>	<b>\$91,834</b>	<b>8.05%</b>	<b>\$91,834</b>	<b>8.05%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$87,063)	(\$84,000)	(\$104,364)	\$0	\$0	\$0	\$84,000	-100.00%	\$84,000	-100.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$172,206)	(\$191,935)	(\$250,035)	(\$331,747)	\$0	(\$331,747)	(\$139,812)	72.84%	(\$139,812)	72.84%
	<b>Statistical Accounts</b>	\$0	\$0	\$11,566	(\$67,888)	\$0	(\$67,888)	(\$67,888)	-	(\$67,888)	-
	<b>Total</b>	<b>(\$259,269)</b>	<b>(\$275,935)</b>	<b>(\$342,833)</b>	<b>(\$399,635)</b>	<b>\$0</b>	<b>(\$399,635)</b>	<b>(\$123,700)</b>	<b>44.83%</b>	<b>(\$123,700)</b>	<b>44.83%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$751,852</b>	<b>\$864,231</b>	<b>\$857,660</b>	<b>\$832,365</b>		<b>\$832,365</b>	<b>(\$31,866)</b>	<b>-3.69%</b>	<b>(\$31,866)</b>	<b>-3.69%</b>

**Comments:**

The base budget for Business Development, which is funded from the tax base has a net operating variance of -2.58%.

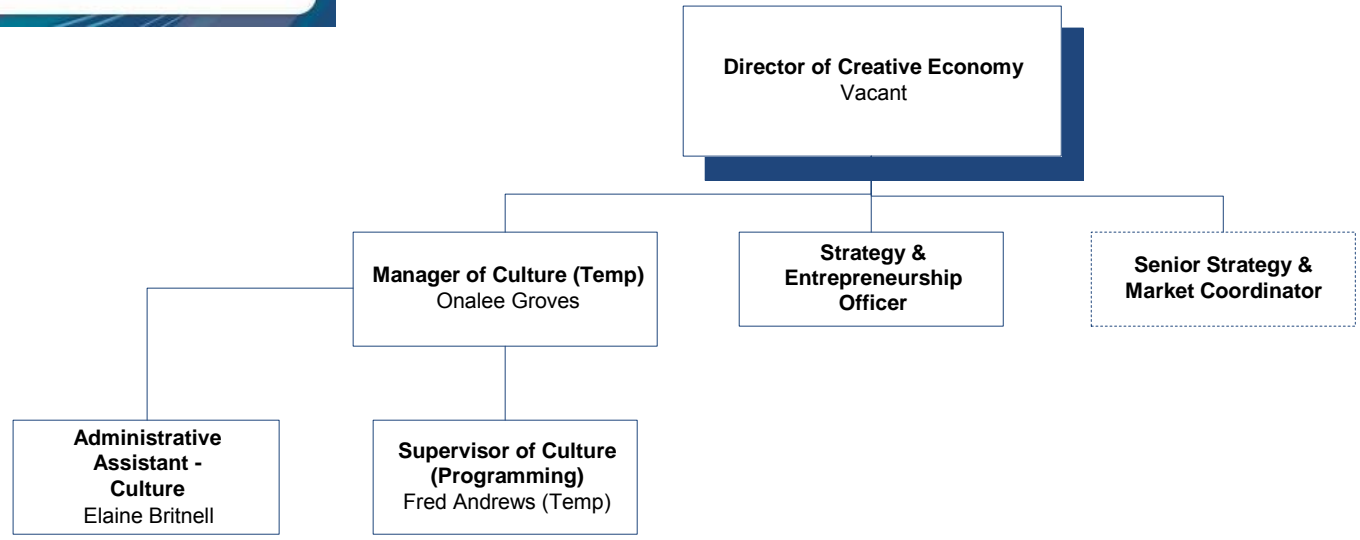
Therefore variances to the overall Business Development Administration budget are related to variances within the Provincially funded Small Business Centre and its program elements including Starter Company and Summer Company, which have a net zero impact on the tax base.

**Variances to note:**

- Salaries and Benefits: Currently, it has not been determined if the Pilot Program with the County of Simcoe will continue. As such, the salary projections for the 2nd Small Consultant serving this pilot project are only funded until March 31st, 2017, resulting in a negative variance to overall salaries.
- Material & Supplies have increased due to costs applied to program delivery on the Small Business Centre cost centres
- Services have increased due to planned Phase 1 environmental assessment, marketing and appraisals of the downtown City owned parking lots as approved by Council motion 15-G-160. These costs are to be funded through the industrial reserve.
- Revenues for user fees, service charges and rentals has a 100% negative variance as the Pilot Program with the County of Simcoe has come to completion and it is not yet known at this time if it will be renewed. As such, those revenues have not been accounted for in 2017.
- Grant revenues show a positive variance, this is due to accounting for the release of the hold-back from the agreement with the Province.

**ORGANIZATIONAL CHART**

Invest Barrie Portfolio  
Creative Economy Department



Indicates a temporary  
position

**Department:**  
**Department of Creative Economy**

## **Departmental Overview**

The Department of Creative Economy is responsible for delivering key aspects of the Invest Barrie strategy by supporting an environment, and engaging in initiatives, that are conducive to the growth of a broad creative economy, and thereby create the conditions that will lead to the successful realization of Invest Barrie's strategic goals of Economic Diversification and Resiliency.

The Department consists of the culture branch and the entrepreneurship & business innovation team, and is responsible for both strategic and operational service delivery areas. These include:

Startup Ecosystem - Fostering the growth of a vibrant community of scalable startup companies, as well as the places, people and resources that surround the startups and create an "ecosystem".

Business Innovation - Enabling the ongoing use of innovation tools and practices within the business community.

Creative Industries - Promote the development and growth of targeted cultural and creative industry clusters, build stronger integration between business and the arts, grow cultural entrepreneurship, and increase the contributions and benefits of the creative economy to Barrie's economic prosperity.

Content and Promotion - Engage in content and promotional efforts related to managing perceptions about Barrie and ensuring that Barrie is a recognizable/desirable destination amongst entrepreneurs, business leaders, talent and influencer groups.

In addition to the responsibilities above, the Department is also responsible for participating in, or leading aspects of, key strategic programs that are cross-functional and which require service delivery from both the Business Development Department and the Department of Creative Economy in order to be effectively implemented. These strategic programs include:

Talent and Workforce – Ensuring that Barrie has the talent and workforce to support economic diversification and growth.

Downtown Creative Hub model of the Invest Barrie Strategy – The downtown creative hub model brings together efforts regarding downtown residential and office employment density, particularly startup and creative industries, together with regular cultural activities that make the downtown the creative hub of the City.

Finally, the department of Creative Economy is also responsible for delivering core cultural services through the culture branch, which support the arts community and create a vibrant cultural environment for residents and visitors to enjoy. Key activities include:

- Programming and Facilities
- Development and Education

## **Startup Ecosystem**

Activities related to the startup ecosystem are about creating an environment that will allow more start-ups to launch or be attracted to Barrie. These types of businesses have the potential of growing very quickly. Start-ups create a significant proportion of net new jobs, diversify the economy, attract talent and provide the types of opportunities that many millennials are looking for. Programs and initiatives in this pillar will foster a start-up culture in the City and will promote the growth of knowledge-based industries in Barrie (for example, the technology industry). Activities will be defined in a coordinated startup roadmap that will



bring together key ecosystem partners in a coordinated plan to grow the ecosystem.

### **Business Innovation**

This function is focused on providing the opportunities, resources and knowledge required to make innovation a significant driver within Barrie's economy. Data shows that increases in innovation align with increases in competitiveness, resiliency, and profitability for organizations. Programs will focus on creating a culture of innovation throughout the community, providing employers the tools necessary to support internal innovation ideas, and helping employers connect with external organizations to focus on mutually beneficial joint innovation partnerships called Open Innovation.

### **Creative Industries**

This function focuses on promoting the development and growth of targeted cultural and creative industry clusters, build stronger integration between business and the arts, grow cultural entrepreneurship, and increase the contributions and benefits of the creative economy to Barrie's economic prosperity. Creative industries not only have the potential to generate significant economic activity directly, but also help diversify the economy and the workforce indirectly by creating opportunities for the City to be recognized as a place where creative activity can flourish (which is important to many entrepreneurs and talent groups).

### **Content and Promotion**

Engage in content generation/curation and promotional efforts related to managing perceptions about Barrie and ensuring that Barrie is a recognizable/desirable destination amongst entrepreneurs, business leaders, talent and influencer groups.

With the rapid engagement of social media and the changing ways in which certain groups of people form perceptions about brands (not through advertising but through referrals from friends, experiences, and consumption of valuable "content" that is not perceived as promotional), Invest Barrie will need to engage in an ongoing content development and promotion effort. This type of work, which includes content generated by Invest Barrie as well as filtered content that is generated by the community in Barrie (eg artists, writers, popular Instagram users in Barrie, etc) needs to begin to spread the message about Barrie amongst talent groups, startup entrepreneurs, influencers like venture capitalists and knowledge-industry executives, etc.

Traditional promotional efforts (sector profiles, advertising, magazine advertorials, etc) will still be used, but those communications need to be augmented with the newer approach to marketing that attempts to get the message out about all of the interesting and vibrant things happening in Barrie, as well as the business successes. This function will also be able to support the growth of cultural promotion, in order to grow theatre and festivals in Barrie. Cultural events compete directly for other (often private sector) leisure options that consumers can choose to invest in (eg going to a baseball game in Toronto vs a theatre performance in Barrie), and therefore the level of engagement must be at the highest level to build interest and a brand for culture in Barrie.

### **Talent and Workforce**

Ensuring that the City of Barrie has the necessary workforce to support the growth of existing industries, the attraction of new industries (including knowledge-based industries such as technology that require a workforce with Science, Technology, Engineering and Math backgrounds), and the focus on innovation within the economy (including entrepreneurs that launch innovation-driven startups) is an important focus for Invest Barrie. Activities within this function include efforts that are passive (eg promotion, branding of Barrie through content efforts, etc), active focus outside of Barrie (eg engaging with specific groups like software developer groups in the GTA, attending university career days, etc) and active focus in Barrie (eg Robotics programs, Job fairs to support employers, engaging with Georgian college regarding new programs, etc).

### **Downtown Creative Hub model of the Invest Barrie Strategy**

This function focuses on creating a vibrant and attractive City Centre that serves as both a cultural heart of the City and an employment hub for creative and knowledge-based industries. The downtown is the

most likely place where startups will come to launch and grow. Initiatives focus on both physical and cultural components of creating a downtown that supports quality employment through business creation/location and growth of knowledge-based industries, and attracts a diverse community as both the residents and the workforce of the downtown. Physical components include the parking lot strategy and ensuring that developments promote the growth and employment targets for the downtown (increased residential and employment space, hotel, etc).

### **Programming and Facilities**

Programming encompasses a number of functions within the Department of Creative Economy's mandate related to cultural activities (activities that lead to a vibrant environment for the community and for visitors to Barrie):

- Management of the City of Barrie's Cultural facilities, including the Downtown Centre for the Performing Arts and the Georgian Theatre - To fulfill programming objectives, the facilities are operated and maintained in a safe and cost efficient manner, in full compliance with relevant codes, regulations and legislations. Programming is also responsible for both rental and administration of the facilities to external groups, as well presentation and marketing of theatrical and musical productions that produce revenue for the theatres. In addition, Programming staff seek to support artistic organizations that make use of cultural spaces by assessing their needs and working with them to plan for future spaces that will support their work, for both rehearsal and performance purposes. This not only enables the growth of performing arts in Barrie, but also leads to increased utilization of the City's cultural facilities.
- Special events - The programming function is involved with hundreds of special events that are organized and implemented by the City's Events team, or created in partnership with community organizations such as the Kempenfest Board. The Events team generates special events permits and works with the organizers of the event to ensure that the City meets its obligations for each of the events (road closures, provision of power, policing, etc). The special events team is also responsible for organizing large community festivals such as Winterfest and Celebrate Barrie. Finally, the special events team create permits for the production of films and television shows in our community.

### **Development and Education**

The Department of Creative Economy supports the development and growth of arts organizations and businesses. Development goals are met through:

- An arts granting program that funds local arts organizations and provides them with both project and operational support.
- Raising the profile of the arts community and recognizing their contributions through an awards program. This also includes highlight the work of local artists. A small example is the art exhibition that is held in the First Floor Gallery.
- Educational workshops and training for arts businesses and organizations that lay a foundation for successful business practices.
- Seeking opportunities for funding (that the City can apply for) that furthers the mission of the Department of the Creative Economy, such as the Canada 150 funding focused on events and public art commissions.
- Support for young and emerging artists through affordable venue space, a youth/emerging focused award at the Barrie Arts Awards, connections to mentors, etc.

### **Key Departmental Objectives**

Creating a vibrant cultural environment that increases quality of life for residents.

Support Economic Diversification:

- Promote the development and growth of targeted cultural and creative industry clusters.
- Enable the creation of a vibrant community of high potential startups, as well as the ecosystem of mentors, financiers, domain experts, research facilities, etc that surround and support that community.
- Leverage arts and culture to position Barrie as a creative community with a wide range of cultural activities and a flourishing arts community, in alignment with efforts to attract a diverse talent base to

the community.

**Support Economic Resiliency:**

- Promoting widespread access to innovation tools, techniques and best practices throughout the business community
- Collaborations/connections between established businesses and innovative startups.
- Peer-to-peer learning and connections between businesses leaders, innovators and domain professionals for the purpose of staying on top of best practice and trends.

Support Economic Vibrancy and Activity in the downtown through closer connections between business and the arts (eg artsbiz mashup events, tech meetups, etc), creation of spaces and programming in the downtown that support entrepreneurship (eg maker space, entrepreneurship centre, etc.) and progress towards the downtown creative hub model (eg live music activity in the downtown).

**Strategic Plan & Other Program Deliverables**

Existing\*:

- Startup Ecosystem Roadmap
- Innovation Program
- Downtown Creative Hub Model
- Plan for Culture

Plans to be developed\*:

- Creative Industry Plans (eg film industry growth roadmap)
- Talent Strategy (2018)
- Updated Plan for Culture with a focus on developing a culture brand in Barrie

\* Other Plans may be developed (and existing plans may be updated) as the Director of Creative Economy is brought on board to strategically guide the new department in 2017.

**Major Initiatives/Issues**

Major Initiatives

- Celebrate and honour Canada’s history and 150th Birthday through multiple events and public art installations.
- Investigate the opportunities to grow the number of films shot in our area annually and develop a process for stewarding and servicing film makers and their companies.
- Open Innovation (Business and Civic) - Begin the process of introducing startups as solutions to business challenges and opportunities.
- Intrapreneurship programs for established businesses
- Pursuing Startup Ecosystem Roadmap along with ecosystem partners.
- Entrepreneurship Centre

Major Issues

- Increasing the message around the benefits of culture and it’s ability to create a sense of place, attract top talent, diversify the economy into new industries, etc.
- Many competing priorities for the same staff resources (particularly decisions regarding operational vs strategic priorities)

**Key Performance Indicators**

Objective: Increase use of Innovation throughout the economy

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of businesses that engage in one or more of the City’s innovation programs	NA	NA	NA	15

Objective: Grow the Start-Up Eco-System

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives	NA	100	67	60

Objective: To provide opportunities for corporate and other stakeholders to participate in and contribute to Barrie's culture sector.

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of attendees at corporate events	125,000	130,000	87,000	130,000
Total value of sponsorships from all corporate events	50,000	60,000	72,800	32,000
% of out of town visitors (from greater than 40km away) at city events	19%	20%	20%	23%
Number of events in the downtown that engage business and the creative sector, and where the two can intersect (Artsbiz)	N/A	8	8	12

Objective: Grow cultural entrepreneurship by increasing the number of participants in educational workshops and partnered programs (includes workshops, adopt a class, artpreneur, bi-annual conference).

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of participants	377	400	400	420

Objective: Monitor the number of special event and film permits issued in the community.

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of special event permits issued	137	117	117	110
Number of film permits issued	6	6	11	13

Objective: Provide economic resources to arts organizations.

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Arts grants as a percentage of arts organization's gross revenue	9%	9%	9%	9%
Arts grants as a percentage of arts organization's revenue from government sources	23%	23%	23%	23%

Objective: Manage physical infrastructure such as performing arts centers for displays of arts.

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Rental revenue - Mady	\$51,698	\$100,000	\$62,000	\$70,000
Rental revenue - Georgian	\$170,317	\$165,000	\$115,000	\$125,000
Net Revenue from <a href="mailto:theatres@barrie.ca">theatres@barrie.ca</a> presentations	\$6,032	\$2,500	\$24,475	\$35,000
Days of use - Mady	146	146	177	200
Days of use - Georgian	135	135	142	135

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

**Invest Barrie**

**Department of Creative Economy**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,063,814	\$1,046,585	\$1,045,606	\$1,306,086	\$1,258,120	\$1,297,354	\$1,329,553
	<b>Materials &amp; Supplies</b>	\$46,501	\$48,600	\$38,233	\$59,686	\$48,653	\$60,754	\$49,616
	<b>Equipment &amp; Capital Purchases</b>	\$6,066	\$7,000	\$7,000	\$7,140	\$7,211	\$7,284	\$7,356
	<b>Contracted &amp; Professional Services</b>	\$552,987	\$516,150	\$582,677	\$624,487	\$552,372	\$545,231	\$563,353
	<b>Rents &amp; Other Expenses</b>	\$123,012	\$160,290	\$155,914	\$142,744	\$144,171	\$145,613	\$147,069
	<b>Grant Expenses &amp; Transfers</b>	\$448,787	\$445,700	\$450,450	\$402,570	\$409,318	\$416,406	\$423,864
	<b>Sub-Total</b>	<b>\$2,241,167</b>	<b>\$2,224,325</b>	<b>\$2,279,881</b>	<b>\$2,542,713</b>	<b>\$2,419,845</b>	<b>\$2,472,642</b>	<b>\$2,520,811</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$678,044)	(\$555,400)	(\$509,777)	(\$451,459)	(\$457,529)	(\$483,010)	(\$495,234)
	<b>Other Revenues</b>	\$88	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$16,079)	(\$10,000)	(\$9,995)	(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)
	<b>Interdepartmental Transfers</b>	\$161,588	\$205,960	\$196,747	\$221,858	\$236,104	\$242,350	\$248,824
<b>Sub-Total</b>	<b>(\$532,447)</b>	<b>(\$359,440)</b>	<b>(\$323,025)</b>	<b>(\$239,601)</b>	<b>(\$231,424)</b>	<b>(\$250,660)</b>	<b>(\$256,410)</b>	
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,708,719</b>	<b>\$1,864,885</b>	<b>\$1,956,855</b>	<b>\$2,303,112</b>	<b>\$2,188,421</b>	<b>\$2,221,982</b>	<b>\$2,264,401</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Invest Barrie

### Department of Creative Economy

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,063,814	\$1,046,585	\$1,045,606	\$1,306,086	\$0	\$1,306,086	\$259,501	24.80%	\$259,501	24.80%
	<b>Materials &amp; Supplies</b>	\$46,501	\$48,600	\$38,233	\$59,686	\$0	\$59,686	\$11,086	22.81%	\$11,086	22.81%
	<b>Equipment &amp; Capital Purchases</b>	\$6,066	\$7,000	\$7,000	\$7,140	\$0	\$7,140	\$140	2.00%	\$140	2.00%
	<b>Contracted &amp; Professional Services</b>	\$552,987	\$516,150	\$582,677	\$624,487	\$0	\$624,487	\$108,337	20.99%	\$108,337	20.99%
	<b>Rents &amp; Other Expenses</b>	\$123,012	\$160,290	\$155,914	\$142,744	\$0	\$142,744	(\$17,546)	-10.95%	(\$17,546)	-10.95%
	<b>Grant Expenses &amp; Transfers</b>	\$448,787	\$445,700	\$450,450	\$402,570	\$0	\$402,570	(\$43,130)	-9.68%	(\$43,130)	-9.68%
	<b>Total</b>	<b>\$2,241,167</b>	<b>\$2,224,325</b>	<b>\$2,279,881</b>	<b>\$2,542,713</b>	<b>\$0</b>	<b>\$2,542,713</b>	<b>\$318,388</b>	<b>14.31%</b>	<b>\$318,388</b>	<b>14.31%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$678,044)	(\$555,400)	(\$509,777)	(\$451,459)	\$0	(\$451,459)	\$103,941	-18.71%	\$103,941	-18.71%
	<b>Other Revenues</b>	\$88	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$16,079)	(\$10,000)	(\$9,995)	(\$10,000)	\$0	(\$10,000)	\$0	0.00%	\$0	0.00%
	<b>Interdepartmental Transfers</b>	\$161,588	\$205,960	\$196,747	\$221,858	\$0	\$221,858	\$15,898	7.72%	\$15,898	7.72%
	<b>Total</b>	<b>(\$532,447)</b>	<b>(\$359,440)</b>	<b>(\$323,025)</b>	<b>(\$239,601)</b>	<b>\$0</b>	<b>(\$239,601)</b>	<b>\$119,839</b>	<b>-33.34%</b>	<b>\$119,839</b>	<b>-33.34%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,708,719</b>	<b>\$1,864,885</b>	<b>\$1,956,855</b>	<b>\$2,303,112</b>		<b>\$2,303,112</b>	<b>\$438,227</b>	<b>23.50%</b>	<b>\$438,227</b>	<b>23.50%</b>

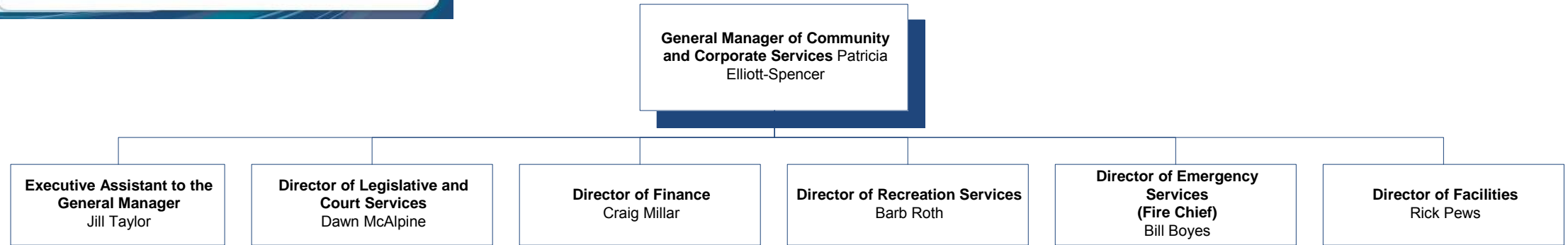
## Comments:

The net 23.5% increase in the budget for the Department of Creative Economy (as compared to the Department of Culture budget from 2016) is due to the following:

- **Transfer of a resource from one cost centre to another** - The Creative Economy department aligns efforts on innovation, knowledge-based industries, creative clusters, and the startup ecosystem. This department, which brings together the culture branch and the strategy & entrepreneurship officer under the leadership of a Director that will focus on growing the creative economy. The increase in the salaries and benefits budget is due to the strategy & entrepreneurship officer being redeployed from a different cost centre within Invest Barrie into this one.
- **Accurate reflection of theatre revenues** - The reduction in theatre revenue (rentals) budgets is being driven by the need to more accurately reflect anticipated baseline revenue levels. Staff are diligently working on raising the revenues in both theatres (downtown theatre and Georgian theatre), through several new and innovative initiatives, which City Council will be appraised of through upcoming staff reports. In order to show the impacts of those efforts, and in order to provide the team with viable targets to try meet and surpass, the theatre revenue expectations have been baselined.
- **Canada 150 celebrations** - The increase to the Cultural Events budget is being requested to enable the Canada 150th celebrations. An intake form for the Canada 150 celebrations was submitted for 2016, which referenced the creation of a Canada 150 committee (supported by staff from the Culture branch) and investigation of projects that have the potential to qualify for grant opportunities. With a desire to engage residents not only on Canada day but throughout the year, the Canada 150 committee has been created to enhance City events throughout the year with a focus on celebrating Canada's birthday through a theme of fire and light. Celebrations will culminate in a dynamic fireworks display (potentially to be held on Labour Day weekend) along the City's waterfront; an event that will mirror the fireworks displays previously held at Ontario Place. The Barrie Public Art Committee are planning to exhibit four large scale art installations temporarily throughout the downtown core during the summer months in the theme of "Illuminate Barrie". Additional sources of funding that will be pursued include Federal and Provincial grants, sponsorships and partnerships.

**ORGANIZATIONAL CHART**

**Community and Corporate Services Division**





# Performance Plan 2017 - COMMUNITY AND CORPORATE SERVICES DIVISION

## Division Goals

- To reduce the risk of harm or loss of life by providing timely Fire and Emergency services and Building Code review and enforcement
- To provide inclusive recreation facilities and programming that meets community needs and ensures all residents have the opportunity to participate
- To provide total facility management for the City's valuable portfolio of facility and property assets through comprehensive facility asset management and maintenance strategies that contain costs while preserving our assets to maintain service levels for City programs delivered through City facilities
- To inform, encourage individual compliance with and enforce community standards through the administration and enforcement of municipal by-laws and licensing
- To deliver advice, policy support and administrative services to City Council and the corporation for legislative, financial and facility management services
- To develop and maintain financial policies and plans that support Council's strategic goals and protect the City's creditworthiness

## Key Division Service Delivery Initiatives

- Working with community groups and exploring potential service delivery strategies to better support community needs; such as increasing the utilization of fields through the development of a Sports Field allocation policy.
- Continuous improvement of our upgraded recreation registration system to expand capability of providing services online to our community and leveraging the system to enhance processes and controls and perform data analysis to guide operational decisions
- Continue to work towards becoming an accredited High Five organization. During 2017, Recreation will be working on Phase 2 by training all aquatics staff and any new programming staff in the Principles of Healthy Child Development with the objective of completing the required Quest 2 evaluations for all children's programs aged 6-12.
- Review, revise and implement the Fire Master Plan including short term, medium term and long term objectives and continue to work towards completing the CFAI process
- Continue to improve public safety through the three lines of defense – Public Education, Prevention and incident response, and work to train all staff to NFPA 1035 certified public educators
- Lead the delivery of strategic growth projects including Meridan Place, First responders Campus, City Hall space needs driven by growth
- Develop a facility implementation strategy for new facilities required in the annexed lands, including participating in the Parks and Recreation Master Plan and Growth Management Committee
- Complete the next phase of Facility Assessments to support a sustainable asset management plan for the City's many facilities
- Develop capital and operational strategies to manage the City's energy consumption and reduce costs
- Develop a long-term financial plan, incorporating the financial management policies identified in the FIA, and policies to ensure existing assets remain in a state of good repair.
- Undertake proactive property assessment management through direct involvement in assessment appeals
- Prepare for residential development in the annexed lands through processes to monitor the financial aspects of growth such as Development Charges, Credit agreements, and assessment growth

- Work with Engineering, Building and Planning to develop a process to monitor actual development activity against planned development activity for reporting to all stakeholders and to Develop process for administering developer agreements
- Assist with implementation of APLI system modules related to enforcement allowing for electronic submissions for permits, inspection requests and complaints.
- Determine feasibility of full implementation of the expedited resolution process for POA fines
- Planning and preparation for the 2018 Municipal Election in accordance with the *Municipal Elections Act, 1996* as amended by *Bill 181*.
- Report on Key Performance Indicators for the Made in Barrie benchmarking initiative

## External Factors Influencing Activities & Outcomes

- General economic conditions
- Federal/Provincial financial condition and the potential for funding impacts from these orders of government
- Federal/Provincial legislative or regulatory changes
- Water consumption trends

## Key Performance Indicators

Department	Indicator	2016 Plan	2016 Projected	2017 Plan
Finance	Average Number of Bids received per Bid Process	5.0	5.25	5.0
	Return on Investments	N/A	Average Bank Rate plus 1%	Average Bank Rate plus 1%
	Audited Financial Statements Completed By	N/A	June 2016	June 2017
Recreation	Recreation Services Operating Cost Recovery Rate	55.0%	55%	55%
	Participant Visits to Community Centres	N/A	2,446,380	2,500,000
	RecPASS Member Visits	N/A	296,000	302,000
Fire and Emergency Services	Less than 6 minute Road Response – 90% of the time	94%	92%	92%
	Emergency Response Call Volumes for Barrie	8,450	8,600	8,700
	Total Fire Code Inspections	1,650	1,700	1,700
	Public Education community touch points	11,500	12,000	12,500

Department	Indicator	2016 Plan	2016 Projected	2017 Plan
Facilities	Facility Maintenance Cost per Square Foot	\$8.00		\$7.84
	Maintenance Effectiveness: # preventative maintenance work orders as a percentage of total maintenance work orders (world class 80%)	65%		65%
	Facility Energy Consumption per square foot (ekWh/ft2)	32.37		32.25
	Positive Customer Satisfaction response % in Customer Satisfaction Survey	N/A	N/A	75%
Legislative and Court Services/Clerk's Office	# of trial requests processed – Barrie	20,000	19,150	19,150
	Average time to trial – Part 1 charges	5 months	6 months	6 months
	Volume of By-law enforcement Files	52,000	48,419	52,000
	% of MFIPPA requests responded to within legislative framework	95%	100%	95%
	% of Meeting Minutes published within 4 days after meeting	100%	95%	100%

## Budget Summary

Department	2017 Net Requested Budget	2017 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the General Manager	\$344,649	2		2
Legislative & Court Services	\$2,221,666	80		80
Finance	\$3,584,520	48		48
Recreation	\$7,383,406	61		61
Fire & Emergency Services	\$25,467,980	180		180
Facilities	\$2,074,760	35	5	40
<b>Total</b>	<b>\$41,076,981</b>	<b>406</b>	<b>5</b>	<b>411</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services – Division Summary

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$46,686,946	\$47,211,116	\$47,441,015	\$49,101,361	\$172,200	\$49,273,561	\$1,890,245	4.00%	\$2,062,445	4.37%
	<b>Materials &amp; Supplies</b>	\$6,576,359	\$6,812,501	\$6,473,298	\$6,743,992	\$0	\$6,743,992	(\$68,509)	-1.01%	(\$68,509)	-1.01%
	<b>Equipment &amp; Capital Purchases</b>	\$715,729	\$954,143	\$928,516	\$1,053,943	\$0	\$1,053,943	\$99,800	10.46%	\$99,800	10.46%
	<b>Contracted &amp; Professional Services</b>	\$8,060,510	\$8,847,739	\$8,430,645	\$8,681,390	(\$78,545)	\$8,602,845	(\$166,349)	-1.88%	(\$244,894)	-2.77%
	<b>Rents &amp; Other Expenses</b>	\$1,960,484	\$2,070,204	\$2,068,919	\$2,094,579	\$0	\$2,094,579	\$24,375	1.18%	\$24,375	1.18%
	<b>Grant Expenses &amp; Transfers</b>	\$2,745,354	\$2,259,907	\$2,552,045	\$2,313,023	\$0	\$2,313,023	\$53,117	2.35%	\$53,117	2.35%
	<b>Total</b>	<b>\$66,745,383</b>	<b>\$68,155,609</b>	<b>\$67,894,439</b>	<b>\$69,988,288</b>	<b>\$93,655</b>	<b>\$70,081,943</b>	<b>\$1,832,679</b>	<b>2.69%</b>	<b>\$1,926,334</b>	<b>2.83%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$10,761,445)	(\$10,774,649)	(\$10,626,276)	(\$11,024,018)	\$0	(\$11,024,018)	(\$249,369)	2.31%	(\$249,369)	2.31%
	<b>Fines &amp; Penalties</b>	(\$9,072,824)	(\$8,876,334)	(\$8,963,960)	(\$9,024,513)	\$0	(\$9,024,513)	(\$148,179)	1.67%	(\$148,179)	1.67%
	<b>Licenses &amp; Permits</b>	(\$1,164,297)	(\$1,180,325)	(\$1,186,965)	(\$1,085,970)	\$0	(\$1,085,970)	\$94,355	-7.99%	\$94,355	-7.99%
	<b>Other Revenues</b>	(\$6,248)	(\$6,600)	(\$4,674)	(\$6,600)	\$0	(\$6,600)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$1,138,397)	(\$1,507,677)	(\$1,223,953)	(\$1,327,547)	\$0	(\$1,327,547)	\$180,130	-11.95%	\$180,130	-11.95%
	<b>Interdepartmental Transfers</b>	(\$5,934,493)	(\$6,244,433)	(\$6,352,376)	(\$6,420,049)	(\$96,715)	(\$6,516,764)	(\$175,616)	2.81%	(\$272,331)	4.36%
	<b>Intercompany Transfers</b>	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)	\$0	(\$19,550)	\$0	0.00%	\$0	0.00%
<b>Total</b>	<b>(\$28,097,254)</b>	<b>(\$28,609,568)</b>	<b>(\$28,377,754)</b>	<b>(\$28,908,247)</b>	<b>(\$96,715)</b>	<b>(\$29,004,962)</b>	<b>(\$298,678)</b>	<b>1.04%</b>	<b>(\$395,394)</b>	<b>1.38%</b>	
<b>Net Operating Expense/(Revenue)</b>		<b>\$38,648,129</b>	<b>\$39,546,040</b>	<b>\$39,516,685</b>	<b>\$41,080,041</b>	<b>(\$3,060)</b>	<b>\$41,076,981</b>	<b>\$1,534,000</b>	<b>3.88%</b>	<b>\$1,530,940</b>	<b>3.87%</b>

New investments include:

Operating Intake Form #85 Right Size Facilities

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

**Community & Corporate Services**

**General Manager's Office**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	322,208	321,965	325,194	324,973	334,035	339,537	348,063
	<b>Materials &amp; Supplies</b>	6,875	10,676	8,176	10,176	10,176	10,176	10,176
	<b>Equipment &amp; Capital Purchases</b>	-	-	-	-	-	-	-
	<b>Contracted &amp; Professional Services</b>	7,316	10,400	5,085	9,500	9,500	9,500	9,500
	<b>Sub-Total</b>	<b>336,399</b>	<b>343,041</b>	<b>338,455</b>	<b>344,649</b>	<b>353,711</b>	<b>359,213</b>	<b>367,739</b>
<b>Net Operating (Expense)/Revenue</b>		<b>336,399</b>	<b>343,041</b>	<b>338,455</b>	<b>344,649</b>	<b>353,711</b>	<b>359,213</b>	<b>367,739</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

#### General Manager's Office

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$322,208	\$321,965	\$325,194	\$324,973	\$0	\$324,973	\$3,008	0.93%	\$3,008	0.93%
	<b>Materials &amp; Supplies</b>	\$6,875	\$10,676	\$8,176	\$10,176	\$0	\$10,176	(\$500)	-4.68%	(\$500)	-4.68%
	<b>Minor Capital</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Contracted &amp; Professional Services</b>	\$7,316	\$10,400	\$5,085	\$9,500	\$0	\$9,500	(\$900)	-8.65%	(\$900)	-8.65%
	<b>Total</b>	<b>\$336,399</b>	<b>\$343,041</b>	<b>\$338,455</b>	<b>\$344,649</b>	<b>\$0</b>	<b>\$344,649</b>	<b>\$1,608</b>	<b>0.47%</b>	<b>\$1,608</b>	<b>0.47%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$336,399</b>	<b>\$343,041</b>	<b>\$338,455</b>	<b>\$344,649</b>		<b>\$344,649</b>	<b>\$1,608</b>	<b>0.47%</b>	<b>\$1,608</b>	<b>0.47%</b>

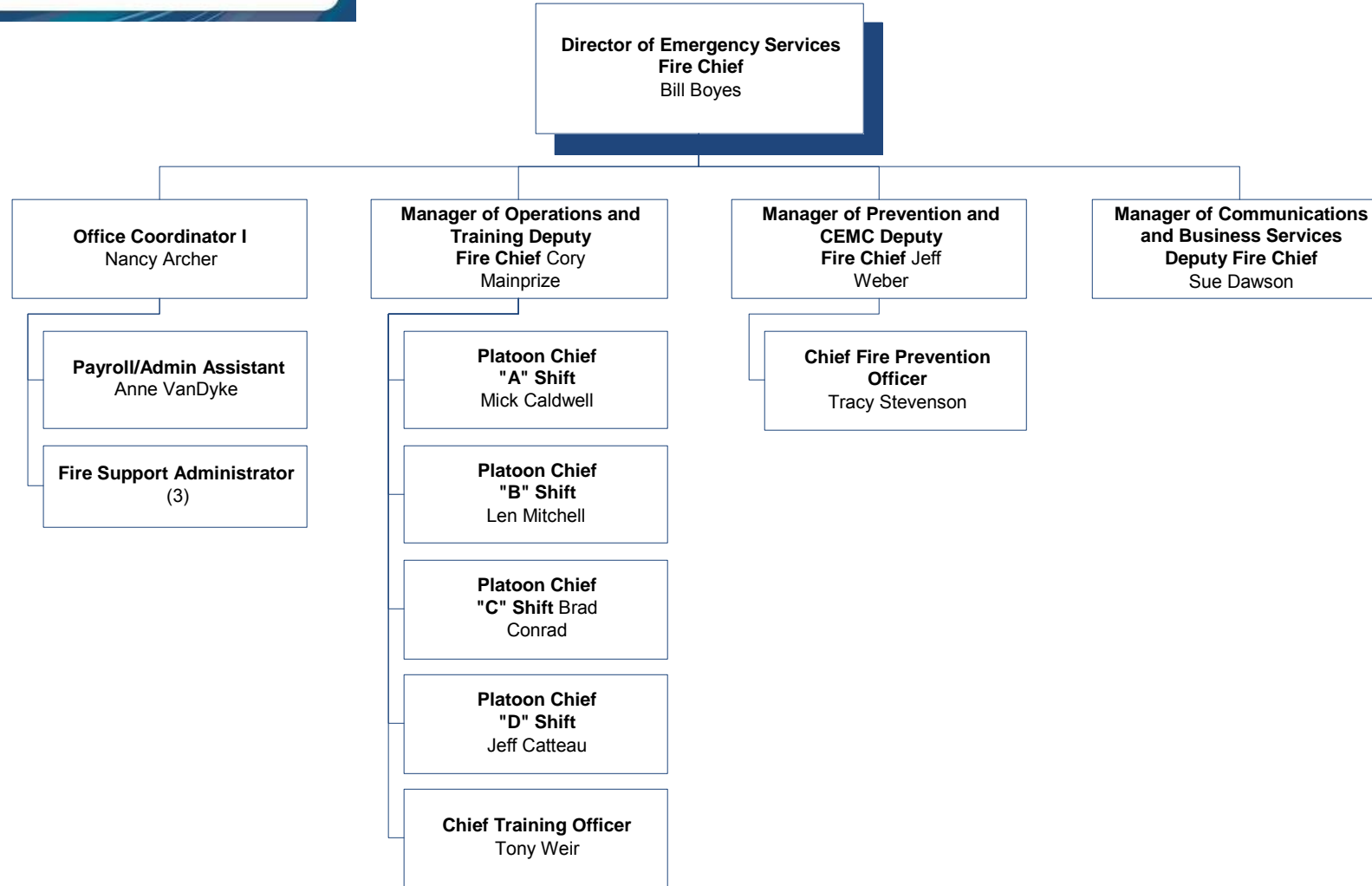
#### Comments:

Salaries and benefits are not anticipated to increase significantly due a pending retirement and the anticipated salary gapping associated with the replacement of the position. Reductions in other expenditures reflect decreased expenses associated with the pending retirement.

**ORGANIZATIONAL CHART**



**Community and Corporate Services Division  
Barrie Fire and Emergency Services Department**





**Department:**  
**Fire and Emergency Services**

## **Departmental Overview**

Barrie Fire & Emergency Service (BFES) is governed by "By-law 2012-200, a By-law to Establish and Regulate the Barrie Fire & Emergency Service." This By-law sets out definitions, the vision, mission and values of the department along with the mandate. The mandate sets out distinct areas of operation for the department, Fire Suppression, Technical Rescues, Public Education Programs, Public Assistance, Fire Investigation, Training and Communications and "By-law 2013-142 Emergency Management By-law" sets out the sixth area of operations for the Department. BFES is governed and charged with the responsibilities under several legislative requirements, including and not limited to the Fire Protection & Prevention Act. An Ontario Fire Marshal's Directive also outlines a mandate implementing and focusing fire department activities under the "three lines of defence". These three lines of defence are:

- public education,
- inspection and enforcement, and
- fire suppression

### **Administration Branch**

Comprises the Fire Chief, 3 Deputy Chiefs and administrative staff.  
The Administration Branch requires approximately 5% of the Department's staff resources to perform the following services:

Overall administration of 180 staff in six branches

- Evaluate community fire risk and make recommendations to Council to manage risk
- Using the risk evaluation to determine and recommend an appropriate standard of cover considering the OFMEM Three Lines of Defence
- Develop and implement a strategic plan for the Department
- Co-ordination with other City Departments and external agencies
- Ensure departmental compliance with municipal, provincial and federal legislated requirements and best practices

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

Provide dispatch and call taking services for BFES and 19 external dispatch clients.  
The Communications Branch requires approximately 8% of the Department's staff resources to perform the following services:

- The Communications Branch is responsible for call processing from receipt of call to the dispatching of fire apparatus for Barrie Fire and Emergency Service and for those municipalities or other agencies with which contractual agreements are in effect.
- Convey instructions, information and direction to the service requester, provide logistical support to the fire scene and maintain radio communications with emergency responders.
- Monitor performance to identify areas of best practice, ability to meet industry standards and compliance with current legislation.
- Manage and monitor 9-1-1 and emergency communications systems.
- Participate in projects such as EMS-TIF (project to reduce overall emergency response time to the public for tiered medical responses and motor vehicle collisions) and Text with 9-1-1 for the DHHSI Community.

### **Emergency Management Branch**

The Emergency Management Branch is overseen by the Deputy Chief of Fire Prevention and Community



Emergency Management Coordinator (CEM). The 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 and the *Emergency Management and Civil Protection Act* and associated regulations. Fulfillment of this mandate comprises:

- Managing and administering the City's emergency management program.
- Identifying hazards and assessing risks to public safety in the community.
- Develop and maintain 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 assess and promote corporate and departmental preparation for highest probable events.
- Formulating and maintaining comprehensive emergency plans and capabilities for the City of Barrie.
- Train management and staff to ensure they are ready and able to implement the emergency plans.
- Conducting education programs to ensure the public are able to respond appropriately in an emergency.
- Providing emergency management advice and guidance to City staff and the community.
- Perform practice exercises involving specific staff designed to build confidence and familiarity within the emergency management structure.
- Coordinate emergency management efforts with appropriate corporate, community, provincial, and federal partners.

### **Fire Prevention Branch**

The Fire Prevention Branch requires approximately 5% 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 has the necessary tools to:
  - Prevent fires from happening.
  - Detect and react to fires that do occur.
- Educate the public and target specific behavior in the community for the purpose of creating and promoting a fire safe community.
- Maintain a media presence with 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.

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
  - Routine inspection schedules based on risk determined out of probability and consequence evaluations.
  - Required annual inspections that are mandated by legislation.
- Implement and maintain a fire alarm and carbon monoxide alarm program for City of Barrie required by provincial legislation.
- Conduct investigations of fires that occur in City of Barrie to determine cause and origin to promote improvements to the first two lines of defense.
- Legislated requirement to follow-up on complaints, investigate fires and inspect occupancies.

### **Operations Branch**

The Operations Branch requires approximately 80% of the Department's staff resources to perform the following services:

- The Operations Branch responds to an array of emergency incidents, public events and public education opportunities.
- The Operations Branch strives to achieve Council's direction of a less than 6 minute road response to all incidents to the 90th percentile.

- Types of emergency responses include the following, but not limited to: reported fires, fire and CO alarms, technical rescues, hazardous materials responses, motor vehicle collisions, assisting other emergency services and medical emergencies.
- BFES has been promoting its ability to provide technical rescue support to the surrounding municipalities, which has resulted in revenue generation opportunities. This revenue will be directed to the enhancement of training in these disciplines and the purchase of supporting pieces of equipment.
- BFES responds to medical related incidents through a tiered response agreement, which has resulted in BFES personnel successfully resuscitating a number of vital signs absent in patients. Continued emergency response in this area will improve the safety of Barrie residents.
- Over the past number of years, BFES has enhanced its level of training to remain in compliance with the requirements of training under the Occupational Health & Safety Act and numerous NFPA Professional Qualification Standards.
- The Operations Branch is committed to providing the highest level of service to the citizens of Barrie and surrounding areas.
- BFES will solicit feedback from its citizens on the level of service it provides through public consultation in order to identify opportunities for improvement in our service provision.

### **Training Branch**

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

- The Training Branch is responsible for program development and delivery of all disciplines as identified in the Establishing and Regulating By-Law 2012-200, of which the Operations Branch responds to.
- These include, but are not limited to: fires, fire and CO alarms, technical rescue, hazardous materials, medical responses, motor vehicle collisions, ice rescues.
- All programs are governed by numerous pieces of legislation, regulations and standards.
- All training must outline the objectives, the method of delivery and the program outcomes.
- The training branch shall document all training assignments and provide supporting documentation indicating that these assignments have been completed, and are in accordance with the program as developed.
- Provide various types of support training for numerous fire services in Simcoe County. Given the increasing amount of services being provided to surrounding departments, the goal is to maximize the interoperability between BFES and the departments within Simcoe County.

### **Key Departmental Objectives**

- Prevent or reduce loss of life and/or property damage by responding with an effective response force to emergency calls for service for an array of incident types as per By-law 2012-200 .
- Establish and deliver risk based public education programs for appropriate ages with the goal of reducing or eliminating preventable fires and/or actions to take when a fire does occur.
- Provide legislated, request, complaint and routine-based annual inspection services and establish a risk based inspection program to leverage resources to focus on the greatest vulnerabilities to the risk of fire.
- Provide training and education to all staff to meet required legislated training, safety standards and relevant industry best practices where possible.
- Enhance career development of all staff and focus on succession planning.
- Provide communication (dispatch) services to Barrie and contracted municipalities that meet service delivery standards.
- Provide for public safety by creating an emergency resilient community through:
  - Emergency plans that address the likely hazards, risks and potential emergencies that could arise in the City of Barrie.
  - Capability to respond to and recover from emergency situations while continuing to provide necessary services to residents not directly affected by the emergency.
  - A citizenry that is well informed about and prepared to deal with the potential hazards, risks and emergencies that could affect them.

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

- Embrace OFMEM's Three Lines of Defence- the model to improve public safety via:
  - I. Public Education

## II. Code Enforcement/Prevention Inspections

### III. 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 through new 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 works towards completing the CFAI process.
- 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

- Review, revise and implement the Fire Master Plan including the Short Term, Medium Term and Long Term Objectives.
- Review staffing levels in the branches consistent with an organization review of service delivery needs of the department/public and anticipated growth aligned with the annual business planning process.
- Participate in a regional CBRNE (Chemical/Biological/Radiological/Nuclear/Explosive) response team in partnership with the County of Simcoe.
- Enter into service provision contracts with other fire services in the surrounding area, primarily with respect to technical rescue.
- Continue to enhance the technical rescue capabilities of the department.
- Solicit feedback from its citizens on the level of service it provides through public consultation in order to identify opportunities for improvement in our service provision.
- Monitor response time benchmarking including turnout time, less than 6 minute road response on a quarterly basis and identify areas of concern.
- Review, track and monitor emergency service benchmarks established for Emergency Communication Centers in accordance with NFPA 1221.
- Communications related projects for 2017 include: update of station alerting system, joint back-up communications centre with Barrie Police and next generation 9-1-1 and the associated changes to this system.
- Increase the number of inspections performed through the use of an appropriate inspection-based program using new technology.
- Capture, analyze and interpret data with the sole purpose of developing suitable community-oriented public education programs.
- Effectively and actively investigate all fires with the purpose of ensuring FPPA compliance is met within specific time periods.
- Monitor and track all occupancy inspections with the purpose of ensuring compliance is met with specific time periods.
- Develop specific and targeted messages to homeowners and tenants on fire safety through the use of educational material and the local media.
- Develop a school program to educate children on matters of fire safety with the involvement of prevention and operations staff.
- Create an e-learning environment through the creation of a web-based program and establish electronic data storage for training materials.
- Enhance
  - Emergency operations center operational capability.
  - Hazard-based emergency plans and supporting agreements with stakeholders.
  - Public participation in awareness programs
- Training all staff to be NFPA 1035 certified public educators.
- Training all staff in the R2MR program to improve mental health awareness and occupational stress.
- Using analytical software to assess our deployment and response capabilities.
- Implementing a web based, modifiable exposure tracking program to capture biological, chemical and

traumatic mental stress exposures.

- Using internal staff knowledge and experience to address operational challenges and develop solutions.
- Implement a Smoke and CO alarm program targeting at risk neighborhoods.
- Improve BFES social media presence through platforms such as Twitter and Facebook.

### Key Performance Indicators

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Emergency call handling time for NFPA - Barrie only	96%	95%	95%	95%
Emergency response call volumes - Barrie only	8,173	8,450	8,600	8,700
Less than 6 minute road response - 90% of the time, all calls	93%	94%	92%	92%
Public education community touch points	N/A	11,500	12,000	12,500
Total fire code inspections - All	1,610	1,650	1,700	1,700

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

**Community & Corporate Services**

**Barrie Fire & Emergency Services**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$22,958,932	\$23,591,548	\$23,315,582	\$24,609,660	\$25,398,673	\$26,118,779	\$26,826,251
	<b>Materials &amp; Supplies</b>	\$241,416	\$281,955	\$275,900	\$282,450	\$292,250	\$300,750	\$308,550
	<b>Equipment &amp; Capital Purchases</b>	\$229,042	\$250,400	\$242,800	\$238,300	\$259,700	\$265,300	\$272,500
	<b>Contracted &amp; Professional Services</b>	\$290,612	\$331,100	\$318,850	\$356,000	\$344,120	\$355,280	\$361,550
	<b>Rents &amp; Other Expenses</b>	\$16,331	\$11,150	\$11,150	\$11,150	\$11,190	\$11,720	\$12,260
	<b>Sub-Total</b>	<b>\$23,736,334</b>	<b>\$24,466,153</b>	<b>\$24,164,282</b>	<b>\$25,497,560</b>	<b>\$26,305,933</b>	<b>\$27,051,829</b>	<b>\$27,781,111</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$255,902)	(\$332,000)	(\$257,000)	(\$331,000)	(\$331,000)	(\$332,000)	(\$332,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$825,590)	(\$679,089)	(\$680,553)	(\$698,959)	(\$706,965)	(\$713,053)	(\$719,248)
	<b>Interdepartmental Transfers</b>	\$965,176	\$1,008,642	\$1,039,389	\$1,000,379	\$1,030,853	\$1,061,349	\$1,091,277
	<b>Sub-Total</b>	<b>(\$116,316)</b>	<b>(\$2,447)</b>	<b>\$101,836</b>	<b>(\$29,580)</b>	<b>(\$7,112)</b>	<b>\$16,296</b>	<b>\$40,029</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$23,620,017</b>	<b>\$24,463,706</b>	<b>\$24,266,118</b>	<b>\$25,467,980</b>	<b>\$26,298,821</b>	<b>\$27,068,125</b>	<b>\$27,821,140</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Barrie Fire & Emergency Services

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$22,958,932	\$23,591,548	\$23,315,582	\$24,609,660	\$0	\$24,609,660	\$1,018,111	4.32%	\$1,018,111	4.32%
	<b>Materials &amp; Supplies</b>	\$241,416	\$281,955	\$275,900	\$282,450	\$0	\$282,450	\$495	0.18%	\$495	0.18%
	<b>Equipment &amp; Capital Purchases</b>	\$229,042	\$250,400	\$242,800	\$238,300	\$0	\$238,300	(\$12,100)	-4.83%	(\$12,100)	-4.83%
	<b>Contracted &amp; Professional Services</b>	\$290,612	\$331,100	\$318,850	\$356,000	\$0	\$356,000	\$24,900	7.52%	\$24,900	7.52%
	<b>Rents &amp; Other Expenses</b>	\$16,331	\$11,150	\$11,150	\$11,150	\$0	\$11,150	\$0	0.00%	\$0	0.00%
	<b>Total</b>		<b>\$23,736,334</b>	<b>\$24,466,153</b>	<b>\$24,164,282</b>	<b>\$25,497,560</b>	<b>\$0</b>	<b>\$25,497,560</b>	<b>\$1,031,406</b>	<b>4.22%</b>	<b>\$1,031,406</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$255,902)	(\$332,000)	(\$257,000)	(\$331,000)	\$0	(\$331,000)	\$1,000	-0.30%	\$1,000	-0.30%
	<b>Grant Revenues &amp; Contributions</b>	(\$825,590)	(\$679,089)	(\$680,553)	(\$698,959)	\$0	(\$698,959)	(\$19,870)	2.93%	(\$19,870)	2.93%
	<b>Interdepartmental Transfers</b>	\$965,176	\$1,008,642	\$1,039,389	\$1,000,379	\$0	\$1,000,379	(\$8,262)	-0.82%	(\$8,262)	-0.82%
	<b>Total</b>		<b>(\$116,316)</b>	<b>(\$2,447)</b>	<b>\$101,836</b>	<b>(\$29,580)</b>	<b>\$0</b>	<b>(\$29,580)</b>	<b>(\$27,132)</b>	<b>1108.60%</b>	<b>(\$27,132)</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$23,620,017</b>	<b>\$24,463,706</b>	<b>\$24,266,118</b>	<b>\$25,467,980</b>	<b>\$0</b>	<b>\$25,467,980</b>	<b>\$1,004,274</b>	<b>4.11%</b>	<b>\$1,004,274</b>	<b>4.11%</b>

**Comments:**

**Expenses:**

The salary and benefits increases are due to the 2015-2017 Collective Agreement (CA). Along with the general 2.5% wage increase in the CA, the Platoon Chief position will incur an additional 3% increase in 2017. In addition, wage and benefit increases will result as firefighters move up through the classification process and staff reach the experience pay thresholds outlined in the CA. Also, acting pay for officer positions and the shift training instructor premium is impacted by the CA increase.

The services increase in the requested budget is due to the incorporation of the department wellness program, which will strive to reduce health related costs (including presumptive WSIB claims) in future years due to the preventative focus of the program.

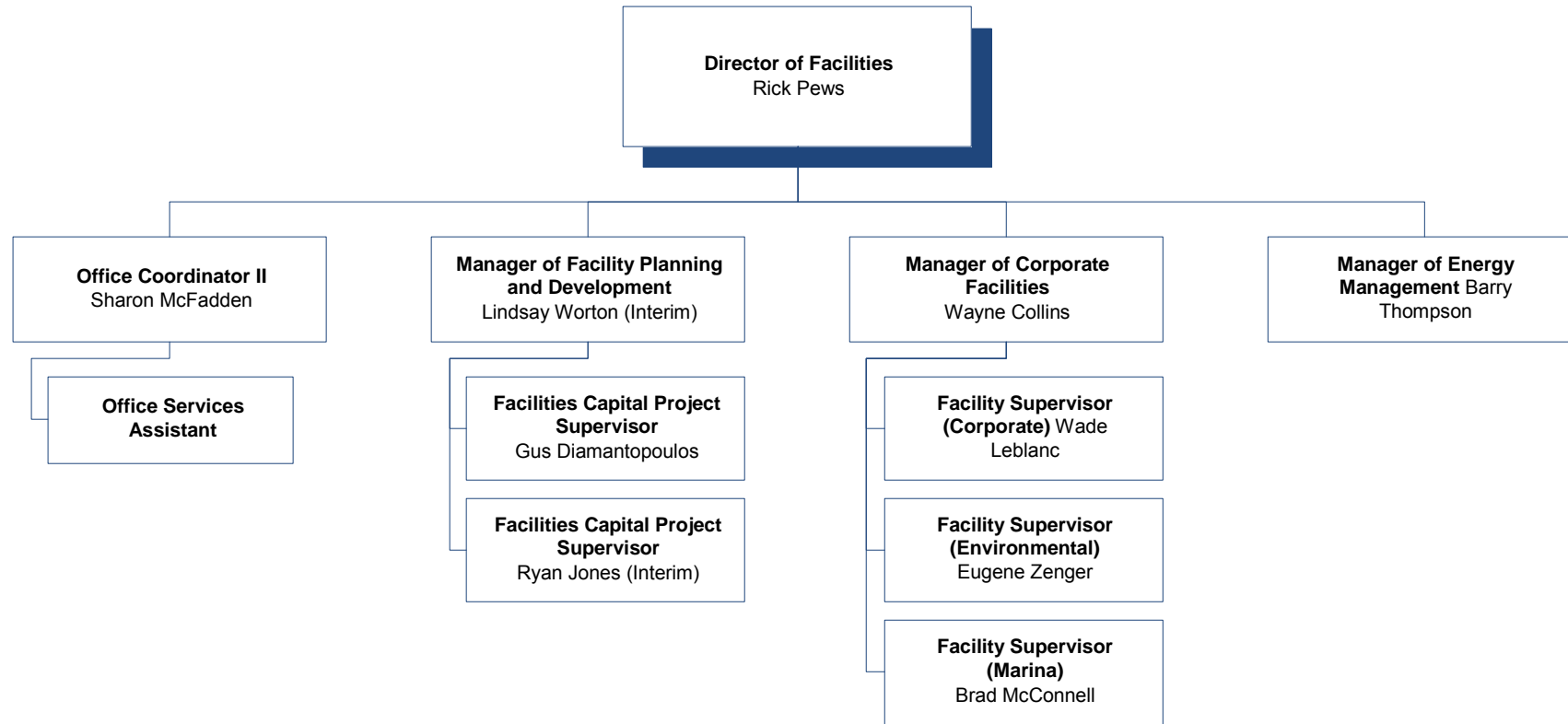
**Revenue:**

Overall, revenues are expected to increase ~24,000 primarily due to contractual increases with our external dispatch clients. There is an anticipated slight decrease in property transfers.

**ORGANIZATIONAL CHART**



**Community and Corporate Services Division  
Facilities Department**



Indicates temporary position



**Department:**  
**Corporate Facilities**

## **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 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

#### **Service Drivers** (directly related to Corporate Facility Services and Energy Management)

- Growth
- Renewal of aging assets
- Sustainability

### **Corporate Facility Services**

#### **Functions**

The Corporate Facility Services Branch provides program support and facility management services to the City's departments and service partners through the coordination of the physical workplace with the people and the services of the organization. The Branch maintains and operates corporate facilities comprising over 1.2 million square feet related to 40 City facilities including the Barrie Marina with a current replacement value of approximately \$1 billion. The services are provided by a team of facility professionals with expertise and credentials 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 Management
- Facility Emergency Preparedness
- Facility Information and Business Systems

### Service Drivers

- Growth Pressures - maintenance, operation and repair of a corporate facility portfolio that has grown by 800% over the last (10) years to support the public and City services and programs.
- Cost Pressures - escalating cost for materials, supplies, contracted services and skilled trades is expected to continue for the foreseeable future.
- Workforce Planning - the average age of skilled facility maintainers/operators exceeds (50) years old presenting a serious issue for the department, requiring strategic approach to plan for succession, attrition, employee attraction/retention and knowledge transfer.
- Portfolio age - many of the City's facilities or components therein, have reached or exceeded their design lifespan with replacement components often no longer manufactured.
- Legislative requirements - in addition to best-practice initiatives, regular code and program updated through the Technical Standards and Safety Authority (TSSA), Electrical Safety Authority (ESA) and Ministry of Labour, among others, drive changes and updates in work practices and reporting requirements.

### Energy Management

#### Functions

The Energy Management Branch formed in 2013 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 ensures the City remains current with the latest innovations in energy efficient technology. The lines of business and services provided include:

- Energy Procurement
  - Performs energy procurement services for the City.
  - Administers energy contracts with utility suppliers.
  - Researches alternative energy solutions and procurement strategies to mitigate fluctuations in energy prices and minimize the financial risk.
- Energy Services
  - Utilizes energy management software to track, monitor, and report energy consumption through City facilities.
  - Uses data to identify opportunities to reduce energy use through operational optimization and retrofit programs.
  - Builds and monitors consumption/demand profiles to respond to unexpected changes in energy use that require immediate investigation.
  - Conducts energy audits for facilities and processes.
  - Establishes conservation, operator and occupant education programs.
  - Reports to the Province on City conservation programs, targets, and verified reductions in energy use.
- Advisory Services
  - Branch works with Facility Planning and other City departments to provide them with current information about energy efficiency practices and technologies, renewable energy technology, and leading energy and environmental standards that can be applied to new facility construction, retrofits to existing facilities, and to processes/operations.
- Utility Management
  - Provides bill validation and verification services maintaining a complete database of all City energy accounts that contain historical and current energy bill information.
  - Prepares energy budgets for the corporation and administers and approves payments for all utility bills.

- Research and Development
  - Continuous investigation of new technologies and processes leading to innovative ways to reduce energy costs and build a sustainable City.
- Project Management
  - Leads integrated design process for facility construction.
  - Manages retrofit, existing building commissioning, energy audit, and energy master planning programs.
  - Researches and manages energy project incentive applications for capital works related to energy conservation.

### Service Drivers

- Escalating Energy Costs especially in electrical rates, which makes up 90% of energy costs where increases are expected to be above the rate of inflation.
- Leadership in Sustainability and as part of the Corporation's response to climate change.
- Growth; as we develop annexed lands, new facilities will be required, more people will be using existing infrastructure which drives up energy use.
- Regulatory requirements:
  - O.Reg 397/11 requires collection and reporting on energy use in all facilities and water supply and treatment infrastructure, development of energy management plan including targets for reduction over five year period and implementation plan to reach them,
  - Lake Simcoe ACT places stringent requirements on phosphorus levels at WwTF which impacts treatment options which impacts energy use.

### Key Departmental Objectives

To provide strategic leadership, services and programs that contribute to the building and supports of a prosperous and sustainable community. The delivery of the department's services are organized using the following performance goals:

- Responsible management of all real property assets
- Exceptional value-added services and consulting expertise
- Service/operational excellence
- Continuous improvement
- Fiscal responsibility and transparency

### Specific Department Objectives:

- Provide excellent customer service to our clients, partners, and stakeholders, while demonstrating effectiveness in the daily operation and preservation of City facilities and properties.
- The department will ensure the effective delivery of total facility management for our valuable portfolio of facility and property assets, and provide professional advice to Council, Executive Management, clients and service partners.
- Comprehensive review, plan and implementation of facility asset management and maintenance strategies and effective facility/property management solutions to meet the City's short and long-term objectives to contain costs while preserving our assets and maintaining service excellence.
- Lead the organization in sustainability programs and measures to protect our environment, monitor and control energy use, conserve the City's heritage assets and employ sustainable design, construction and operations of City facilities and services.
- As a partner and service provider to all departments, provide a full range of professional technical services from master planning to completion related to facilities, feasibility studies, capital planning, design, renovation or construction, operations and security.
- As a partner in creating a barrier free City, continue to collaborate with the Accessibility Advisory Committee to ensure City facilities incorporate barrier-free principles, design and standards as required under Ontario's Accessibility for Ontarians with Disabilities Act.

### Key Branch Objectives:

## Facility Planning and Development

- Develop capital and life cycle programs for the preservation of all the City's building assets including sustaining an accurate major facility tangible capital asset inventory.
- Complete next phase of Facility Assessments improving upon the foundational data with an annual focus on one facility portfolio (e.g. Corporate, Emergency, Recreation, Environmental, etc.) over the next 5 years, to establish a detailed database with accurate facility condition indices and capital replacement values for the City's facility asset management database.
- Collaborate and engage, in coordination with Corporate Facility Operations and Energy Management, with our partners to ensure their total facility service needs are addressed.
- Collaborate and engage with Recreation Facility Operations, in coordination with Energy Management, to ensure their total facility service needs are addressed.
- Provide effective Project Management services with emphasis on Communication, Business Continuity, Cost control, Schedule awareness and process adherence.

## Corporate Facility Services

- Develop and implement an effective and sustainable maintenance and operations strategy using Facility Department's integrated work place management system.
- Shift the facilities maintenance staff, processes and decision-making to a culture based on reliability-centred maintenance and criticality of equipment/assets.
- Engage our clients, partners and the public through the use of FM specific Customer Service surveys with consideration of using QR codes or other digital formats in public facilities to collect instant customer feedback.
- Renewed focus on employee and customer safety and security across all City facilities.
- Continue with our workforce planning and training initiatives to ensure we retain knowledgeable and skilled facilities staff in key roles for the facilities team.
- Establish, in collaboration with our clients and partners, SLAs and SLGs to identify realistic and sustainable levels of service for all facility services incorporating the concept of mission critical facility assets.
- Procedure and job role standardization to assist in delivering consistent service.

## Energy Management

- Develop and implement capital and low and no cost programs in facilities and energy using infrastructure to aid in developing a cost avoidance in regards to energy rate increases,
- Ensure all utility, Provincial or other incentives available for energy efficiency projects are applied for,
- Change the culture of the Corporation to make energy use a priority for all staff and increase the understanding of how each individual impacts energy use,
- Provide facilities with attributes which show leadership in energy and environmental design and make the public aware of such features,
- Ensure design of new facilities and renewal of existing facilities follows integrated design process and makes energy efficient design a priority,
- Develop processes to ensure compliance with Reg. 397/11 and ensure integration of all facility groups into the Energy Management Plan.

## 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.
- Undertake a strategic workforce planning review across the Corporate Facilities Department.

### Facility Planning and Development

- Re-align stakeholders project management portfolios so that Capital Project Supervisors are responsible for a specific facility client group (e.g. Emergency, Recreation, Environmental, etc.) This shift will improve stakeholder relationships and continuity/streamlined delivery of capital projects.

- Develop, in partnership with Corporate Asset Management and the Office of Continuous Improvement, a comprehensive process to meet facility asset management and capital planning needs based on information from Facility Condition Assessments and updated master planning documents.

### **Corporate Facility Services**

- Commence implementation of a reliability group pending approval of in-sourcing HVAC work, and leading into Predictive Maintenance, and Root Cause Analysis.
- Continue the expansion of self-performed electrical maintenance activities.
- In collaboration with internal departments and stakeholders, development and implementation of a comprehensive yet flexible city-wide facility and safety and security master plan.

### **Energy Management**

- Continue implementation of the City's Energy Management Plan.
- Works towards achieving best in class benchmark energy use in facilities.
- Continues to expand Energy Awareness Plan for all city staff.

## **Major Initiatives/Issues**

### **Facility Planning and Development**

#### **Facility Planning**

- Undertake the following feasibility studies:
- Hewitt's/Allandale Recreation Centres; Hewitt's Branch Library, City Hall Intensification, Spirit Catcher Commercial Complex, Waterfront Centre (Sea Cadets) and City Hall site upgrades

#### **Facility Development (Design & Construction)**

- Successfully deliver the following strategic growth related projects:
- Meridian Place
- First Responders Campus
- City Hall Feasibility
- Recreation Master Plan Update
- Successfully deliver activities related to capital projects identified in the 2017 Capital Plan
- Annexed lands new facility project implementation strategy

### **Project Management Services**

- Promote an awareness of Health & Safety Training and Work Life Balance.
- Develop with FPD staff, 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.

### **Staffing**

- To improve continuity and commitment to the successful delivery of branch objectives and project deliverables, convert temporary/contract positions to permanent positions.
- Securing permanent staff will ensure the City's facility asset portfolio and future growth objectives are well-positioned to ensure the services provided and planned in the future are not impacted or affected.

### **Corporate Facility Services**

- Continue to implement a certifiable best practice service delivery model (i.e. FM Journey to Excellence) with measurable outcomes and performance.
- Re-start and complete the implementation of the Facility Information Management System - Arch

bus/FM to the Environmental and Recreation portfolios.

- Finalize the Healthy Workplace Strategy including Service Level Guidelines, standard operating procedures, job hazard evaluations and a 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.

### Energy Management

- Complete Energy audits and recommissioning studies on various city facilities.
- Develop implementation plans from these studies and use to update Energy Management Plan to develop new targets and goals for energy savings within City facilities for 2018-2022 period.
- Reintroduce the Save Adam energy awareness program including establishment of a corporate Green Team with representatives from several City Departments.
- Implementation of approved 2017 Capital Plan including LED streetlight project, facility LED projects, BMC and EBCC building automation system (BAS) upgrades, installation of a permanent Energy Management System to replace existing pilot system.
- Complete development of strategy for Electric Vehicle charging stations at City facilities and parking lots.
- Continue input and involvement in City Climate Change Adaptation Plan and Sustainable Development Plan.
- Ensure integrated design process is followed for design of new emergency services campus.

### Key Performance Indicators

#### Corporate Facility Services

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Customer satisfaction survey response rate percentage	N/A	N/A	N/A	10%
Positive customer satisfaction response rate percentage	N/A	N/A	N/A	75%
Maintenance efficiency: Total facility maintenance/facility replacement value (Optimal Level is 2 - 4%, IFMA industry standard is 1.55%)	N/A	10%	FCA in progress	1%
Maintenance effectiveness: # preventative maintenance work orders as a percentage of total maintenance work orders (world class is 80%)	53%	65%	N/A	65%
Facility Maintenance - \$ per square foot	\$8.66	\$8.00	\$7.12	\$7.12
Service Level Agreement Response & Rectification Times % KPI Compliant; Routine/Urgent/Emergency	90/99/100	93/100/100	N/A	93/100/100

#### Energy Management

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Facility Energy Consumption per square foot (ekWh/ft <sup>2</sup> )	34.1	35.17	34.7	32.37
Wastewater Energy Consumption per Megalitre (ekWh/mL)	537	498	No flow data	No flow data
Water Energy Consumption per Megalitre (ekWh/mL)	1242	1247	1113	1160

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

**Community & Corporate Services**

**Corporate Facilities Department**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$3,267,874	\$3,401,845	\$3,251,380	\$3,415,493	\$3,481,551	\$3,539,495	\$3,593,184
	<b>Materials &amp; Supplies</b>	\$2,407,236	\$2,495,470	\$2,146,547	\$2,309,714	\$2,413,422	\$2,522,194	\$2,636,390
	<b>Equipment &amp; Capital Purchases</b>	\$282,405	\$469,000	\$463,602	\$463,000	\$482,734	\$487,569	\$492,508
	<b>Contracted &amp; Professional Services</b>	\$3,938,316	\$4,527,010	\$4,431,991	\$4,383,738	\$4,676,794	\$4,771,919	\$4,868,808
	<b>Rents &amp; Other Expenses</b>	\$1,288,560	\$1,341,107	\$1,350,755	\$1,349,919	\$1,377,433	\$1,405,540	\$1,434,252
	<b>Grant Expenses &amp; Transfers</b>	\$152,280	\$183,504	\$199,910	\$170,195	\$176,839	\$185,240	\$194,018
	<b>Sub-Total</b>	<b>\$11,336,671</b>	<b>\$12,417,935</b>	<b>\$11,844,185</b>	<b>\$12,092,059</b>	<b>\$12,608,772</b>	<b>\$12,911,956</b>	<b>\$13,219,160</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,139,671)	(\$1,147,974)	(\$1,129,769)	(\$1,208,358)	(\$1,131,076)	(\$1,150,860)	(\$1,171,230)
	<b>Grant Revenues &amp; Contributions</b>	(\$131,904)	(\$639,200)	(\$349,200)	(\$279,200)	(\$184,200)	(\$184,200)	(\$184,200)
	<b>Interdepartmental Transfers</b>	(\$7,994,190)	(\$8,519,824)	(\$8,500,176)	(\$8,507,131)	(\$8,759,215)	(\$8,988,006)	(\$9,219,065)
	<b>Intercompany Transfers</b>	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)
	<b>Sub-Total</b>	<b>(\$9,285,315)</b>	<b>(\$10,326,548)</b>	<b>(\$9,998,695)</b>	<b>(\$10,014,239)</b>	<b>(\$10,094,041)</b>	<b>(\$10,342,616)</b>	<b>(\$10,594,044)</b>
<b>Net Operating (Expense)/Revenue</b>	<b>\$2,051,356</b>	<b>\$2,091,387</b>	<b>\$1,845,490</b>	<b>\$2,077,820</b>	<b>\$2,514,731</b>	<b>\$2,569,340</b>	<b>\$2,625,116</b>	

## 2017 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Corporate Facilities Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$3,267,874	\$3,401,845	\$3,251,380	\$3,415,493	\$172,200	\$3,587,693	\$13,648	0.40%	\$185,848	5.46%
	<b>Materials &amp; Supplies</b>	\$2,407,236	\$2,495,470	\$2,146,547	\$2,309,714	\$0	\$2,309,714	(\$185,755)	-7.44%	(\$185,755)	-7.44%
	<b>Equipment &amp; Capital Purchases</b>	\$282,405	\$469,000	\$463,602	\$463,000	\$0	\$463,000	(\$6,000)	-1.28%	(\$6,000)	-1.28%
	<b>Contracted &amp; Professional Services</b>	\$3,938,316	\$4,527,010	\$4,431,991	\$4,383,738	(\$78,545)	\$4,305,193	(\$143,272)	-3.16%	(\$221,817)	-4.90%
	<b>Rents &amp; Other Expenses</b>	\$1,288,560	\$1,341,107	\$1,350,755	\$1,349,919	\$0	\$1,349,919	\$8,812	0.66%	\$8,812	0.66%
	<b>Grant Expenses &amp; Transfers</b>	\$152,280	\$183,504	\$199,910	\$170,195	\$0	\$170,195	(\$13,309)	-7.25%	(\$13,309)	-7.25%
	<b>Total</b>	<b>\$11,336,671</b>	<b>\$12,417,935</b>	<b>\$11,844,185</b>	<b>\$12,092,059</b>	<b>\$93,655</b>	<b>\$12,185,714</b>	<b>(\$325,876)</b>	<b>-2.62%</b>	<b>(\$232,221)</b>	<b>-1.87%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,139,671)	(\$1,147,974)	(\$1,129,769)	(\$1,208,358)	\$0	(\$1,208,358)	(\$60,384)	5.26%	(\$60,384)	5.26%
	<b>Grant Revenues &amp; Contributions</b>	(\$131,904)	(\$639,200)	(\$349,200)	(\$279,200)	\$0	(\$279,200)	\$360,000	-56.32%	\$360,000	-56.32%
	<b>Interdepartmental Transfers</b>	(\$7,994,190)	(\$8,519,824)	(\$8,500,176)	(\$8,507,131)	(\$96,715)	(\$8,603,846)	\$12,693	-0.15%	(\$84,022)	0.99%
	<b>Intercompany Transfers</b>	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)	\$0	(\$19,550)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$9,285,315)</b>	<b>(\$10,326,548)</b>	<b>(\$9,998,695)</b>	<b>(\$10,014,239)</b>	<b>(\$96,715)</b>	<b>(\$10,110,954)</b>	<b>\$312,309</b>	<b>-3.02%</b>	<b>\$215,594</b>	<b>-2.09%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,051,356</b>	<b>\$2,091,387</b>	<b>\$1,845,490</b>	<b>\$2,077,820</b>	<b>(\$3,060)</b>	<b>\$2,074,760</b>	<b>(\$13,568)</b>	<b>-0.65%</b>	<b>(\$16,628)</b>	<b>-0.80%</b>



**Comments:**

Energy management revenue projection for 2017 decreased based on knowledge of available grants in 2017. Note that energy management revenues are driven by various incentive programs that are subject to change and / or cancellation at any time and are therefore not guaranteed. Energy management expenses have been reduced to compensate. Facilities will plan to report this revenue separately as additional corporate revenue (vs energy management specifically) for 2018.

Library costs represent an overall increase of 2.76%, primarily due to increased maintenance costs of the aging facility.

The 2016 Facilities Administration budget included \$200k in revenue from 2016 FGT to support a CMMS data cleanup and system augmentation. This work has been on hold this year and there are no related expenses. The project has been submitted as a capital project request for 2017 and therefore removed from the admin budget.

Fire overall sees a 5.67% decrease in expenses for 2017. Police budget funding has been reallocated by site to be consistent with actual expenses with an overall increase of 3.9%. Both changes primarily reflect the realignment of staffing costs and services among the respective portfolios and are net zero to the overall facilities budget.

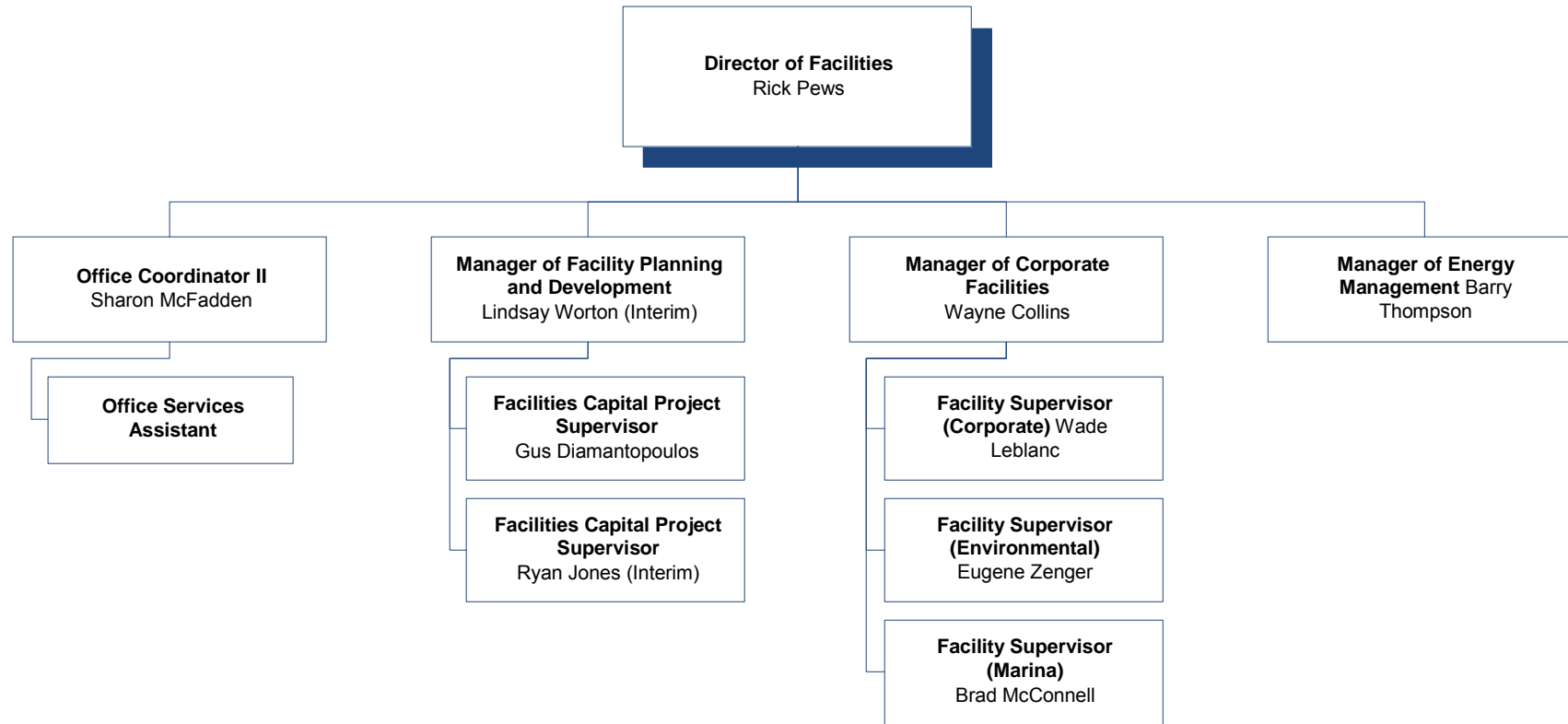
The MacLaren Art Centre budget for 2017 has increased by 12.9% over 2016, which is reflective of actual expenses in past years. This change acknowledges that the cost of operating this facility, given its premium finishes and equipment, has been under budgeted in the past.

The transit terminal budget for 2017 represents an increase of 9.65%. The change is primarily driven by higher security costs.

**ORGANIZATIONAL CHART**



**Community and Corporate Services Division  
Facilities Department**



Indicates temporary position

**Department:**  
**Corporate Facilities**

## **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 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

#### **Service Drivers** (directly related to Corporate Facility Services and Energy Management)

- Growth
- Renewal of aging assets
- Sustainability

### **Corporate Facility Services**

#### **Functions**

The Corporate Facility Services Branch provides program support and facility management services to the City's departments and service partners through the coordination of the physical workplace with the people and the services of the organization. The Branch maintains and operates corporate facilities comprising over 1.2 million square feet related to 40 City facilities including the Barrie Marina with a current replacement value of approximately \$1 billion. The services are provided by a team of facility professionals with expertise and credentials 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 Management
- Facility Emergency Preparedness
- Facility Information and Business Systems

### Service Drivers

- Growth Pressures - maintenance, operation and repair of a corporate facility portfolio that has grown by 800% over the last (10) years to support the public and City services and programs.
- Cost Pressures - escalating cost for materials, supplies, contracted services and skilled trades is expected to continue for the foreseeable future.
- Workforce Planning - the average age of skilled facility maintainers/operators exceeds (50) years old presenting a serious issue for the department, requiring strategic approach to plan for succession, attrition, employee attraction/retention and knowledge transfer.
- Portfolio age - many of the City's facilities or components therein, have reached or exceeded their design lifespan with replacement components often no longer manufactured.
- Legislative requirements - in addition to best-practice initiatives, regular code and program updated through the Technical Standards and Safety Authority (TSSA), Electrical Safety Authority (ESA) and Ministry of Labour, among others, drive changes and updates in work practices and reporting requirements.

### Energy Management

#### Functions

The Energy Management Branch formed in 2013 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 ensures the City remains current with the latest innovations in energy efficient technology. The lines of business and services provided include:

- Energy Procurement
  - Performs energy procurement services for the City.
  - Administers energy contracts with utility suppliers.
  - Researches alternative energy solutions and procurement strategies to mitigate fluctuations in energy prices and minimize the financial risk.
- Energy Services
  - Utilizes energy management software to track, monitor, and report energy consumption through City facilities.
  - Uses data to identify opportunities to reduce energy use through operational optimization and retrofit programs.
  - Builds and monitors consumption/demand profiles to respond to unexpected changes in energy use that require immediate investigation.
  - Conducts energy audits for facilities and processes.
  - Establishes conservation, operator and occupant education programs.
  - Reports to the Province on City conservation programs, targets, and verified reductions in energy use.
- Advisory Services
  - Branch works with Facility Planning and other City departments to provide them with current information about energy efficiency practices and technologies, renewable energy technology, and leading energy and environmental standards that can be applied to new facility construction, retrofits to existing facilities, and to processes/operations.
- Utility Management
  - Provides bill validation and verification services maintaining a complete database of all City energy accounts that contain historical and current energy bill information.
  - Prepares energy budgets for the corporation and administers and approves payments for all utility bills.

- Research and Development
  - Continuous investigation of new technologies and processes leading to innovative ways to reduce energy costs and build a sustainable City.
- Project Management
  - Leads integrated design process for facility construction.
  - Manages retrofit, existing building commissioning, energy audit, and energy master planning programs.
  - Researches and manages energy project incentive applications for capital works related to energy conservation.

### **Service Drivers**

- Escalating Energy Costs especially in electrical rates, which makes up 90% of energy costs where increases are expected to be above the rate of inflation.
- Leadership in Sustainability and as part of the Corporation's response to climate change.
- Growth; as we develop annexed lands, new facilities will be required, more people will be using existing infrastructure which drives up energy use.
- Regulatory requirements:
  - O.Reg 397/11 requires collection and reporting on energy use in all facilities and water supply and treatment infrastructure, development of energy management plan including targets for reduction over five year period and implementation plan to reach them,
  - Lake Simcoe ACT places stringent requirements on phosphorus levels at WwTF which impacts treatment options which impacts energy use.

### **Key Departmental Objectives**

To provide strategic leadership, services and programs that contribute to the building and supports of a prosperous and sustainable community. The delivery of the department's services are organized using the following performance goals:

- Responsible management of all real property assets
- Exceptional value-added services and consulting expertise
- Service/operational excellence
- Continuous improvement
- Fiscal responsibility and transparency

### **Specific Department Objectives:**

- Provide excellent customer service to our clients, partners, and stakeholders, while demonstrating effectiveness in the daily operation and preservation of City facilities and properties.
- The department will ensure the effective delivery of total facility management for our valuable portfolio of facility and property assets, and provide professional advice to Council, Executive Management, clients and service partners.
- Comprehensive review, plan and implementation of facility asset management and maintenance strategies and effective facility/property management solutions to meet the City's short and long-term objectives to contain costs while preserving our assets and maintaining service excellence.
- Lead the organization in sustainability programs and measures to protect our environment, monitor and control energy use, conserve the City's heritage assets and employ sustainable design, construction and operations of City facilities and services.
- As a partner and service provider to all departments, provide a full range of professional technical services from master planning to completion related to facilities, feasibility studies, capital planning, design, renovation or construction, operations and security.
- As a partner in creating a barrier free City, continue to collaborate with the Accessibility Advisory Committee to ensure City facilities incorporate barrier-free principles, design and standards as required under Ontario's Accessibility for Ontarians with Disabilities Act.

### **Key Branch Objectives:**

## Facility Planning and Development

- Develop capital and life cycle programs for the preservation of all the City's building assets including sustaining an accurate major facility tangible capital asset inventory.
- Complete next phase of Facility Assessments improving upon the foundational data with an annual focus on one facility portfolio (e.g. Corporate, Emergency, Recreation, Environmental, etc.) over the next 5 years, to establish a detailed database with accurate facility condition indices and capital replacement values for the City's facility asset management database.
- Collaborate and engage, in coordination with Corporate Facility Operations and Energy Management, with our partners to ensure their total facility service needs are addressed.
- Collaborate and engage with Recreation Facility Operations, in coordination with Energy Management, to ensure their total facility service needs are addressed.
- Provide effective Project Management services with emphasis on Communication, Business Continuity, Cost control, Schedule awareness and process adherence.

## Corporate Facility Services

- Develop and implement an effective and sustainable maintenance and operations strategy using Facility Department's integrated work place management system.
- Shift the facilities maintenance staff, processes and decision-making to a culture based on reliability-centred maintenance and criticality of equipment/assets.
- Engage our clients, partners and the public through the use of FM specific Customer Service surveys with consideration of using QR codes or other digital formats in public facilities to collect instant customer feedback.
- Renewed focus on employee and customer safety and security across all City facilities.
- Continue with our workforce planning and training initiatives to ensure we retain knowledgeable and skilled facilities staff in key roles for the facilities team.
- Establish, in collaboration with our clients and partners, SLAs and SLGs to identify realistic and sustainable levels of service for all facility services incorporating the concept of mission critical facility assets.
- Procedure and job role standardization to assist in delivering consistent service.

## Energy Management

- Develop and implement capital and low and no cost programs in facilities and energy using infrastructure to aid in developing a cost avoidance in regards to energy rate increases,
- Ensure all utility, Provincial or other incentives available for energy efficiency projects are applied for,
- Change the culture of the Corporation to make energy use a priority for all staff and increase the understanding of how each individual impacts energy use,
- Provide facilities with attributes which show leadership in energy and environmental design and make the public aware of such features,
- Ensure design of new facilities and renewal of existing facilities follows integrated design process and makes energy efficient design a priority,
- Develop processes to ensure compliance with Reg. 397/11 and ensure integration of all facility groups into the Energy Management Plan.

## 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.
- Undertake a strategic workforce planning review across the Corporate Facilities Department.

### Facility Planning and Development

- Re-align stakeholders project management portfolios so that Capital Project Supervisors are responsible for a specific facility client group (e.g. Emergency, Recreation, Environmental, etc.) This shift will improve stakeholder relationships and continuity/streamlined delivery of capital projects.

- Develop, in partnership with Corporate Asset Management and the Office of Continuous Improvement, a comprehensive process to meet facility asset management and capital planning needs based on information from Facility Condition Assessments and updated master planning documents.

### **Corporate Facility Services**

- Commence implementation of a reliability group pending approval of in-sourcing HVAC work, and leading into Predictive Maintenance, and Root Cause Analysis.
- Continue the expansion of self-performed electrical maintenance activities.
- In collaboration with internal departments and stakeholders, development and implementation of a comprehensive yet flexible city-wide facility and safety and security master plan.

### **Energy Management**

- Continue implementation of the City's Energy Management Plan.
- Works towards achieving best in class benchmark energy use in facilities.
- Continues to expand Energy Awareness Plan for all city staff.

## **Major Initiatives/Issues**

### **Facility Planning and Development**

#### **Facility Planning**

- Undertake the following feasibility studies:
- Hewitt's/Allandale Recreation Centres; Hewitt's Branch Library, City Hall Intensification, Spirit Catcher Commercial Complex, Waterfront Centre (Sea Cadets) and City Hall site upgrades

#### **Facility Development (Design & Construction)**

- Successfully deliver the following strategic growth related projects:
- Meridian Place
- First Responders Campus
- City Hall Feasibility
- Recreation Master Plan Update
- Successfully deliver activities related to capital projects identified in the 2017 Capital Plan
- Annexed lands new facility project implementation strategy

### **Project Management Services**

- Promote an awareness of Health & Safety Training and Work Life Balance.
- Develop with FPD staff, 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.

### **Staffing**

- To improve continuity and commitment to the successful delivery of branch objectives and project deliverables, convert temporary/contract positions to permanent positions.
- Securing permanent staff will ensure the City's facility asset portfolio and future growth objectives are well-positioned to ensure the services provided and planned in the future are not impacted or affected.

### **Corporate Facility Services**

- Continue to implement a certifiable best practice service delivery model (i.e. FM Journey to Excellence) with measurable outcomes and performance.
- Re-start and complete the implementation of the Facility Information Management System - Arch



bus/FM to the Environmental and Recreation portfolios.

- Finalize the Healthy Workplace Strategy including Service Level Guidelines, standard operating procedures, job hazard evaluations and a 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.

### Energy Management

- Complete Energy audits and recommissioning studies on various city facilities.
- Develop implementation plans from these studies and use to update Energy Management Plan to develop new targets and goals for energy savings within City facilities for 2018-2022 period.
- Reintroduce the Save Adam energy awareness program including establishment of a corporate Green Team with representatives from several City Departments.
- Implementation of approved 2017 Capital Plan including LED streetlight project, facility LED projects, BMC and EBCC building automation system (BAS) upgrades, installation of a permanent Energy Management System to replace existing pilot system.
- Complete development of strategy for Electric Vehicle charging stations at City facilities and parking lots.
- Continue input and involvement in City Climate Change Adaptation Plan and Sustainable Development Plan.
- Ensure integrated design process is followed for design of new emergency services campus.

### Key Performance Indicators

#### Corporate Facility Services

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Customer satisfaction survey response rate percentage	N/A	N/A	N/A	10%
Positive customer satisfaction response rate percentage	N/A	N/A	N/A	75%
Maintenance efficiency: Total facility maintenance/facility replacement value (Optimal Level is 2 - 4%, IFMA industry standard is 1.55%)	N/A	10%	FCA in progress	1%
Maintenance effectiveness: # preventative maintenance work orders as a percentage of total maintenance work orders (world class is 80%)	53%	65%	N/A	65%
Facility Maintenance - \$ per square foot	\$8.66	\$8.00	\$7.12	\$7.12
Service Level Agreement Response & Rectification Times % KPI Compliant; Routine/Urgent/Emergency	90/99/100	93/100/100	N/A	93/100/100

#### Energy Management

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Facility Energy Consumption per square foot (ekWh/ft <sup>2</sup> )	34.1	35.17	34.7	32.37
Wastewater Energy Consumption per Megalitre (ekWh/mL)	537	498	No flow data	No flow data
Water Energy Consumption per Megalitre (ekWh/mL)	1242	1247	1113	1160



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

**Community & Corporate Services**

**Corporate Facilities Department**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$3,267,874	\$3,401,845	\$3,251,380	\$3,415,493	\$3,481,551	\$3,539,495	\$3,593,184
	<b>Materials &amp; Supplies</b>	\$2,407,236	\$2,495,470	\$2,146,547	\$2,309,714	\$2,413,422	\$2,522,194	\$2,636,390
	<b>Equipment &amp; Capital Purchases</b>	\$282,405	\$469,000	\$463,602	\$463,000	\$482,734	\$487,569	\$492,508
	<b>Contracted &amp; Professional Services</b>	\$3,938,316	\$4,527,010	\$4,431,991	\$4,383,738	\$4,676,794	\$4,771,919	\$4,868,808
	<b>Rents &amp; Other Expenses</b>	\$1,288,560	\$1,341,107	\$1,350,755	\$1,349,919	\$1,377,433	\$1,405,540	\$1,434,252
	<b>Grant Expenses &amp; Transfers</b>	\$152,280	\$183,504	\$199,910	\$170,195	\$176,839	\$185,240	\$194,018
	<b>Sub-Total</b>	<b>\$11,336,671</b>	<b>\$12,417,935</b>	<b>\$11,844,185</b>	<b>\$12,092,059</b>	<b>\$12,608,772</b>	<b>\$12,911,956</b>	<b>\$13,219,160</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,139,671)	(\$1,147,974)	(\$1,129,769)	(\$1,208,358)	(\$1,131,076)	(\$1,150,860)	(\$1,171,230)
	<b>Grant Revenues &amp; Contributions</b>	(\$131,904)	(\$639,200)	(\$349,200)	(\$279,200)	(\$184,200)	(\$184,200)	(\$184,200)
	<b>Interdepartmental Transfers</b>	(\$7,994,190)	(\$8,519,824)	(\$8,500,176)	(\$8,507,131)	(\$8,759,215)	(\$8,988,006)	(\$9,219,065)
	<b>Intercompany Transfers</b>	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)
	<b>Sub-Total</b>	<b>(\$9,285,315)</b>	<b>(\$10,326,548)</b>	<b>(\$9,998,695)</b>	<b>(\$10,014,239)</b>	<b>(\$10,094,041)</b>	<b>(\$10,342,616)</b>	<b>(\$10,594,044)</b>
<b>Net Operating (Expense)/Revenue</b>	<b>\$2,051,356</b>	<b>\$2,091,387</b>	<b>\$1,845,490</b>	<b>\$2,077,820</b>	<b>\$2,514,731</b>	<b>\$2,569,340</b>	<b>\$2,625,116</b>	

## 2017 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Corporate Facilities Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$3,267,874	\$3,401,845	\$3,251,380	\$3,415,493	\$172,200	\$3,587,693	\$13,648	0.40%	\$185,848	5.46%
	<b>Materials &amp; Supplies</b>	\$2,407,236	\$2,495,470	\$2,146,547	\$2,309,714	\$0	\$2,309,714	(\$185,755)	-7.44%	(\$185,755)	-7.44%
	<b>Equipment &amp; Capital Purchases</b>	\$282,405	\$469,000	\$463,602	\$463,000	\$0	\$463,000	(\$6,000)	-1.28%	(\$6,000)	-1.28%
	<b>Contracted &amp; Professional Services</b>	\$3,938,316	\$4,527,010	\$4,431,991	\$4,383,738	(\$78,545)	\$4,305,193	(\$143,272)	-3.16%	(\$221,817)	-4.90%
	<b>Rents &amp; Other Expenses</b>	\$1,288,560	\$1,341,107	\$1,350,755	\$1,349,919	\$0	\$1,349,919	\$8,812	0.66%	\$8,812	0.66%
	<b>Grant Expenses &amp; Transfers</b>	\$152,280	\$183,504	\$199,910	\$170,195	\$0	\$170,195	(\$13,309)	-7.25%	(\$13,309)	-7.25%
	<b>Total</b>	<b>\$11,336,671</b>	<b>\$12,417,935</b>	<b>\$11,844,185</b>	<b>\$12,092,059</b>	<b>\$93,655</b>	<b>\$12,185,714</b>	<b>(\$325,876)</b>	<b>-2.62%</b>	<b>(\$232,221)</b>	<b>-1.87%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,139,671)	(\$1,147,974)	(\$1,129,769)	(\$1,208,358)	\$0	(\$1,208,358)	(\$60,384)	5.26%	(\$60,384)	5.26%
	<b>Grant Revenues &amp; Contributions</b>	(\$131,904)	(\$639,200)	(\$349,200)	(\$279,200)	\$0	(\$279,200)	\$360,000	-56.32%	\$360,000	-56.32%
	<b>Interdepartmental Transfers</b>	(\$7,994,190)	(\$8,519,824)	(\$8,500,176)	(\$8,507,131)	(\$96,715)	(\$8,603,846)	\$12,693	-0.15%	(\$84,022)	0.99%
	<b>Intercompany Transfers</b>	(\$19,550)	(\$19,550)	(\$19,550)	(\$19,550)	\$0	(\$19,550)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$9,285,315)</b>	<b>(\$10,326,548)</b>	<b>(\$9,998,695)</b>	<b>(\$10,014,239)</b>	<b>(\$96,715)</b>	<b>(\$10,110,954)</b>	<b>\$312,309</b>	<b>-3.02%</b>	<b>\$215,594</b>	<b>-2.09%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,051,356</b>	<b>\$2,091,387</b>	<b>\$1,845,490</b>	<b>\$2,077,820</b>	<b>(\$3,060)</b>	<b>\$2,074,760</b>	<b>(\$13,568)</b>	<b>-0.65%</b>	<b>(\$16,628)</b>	<b>-0.80%</b>

**Comments:**

Energy management revenue projection for 2017 decreased based on knowledge of available grants in 2017. Note that energy management revenues are driven by various incentive programs that are subject to change and / or cancellation at any time and are therefore not guaranteed. Energy management expenses have been reduced to compensate. Facilities will plan to report this revenue separately as additional corporate revenue (vs energy management specifically) for 2018.

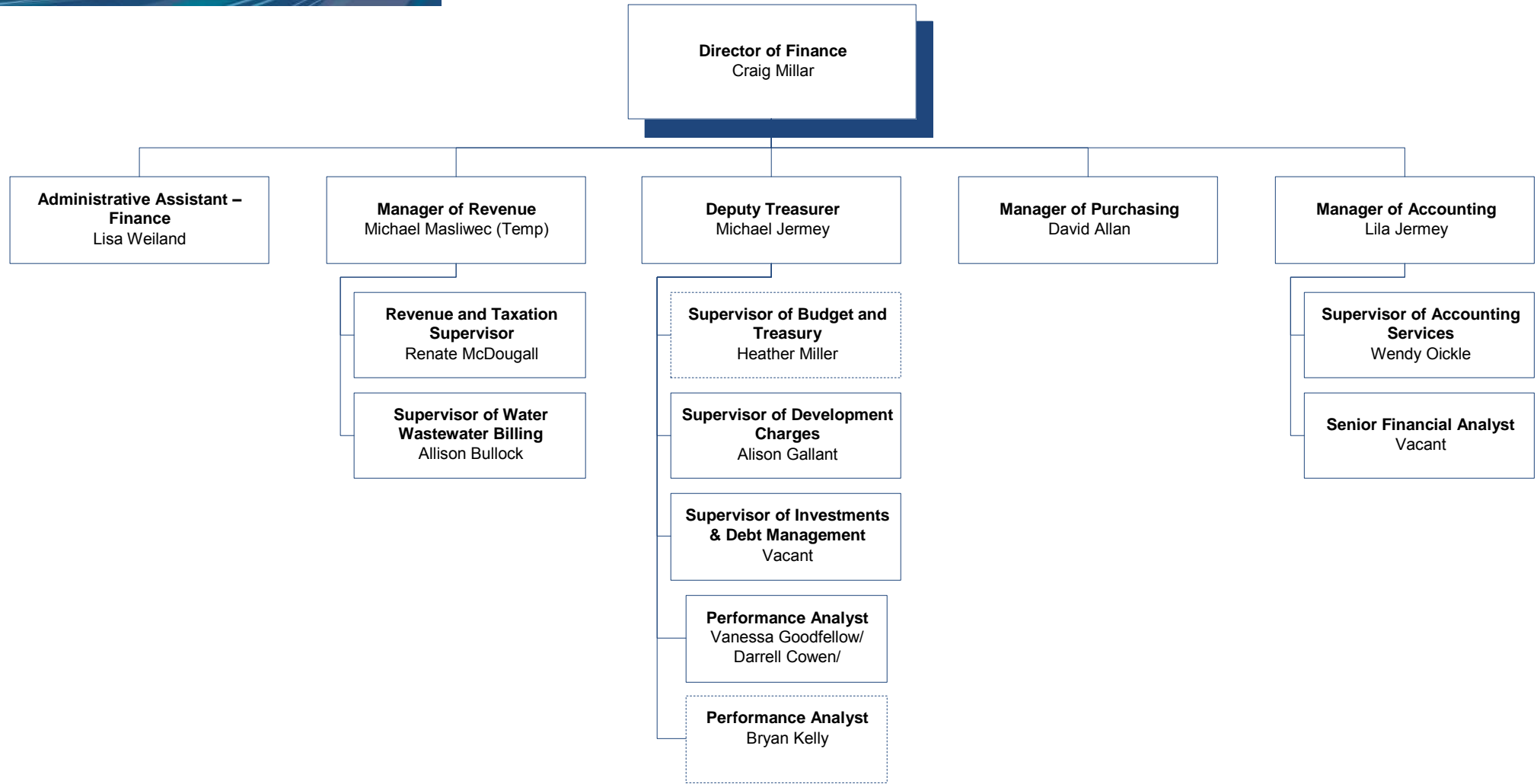
Library costs represent an overall increase of 2.76%, primarily due to increased maintenance costs of the aging facility.

The 2016 Facilities Administration budget included \$200k in revenue from 2016 FGT to support a CMMS data cleanup and system augmentation. This work has been on hold this year and there are no related expenses. The project has been submitted as a capital project request for 2017 and therefore removed from the admin budget.

Fire overall sees a 5.67% decrease in expenses for 2017. Police budget funding has been reallocated by site to be consistent with actual expenses with an overall increase of 3.9%. Both changes primarily reflect the realignment of staffing costs and services among the respective portfolios and are net zero to the overall facilities budget.

The MacLaren Art Centre budget for 2017 has increased by 12.9% over 2016, which is reflective of actual expenses in past years. This change acknowledges that the cost of operating this facility, given its premium finishes and equipment, has been under budgeted in the past.

The transit terminal budget for 2017 represents an increase of 9.65%. The change is primarily driven by higher security costs.



Indicates temporary position

**Department:**  
**Finance**

## **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 its four essential services: accounting services, corporate finance, procurement and revenue management. 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, and water and wastewater revenue management.

### **Accounting Services**

- Compile 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, as well as test for compliance and provide regular compliance reporting to the City's Executive Management team.
- 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 39,000 vendor invoices within 30 days (on average)
- Process, monitor and follow up on all outstanding municipal billings, collecting over 4,500 invoices

### **Corporate Finance**

- 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 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, 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 documents 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
- Maintain Appropriate levels of inventory, personal equipment and tooling to meet operation needs and ensure effective cost controls; and provide 24/7 customer support through two stores

operations (SWTP and Ops Centre).

## Revenue Management

- Issuance and collection of 75,000 municipal property tax bills
- Proactive assessment management which includes direct involvement and participation in assessment appeals, tracking permits and following up with MPAC ensuring timely updating of assessment rolls, continuous monitoring and reconciling existing property tax classifications against MPAC tax rolls
- Issuance and collection of 290,000 water and wastewater bills annually

## Key Departmental Objectives

In supporting the corporation's mission, vision, and values, the key objectives for the Finance department include:

- Financial information – accurate, complete, timely
- Promoting innovation – internal and external customers
- Mitigating business risk – internal policies and controls, procurement, long range financial planning, compliance reporting.
- Enhancing transparency – financial reporting, legislative reporting, procurement, business plan and budget
- Identifying business opportunities – policy, analysis, revenue management, procurement

## 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 the Long Range Financial Plan and related financial policies

## Major Initiatives/Issues

- Continue to support and participate in the implementation of the Enterprise Resource Planning System (ERP)
- Continue to support the implementation of Corporate Customer Service Review
- Taxation service review, including policies, process and efficiencies
- Work with Engineering, Building and Planning to develop a process to monitor actual development activity against planned development activity for reporting to all stakeholders and to Develop process for administering developer agreements

## Key Performance Indicators

Financial Information - accurate, complete, timely

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Audited Financial Statement Completion Date	NA	June 2016	June 2016	June 2017
Quarterly Reports	3	3	3	3
Capital Status Reports	2	2	2	2

Promoting Innovation

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Days to complete a procurement process	96	77	81	75
Percentage of invoices paid in 30 days	67%	70%	62%	65%
Percentage of tax, water, and wastewater bills paid electronically	90.4%	92%	91%	91%

Mitigating Business Risk

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan

Corporate procurement training for staff with spending authority	NA	100%	78%	100%
Compliance reports - procurement, P-card, and AP processing	NA	3	0	3

#### Identifying Business Opportunities

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Benefits of tendering process	11.1%	10%	12%	11%
Average number of bids received per bid process	4.8	5.0	5.25	5.0
Tax arrears as a per cent of current year levy	6.9%	6.5%	6.6%	6.5%
Water Wastewater arrears as a percentage of last 12 months of billing	20%	9%	14%	9%
Return on Investments	NA	Average Bank Rate plus 1.0 %	1.66%	Average Bank Rate plus 1.0%

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

**Community & Corporate Services**

**Finance Department**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,233,012	\$4,363,592	\$4,687,594	\$4,680,946	\$4,794,134	\$4,887,911	\$4,974,512
	<b>Materials &amp; Supplies</b>	\$311,094	\$301,545	\$301,545	\$302,945	\$322,964	\$343,359	\$357,255
	<b>Equipment &amp; Capital Purchases</b>	\$5,777	\$5,000	\$8,000	\$11,500	\$9,050	\$9,075	\$9,100
	<b>Contracted &amp; Professional Services</b>	\$338,976	\$318,638	\$293,577	\$429,613	\$369,165	\$472,942	\$376,723
	<b>Rents &amp; Other Expenses</b>	\$11,503	\$15,424	\$15,424	\$18,924	\$19,524	\$19,724	\$19,824
	<b>Sub-Total</b>	<b>\$4,900,362</b>	<b>\$5,004,199</b>	<b>\$5,306,140</b>	<b>\$5,443,928</b>	<b>\$5,514,836</b>	<b>\$5,733,011</b>	<b>\$5,737,414</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$602,961)	(\$584,000)	(\$529,000)	(\$603,000)	(\$622,500)	(\$630,001)	(\$637,500)
	<b>Licenses &amp; Permits</b>	(\$220,650)	(\$224,400)	(\$224,400)	(\$224,400)	(\$228,000)	(\$230,000)	(\$240,000)
	<b>Grant Revenues &amp; Contributions</b>	\$10,265	(\$22,500)	(\$22,500)	(\$171,500)	(\$128,500)	(\$220,000)	(\$132,000)
	<b>Interdepartmental Transfers</b>	(\$703,201)	(\$610,284)	(\$782,616)	(\$860,508)	(\$889,050)	(\$918,962)	(\$942,456)
	<b>Sub-Total</b>	<b>(\$1,516,548)</b>	<b>(\$1,441,184)</b>	<b>(\$1,558,516)</b>	<b>(\$1,859,408)</b>	<b>(\$1,868,050)</b>	<b>(\$1,998,963)</b>	<b>(\$1,951,956)</b>
<b>Net Operating (Expense)/Revenue</b>	<b>\$3,383,814</b>	<b>\$3,563,016</b>	<b>\$3,747,624</b>	<b>\$3,584,520</b>	<b>\$3,646,786</b>	<b>\$3,734,048</b>	<b>\$3,785,458</b>	



## 2017 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

#### Finance Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,233,012	\$4,363,592	\$4,687,594	\$4,680,946	\$0	\$4,680,946	\$317,354	7.27%	\$317,354	7.27%
	<b>Materials &amp; Supplies</b>	\$311,094	\$301,545	\$301,545	\$302,945	\$0	\$302,945	\$1,400	0.46%	\$1,400	0.46%
	<b>Equipment &amp; Capital Purchases</b>	\$5,777	\$5,000	\$8,000	\$11,500	\$0	\$11,500	\$6,500	130.00%	\$6,500	130.00%
	<b>Contracted &amp; Professional Services</b>	\$338,976	\$318,638	\$293,577	\$429,613	\$0	\$429,613	\$110,975	34.83%	\$110,975	34.83%
	<b>Rents &amp; Other Expenses</b>	\$11,503	\$15,424	\$15,424	\$18,924	\$0	\$18,924	\$3,500	22.69%	\$3,500	22.69%
	<b>Total</b>		<b>\$4,900,362</b>	<b>\$5,004,199</b>	<b>\$5,306,140</b>	<b>\$5,443,928</b>	<b>\$0</b>	<b>\$5,443,928</b>	<b>\$439,729</b>	<b>8.79%</b>	<b>\$439,729</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$602,961)	(\$584,000)	(\$529,000)	(\$603,000)	\$0	(\$603,000)	(\$19,000)	3.25%	(\$19,000)	3.25%
	<b>Licenses &amp; Permits</b>	(\$220,650)	(\$224,400)	(\$224,400)	(\$224,400)	\$0	(\$224,400)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	\$10,265	(\$22,500)	(\$22,500)	(\$171,500)	\$0	(\$171,500)	(\$149,000)	662.22%	(\$149,000)	662.22%
	<b>Interdepartmental Transfers</b>	(\$703,201)	(\$610,284)	(\$782,616)	(\$860,508)	\$0	(\$860,508)	(\$250,225)	41.00%	(\$250,225)	41.00%
	<b>Total</b>		<b>(\$1,516,548)</b>	<b>(\$1,441,184)</b>	<b>(\$1,558,516)</b>	<b>(\$1,859,408)</b>	<b>\$0</b>	<b>(\$1,859,408)</b>	<b>(\$418,225)</b>	<b>29.02%</b>	<b>(\$418,225)</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$3,383,814</b>	<b>\$3,563,016</b>	<b>\$3,747,624</b>	<b>\$3,584,520</b>		<b>\$3,584,520</b>	<b>\$21,504</b>	<b>0.60%</b>	<b>\$21,504</b>	<b>0.60%</b>

#### Comments:

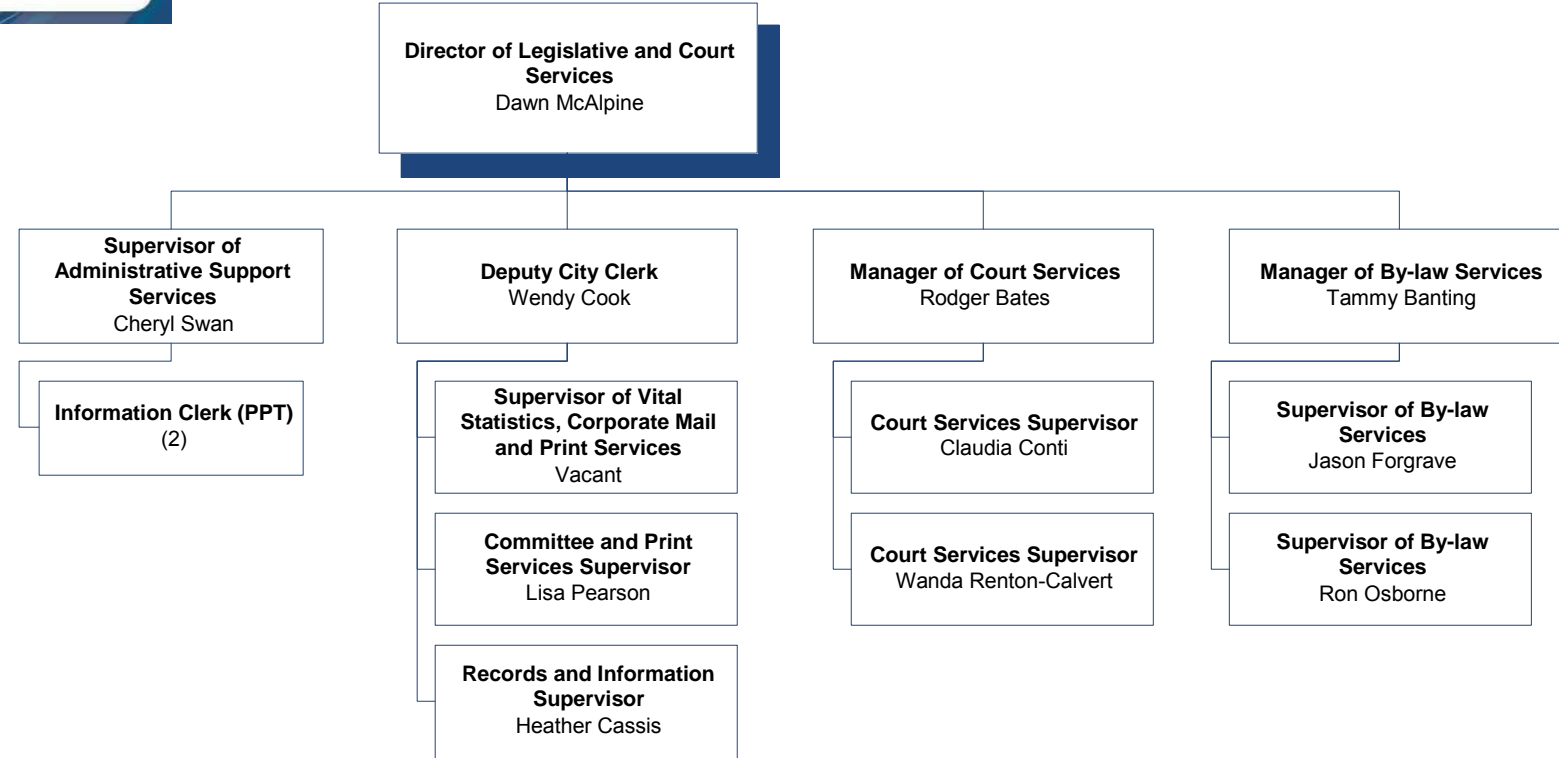
Overall expenses are up 8.79% primarily as a result of annualization of 2 new positions approved in 2016, additional consulting costs related to the 2014 Development Charge appeal, as well as higher anticipated audit fees associated with the conversion to SAP.

Some of the additional expenses have been offset by recoveries from investment revenue and Development Charge revenues. Overall, the net increase to the Finance budget is 0.60%.

**ORGANIZATIONAL CHART**



**Community and Corporate Services Division  
Legislative and Court Services Department**



**Department:**  
**Legislative and Court Services**

## **Departmental Overview**

The Legislative and Court Services Department is comprised of three branches; Legislative Services (which includes Council Secretariat, Corporate Mail and Print Services, Vital Statistics 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 Services Branch**

The Legislative Services Branch requires approximately 18% of the Department's staff resources to perform the following services:

- Plan, administer and distribute material for 130 meetings of Council, General Committee, Reference Committees and Advisory Committees of Council involving the recording of approximately 385 motions/resolutions and approximately 130 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
- Register over 850 deaths and issue over 700 marriage licences.
- Manage over 250,000 physical files in the Corporate Records and Information Management System.
- Respond to approximately 40 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 Branch**

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

- Provincial Offences court administration on behalf of the Barrie and Orillia Court Service Area Partners
- Process 69,300 charging documents
- Process over 45,000 walk in clients, representing 76,600 individual matters
- Receive and process \$10.8 million in payments
- Schedule 655 trial courts
- Prepare 220 transcripts (or DVDs of court recordings) and 1,385 dockets (court plus Fail to

Respond)

- Process 43,000 charges in trial courts and 10,000 matters in intake courts
- Transfer 357 appeal matters to the appeal courts
- Suspend drivers (as required) and manage multiple 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.
- Respond to approximately 50,000 enforcement files.
- Process and or issue approximately 9,000 administrative files.

### Key Departmental Objectives

- Ensure accurate and timely reporting of Council and Committee decisions and recommendations.
- Deliver Provincial Offence Administration services to members of the public, enforcement stakeholders, judicial and court service partners in accordance with established service level standards
- Timely and courteous administrative services to the public, elected officials, City departments, and other stakeholders.
- Enhance opportunities for community involvement and improve customer interactions.
- Timely processing of Corporate mail and print requests.
- Inspire the community to voluntarily comply with minimum by-law standards.
- Provide high quality service promptly and at a reasonable cost.

### Strategic Plan & Other Program Deliverables

- Comply with *Municipal Act, 2001* provisions related to governance, accountability and transparency.
- Comply with the *Municipal Elections Act, 1996* provisions related to conduct of Municipal Elections and by-elections.
- Provide information, advice and training for staff concerning communicating with Council/Committees.
- Comply with the *Provincial Offences Act*, the Memorandum of Understanding and Inter-municipal Service Agreements for Court Services Operations.
- Increase the rate of electronic payment for court fines.
- Enhance collection of overdue, unpaid court fines.
- Implement recommendations from the Records and Information Management Review.
- Increase use of web site, 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

- Planning, preparations for the 2018 Municipal Election in accordance with the *Municipal Elections Act, 1996* as amended by *Bill 181*.
- Complete next steps in the implementation of electronic agenda approval process.
- Provide information, documentation and ongoing training for staff about Council processes and staff report writing.
- Assist with the implementation of the Customer Service Plan.
- Implement the policy for unpaid, overdue POA fines deemed uncollectible.
- Determine the feasibility of implementing video conferencing for interpreters.
- Determine the feasibility of full implementation of the expedited resolution process with the assistance of Prosecution Services.
- Increase corporate awareness of the *Municipal Freedom of Information and Protection of Privacy Act*

- provisions, Corporate records and information management and access and privacy requirements.
- Assist with Barrie Hydro/PowerStream/MergeCo related matters and Barrie Municipal Non-Profit Housing Corporation.
- Assist with the implementation of the 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

To provide timely & efficient service related to the Provincial Offences Act Administration for members of the public, enforcement stakeholders, judicial and court service partners in accordance with established service level standards

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
# of customers served at court services counter – Barrie	39,360	40,000	39,700	40,000
Average customer processing time	3:49 min/defendant	3:50 min/defendant	3:56 min/defendant	3:50 min/defendant

To provide open and transparent communication to the public and staff on the decision making process associated with Council and Committee Meetings

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of meetings supported	118	140	130	130
% of minutes published within 4 days after the meeting	95%	100%	95%	100%

To provide for a defendant's right to have a trial in a reasonable time frame

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
# of trial requests processed - Barrie	22,217	20,000	19,150	19,150
Average time to trial - Part I charges	5 mo.	5 mo.	6 mo.	6 mo.

To increase voluntary compliance with municipal regulations

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Percent of Business Licenses Renewed by Due Date	80%	85%	83%	85%
Volume of By-law Administration Files	9,074	9,300	8,588	9,300
Volume of By-law Enforcement Files	56,761	52,000	48,419	52,000

To provide timely and courteous administrative services to the public, elected officials, City departments and other stakeholders

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
# of marriage licences issued	851	810	710	700
# of deaths registered	973	840	850	850
# of formal MFIPPA requests received	48	40	50	44
% of MFIPPA requests responded to within legislative framework	92.5%	95%	100%	95%

To ensure timely and cost effective delivery of enforcement services

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan

Percentage of Cost Recovery from Fees and Fines (Enforcement Services)		50%	67%	68%
--	--	-----	-----	-----



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

**Community & Corporate Services**

**Legislative & Court Services Department**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	5,609,859	5,655,856	5,671,086	5,925,883	6,404,425	6,179,611	6,298,345
	<b>Materials &amp; Supplies</b>	395,874	400,266	373,297	383,082	428,648	406,298	410,389
	<b>Equipment &amp; Capital Purchases</b>	54,927	44,243	42,143	50,943	45,063	41,203	41,344
	<b>Contracted &amp; Professional Services</b>	1,429,912	1,655,518	1,518,424	1,584,005	1,812,010	1,584,013	1,588,955
	<b>Rents &amp; Other Expenses</b>	243,010	251,397	273,154	252,261	261,716	251,213	252,764
	<b>Grant Expenses &amp; Transfers</b>	2,593,074	2,076,403	2,352,135	2,142,828	1,959,553	2,018,039	1,950,255
	<b>Sub-Total</b>		<b>10,326,656</b>	<b>10,083,682</b>	<b>10,230,239</b>	<b>10,339,002</b>	<b>10,911,415</b>	<b>10,480,377</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(170,796)	(168,571)	(168,941)	(123,341)	(126,251)	(126,452)	(128,054)
	<b>Fines &amp; Penalties</b>	(9,072,824)	(8,876,334)	(8,963,960)	(9,024,513)	(9,034,829)	(9,045,247)	(9,055,770)
	<b>Licenses &amp; Permits</b>	(943,647)	(955,925)	(962,565)	(861,570)	(874,204)	(893,771)	(907,050)
	<b>Grant Revenues &amp; Contributions</b>	(45,852)	(24,423)	(21,823)	(31,123)	(525,107)	(21,107)	(21,107)
	<b>Interdepartmental Transfers</b>	1,774,000	1,867,032	1,867,026	1,923,210	1,979,602	2,036,627	2,094,849
<b>Sub-Total</b>		<b>(8,459,119)</b>	<b>(8,158,220)</b>	<b>(8,250,263)</b>	<b>(8,117,336)</b>	<b>(8,580,789)</b>	<b>(8,049,950)</b>	<b>(8,017,132)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>1,867,537</b>	<b>1,925,462</b>	<b>1,979,977</b>	<b>2,221,666</b>	<b>2,330,626</b>	<b>2,430,427</b>	<b>2,524,921</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Legislative & Court Services Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$5,609,859	\$5,655,856	\$5,671,086	\$5,925,883	\$0	\$5,925,883	\$270,027	4.77%	\$270,027	4.77%
	<b>Materials &amp; Supplies</b>	\$395,874	\$400,266	\$373,297	\$383,082	\$0	\$383,082	(\$17,184)	-4.29%	(\$17,184)	-4.29%
	<b>Equipment &amp; Capital Purchases</b>	\$54,927	\$44,243	\$42,143	\$50,943	\$0	\$50,943	\$6,700	15.14%	\$6,700	15.14%
	<b>Contracted &amp; Professional Services</b>	\$1,429,912	\$1,655,518	\$1,518,424	\$1,584,005	\$0	\$1,584,005	(\$71,513)	-4.32%	(\$71,513)	-4.32%
	<b>Rents &amp; Other Expenses</b>	\$243,010	\$251,397	\$273,154	\$252,261	\$0	\$252,261	\$864	0.34%	\$864	0.34%
	<b>Grant Expenses &amp; Transfers</b>	\$2,593,074	\$2,076,403	\$2,352,135	\$2,142,828	\$0	\$2,142,828	\$66,425	3.20%	\$66,425	3.20%
	<b>Total</b>	<b>\$10,326,656</b>	<b>\$10,083,682</b>	<b>\$10,230,239</b>	<b>\$10,339,002</b>	<b>\$0</b>	<b>\$10,339,002</b>	<b>\$255,320</b>	<b>2.53%</b>	<b>\$255,320</b>	<b>2.53%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$170,796)	(\$168,571)	(\$168,941)	(\$123,341)	\$0	(\$123,341)	\$45,230	-26.83%	\$45,230	-26.83%
	<b>Fines &amp; Penalties</b>	(\$9,072,824)	(\$8,876,334)	(\$8,963,960)	(\$9,024,513)	\$0	(\$9,024,513)	(\$148,179)	1.67%	(\$148,179)	1.67%
	<b>Licenses &amp; Permits</b>	(\$943,647)	(\$955,925)	(\$962,565)	(\$861,570)	\$0	(\$861,570)	\$94,355	-9.87%	\$94,355	-9.87%
	<b>Grant Revenues &amp; Contributions</b>	(\$45,852)	(\$24,423)	(\$21,823)	(\$31,123)	\$0	(\$31,123)	(\$6,700)	27.43%	(\$6,700)	27.43%
	<b>Interdepartmental Transfers</b>	\$1,774,000	\$1,867,032	\$1,867,026	\$1,923,210	\$0	\$1,923,210	\$56,178	3.01%	\$56,178	3.01%
	<b>Total</b>	<b>(\$8,459,119)</b>	<b>(\$8,158,220)</b>	<b>(\$8,250,263)</b>	<b>(\$8,117,336)</b>	<b>\$0</b>	<b>(\$8,117,336)</b>	<b>\$40,884</b>	<b>-0.50%</b>	<b>\$40,884</b>	<b>-0.50%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,867,537</b>	<b>\$1,925,462</b>	<b>\$1,979,977</b>	<b>\$2,221,666</b>		<b>\$2,221,666</b>	<b>\$296,204</b>	<b>15.38%</b>	<b>\$296,204</b>	<b>15.38%</b>



## **Comments:**

The 2017 base budget increase for Legislative and Court Services is primarily a result of the anticipated net decrease in revenues associated with moving to lifetime pet registration (\$72K), the transfer of Zoning enforcement to Planning and Building Services and a decrease in the number of marriage licences issued due (\$15K) as well as an increase in interdepartmental transfers (\$56K). This has been offset to the extent possible through minimizing expenditures.

### Salaries & Benefits

- 2016 in year forecast reflects a number of vacancies that contributed to salary gapping and are not anticipated to continue in 2017. Annual salaries and benefits adjustments have been offset by the transfer of 2.5 FTE positions to the Planning and Building Department

### Materials & Supplies

- \$17K decrease associated with supplies for Legislative Services including a \$7K reduction in forms for marriage licences due to reduced requests.

### Services

- Reduction of \$67K in Ministry of the Attorney General expenses due to reduced Justice of the Peace sitting time

### Grant Expenses and Transfers

- Increase in transfer to the election reserve to offset reduced reserve balance resulting from the costs incurred in delivering the 2016 Ward Seven By-election (\$25K)
- Increased transfers to Barrie Court Service Area partners reflecting the anticipated partners' portion of net revenues from Provincial Offences Act fines collected (\$41K)

### User Fees, Service Charges, & Rentals

- Enforcement fees decreased to reflect transfer of Zoning to Planning and Building Department (\$42K).

### Fines and Penalties

- Increased parking ticket and fine revenue (\$141K) and changes in net POA fines.

### Licences and Permits

- Reduced revenues anticipated due to move to lifetime pet registration (\$72K)
- Reduced revenues associated with marriage licences due to fewer couples seeking same in Barrie (\$15K)

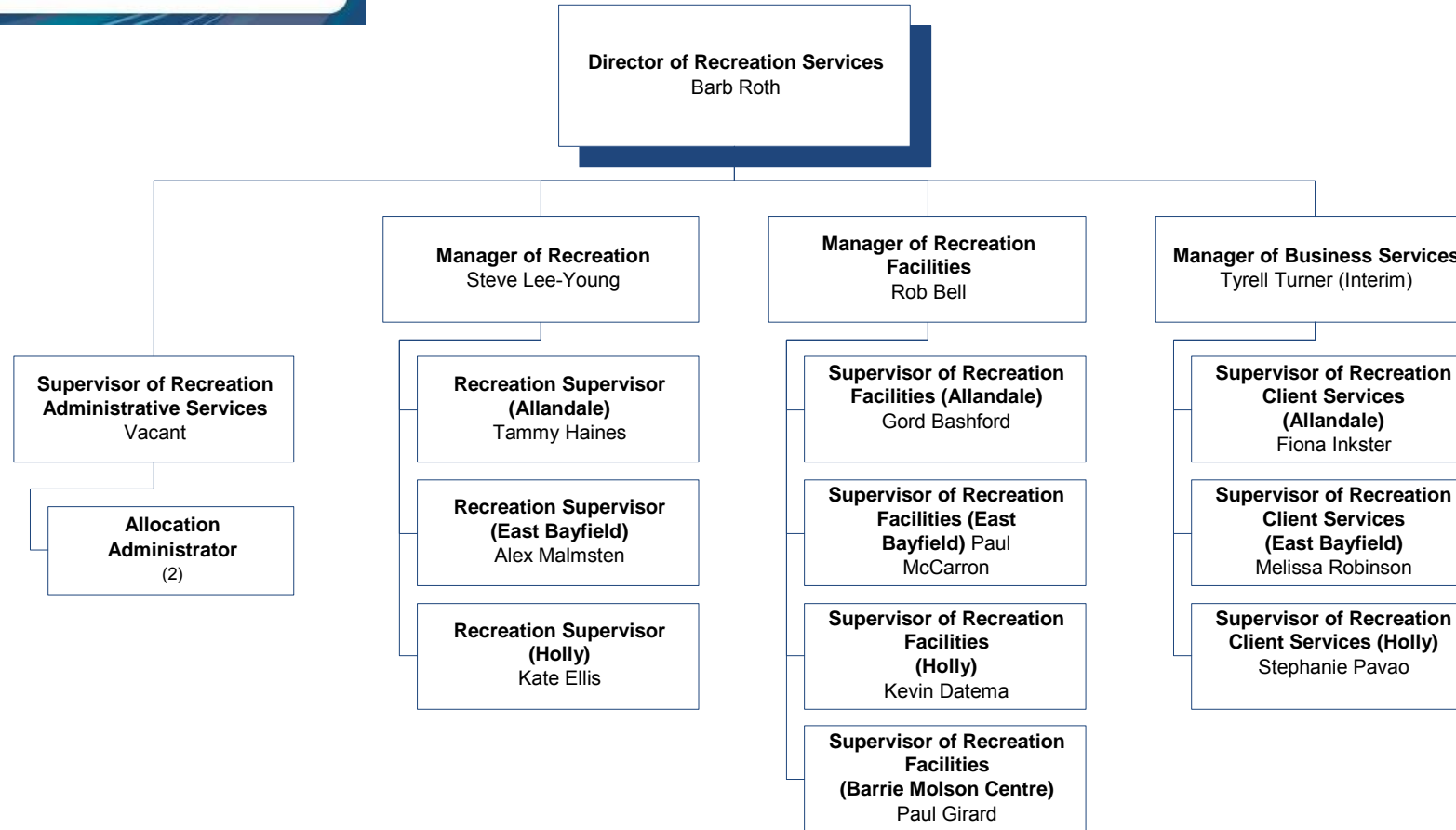
### Interdepartmental Transfers (\$56k)

Increased interdepartmental transfers primarily from Legal Services to reflect phasing in of full cost recovery for Legal oversight of Prosecutions

**ORGANIZATIONAL CHART**



**Community and Corporate Services Division  
Recreation Services Department**



**Department:**  
**Recreation**

## **Departmental Overview**

Recreation Services builds vibrant, healthy, active and connected communities by providing facilities and programs that give all Barrie residents an opportunity to participate in recreational 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, and managing the provision of space to external community recreation providers and groups.

### **Recreation Programs**

The Recreation Programs branch is responsible for assessing community recreation needs and interests, and for providing an engaging portfolio of recreation opportunities which will meet these needs and interests. The Branch is organized into three Neighbourhood Teams, which are based out of one of Barrie's three major community recreation facilities and focus on developing and delivering programs and events which will best serve the unique needs of the surrounding community.

The branch provides diverse and accessible recreation activities for all abilities and skill levels, with a focus on promoting healthy and safe lifestyles, developing physical skills, encouraging social interaction, and fostering community engagement. This includes registered programs that are provided directly by Departmental staff, or in partnership with community groups, drop-in activities such as public swimming, skating, and gymnasium sports, community-based events and celebrations, and full-day summer camp programs.

### **Recreation Facilities**

Recreation Facilities Branch is responsible for ensuring that the City of Barrie's Recreation facilities and sport fields provide a high-quality setting for recreational opportunities and activities. This portfolio includes:

- Allandale Recreation Centre
- Barrie Community Sports Complex
- Barrie Molson Centre
- Barrie Sports Dome (through an operational partner)
- Barrie Sports Complex
- Circle at the Centre
- Dorian Parker Centre
- East Bayfield Community Centre
- Eastview Arena
- Holly Community Centre
- Lampman Lane Community Centre
- Parkview Seniors Centre
- Southshore Community Centre
- 99 sport fields; including 43 baseball diamonds and 56 soccer Pitches

The Branch ensures that all recreation facilities and sport fields are operated and maintained in a safe and cost-efficient manner, in full compliance with all relevant codes, regulations and legislation. These activities involve the development, ongoing implementation, monitoring, and review of the following plans and programs:

- Preventative, predictive, planned and responsive maintenance programs.
- Departmental service level standards, and related quality assurance programs
- Facility lifecycle plans, identifying future maintenance and renewal requirements
- Environmental, sustainability, and energy management plans.

The Recreation Facilities branch is also responsible for the rental of facility spaces and sport fields to external community groups, including administration of related allocation processes to manage the competing needs of these groups.

### **Administration & Business Services**

The Administration & Business Services branch is responsible for the financial processes, strategic planning efforts, and technological initiatives which support both the day-to-day operation and long-term planning processes of the Recreation Services Department. The goal of the branch is to collect, analyze and interpret the information and data required for sound decision-making and planning.

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

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

Lastly, the branch is responsible for Client Services Staff at the City's recreation facilities; including Holly Community Centre, East Bayfield Community Centre, and Allandale Recreation Centre. Client Services strives to ensure the highest level of customer service is provided to all members of the community by; providing accurate, current, and helpful information for inquires and concerns; processing customer transactions in an efficient, accurate, and caring manner. The Client Service desk processes all in person registered program enrolments and transfers, RecPASS membership signups, public facility bookings, and sale of department and corporate merchandise.

### **Key Departmental Objectives**

Recreation Services builds vibrant, healthy, active and connected communities by providing all Barrie residents an opportunity to participate in recreational activities. Recreation services strives to be the recreation experience provider of choice in the City of Barrie, and to achieve this objective the department has identified the following key objectives:

#### Maximizing Community Engagement

Increase and maximize community engagement by:

- Assessing community needs and developing programs, activities and special events which meet these needs and reflect the latest in recreation trends.
- Providing excellent customer service to all participants, spectators, members, and other visitors to City of Barrie recreation facilities
- Building strong relationships with community recreation partners, and helping community groups maximize participation through the partnered delivery of activities.
- Operating high-quality facilities and sports fields to act as venues for the community recreation partner leagues, competitions, practices, meetings, competitions, and other events.

#### Increasing Social and Health Benefits of Recreation

Improve the quality of life for all Barrie residents through:

- 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.

- Developing programs and community partnerships which will maximize the health benefits of recreation and increase the awareness of recreation opportunities and the associated benefits, amongst community members.

#### Responsible Financial Management

Responsibly manage the user fee and tax revenues received from Barrie residents, by:

- Monitoring and managing programs and facilities so as to minimize expenses while maximizing utilization of recreation facilities and programs
- Identifying and implementing innovative new ways to deliver services and programs to; minimize and control costs; and protect and enhance revenue streams.
- Pursuing energy conservation initiatives for electricity, natural gas, and water.

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

- Recreation Services supports City Council's priority of an inclusive community through its neighbourhood strategies to offer services that are valuable to residents in each community. The department has a wide selection of fitness, aquatics, community and general interest programs, as well as programs directly geared towards seniors and youth. Recreation also works with several partners and community groups to enhance and expand additional recreation opportunities. We also provide inclusion services and offer a RecACCESS subsidy program to ensure all residents of Barrie have the opportunity to participate and maintain a healthy and active lifestyle.
- Recreation Services supports Council's strategic priority of responsible spending through its constant efforts to identify and implement efficiencies and improvements which will reduce the cost of providing recreation to the City of Barrie. The Department will continue to focus on standardization and simplicity to build brand awareness of our product offerings to ultimately increase utilization and revenues for the City.

#### **Major Initiatives/Issues**

- Continuous improvement of our upgraded recreation registration system to expand capability of providing services online to our community and leveraging the system to enhance processes and controls and perform data analysis to guide operational decisions
- Supporting the corporate wide implementation of the Enterprise Resource Planning (ERP) system with a significant focus on payroll, procurement, and budgeting.
- 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.
- Partnering with Facility Planning and Development to ensure the efficient and timely delivery of approved recreation capital projects, and continuing to work with Corporate Facilities and Capital Asset Management to effectively identify and plan for future capital needs.
- Collaborate with Energy Management to implement energy initiatives which will ensure the efficient operation of Recreation facilities.
- Recreation is working towards being a High Five Certified organization. This program is a multiyear program that typically takes 4-5 years to complete. High Five is a Provincial Accredited Program that ensures all programs for children ages 6-12 meets the Principles of Healthy Child Development by training staff, ensuring policies and procedures reflect the PHCD and that the programs are assessed for compliance using the Quest tool. During 2017 Recreation will be working on Phase 2 by training all aquatics staff and any new programming staff in the Principles of Healthy Child Development. The results of the Quest 2 evaluations for all children's program's ages 6-12 will be inputted into the national database in preparation for the Provincial Accreditation and Verification Committee review in 2018.
- Working with community groups to identify and implement ways to better support community recreation partners including strategies to increase participation, identification of potential service delivery partnerships, and development of a Sports Field allocation policy.
- Supporting the corporate wide implementation of the Customer Service Strategy and implementation

of Phase 2 of the Contact Centre

- Support the celebration activities/events for Canada's 150th Anniversary

### Key Performance Indicators

#### Maximizing Community Engagement

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Community Group Usage of Recreation Facilities (Total Hours)	40,039	40,000	43,246	42,000
Total Visits to Community Centres	2,342,554	-	2,446,380	2,500,000
RecPASS Member Visits	-	-	296,000	302,000

#### Increasing Social and Health Benefits of Recreation

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Total RecACCESS Participation	1,834	-	2,035	-

#### Responsible Financial Management

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Recreation Services Operating Cost Recovery Rate	55.1%	55.0%	55.0%	55.0%

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

**Community & Corporate Services**

**Recreation Services Department**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$10,037,284	\$9,876,310	\$10,190,180	\$10,144,407	\$10,308,533	\$10,484,220	\$10,657,619
	<b>Materials &amp; Supplies</b>	\$3,212,559	\$3,322,589	\$3,367,832	\$3,455,624	\$3,605,722	\$3,764,730	\$3,930,613
	<b>Equipment &amp; Capital Purchases</b>	\$143,578	\$185,500	\$171,971	\$290,200	\$345,700	\$340,200	\$340,200
	<b>Contracted &amp; Professional Services</b>	\$2,053,190	\$2,005,073	\$1,862,718	\$1,918,534	\$1,918,940	\$1,943,837	\$1,971,041
	<b>Rents &amp; Other Expenses</b>	\$401,080	\$451,127	\$418,436	\$462,325	\$476,085	\$490,271	\$505,019
	<b>Sub-Total</b>	<b>\$15,847,691</b>	<b>\$15,840,598</b>	<b>\$16,011,138</b>	<b>\$16,271,090</b>	<b>\$16,654,980</b>	<b>\$17,023,258</b>	<b>\$17,404,492</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$8,592,115)	(\$8,542,104)	(\$8,541,566)	(\$8,758,319)	(\$8,869,930)	(\$9,042,652)	(\$9,218,827)
	<b>Other Revenues</b>	(\$6,248)	(\$6,600)	(\$4,674)	(\$6,600)	(\$6,600)	(\$6,600)	(\$6,600)
	<b>Grant Revenues &amp; Contributions</b>	(\$145,315)	(\$142,465)	(\$149,877)	(\$146,765)	(\$149,065)	(\$151,415)	(\$153,765)
	<b>Interdepartmental Transfers</b>	\$23,722	\$10,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
	<b>Sub-Total</b>	<b>(\$8,719,956)</b>	<b>(\$8,681,169)</b>	<b>(\$8,672,117)</b>	<b>(\$8,887,684)</b>	<b>(\$9,001,595)</b>	<b>(\$9,176,667)</b>	<b>(\$9,355,192)</b>
<b>Net Operating (Expense)/Revenue</b>	<b>\$7,127,736</b>	<b>\$7,159,429</b>	<b>\$7,339,021</b>	<b>\$7,383,406</b>	<b>\$7,653,385</b>	<b>\$7,846,592</b>	<b>\$8,049,300</b>	

## 2017 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Recreation Services Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$10,037,284	\$9,876,310	\$10,190,180	\$10,144,407	\$0	\$10,144,407	\$268,097	2.71%	\$268,097	2.71%
	<b>Materials &amp; Supplies</b>	\$3,212,559	\$3,322,589	\$3,367,832	\$3,455,624	\$0	\$3,455,624	\$133,035	4.00%	\$133,035	4.00%
	<b>Equipment &amp; Capital Purchases</b>	\$143,578	\$185,500	\$171,971	\$290,200	\$0	\$290,200	\$104,700	56.44%	\$104,700	56.44%
	<b>Contracted &amp; Professional Services</b>	\$2,053,190	\$2,005,073	\$1,862,718	\$1,918,534	\$0	\$1,918,534	(\$86,539)	-4.32%	(\$86,539)	-4.32%
	<b>Rents &amp; Other Expenses</b>	\$401,080	\$451,127	\$418,436	\$462,325	\$0	\$462,325	\$11,199	2.48%	\$11,199	2.48%
	<b>Total</b>		<b>\$15,847,691</b>	<b>\$15,840,598</b>	<b>\$16,011,138</b>	<b>\$16,271,090</b>	<b>\$0</b>	<b>\$16,271,090</b>	<b>\$430,492</b>	<b>2.72%</b>	<b>\$430,492</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$8,592,115)	(\$8,542,104)	(\$8,541,566)	(\$8,758,319)	\$0	(\$8,758,319)	(\$216,214)	2.53%	(\$216,214)	2.53%
	<b>Other Revenues</b>	(\$6,248)	(\$6,600)	(\$4,674)	(\$6,600)	\$0	(\$6,600)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$145,315)	(\$142,465)	(\$149,877)	(\$146,765)	\$0	(\$146,765)	(\$4,300)	3.02%	(\$4,300)	3.02%
	<b>Interdepartmental Transfers</b>	\$23,722	\$10,000	\$24,000	\$24,000	\$0	\$24,000	\$14,000	140.00%	\$14,000	140.00%
	<b>Total</b>		<b>(\$8,719,956)</b>	<b>(\$8,681,169)</b>	<b>(\$8,672,117)</b>	<b>(\$8,887,684)</b>	<b>\$0</b>	<b>(\$8,887,684)</b>	<b>(\$206,514)</b>	<b>2.38%</b>	<b>(\$206,514)</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$7,127,736</b>	<b>\$7,159,429</b>	<b>\$7,339,021</b>	<b>\$7,383,406</b>		<b>\$7,383,406</b>	<b>\$223,977</b>	<b>3.13%</b>	<b>\$223,977</b>	<b>3.13%</b>



## **Comments:**

The 2017 base budget increase for Recreation Services is primarily a result of the non-controllable expenses of Salaries and Benefits (\$268k), and Utilities (\$161k). This has been offset to the extent possible through increased user fee revenue (\$216k).

### Salaries & Benefits

- Consists of full-time salaries (\$115k), overtime (-\$2k), part-time salaries (\$66k), and benefits (\$90k)

### Materials & Supplies

- \$161k increase from utilities including 11.8% projected increase in hydro and 8.4% projected increase in water. Total rate impact of \$188k has been offset with consumption decreases of \$(27k).

Materials & Supplies (-\$27k), Equipment and Capital Purchases (+\$105k), Services (-\$87k), Rents & Other Expenses (\$11k)

- Realignment between repairs/maintenance and minor capital items result in minimal overall net increase of \$2k

### User Fees, Service Charges, & Rentals

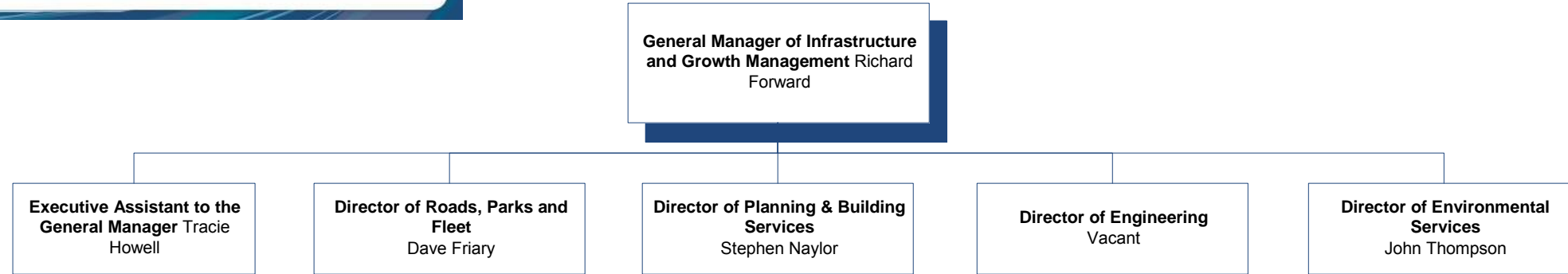
- Includes registered program, membership, and facility rental revenue. Revenue increases are driven from changes in fees as per the Recreation Rental Rates Review memo to Council, forecasted growth in membership revenue, and current agreements with community groups and associations.

### Interdepartmental Transfers

- Forecasted corporate facility transfer for the Barrie Community Sports Complex.

**ORGANIZATIONAL CHART**

**Infrastructure and Growth Management Division**



## Performance Plan 2017 - INFRASTRUCTURE AND GROWTH MANAGEMENT DIVISION

### Division Goals

- To operate and maintain municipal infrastructure, meet service levels and ensure regulatory compliance while striving for service improvements and operating efficiencies for all service functions.
- To provide for the balanced growth and development of the City through clear, comprehensive, and sound implementation of land use planning policies and principles, and servicing strategies, in a financially responsible manner.
- To maintain, protect, and enhance neighbourhoods through the application of zoning and land development standards.
- To strategically manage the City's corporate assets, to minimize replacement costs over the long-term; and, to close the infrastructure deficit gap.
- To better understand the impact of climate change on our assets and the environment.
- To execute the delivery of the Capital Plan to achieve best value for the community.
- To extend the life of the landfill through enhanced waste diversion programs.
- To enhance, through transportation planning, an inter-connected community through access to and across Highway 400.

### Key Division Service Delivery Initiatives

- Manage the implementation of the growth plans and Memorandum of Understanding (MOU) for the annexed lands.
- Continue with the implementation of the Affordable Housing Strategy.
- Continue with the preparation of a new Official Plan.
- Finalize the Corporate Asset Management Strategy & Capital Plan.
- Continue implementation of sustainable waste management strategy including residential multi-unit waste diversion.
- Complete the design for the Wastewater Advanced Nutrient Management project.
- Finalize the development of a climate change strategy and develop an implementation plan.
- File Environmental Study Reports (ESR) for roads in the Annexed Lands.
- Provide vehicle and equipment training and communicate number of incidents with staff.

### External Factors Influencing Activities & Outcomes

- Regulatory and legislative changes.
- Population growth and related increased service requirements.
- Economic development within the City and related increased service requirements.
- Increased inventory of City assets both above and below ground.

## Key Performance Indicators

Department	Indicator	2016 Plan	2016 Forecast	2017 Plan
<b>Environmental Services</b>	Solid waste residential diversion rate	50	50	53
	Cost per Mega Litre (ML) of treated sewage	\$1,018	\$986	\$1,041
	Cost per Mega Litre (ML) of treated water	\$1,372	\$1,358	\$1,553
<b>Roads, Parks, and Fleet</b>	Accidents/incidents per year involving City equipment	20	23	20
	Traffic Collisions per lane KM	1.90	1.6	1.6
	Winter Control Service Level Compliance	95%	93%	95%
<b>Engineering</b>	Change Orders as a % of Total Tender Value	7.0%	7.0%	7.0%
	Percent of Parks and Trails capital projects completed on schedule	100%	100%	100%
	Capital expenditures as a % of forecasted expenditures	100%	75%	100%
<b>Planning &amp; Building Services</b>	Number of Ward Meetings held for development applications	15	11	13
	Number of New Housing Units included in approved development proposals that meet the City's definition of affordable housing	100	44	100
	Average # of inspections to approve occupancy for new dwelling units	1.7	1.8	1.5
	Operating cost for Building Permits per \$1,000 of Construction Activity	\$11.80	\$12	\$12
	Percentage of Building Permit applications reviewed within legislated timeframes	96%	82%	92%

## Budget Summary

### Tax Rate

Department	2017 Net Requested Budget	2017 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the General Manager	\$351,271	2		2
Engineering	\$2,356,442	65	1	66
Environmental Services	\$6,455,134	25	.7	25.7
Planning & Building Services	\$729,244	45		45
Roads, Parks and Fleet	\$26,324,362	107		107
<b>Total</b>	<b>\$36,216,453</b>	<b>244</b>	<b>1.7</b>	<b>245.7</b>

### User Rate

Department	2017 Net Requested Budget	2017 Staffing		
		Base Complement	Service Level Changes	Total Requested
Water Operations	(\$5,922,399)	68		68
Wastewater Operations	(\$14,779,271)	35	1	36
Parking	\$578,821	3	0	3
<b>Total</b>	<b>(\$20,122,849)</b>	<b>106</b>	<b>1</b>	<b>107</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management – Division Summary

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$31,203,008	\$34,300,370	\$33,525,465	\$35,811,911	\$127,583	\$35,939,494	\$1,511,541	4.41%	\$1,639,124	4.78%
	<b>Materials &amp; Supplies</b>	\$12,771,491	\$12,914,483	\$12,433,282	\$12,627,736	\$18,700	\$12,646,436	(\$286,747)	-2.22%	(\$268,047)	-2.08%
	<b>Equipment &amp; Capital Purchases</b>	\$987,643	\$1,225,858	\$683,901	\$1,355,215	\$0	\$1,355,215	\$129,357	10.55%	\$129,357	10.55%
	<b>Contracted &amp; Professional Services</b>	\$24,197,273	\$25,633,676	\$24,715,893	\$24,369,655	(\$86,099)	\$24,283,556	(\$1,264,022)	-4.93%	(\$1,350,121)	-5.27%
	<b>Rents &amp; Other Expenses</b>	\$1,425,146	\$1,576,618	\$1,575,234	\$1,713,951	\$0	\$1,713,951	\$137,333	8.71%	\$137,333	8.71%
	<b>Grant Expenses &amp; Transfers</b>	\$18,369,424	\$19,802,001	\$20,821,670	\$21,826,227	(\$136,131)	\$21,690,096	\$2,024,226	10.22%	\$1,888,094	9.53%
	<b>Total</b>	<b>\$88,953,986</b>	<b>\$95,453,007</b>	<b>\$93,755,445</b>	<b>\$97,704,694</b>	<b>(\$75,947)</b>	<b>\$97,628,747</b>	<b>\$2,251,687</b>	<b>2.36%</b>	<b>\$2,175,740</b>	<b>2.28%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$57,320,323)	(\$61,817,858)	(\$60,942,336)	(\$63,956,684)	(\$25,673)	(\$63,982,356)	(\$2,138,826)	3.46%	(\$2,164,498)	3.50%
	<b>Fines &amp; Penalties</b>	(\$161,000)	(\$150,000)	(\$150,000)	(\$150,000)	\$0	(\$150,000)	\$0	0.00%	\$0	0.00%
	<b>Licenses &amp; Permits</b>	(\$4,260,307)	(\$5,004,720)	(\$5,439,877)	(\$5,332,069)	\$0	(\$5,332,069)	(\$327,349)	6.54%	(\$327,349)	6.54%
	<b>Other Revenues</b>	(\$833,283)	(\$70,000)	(\$175,323)	(\$70,000)	\$0	(\$70,000)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$19,737,620)	(\$21,410,400)	(\$20,044,573)	(\$18,715,636)	\$0	(\$18,715,636)	\$2,694,764	-12.59%	\$2,694,764	-12.59%
	<b>Interdepartmental Transfers</b>	\$25,696,383	\$26,582,946	\$26,214,726	\$26,707,397	\$130,370	\$26,837,767	\$124,451	0.47%	\$254,821	0.96%
	<b>Total</b>	<b>(\$56,616,149)</b>	<b>(\$61,870,032)</b>	<b>(\$60,537,382)</b>	<b>(\$61,516,991)</b>	<b>\$104,697</b>	<b>(\$61,412,294)</b>	<b>\$353,040</b>	<b>-0.57%</b>	<b>\$457,737</b>	<b>-0.74%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$32,337,837</b>	<b>\$33,582,975</b>	<b>\$33,218,063</b>	<b>\$36,187,703</b>	<b>\$28,750</b>	<b>\$36,216,453</b>	<b>\$2,604,728</b>	<b>7.76%</b>	<b>\$2,633,478</b>	<b>7.84%</b>

New Investments include:

Operating Intake Form #32 Permanent Part Time Field Technician

Operating Intake Form #41 Sustainable Waste Management Strategy Waste Drywall Recycling Program

Operating Intake Form #43 Maintenance Operator II

Operating Intake #87 Growth Management Implementation – Development Services Field Supervisor

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

**Infrastructure & Growth Management**

**General Manager's Office**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$395,087	\$330,907	\$330,907	\$339,495	\$344,416	\$349,411	\$354,481
	<b>Materials &amp; Supplies</b>	\$7,027	\$8,176	\$9,176	\$7,676	\$7,755	\$7,836	\$7,919
	<b>Equipment &amp; Capital Purchases</b>	\$1,279	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Contracted &amp; Professional Services</b>	\$32,586	\$4,600	\$4,600	\$4,100	\$4,118	\$4,136	\$4,154
	<b>Sub-Total</b>	<b>\$435,980</b>	<b>\$343,683</b>	<b>\$344,683</b>	<b>\$351,271</b>	<b>\$356,289</b>	<b>\$361,383</b>	<b>\$366,554</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$6,764)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$96,459)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$103,223)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$332,757</b>	<b>\$343,683</b>	<b>\$344,683</b>	<b>\$351,271</b>	<b>\$356,289</b>	<b>\$361,383</b>	<b>\$366,554</b>



## 2017 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### General Manager's Office

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$395,087	\$330,907	\$330,907	\$339,495	\$0	\$339,495	\$8,588	2.60%	\$8,588	2.60%
	<b>Materials &amp; Supplies</b>	\$7,027	\$8,176	\$9,176	\$7,676	\$0	\$7,676	(\$500)	-6.12%	(\$500)	-6.12%
	<b>Equipment &amp; Capital Purchases</b>	\$1,279	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Contracted &amp; Professional Services</b>	\$32,586	\$4,600	\$4,600	\$4,100	\$0	\$4,100	(\$500)	-10.87%	(\$500)	-10.87%
	<b>Total</b>	<b>\$435,980</b>	<b>\$343,683</b>	<b>\$344,683</b>	<b>\$351,271</b>	<b>\$0</b>	<b>\$351,271</b>	<b>\$7,588</b>	<b>2.21%</b>	<b>\$7,588</b>	<b>2.21%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$6,764)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$96,459)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>(\$103,223)</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>-</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$332,757</b>	<b>\$343,683</b>	<b>\$344,683</b>	<b>\$351,271</b>		<b>\$351,271</b>	<b>\$7,588</b>	<b>2.21%</b>	<b>\$7,588</b>	<b>2.21%</b>

#### Comments:

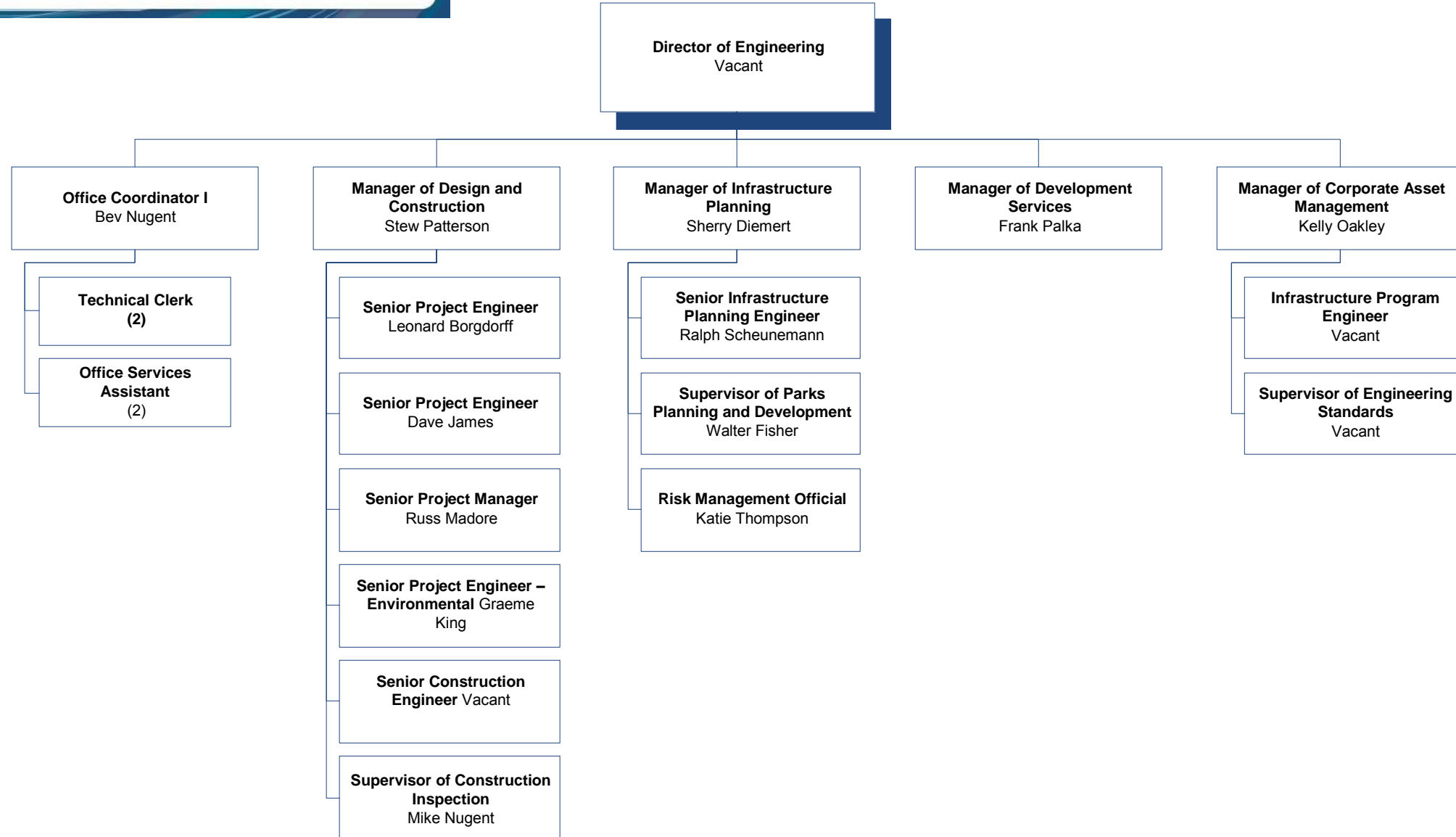
#### Decreases necessary in 2016 allocations in order to achieve 2.21%:

Stationery & Office Supplies – Office Expense from \$3,000 to \$2,500  
 Meetings & Meal Expenses remained at 2016 level of \$1,000  
 Conferences costs were reduced from \$750 to \$500  
 Staff Training & Development had a 50% reduction from \$500 to \$250

**ORGANIZATIONAL CHART**



**Infrastructure and Growth Management Division  
Engineering Department**



**Department:**  
**Engineering**

## Departmental Overview

Our vision is: "Effectively delivering sustainable infrastructure for the community."

Our mission is: "The Engineering Department will:

- manage the planning, construction and rehabilitation of the City's infrastructure assets (including transportation systems, drainage systems, drinking water systems, wastewater systems, and parks and trail systems)
- manage and preserve the City's natural assets (including urban forests, flora and fauna habitats, wetlands, surface water and groundwater) in an environmentally responsible, energy efficient, cost effective and sustainable fashion to serve the needs and expectations of the Community."

The Engineering Department is comprised of four branches, Corporate Asset Management, Design & Construction, Infrastructure Planning and Development Services. Services provided by these branches are listed below. In addition to these services, staff participate on a number of corporate projects and committees, and are involved in a number of inter-governmental matters.

### Corporate Asset Management Branch

The Corporate Asset Management Branch provides the following services:

- Develop and implement the City's Asset Management Strategy & Plans
- Planning of lifecycle investment requirements for the City's linear assets
- Linear infrastructure condition assessments
- Development of annual, multi-year capital plan
- Develop and update policies and standards for the City's infrastructure assets
- Apply for funding and grant applications for capital projects

### Design & Construction Branch

The Design and Construction Branch provides the following services:

- Project management for City infrastructure projects
- Project design (roads, water, wastewater, and stormwater)
- Engineering surveys
- Contract administration and construction quality assurance
- Engineering support for other City branches and departments
- Right of Way Activity Permits (ROWAP)
- Anti-graffiti Program

### Development Services Branch

The Development Services Branch provides the following services:

- Engineering review, analysis and comments on all development applications, including Official Plan amendments, Zoning by-law amendments, Site Plans, Plans of Subdivision and Condominiums, applications for Committee of Adjustment including severances and minor variances
- Management of IGM Division comments and conditions associated with "pre-consultation" for rezoning, subdivision and site plan applications
- Preparation of engineering conditions for Site Plan and Subdivision Agreements.

- Technical support in developing strategic policy and standards related to land development.
- Technical review, direction and sign off on development agreements
- Review and recommendation regarding security holdbacks and periodic reduction and release of letter of credits for all development agreements
- Subdivision and site plan assumption process

### Infrastructure Planning Branch

The Infrastructure Planning Branch provides the following services:

- Long-term planning of the City's infrastructure (roads, water, wastewater, stormwater, parks)
- Municipal Class Environmental Assessments
- Infrastructure modelling and studies
- Design and construction of parks and trails and development review for parks and open space
- Drinking Water Source Protection

### Key Departmental Objectives

- Strategic management of the City's corporate assets to minimize costs over the long-term
- Delivery of environmentally responsible, energy efficient, cost effective and sustainable infrastructure on time and on budget
- Timely review and approval of land development applications
- Master planning for infrastructure and parks

### Strategic Plan & Other Program Deliverables

- Responsible Spending: Demonstrate value for money
- Inclusive Community: Provide great public spaces
- Well Planned Transportation: Improve road network, improve options to get around, improve road safety

### Major Initiatives/Issues

- Cundles/Duckworth/Highway 400 Interchange Improvements
- Memorial Square Redevelopment
- Phase 3 & 4 of the Class EA process for roads in the Annexed Area (Infrastructure Implementation Plan)
- Design of trunk watermains and wastewater mains in the Annexed Area (Infrastructure Implementation Plan)
- City-wide Stormwater Model
- Major Site Plan Development
- Water Quality Improvement in Kempenfelt Bay
- Drinking Water Source Protection Plan Implementation
- Climate Change Strategy
- Corporate Asset Management Plan Implementation

### Key Performance Indicators

#### Corporate Asset Management Branch

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
MC Permit - Initial Review within 5 days	72%	100%	85%	100%
MC Permit - Approval within 15 days	94%	95%	85%	95%
Product Approvals - % Initial Review within 30 days	n/a	90%	0%	90%

#### Design & Construction Branch

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Percent of capital project designs complete by year end	n/a	100%	70%	100%
Percent of capital projects tendered on schedule	53%	100%	80%	100%
Change Orders as a % of total tender value	8%	7%	7%	7%

Capital expenditures as a % of forecasted expenditures	56%	100%	75%	100%
ROWAP inspection fees % spent vs collected	n/a	90%	90%	90%
Percent satisfaction based on construction customer survey	n/a	75%	75%	80%

#### Development Services Branch

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Average Pre-consultation review time 1st submission (days)	24 days	20 days	23 days	20 days
Average Site Plan review time 1st submission (days)	25 days	25 days	24 days	25 days
Average Subdivision review time (days)	40 days	38 days	38 days	30 days

#### Infrastructure Planning Branch

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Percent of total Risk Management Plans completed	n/a	13%	2%	23%
Percent of parks and trails capital projects completed on schedule	n/a	100%	100%	100%
Percent of Class Environmental studies completed on schedule	n/a	80%	90%	80%

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

**Infrastructure & Growth Management**  
**Engineering Department**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,018,666	\$4,192,410	\$3,997,115	\$4,622,681	\$4,660,477	\$4,745,683	\$4,824,645
	<b>Materials &amp; Supplies</b>	\$35,815	\$44,955	\$44,749	\$59,527	\$48,554	\$47,649	\$48,748
	<b>Equipment &amp; Capital Purchases</b>	\$80,064	\$81,190	\$96,354	\$70,890	\$62,760	\$66,830	\$70,901
	<b>Contracted &amp; Professional Services</b>	\$703,747	\$1,282,110	\$1,055,412	\$690,221	\$660,675	\$652,096	\$663,727
	<b>Rents &amp; Other Expenses</b>	\$17,103	\$30,000	\$21,500	\$35,000	\$35,450	\$35,907	\$36,370
	<b>Grant Expenses &amp; Transfers</b>	\$0	(\$880)	\$0	\$74,167	\$75,500	\$76,500	\$77,500
	<b>Sub-Total</b>	<b>\$4,855,394</b>	<b>\$5,629,785</b>	<b>\$5,215,130</b>	<b>\$5,552,485</b>	<b>\$5,543,415</b>	<b>\$5,624,665</b>	<b>\$5,721,891</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$589,040)	(\$694,467)	(\$628,501)	(\$675,467)	(\$682,780)	(\$690,733)	(\$698,329)
	<b>Licenses &amp; Permits</b>	(\$377,112)	(\$571,459)	(\$440,000)	(\$571,459)	(\$571,459)	(\$571,459)	(\$571,459)
	<b>Other Revenues</b>	(\$25,061)	(\$10,000)	(\$23,350)	(\$10,000)	(\$10,000)	(\$12,500)	(\$15,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$337,826)	(\$434,000)	(\$152,000)	(\$96,000)	(\$97,000)	(\$98,500)	(\$100,000)
	<b>Interdepartmental Transfers</b>	(\$1,786,682)	(\$2,162,787)	(\$1,791,860)	(\$1,843,118)	(\$1,820,070)	(\$1,856,859)	(\$1,886,750)
<b>Sub-Total</b>	<b>(\$3,115,720)</b>	<b>(\$3,872,713)</b>	<b>(\$3,035,710)</b>	<b>(\$3,196,044)</b>	<b>(\$3,181,309)</b>	<b>(\$3,230,050)</b>	<b>(\$3,271,539)</b>	
<b>Net Operating (Expense)/Revenue</b>	<b>\$1,739,674</b>	<b>\$1,757,071</b>	<b>\$2,179,420</b>	<b>\$2,356,442</b>	<b>\$2,362,106</b>	<b>\$2,394,615</b>	<b>\$2,450,353</b>	

## 2017 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

### Engineering Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,018,666	\$4,192,410	\$3,997,115	\$4,622,681	\$0	\$4,622,681	\$430,271	10.26%	\$430,271	10.26%
	<b>Materials &amp; Supplies</b>	\$35,815	\$44,955	\$44,749	\$59,527	\$15,000	\$74,527	\$14,572	32.41%	\$29,572	65.78%
	<b>Equipment &amp; Capital Purchases</b>	\$80,064	\$81,190	\$96,354	\$70,890	\$0	\$70,890	(\$10,300)	-12.69%	(\$10,300)	-12.69%
	<b>Contracted &amp; Professional Services</b>	\$703,747	\$1,282,110	\$1,055,412	\$690,221	\$0	\$690,221	(\$591,889)	-46.17%	(\$591,889)	-46.17%
	<b>Rents &amp; Other Expenses</b>	\$17,103	\$30,000	\$21,500	\$35,000	\$0	\$35,000	\$5,000	16.67%	\$5,000	16.67%
	<b>Grant Expenses &amp; Transfers</b>	\$0	(\$880)	\$0	\$74,167	\$0	\$74,167	\$75,047	-8528.07%	\$75,047	-8528.07%
	<b>Total</b>	<b>\$4,855,394</b>	<b>\$5,629,785</b>	<b>\$5,215,130</b>	<b>\$5,552,485</b>	<b>\$15,000</b>	<b>\$5,567,485</b>	<b>(\$77,299)</b>	<b>-1.37%</b>	<b>(\$62,299)</b>	<b>-1.11%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$589,040)	(\$694,467)	(\$628,501)	(\$675,467)	\$0	(\$675,467)	\$19,000	-2.74%	\$19,000	-2.74%
	<b>Licenses &amp; Permits</b>	(\$377,112)	(\$571,459)	(\$440,000)	(\$571,459)	\$0	(\$571,459)	\$0	0.00%	\$0	0.00%
	<b>Other Revenues</b>	(\$25,061)	(\$10,000)	(\$23,350)	(\$10,000)	\$0	(\$10,000)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$337,826)	(\$434,000)	(\$152,000)	(\$96,000)	\$0	(\$96,000)	\$338,000	-77.88%	\$338,000	-77.88%
	<b>Interdepartmental Transfers</b>	(\$1,786,682)	(\$2,162,787)	(\$1,791,860)	(\$1,843,118)	(\$15,000)	(\$1,858,118)	\$319,670	-14.78%	\$304,670	-14.09%
	<b>Total</b>	<b>(\$3,115,720)</b>	<b>(\$3,872,713)</b>	<b>(\$3,035,710)</b>	<b>(\$3,196,044)</b>	<b>(\$15,000)</b>	<b>(\$3,211,044)</b>	<b>\$676,670</b>	<b>-17.47%</b>	<b>\$661,670</b>	<b>-17.09%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,739,674</b>	<b>\$1,757,071</b>	<b>\$2,179,420</b>	<b>\$2,356,442</b>	<b>\$0</b>	<b>\$2,356,442</b>	<b>\$599,370</b>	<b>34.11%</b>	<b>\$599,370</b>	<b>34.11%</b>

## **Comments:**

### Salaries & Benefits:

- Development Services requires new investment to cover a new staff position to provide oversight of City-owned infrastructure projects within the annexed lands.
- The salary recovery calculation was revised to better reflect actual staff time that was recovered to bring recoveries in line with what was reported in prior years.
- Salaries & benefits were also affected by cost of living and step increases as well as the addition of a temporary technologist.

### Materials & Supplies:

- Infrastructure Planning requires new investment to allow the City meet its obligations to implement the Source Protection Plan. A new education and outreach program is being developed to protect drinking water from rising sodium and chloride concentrations that are directly related to the use of road salt.

### Rents and Other Expenses:

- Design & Construction saw a need to obtain debit terminals in order to accept payments for right of way activity permits.

### Services:

- The 2016 budget included several studies and consultant studies which are not required for 2017. These projects included the transportation standards update, water asset management plan update, the corporate asset management strategy update and the stormwater management plan.
- Infrastructure Planning requires new investment for the Climate Change Adaptation Strategy for Milestones 4 & 5.

### Grant Revenues & Contributions:

- Two Corporate Asset Management (CAM) projects (Stormwater AMP and CAM Status report) were funded by Federal Gas Tax in the amount of \$400k for 2016. The FGT funding is not needed for 2017 as the Stormwater AMP project has been deferred to 2018 and the CAM Status report is completed.

### Interdepartmental Transfers:

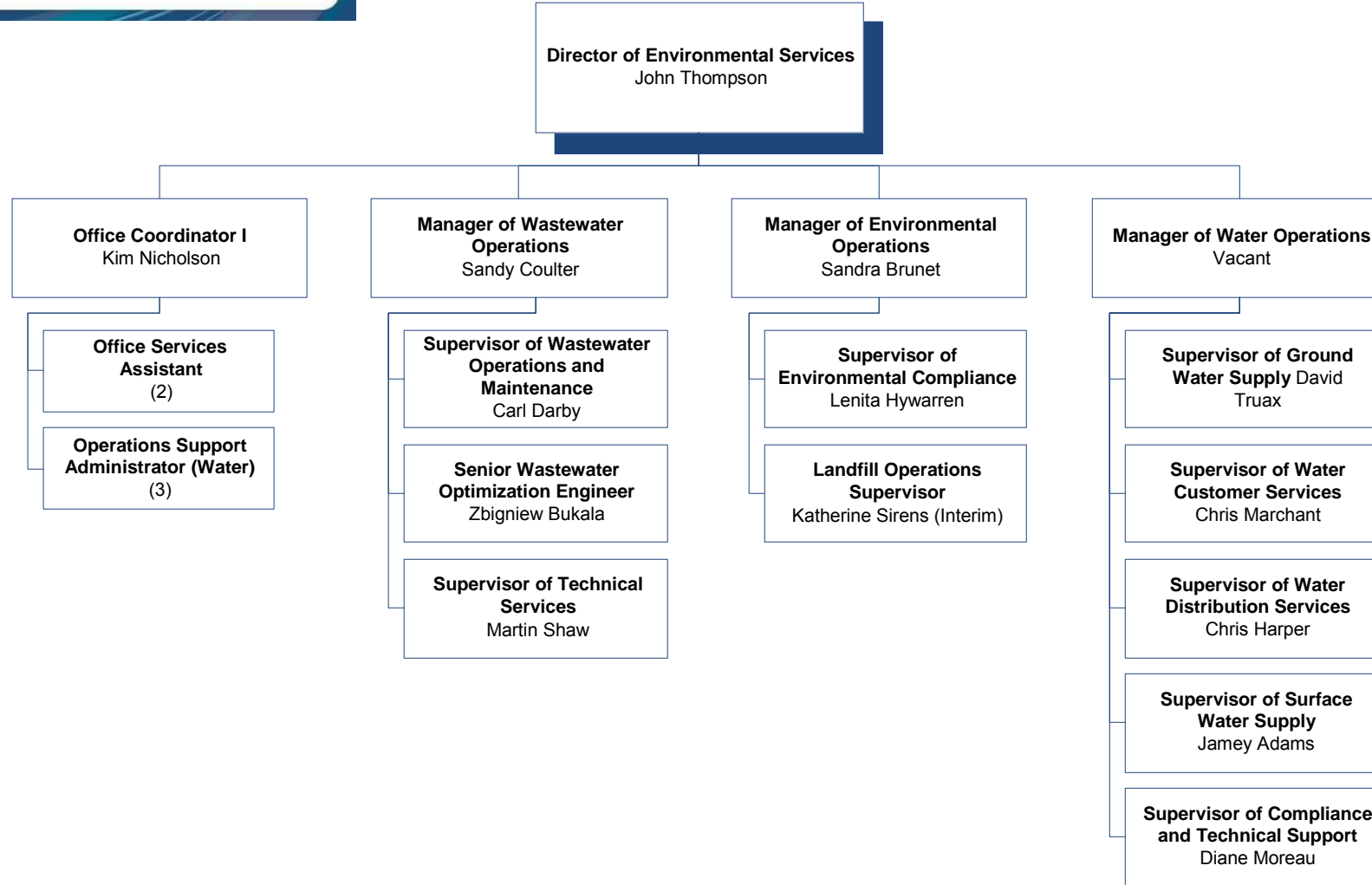
- Recoveries from Water/Wastewater rates should be limited to activities supporting those services. 2017 transfers have been adjusted down in several branches (Design & Construction, Infrastructure Asset Management, and Infrastructure Planning) to reflect anticipated 2017 workplans.



**ORGANIZATIONAL CHART**



**Infrastructure and Growth Management Division  
Environmental Services Department**



**Department:**  
**Environmental Services**

**Departmental Overview**

The Environmental Services Department is comprised of three Branches, including the Environmental Operations Branch, the Wastewater Operations Branch and the Water Operations Branch.

Key responsibilities include the operation and maintenance of the City's environmental infrastructure and systems including water supply, treatment and distribution systems; wastewater collection, treatment and disposal facilities; solid waste collection, diversion and disposal, and environmental investigation and response.

All three Branches, continued to strive in 2016 to implement the recommendations of the respective Service Area Reviews undertaken for each of the Branches in 2011 with a focus on improving efficiencies/economies and enhancing service delivery.

Departmental administration accounts for 1% of the Department's financial resources and 2% of the Department's staff resources.

**Environmental Operations Branch (EOB)**

The Environmental Operations Branch requires approximately 20% of the Department's financial resources and 18% of the Department's staff resources to perform 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; environmental investigation, emergency response, monitoring and compliance; environmental education programs & promotion all in accordance with the Environmental Protection Act (EPA).

The Landfill Re-Engineering Project continues to proceed on time and on budget with an anticipated completion in 2017. The Branch is working towards implementing various elements of the Sustainable Waste Management Plan which has received approval in principle and emphasized increased diversion and waste reduction opportunities.

**Wastewater Operations Branch (WWOB)**

The Wastewater Operations Branch requires approximately 38% of the Department's financial resources and 27% of the Department's staff resources to perform the following services: collection and treatment of wastewater; operation and maintenance of the Wastewater Treatment Facility (WwTF); 14 Remote Wastewater Pumping Stations; the Oro Biosolids Storage Facility plus 3 additional pumping stations at the Barrie Sports Complex; and the operation and maintenance of the Lake Simcoe Regional Airport (LSRA) sewage system. All works are performed in accordance with the Environmental Protection Act (EPA), Ontario Water Resources Act (OWRA), Lake Simcoe Protection Act (LSPA), Nutrient Management Act (NMA), etc.

Barrie has a recent Environmental Compliance Approval (ECA) from the Ministry which applies to considerably more restrictive effluent criteria, in particular, impacting the allowed discharge concentration of phosphorus commenced June 2015. Considerable process improvements are required in order to competently achieve the new limits on an on-going basis. Related improvements / additions include potential construction of new works with an expected cost ranging from \$40 million to \$100 million. In the

interim, an Optimization Section has been tasked with ensuring ongoing effluent compliance with considerable success to date.

### Water Operations Branch (WOB)

The Water Operations Branch requires approximately 42% of the Department's financial resources and 53% of the Department's staff resources to perform the following services: ensuring the delivery of a safe and adequate supply of potable water through the management of the Municipal Drinking Water System within (applicable) regulatory requirements (OWRA & Safe Drinking Water Act (SDWA), etc.). This includes the repair and maintenance of drinking water treatment systems, water mains, valves, hydrants, residential main shut off valves, repair and replacement and water meters for service billing; the inspection of water mains and services; the installation of Industrial / Commercial / Institutional water services and meters, new home meters and hydrant metered gate valves; the Backflow Prevention Program; the resolution of water quality or water pressure issues/complaints; the maintenance of City standard drawing details for water specifications; and the prevention of infrastructure damage through the locating services for all of the City of Barrie's buried infrastructure in accordance with "One Call" legislation.

### Key Departmental Objectives

Provision of the City of Barrie's operation and maintenance of municipal infrastructure for:

- Waste management and environmental protection;
- Collection, treatment and disposal of wastewater while protecting Lake Simcoe; and
- The delivery of a safe and adequate supply of potable and fire fighting water.

### Strategic Plan & Other Program Deliverables

- Meet level of service standards (LOS) prescribed by City Council and continue to strive for service improvements and operating efficiencies.
- Comply with legislation; Ontario Water Resources Act (OWRA), Safe Drinking Water Act (SDWA), Environmental Protection Act (EPA), Environmental Assessment Act (EAA), Ontario Building Code Act (OBCA), Occupational Health and Safety Act (OHSA), Municipal Act (MA), etc.
- Fully and competently satisfy regulatory compliance with applicable Provincial/Federal legislation at all times.

### Major Initiatives/Issues

- Promote worker safety practices; including communicating safety improvements with staff and seeking prevention.
- Develop/promote effective Public Communications Programs.
- Validate and monitor customer satisfaction.
- Adjust expenditures/ revenues to maintain targets.
- Ongoing review of processes to improve efficiencies.
- Track details of non-compliance incidents, implement corrective measures.
- Develop a framework for Standard Operating Procedures / Standard Operating Guidelines (SOP/SOG) development and training. Train staff on SOP/SOGs.
- Improve percentage of preventative maintenance (employ/optimize Computerized Maintenance Management System (CMMS) / City Works functionality).

### Key Performance Indicators

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Solid Waste management and environmental protection:				
<ul style="list-style-type: none"> <li>• Residential Diversion Rate</li> <li>• Service Complaints - Curbside Collections / 1,000 serviced units</li> </ul>	53.91 12.44	50 10	50 10	53 10
Collection, treatment and disposal of wastewater:				
<ul style="list-style-type: none"> <li>• Cost per Mega Litre (ML) of treated sewage</li> </ul>	\$983	\$1,018	\$986	\$1,041

Percent time treatment effluent limits met	100%	100%	100%	100%
The delivery of safe and adequate supply of potable and fire fighting water:				
<ul style="list-style-type: none"> <li>• Cost per Mega Litre (ML) of treated water</li> <li>• Number of customer complaints per 1,000 customers.</li> </ul>	\$1,401	\$1,372	\$1,358	\$1,553
	3.77	1.3	2.15	1.8

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

**Infrastructure & Growth Management**  
**Environmental Services Department**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,179,553	\$2,475,973	\$2,768,415	\$2,635,989	\$2,744,290	\$2,788,928	\$2,834,285
	<b>Materials &amp; Supplies</b>	\$494,103	\$414,000	\$360,639	\$390,160	\$396,139	\$390,540	\$382,824
	<b>Equipment &amp; Capital Purchases</b>	\$51,482	\$32,550	\$53,000	\$32,550	\$32,550	\$33,000	\$33,200
	<b>Contracted &amp; Professional Services</b>	\$5,364,334	\$5,791,901	\$5,523,934	\$6,529,940	\$6,714,233	\$7,026,330	\$7,050,037
	<b>Rents &amp; Other Expenses</b>	\$21,811	\$23,300	\$20,800	\$35,800	\$50,800	\$50,800	\$50,800
	<b>Grant Expenses &amp; Transfers</b>	\$343,055	\$377,360	\$377,360	\$415,096	\$456,606	\$502,266	\$552,493
	<b>Sub-Total</b>	<b>\$8,454,337</b>	<b>\$9,115,084</b>	<b>\$9,104,149</b>	<b>\$10,039,535</b>	<b>\$10,394,617</b>	<b>\$10,791,864</b>	<b>\$10,903,639</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,468,642)	(\$1,589,585)	(\$1,403,500)	(\$1,526,800)	(\$1,546,800)	(\$1,571,800)	(\$1,592,800)
	<b>Other Revenues</b>	(\$2,228)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$1,255,296)	(\$1,300,600)	(\$1,248,960)	(\$1,251,560)	(\$1,251,560)	(\$1,251,560)	(\$1,246,160)
	<b>Interdepartmental Transfers</b>	(\$509,259)	(\$623,669)	(\$628,168)	(\$834,791)	(\$831,896)	(\$834,219)	(\$842,239)
	<b>Sub-Total</b>	<b>(\$3,235,424)</b>	<b>(\$3,513,854)</b>	<b>(\$3,280,628)</b>	<b>(\$3,613,151)</b>	<b>(\$3,630,256)</b>	<b>(\$3,657,579)</b>	<b>(\$3,681,199)</b>
<b>Net Operating (Expense)/Revenue</b>	<b>\$5,218,913</b>	<b>\$5,601,230</b>	<b>\$5,823,520</b>	<b>\$6,426,384</b>	<b>\$6,764,361</b>	<b>\$7,134,285</b>	<b>\$7,222,440</b>	

## 2017 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

### Environmental Services Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,179,553	\$2,475,973	\$2,768,415	\$2,635,989	\$36,434	\$2,672,423	\$160,016	6.46%	\$196,450	7.93%
	<b>Materials &amp; Supplies</b>	\$494,103	\$414,000	\$360,639	\$390,160	\$200	\$390,360	(\$23,840)	-5.76%	(\$23,640)	-5.71%
	<b>Equipment &amp; Capital Purchases</b>	\$51,482	\$32,550	\$53,000	\$32,550	\$0	\$32,550	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$5,364,334	\$5,791,901	\$5,523,934	\$6,529,940	\$29,750	\$6,559,690	\$738,039	12.74%	\$767,789	13.26%
	<b>Rents &amp; Other Expenses</b>	\$21,811	\$23,300	\$20,800	\$35,800	\$0	\$35,800	\$12,500	53.65%	\$12,500	53.65%
	<b>Grant Expenses &amp; Transfers</b>	\$343,055	\$377,360	\$377,360	\$415,096	\$0	\$415,096	\$37,736	10.00%	\$37,736	10.00%
	<b>Total</b>	<b>\$8,454,337</b>	<b>\$9,115,084</b>	<b>\$9,104,149</b>	<b>\$10,039,535</b>	<b>\$66,384</b>	<b>\$10,105,919</b>	<b>\$924,451</b>	<b>10.14%</b>	<b>\$990,835</b>	<b>10.87%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,468,642)	(\$1,589,585)	(\$1,403,500)	(\$1,526,800)	\$0	(\$1,526,800)	\$62,785	-3.95%	\$62,785	-3.95%
	<b>Other Revenues</b>	(\$2,228)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$1,255,296)	(\$1,300,600)	(\$1,248,960)	(\$1,251,560)	\$0	(\$1,251,560)	\$49,040	-3.77%	\$49,040	-3.77%
	<b>Interdepartmental Transfers</b>	(\$509,259)	(\$623,669)	(\$628,168)	(\$834,791)	(\$37,634)	(\$872,425)	(\$211,122)	33.85%	(\$248,756)	39.89%
	<b>Total</b>	<b>(\$3,235,424)</b>	<b>(\$3,513,854)</b>	<b>(\$3,280,628)</b>	<b>(\$3,613,151)</b>	<b>(\$37,634)</b>	<b>(\$3,650,785)</b>	<b>(\$99,297)</b>	<b>2.83%</b>	<b>(\$136,931)</b>	<b>3.90%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$5,218,913</b>	<b>\$5,601,230</b>	<b>\$5,823,520</b>	<b>\$6,426,384</b>	<b>\$28,750</b>	<b>\$6,455,134</b>	<b>\$825,154</b>	<b>14.73%</b>	<b>\$853,904</b>	<b>15.24%</b>

#### Comments:

The 15.24% increase is primarily due to the Council directed increase in the level of service for multi-residential waste services, enhanced compliance requirements, new regulations as well as changes to existing legislation and the associated staff training.

## ORGANIZATIONAL CHART

Infrastructure and Growth Management Division  
Planning & Building Services Department



**Department:**  
**Planning and Building Services**

## **Departmental Overview**

The Planning and Building Services Department is comprised of two branches: Community Planning and Building Services. The Department's mission is to guide the growth and development of Barrie towards a vibrant, livable and resilient community through development of a strong policy framework for land use decision making and development review services, and to administer and enforce the Ontario Building Code to ensure the safety of the City's residents. The two Branches work together to implement provincial policies, address corporate strategic objectives and apply best practices in land use planning and building practices, and guide development and growth with full support from professional, technical and administrative support staff. Feedback and interaction with a variety of other Departments within the organization, and gained through public consultation, are key to realizing Council and corporate directions, many of which are initiated and commenced through the planning and building processes.

### **Community Planning Branch**

The Community Planning Branch comprises approximately 100% of the Department's resources to perform the following main functions and services (growth planning, sustainable development and by-law enforcement):

- Review, analyze and report on Development Applications including Official Plan and Zoning By-law Amendments, Plans of Subdivision and Condominium, and Site Plan Approval.
- Co-ordinates Ward (Neighborhood) Meetings.
- Co-ordinate the City's review of development and site plan pre-consultation applications.
- Manage the Site Plan review process, including processing of all Site Plan Applications, coordinating Departmental and Agency comments, preparation of conditions and review of Site Plan Agreements.
- Provide administration support, including Secretary-Treasurer function, to the Committee of Adjustment.
- Provide Zoning By-law review, approvals and interpretation for development applications, Zoning Certificates, Compliance Letters, Secondary Suites and Liquor Licenses.
- Record, monitor and report on development activity throughout the City of Barrie.
- Provide expert testimony before the Ontario Municipal Board on a broad range of development and policy matters.
- Co-ordinate and prepare master planning documents such as the City's Official Plan and Zoning By-law.
- Prepare special studies and reviews related to specific planning issues such as Affordable Housing, Intensification, Natural Heritage, Brownfields and Employment Land Conversion.
- Monitor and update policy documents.
- Liaise with senior levels of government and service partners to ensure conformity with upper tier documents and to co-ordinate policy development.
- Prepare, review and analyze population and demographic information related to long range planning, economic development, finance and strategic planning.
- Develop and maintain policies that support Council's strategic priorities and ensure the orderly and planned development of the City.
- Technical services (non - GIS) and statistical information to support the functions of the Planning and Building Services Department and other City Departments.
- Prepare exhibits and gather data for Ontario Municipal Board Hearings.
- Maintain internal and external website for the Planning and Building Services Department.
- Make presentations to Council, special interest groups and the public on specific policy initiatives.



- Administers street naming function for the Municipality.
- Provide Zoning Enforcement of Zoning By-law infractions.
- Oversee the implementation of a comprehensive approach to land use, infrastructure and financial planning as identified in the Memorandum of Understanding (MOU) with landowners in the Annexed Lands.
- Co-ordinate the implementation of the plans for the Annexed Lands including amendments thereto.
- Review and approve preliminary proposals for the Annexed Lands prior to formal submission to ensure consistency with the City's framework for growth including related plans and strategies.
- Co-ordinates the analysis of data related to growth and reporting on same.
- Oversees the preparation, monitoring and updating of planning instruments for the Annexed Lands including zoning and Urban Design Guidelines.
- Conduct and/or directs growth management related research.
- Liaise with landowners, developers, consultants and the City's public sector partners regarding the implementation of the plans for the Annexed Lands.

### **Building Services Branch**

This branch requires approximately 100% of the Branch resources. Based on historical data and future expectations, the Building Services Branch will deliver the following services in 2017:

- Process 1,550 permits for construction of approximately 300 dwelling units and approximately 78,000m<sup>2</sup> of industrial, commercial and institutional floor area with a total construction value of \$190 million.
  - Conduct approximately 13,000 site inspections of construction projects.
    - Respond to 140 complaints/enquiries about building construction and grading.

### **Key Departmental Objectives**

Providing for the balanced growth and safe development of the City of Barrie through clear, comprehensive, and sound implementation of land use planning policies and principles and building practices:

- Completing timely reviews and well thought out recommendations on private development applications that are consistent with the City's long range plans and urban design objectives.
- Accommodating population growth and making wise use of existing infrastructure and amenities while creating complete neighborhoods and reducing reliance on the automobile.
- Protecting and enhancing the City's Natural Heritage features and reducing climatic and environmental impacts while improving the "greening" of the City.
- Creation of new policies, and review of existing policies, to address emerging issues and identifying trends that affect the livability of the City including affordable housing, safety, job creation, fiscal responsibility and access to services and amenities.
- Ensure that the public is engaged in the creation of new strategic initiatives and local development projects.
- Providing a timely, efficient and professional review of building plans and construction.

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

- Continue to deliver on the core business throughout 2017 in the context of senior government policy initiatives and *The Planning Act*.
- Continue to support growth management initiatives such as the completion of the Urban Design Guidelines and Zoning By-law and processing and review of the initial draft plans of subdivision for the annexed lands.
- Focus on initiatives that contribute to creating a vibrant and healthy City Centre through timely processing of development application approvals and new policy development.
- Promote appropriate intensification projects to address density targets.
- Promote good building practices and ensure that buildings adhere to plans and Ontario Building Code.

### **Major Initiatives/Issues**

- Preparation of a new Official Plan.
- Continued implementation of the Affordable Housing Strategies.
- Initiation of the Essa Road Intensification Review.
- Begin the receipt and processing of the first development applications within the Annexation Area.
- Initiate the comprehensive reporting of development progression, timing of infrastructure construction and financing related to development within the City, including the Annexation Area.
- Implementation of a new Community Improvement Plan which offer incentives to key objectives: affordable housing; brownfields; and intensification.

- Implement enhancements as determined necessary to the development review and public consultation process, including ward meeting system.
- Encourage the development community to continue to strive for the highest quality buildings and developments for the City.

### Key Performance Indicators

Well considered and timely approvals and recommendations on private development applications

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Average number of working days for issuance of draft site plan approval conditions (days)		50	49	45
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium)		90	80	90

Accommodating population growth and making wise use of existing infrastructure and amenities while creating complete neighbourhoods and reducing reliance on the automobile.

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of development applications approved that incorporate denser residential and/or mixed use development in the Intensification Areas		5	6 - 2 sub/condo and 4 site plans	7
Percent of site plan applications approved that incorporate improved streetscape, including street oriented buildings and boulevard amenities such as gardens, patios, benches and bicycle racks.		90	90	95

Protecting and enhancing the City's Natural Heritage features and reducing climatic and environmental impacts while improving the "greening" of the City.

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha)		4	2	15

Creation of new policies and review of existing policies to address emerging issues and identifying trends that affect the livability of the City including, affordable housing, safety, job creation, fiscal responsibility and access to services and amenities.

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of new policies, amendments to Planning documents and/or special studies approved by Council.		5	2	4

Ensure that the public is engaged in the creation of new strategic initiatives and local development projects.

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of Open Houses/Ward Meetings Held for Policy Planning Projects		6	6	7
Number of Ward Meetings Held for Development Applications		13	11	13
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application		450	500	650

Ward Meetings				
Number of Special Interest Group Presentations (i.e. BILD)		4	4	5

Provision of a wider diversity of housing types and increased "affordability".

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)		100	44	100
Number of Second Suite Zoning Certificates Issued by the Planning Services Department		100	228	150
Percentage of Low, Medium and High Density Housing Units Approved through Development Proposals		60/30/10	2/32/66 (5/35/60)	60/30/10
Percentage of Ownership and Rental Units Approved through Development Proposals		75/25	80/20	75/25

Objective: Delivery of Services

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Operating cost for Building Permits per \$1000 of Construction Activity		11.8	12.0	12.0
Percentage of Cost Recovery from Fees and Fines (Building Services)		100%	100%	100%

Objective: Timely Delivery of Services

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Percentage of Building Permit applications reviewed within legislated timeframes	94%	96%	82%	92%

Objective: Increased voluntary compliance

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Average # of inspections to approve occupancy for new dwelling units	1.8	1.8	1.8	1.5

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

**Infrastructure & Growth Management**  
**Planning & Building Services Department**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$3,117,160	\$4,183,733	\$3,626,768	\$4,433,471	\$4,550,832	\$4,664,008	\$4,739,940
	<b>Materials &amp; Supplies</b>	\$27,829	\$30,914	\$29,994	\$31,214	\$32,930	\$33,960	\$35,115
	<b>Equipment &amp; Capital Purchases</b>	\$3,421	\$9,000	\$3,582	\$8,700	\$10,200	\$12,200	\$10,200
	<b>Contracted &amp; Professional Services</b>	\$121,690	\$224,350	\$187,340	\$235,050	\$121,800	\$125,723	\$131,169
	<b>Rents &amp; Other Expenses</b>	\$6,973	\$21,670	\$20,187	\$21,625	\$21,400	\$21,625	\$21,650
	<b>Grant Expenses &amp; Transfers</b>	\$6,746	\$171,222	\$143,244	\$595,294	\$1,603,901	\$2,162,080	\$2,557,170
	<b>Sub-Total</b>	<b>\$3,283,819</b>	<b>\$4,640,889</b>	<b>\$4,011,115</b>	<b>\$5,325,354</b>	<b>\$6,341,064</b>	<b>\$7,019,596</b>	<b>\$7,495,243</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$615,179)	(\$1,168,659)	(\$1,306,456)	(\$1,352,000)	(\$1,093,200)	(\$1,113,050)	(\$1,135,100)
	<b>Licenses &amp; Permits</b>	(\$2,114,233)	(\$2,801,011)	(\$2,900,000)	(\$2,965,610)	(\$4,000,000)	(\$4,400,000)	(\$4,800,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$227,859)	(\$175,244)	(\$79,707)	(\$328,500)	(\$268,000)	(\$272,000)	(\$276,000)
	<b>Interdepartmental Transfers</b>	\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$2,957,271)</b>	<b>(\$4,144,914)</b>	<b>(\$4,236,163)</b>	<b>(\$4,596,110)</b>	<b>(\$5,361,200)</b>	<b>(\$5,785,050)</b>	<b>(\$6,211,100)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$326,547</b>	<b>\$495,976</b>	<b>(\$225,048)</b>	<b>\$729,244</b>	<b>\$979,864</b>	<b>\$1,234,546</b>	<b>\$1,284,143</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

### Planning & Building Services Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$3,117,160	\$4,183,733	\$3,626,768	\$4,433,471	\$0	\$4,433,471	\$249,738	5.97%	\$249,738	5.97%
	<b>Materials &amp; Supplies</b>	\$27,829	\$30,914	\$29,994	\$31,214	\$0	\$31,214	\$300	0.97%	\$300	0.97%
	<b>Equipment &amp; Capital Purchases</b>	\$3,421	\$9,000	\$3,582	\$8,700	\$0	\$8,700	(\$300)	-3.33%	(\$300)	-3.33%
	<b>Contracted &amp; Professional Services</b>	\$121,690	\$224,350	\$187,340	\$235,050	\$0	\$235,050	\$10,700	4.77%	\$10,700	4.77%
	<b>Rents &amp; Other Expenses</b>	\$6,973	\$21,670	\$20,187	\$21,625	\$0	\$21,625	(\$45)	-0.21%	(\$45)	-0.21%
	<b>Grant Expenses &amp; Transfers</b>	\$6,746	\$171,222	\$143,244	\$595,294	\$0	\$595,294	\$424,072	247.67%	\$424,072	247.67%
	<b>Total</b>	<b>\$3,283,819</b>	<b>\$4,640,889</b>	<b>\$4,011,115</b>	<b>\$5,325,354</b>	<b>\$0</b>	<b>\$5,325,354</b>	<b>\$684,465</b>	<b>14.75%</b>	<b>\$684,465</b>	<b>14.75%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$615,179)	(\$1,168,659)	(\$1,306,456)	(\$1,352,000)	\$0	(\$1,352,000)	(\$183,341)	15.69%	(\$183,341)	15.69%
	<b>Licenses &amp; Permits</b>	(\$2,114,233)	(\$2,801,011)	(\$2,900,000)	(\$2,965,610)	\$0	(\$2,965,610)	(\$164,599)	5.88%	(\$164,599)	5.88%
	<b>Grant Revenues &amp; Contributions</b>	(\$227,859)	(\$175,244)	(\$79,707)	(\$328,500)	\$0	(\$328,500)	(\$153,256)	87.45%	(\$153,256)	87.45%
	<b>Interdepartmental Transfers</b>	\$0	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	-	\$50,000	-
	<b>Total</b>	<b>(\$2,957,271)</b>	<b>(\$4,144,914)</b>	<b>(\$4,236,163)</b>	<b>(\$4,596,110)</b>	<b>\$0</b>	<b>(\$4,596,110)</b>	<b>(\$451,196)</b>	<b>10.89%</b>	<b>(\$451,196)</b>	<b>10.89%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$326,547</b>	<b>\$495,976</b>	<b>(\$225,048)</b>	<b>\$729,244</b>		<b>\$729,244</b>	<b>\$233,268</b>	<b>47.03%</b>	<b>\$233,268</b>	<b>47.03%</b>

**Comments:**

Salaries & Benefits: Increases is due to job re-evaluations, annual salary increase and additional approved staff complement for both the Building and Planning branches.

Materials & Supplies: Increase is primarily as a result of additional staff complement.

Services: Increase is primarily as a result of additional staff complement.

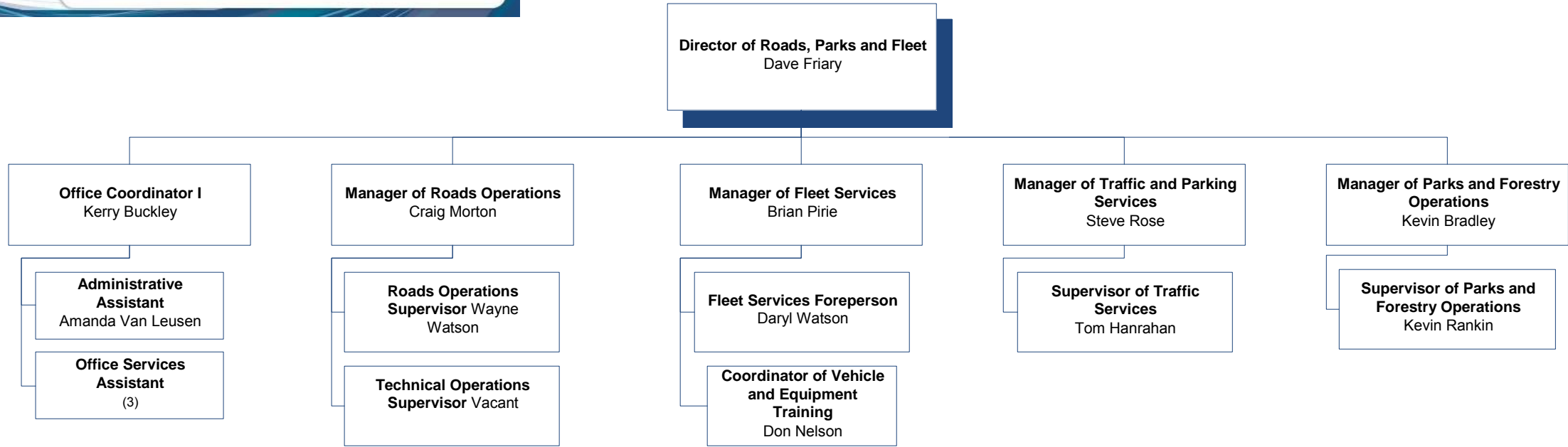
User Fees, Service Charges & Rentals: With a full building staff complement additional inspections and illegal construction activities can be followed up on and therefore contribute to increased revenues

Grant Expense & transfers: The 2017 budget includes a \$550K contribution to the proposed Growth Management Reserve. The contribution is funded from planning and development fees. In addition, contributions from the Building Reserve are needed to cover Building Service's portion of corporate overhead.

Grant Revenues & Contributions: Growth Management positions will be funded from the proposed Growth Management Reserve in 2017 (one of which was funded from the tax rate stabilization reserve in 2016)

## ORGANIZATIONAL CHART

Infrastructure and Growth Management Division  
Roads, Parks and Fleet Department



**Department:**  
**Roads, Parks and Fleet**

## **Departmental Overview**

The Roads, Parks and Fleet Department is comprised of five Branches; Administration, Traffic and Parking, Parks and Forestry, Roads and Rail; and Fleet Services.

Key responsibilities include the operation and maintenance of the City's public works infrastructure and systems including roadways; rail, storm drainage systems; waste water collection; winter control; parks and green spaces; signals and streetlights; parking operations; transportation planning and the corporation's fleet of vehicles and equipment.

### **Parks & Forestry Operations**

The Parks & Forestry Branch requires approximately 20% of the Department's financial resources and 20% of the Department's staff resources. The 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 145 kilometers of trails. Services include horticulture displays and maintenance, turf management, shoreline maintenance, maintenance of parks amenities such as playgrounds, playcourts, picnic shelters, and spray pads, waste collection, landscape construction, City's outdoor rink program, greenhouse operations, trails maintenance, and winter snow removal operations.

The Forestry Section of the Branch provides a range of diverse services including the planting, inspection, and maintenance of over 35,000 City owned trees, community engagement, education and awareness, vegetation management of natural areas, 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.

### **Roads Operations**

The Roads Operations Branch requires approximately 46% of the Department's financial resources and 52% of the Department's staff resources to perform the following services: road surface and bridge maintenance including winter control; roads and sidewalk repairs; catch basin, oil grit separator cleaning and repairs; watercourse maintenance, including channel and structure repairs and storm water management facility maintenance; sanitary sewer repairs; flushing and inspections; and the operation of the Barrie Collingwood Railway.

The Road Surfaces 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 section of the Branch performs street sweeping, walkway maintenance, garbage removal from roadside and fence and retaining wall maintenance. This section is responsible for road patrols and reporting of roadway deficiencies to meet Ontario regulations and provides after hours response for Departmental issues. During the winter season this section performs sidewalk snow removal, sanding, salting and additional winter patrols.

The Wastewater Collection and Stormwater section of the Branch carries out wastewater flushing, emergency response, repairs to the collection piping system including maintenance hole repairs. The stormwater responsibilities of this section include operation and maintenance of the stormwater conveyance system and treatment facilities comprised of storm pipe, ditches, oil grit separators, 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.

The Technical Services section of the Branch provides supporting engineering, information technology and technical activities. This section is responsible for developing, administering and overseeing the implementation of operation and maintenance programs and work plans to create efficiencies in asset management and to 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 and effective service delivery. Additionally this section develops contracts for various activities in the Branch and oversees contract execution and payment. This section has oversight of continuous improvement and administration of Cityworks, and other information technology software and hardware and related processes Department wide. The Technical Services section is responsible for the safe and efficient operation the Barrie Collingwood Railway.

### **Traffic & Parking Services**

The Traffic & Parking Services branch requires approximately 14% of the Departments financial resources and 14% of the Departments staff resources to perform the following services:

The Branch is responsible for Traffic administration, roadway illumination, roadway traffic signage, project signing, traffic control signals, pavement markings, traffic safety and guide rails and railway crossing maintenance, – Parking planning administration, maintenance and collection and maintenance. Parking lots, parking lot snow clearing and paid parking operations (Meters)

### **Fleet Services**

The Fleet Services Branch requires approximately 14% of the Department's financial resources and 14% of the Department's staff resources to perform the following services: purchase and disposal of all City of Barrie motorized equipment; maintenance and repair to all City vehicles and equipment; provide vehicle and equipment operator training programs; to ensure all City equipment is safe and compliant with all government regulations (CVOR, Drive Clean, Highway Traffic Act, etc.).

### **Administration**

The Administration branch consists of the Director or Roads, Parks and Fleet, an Office Coordinator I, and 3 full time administrative staff requiring approximately 5% of the Departments financial resources and 2% of the Departments staff resources.

### **Key Departmental Objectives**

- The adoption of best practices in the operation, maintenance and management of park, trail and open space facilities and assets.
- Deliver quality operation and maintenance activities for roads, sidewalks, wastewater collection, storm water, traffic controls, street lighting, parking.
- Maintain and manage City of Barrie's corporate fleet and equipment.
- Timely review of land development applications.
- Manage and maintain City of Barrie's corporate fleet and equipment

### **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.
- Transportation/Traffic Management including traffic signal optimizations and traffic calming initiatives
- Parking Management of single space, multi space machines and permit parking.  
Meet or exceed regulatory compliance with provincial legislation

### **Major Initiatives/Issues**

- The development and implementation of a formal training and development program with enhanced

succession planning for the Parks & Forestry Branch to build a multi-disciplinary workforce in preparation for the growth lands development.

- Continue with implementation of Cityworks functionality, asset data collection associated with processes for RPF assets including mobility for field use.
- Implement the System Wide Environmental Compliance pilot project with MOECC.
- Provide vehicle and equipment training, including communicating number of incidents with staff

### Key Performance Indicators

Indicator	2015 Actual	2016 Plan	2016 Projected	2017 Plan
Street Trees Planted	886	950	950	950
Trees Planted Through Community Planting Partnerships	NA	700	700	750
Number of Playground Inspections Completed	NA	1536	1533	1536
Traffic Signal Timing Review	45	45	60	50
Traffic Collisions per Population	56	56	59	59
Traffic Collisions per Land KM	1.9	1.9	1.6	1.6
Well Planned Transportation - Safer Roads Winter Control Service Level Compliance (to Municipal Act Regulations)	89%	95%	93%	95%
Maintain and manage City of Barrie's corporate fleet and equipment <ul style="list-style-type: none"> <li>• Accidents/incidents per year involving City equipment</li> </ul>	33	20	23	20

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

**Infrastructure & Growth Management**  
**Roads, Parks, & Fleet Department**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$10,895,984	\$11,657,185	\$11,464,911	\$12,176,485	\$12,503,166	\$12,722,045	\$12,911,203
	<b>Materials &amp; Supplies</b>	\$4,767,153	\$4,727,547	\$4,464,627	\$4,320,204	\$4,685,898	\$5,032,687	\$5,427,569
	<b>Equipment &amp; Capital Purchases</b>	\$334,814	\$586,818	\$171,075	\$405,700	\$430,650	\$457,519	\$484,907
	<b>Services</b>	\$11,906,569	\$11,682,260	\$12,138,076	\$10,127,748	\$11,116,364	\$11,619,142	\$12,148,348
	<b>Rents &amp; Other Expenses</b>	\$488,678	\$550,996	\$585,473	\$624,496	\$552,883	\$555,383	\$558,883
	<b>Grant Expenses &amp; Transfers</b>	\$30,060	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
	<b>Sub-Total</b>	<b>\$28,423,259</b>	<b>\$29,244,806</b>	<b>\$28,864,162</b>	<b>\$27,694,632</b>	<b>\$29,328,961</b>	<b>\$30,426,776</b>	<b>\$31,570,910</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$406,599)	(\$163,102)	(\$55,036)	(\$149,569)	(\$118,664)	(\$119,739)	(\$120,914)
	<b>Other Revenues</b>	(\$65,359)	(\$60,000)	(\$151,973)	(\$60,000)	(\$35,000)	(\$10,000)	(\$10,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$2,346,060)	(\$2,805,000)	(\$2,775,000)	(\$305,000)	(\$305,000)	(\$305,000)	(\$290,000)
	<b>Interdepartmental Transfers</b>	\$269,079	(\$831,689)	(\$786,665)	(\$855,702)	(\$1,054,587)	(\$1,070,795)	(\$1,073,972)
	<b>Sub-Total</b>	<b>(\$2,548,940)</b>	<b>(\$3,859,791)</b>	<b>(\$3,768,675)</b>	<b>(\$1,370,271)</b>	<b>(\$1,513,251)</b>	<b>(\$1,505,534)</b>	<b>(\$1,494,886)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$25,874,318</b>	<b>\$25,385,015</b>	<b>\$25,095,488</b>	<b>\$26,324,362</b>	<b>\$27,815,710</b>	<b>\$28,921,242</b>	<b>\$30,076,024</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

### Roads, Parks, & Fleet Department

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$10,895,984	\$11,657,185	\$11,464,911	\$12,176,485	\$0	\$12,176,485	\$519,299	4.45%	\$519,299	4.45%
	<b>Materials &amp; Supplies</b>	\$4,767,153	\$4,727,547	\$4,464,627	\$4,320,204	\$0	\$4,320,204	(\$407,343)	-8.62%	(\$407,343)	-8.62%
	<b>Equipment &amp; Capital Purchases</b>	\$334,814	\$586,818	\$171,075	\$405,700	\$0	\$405,700	(\$181,118)	-30.86%	(\$181,118)	-30.86%
	<b>Contracted &amp; Professional Services</b>	\$11,906,569	\$11,682,260	\$12,138,076	\$10,127,748	\$0	\$10,127,748	(\$1,554,512)	-13.31%	(\$1,554,512)	-13.31%
	<b>Rents &amp; Other Expenses</b>	\$488,678	\$550,996	\$585,473	\$624,496	\$0	\$624,496	\$73,500	13.34%	\$73,500	13.34%
	<b>Grant Expenses &amp; Transfers</b>	\$30,060	\$40,000	\$40,000	\$40,000	\$0	\$40,000	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>\$28,423,259</b>	<b>\$29,244,806</b>	<b>\$28,864,162</b>	<b>\$27,694,632</b>	<b>\$0</b>	<b>\$27,694,632</b>	<b>(\$1,550,174)</b>	<b>-5.30%</b>	<b>(\$1,550,174)</b>	<b>-5.30%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$406,599)	(\$163,102)	(\$55,036)	(\$149,569)	\$0	(\$149,569)	\$13,533	-8.30%	\$13,533	-8.30%
	<b>Other Revenues</b>	(\$65,359)	(\$60,000)	(\$151,973)	(\$60,000)	\$0	(\$60,000)	\$0	0.00%	\$0	0.00%
	<b>Grant Revenues &amp; Contributions</b>	(\$2,346,060)	(\$2,805,000)	(\$2,775,000)	(\$305,000)	\$0	(\$305,000)	\$2,500,000	-89.13%	\$2,500,000	-89.13%
	<b>Interdepartmental Transfers</b>	\$269,079	(\$831,689)	(\$786,665)	(\$855,702)	\$0	(\$855,702)	(\$24,013)	2.89%	(\$24,013)	2.89%
	<b>Total</b>	<b>(\$2,548,940)</b>	<b>(\$3,859,791)</b>	<b>(\$3,768,675)</b>	<b>(\$1,370,271)</b>	<b>\$0</b>	<b>(\$1,370,271)</b>	<b>\$2,489,521</b>	<b>-64.50%</b>	<b>\$2,489,521</b>	<b>-64.50%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$25,874,318</b>	<b>\$25,385,015</b>	<b>\$25,095,488</b>	<b>\$26,324,362</b>	<b>\$0</b>	<b>\$26,324,362</b>	<b>\$939,347</b>	<b>3.70%</b>	<b>\$939,347</b>	<b>3.70%</b>

**Comments:**

Salaries and benefits reflect annual costing of GME1, GME2, and the Horticultural foreperson. Corrections were made to the grid levels for a Manager and Supervisor. COLA and merit increases are also included in the total increase.

Materials and supplies reflect the salt use reduction strategy, lower fuel prices, and recent mild winters.

Services expenses have declined by \$2.5M as the road life cycle program has been removed from the operating budget and set up in capital for 2017 and future years.

Grant revenue reflects the absence of the Federal Gas Tax transfer that was used to fund the road life cycle program.

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

**Corporate Transactions**

**Corporate Expenses**

		<b>2015 Actuals</b>	<b>2016 Budget</b>	<b>2016 - In Year Forecast</b>	<b>2017 - Budget</b>	<b>2018 - Forecast</b>	<b>2019 - Forecast</b>	<b>2020 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$206,659	(\$600,000)	(\$600,000)	(\$450,000)	(\$600,000)	(\$600,000)	(\$600,000)
	<b>Materials &amp; Supplies</b>	\$9,055	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
	<b>Contracted &amp; Professional Services</b>	\$1,951,018	\$1,789,812	\$1,811,512	\$1,742,000	\$1,830,000	\$1,920,000	\$2,012,000
	<b>Debt Servicing &amp; Insurance Expenses</b>	\$26,001,410	\$28,496,915	\$27,598,728	\$30,362,128	\$35,059,119	\$41,236,239	\$41,719,844
	<b>Contributions to Reserves</b>	\$24,939,980	\$27,213,540	\$27,213,540	\$31,213,540	\$35,713,540	\$41,113,540	\$48,937,077
	<b>Sub-Total</b>	<b>\$53,108,121</b>	<b>\$56,912,267</b>	<b>\$56,035,780</b>	<b>\$62,879,668</b>	<b>\$72,014,659</b>	<b>\$83,681,779</b>	<b>\$92,080,921</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$136,220)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Other Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Draws from DC Reserve Funds</b>	(\$1,147,171)	(\$1,514,938)	(\$1,381,633)	(\$1,820,955)	(\$2,522,278)	(\$3,968,631)	(\$4,566,370)
	<b>Interdepartmental Transfers</b>	(\$15,854,272)	(\$16,277,518)	(\$16,091,804)	(\$16,447,458)	(\$16,769,315)	(\$17,292,653)	(\$17,714,441)
	<b>Sub-Total</b>	<b>(\$17,137,664)</b>	<b>(\$17,792,456)</b>	<b>(\$17,473,437)</b>	<b>(\$18,268,413)</b>	<b>(\$19,291,593)</b>	<b>(\$21,261,284)</b>	<b>(\$22,280,811)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$35,970,457</b>	<b>\$39,119,811</b>	<b>\$38,562,343</b>	<b>\$44,611,255</b>	<b>\$52,723,066</b>	<b>\$62,420,495</b>	<b>\$69,800,110</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Corporate Transactions

### Corporate Expenses

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$206,659	(\$600,000)	(\$600,000)	(\$450,000)	\$0	(\$450,000)	\$150,000	-25.00%	\$150,000	-25.00%
	<b>Materials &amp; Supplies</b>	\$9,055	\$12,000	\$12,000	\$12,000	\$0	\$12,000	\$0	0.00%	\$0	0.00%
	<b>Contracted &amp; Professional Services</b>	\$1,951,018	\$1,789,812	\$1,811,512	\$1,742,000	\$0	\$1,742,000	(\$47,812)	-2.67%	(\$47,812)	-2.67%
	<b>Debt Servicing &amp; Insurance Expenses</b>	\$26,001,410	\$28,496,915	\$27,598,728	\$30,362,128	\$0	\$30,362,128	\$1,865,213	6.55%	\$1,865,213	6.55%
	<b>Contribution to Reserves</b>	\$24,939,980	\$27,213,540	\$27,213,540	\$31,213,540	\$0	\$31,213,540	\$4,000,000	14.70%	\$4,000,000	14.70%
	<b>Total</b>	<b>\$53,108,121</b>	<b>\$56,912,267</b>	<b>\$56,035,780</b>	<b>\$62,879,668</b>	<b>\$0</b>	<b>\$62,879,668</b>	<b>\$5,967,401</b>	<b>10.49%</b>	<b>\$5,967,401</b>	<b>10.49%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$136,220)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Other Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Draws from DC Reserve Funds</b>	(\$1,147,171)	(\$1,514,938)	(\$1,381,633)	(\$1,820,955)	\$0	(\$1,820,955)	(\$306,017)	20.20%	(\$306,017)	20.20%
	<b>Interdepartmental Transfers</b>	(\$15,854,272)	(\$16,277,518)	(\$16,091,804)	(\$16,447,458)	\$96,715	(\$16,350,743)	(\$169,940)	1.04%	(\$73,225)	0.45%
	<b>Total</b>	<b>(\$17,137,664)</b>	<b>(\$17,792,456)</b>	<b>(\$17,473,437)</b>	<b>(\$18,268,413)</b>	<b>\$96,715</b>	<b>(\$18,171,698)</b>	<b>(\$475,957)</b>	<b>2.68%</b>	<b>(\$379,242)</b>	<b>2.13%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$35,970,457</b>	<b>\$39,119,811</b>	<b>\$38,562,343</b>	<b>\$44,611,255</b>	<b>\$96,715</b>	<b>\$44,707,970</b>	<b>\$5,491,444</b>	<b>14.04%</b>	<b>\$5,588,159</b>	<b>14.28%</b>

**Comments:**

The salaries and benefits line consists primarily of the annual salary gapping target. For 2017 the target has been increased \$100K over the 2016 to \$900K. This line also includes corporately held salary and vacation/lieu time payout contingencies.

Services consist primarily of MPAC fees.

Insurance expense has been held at 2016 levels pending updated quotes from the City's insurance provider. The remaining year-over-year change on this line pertains to the expected increase to debt servicing costs. This increase is a combination of annualized costs for the two 2016 debentures and a \$12.7M debenture planned for June 2017.

The increase in contributions to reserves consists of an additional \$3.5M contributed to the tax capital reserve (\$2.5M relating to DIRF and \$1M relating to the amortization method). In addition, the contribution to the County of Simcoe Capital Reserve has been increased by \$300K to \$1.4M and a \$200K contribution to a proposed Legal Contingency reserve has been added for 2017.

Draws from DC reserves fund debt servicing costs for debt incurred on growth related projects.

Interdepartmental transfers consist of recoveries from user rates for water, wastewater, and parking debt servicing costs. This line also contains and offsetting charge for facility costs for City Hall.



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

**Corporate Transactions**

**Corporate Revenues**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Rents &amp; Other Expenses</b>	(\$128,425)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Expenses &amp; Transfers</b>	\$531,000	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$402,575</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 &amp; Payments in Lieu of Taxes</b>	(\$200,635,795)	(\$210,123,414)	(\$209,626,509)	(\$223,282,518)	(\$239,049,297)	(\$254,287,249)	(\$271,075,942)
	<b>Advertising &amp; Sundry Revenue</b>	(\$13,872)	(\$277,500)	\$0	(\$277,500)	(\$277,500)	(\$200,000)	(\$200,000)
	<b>Interest &amp; Penalties</b>	(\$2,602,369)	(\$2,445,000)	(\$2,435,400)	(\$2,570,000)	(\$2,870,000)	(\$2,970,000)	(\$3,060,000)
	<b>Net Investment Revenue</b>	(\$1,710,684)	(\$1,672,000)	(\$1,522,191)	(\$1,574,741)	(\$1,565,511)	(\$1,573,062)	(\$1,580,688)
	<b>Grant Revenues &amp; Contributions</b>	(\$400,000)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	(\$3,776,928)	(\$3,815,576)	(\$3,815,576)	(\$3,614,519)	(\$3,637,104)	(\$3,659,648)	(\$3,682,640)
	<b>Sub-Total</b>	<b>(\$209,139,648)</b>	<b>(\$218,333,490)</b>	<b>(\$217,399,676)</b>	<b>(\$231,319,279)</b>	<b>(\$247,399,412)</b>	<b>(\$262,689,959)</b>	<b>(\$279,599,269)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>(\$208,737,073)</b>	<b>(\$218,333,490)</b>	<b>(\$217,399,676)</b>	<b>(\$231,319,279)</b>	<b>(\$247,399,412)</b>	<b>(\$262,689,959)</b>	<b>(\$279,599,269)</b>

## 2017 - BASE BUDGET CHANGE REPORT

### Corporate Transactions

### Corporate Revenues

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Rents &amp; Other Expenses</b>	(\$128,425)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Expenses &amp; Transfers</b>	\$531,000	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$402,575</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>-</b>
<b>Revenues</b>	<b>Property Taxes &amp; Payments in Lieu of Taxes</b>	(\$200,635,795)	(\$210,123,414)	(\$209,626,509)	(\$223,282,518)	(\$473,381)	(\$223,755,899)	(\$13,159,104)	6.26%	(\$13,632,485)	6.49%
	<b>Advertising &amp; Sundry Revenue</b>	(\$13,872)	(\$277,500)	\$0	(\$277,500)	\$0	(\$277,500)	\$0	0.00%	\$0	0.00%
	<b>Interest &amp; Penalties</b>	(\$2,602,369)	(\$2,445,000)	(\$2,435,400)	(\$2,570,000)	\$0	(\$2,570,000)	(\$125,000)	5.11%	(\$125,000)	5.11%
	<b>Net Investment Revenue</b>	(\$1,710,684)	(\$1,672,000)	(\$1,522,191)	(\$1,574,741)	\$0	(\$1,574,741)	\$97,259	-5.82%	\$97,259	-5.82%
	<b>Grant Revenues &amp; Contributions</b>	(\$400,000)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Interdepartmental Transfers</b>	(\$3,776,928)	(\$3,815,576)	(\$3,815,576)	(\$3,614,519)	\$0	(\$3,614,519)	\$201,057	-5.27%	\$201,057	-5.27%
	<b>Total</b>	<b>(\$209,139,648)</b>	<b>(\$218,333,490)</b>	<b>(\$217,399,676)</b>	<b>(\$231,319,279)</b>	<b>(\$473,381)</b>	<b>(\$231,792,660)</b>	<b>(\$12,985,789)</b>	<b>5.95%</b>	<b>(\$13,459,169)</b>	<b>6.16%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>(\$208,737,073)</b>	<b>(\$218,333,490)</b>	<b>(\$217,399,676)</b>	<b>(\$231,319,279)</b>	<b>(\$473,381)</b>	<b>(\$231,792,660)</b>	<b>(\$12,985,789)</b>	<b>5.95%</b>	<b>(\$13,459,169)</b>	<b>6.16%</b>

Comments:

The year-over-year change in property taxes and payments in lieu of taxes is primarily tied to the required tax levy increase associated with the proposed 2017 tax funded budget. The net tax impact of recommended 2017 investments and service recommendations is also included on this line. Interest and penalties are primarily related to tax arrears.

Net investment revenue consists of revenue from active investment, bank interest, and interest on the BHHI note receivable. These revenue streams are offset by associated transfers to obligatory reserve funds as required by legislation. Budgeted active investment income has been increased year-over-year to align with the bank rate +1% target. However, overall investment income directly benefiting the tax rate is expected to be down year-over-year as a combined result of a reduction on the interest rate for the BHHI note receivable and a year-over-year increase to the required transfer to obligatory reserves.

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

**City Council & Committees**

		2015 Actuals	2016 Budget	2016 - In Year Forecast	2017 - Budget	2018 - Forecast	2019 - Forecast	2020 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$408,524	\$424,436	\$421,890	\$432,852	\$439,243	\$445,731	\$452,315
	<b>Materials &amp; Supplies</b>	\$61,211	\$134,896	\$122,706	\$137,284	\$146,639	\$140,831	\$142,274
	<b>Contracted &amp; Professional Services</b>	\$83,727	\$101,135	\$82,685	\$102,835	\$111,885	\$107,235	\$105,385
	<b>Grant Expenses &amp; Transfers</b>	\$27,354	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$580,816</b>	<b>\$660,467</b>	<b>\$627,281</b>	<b>\$672,970</b>	<b>\$697,767</b>	<b>\$693,797</b>	<b>\$699,974</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$2,354)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$2,354)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$578,462</b>	<b>\$660,467</b>	<b>\$627,281</b>	<b>\$672,970</b>	<b>\$697,767</b>	<b>\$693,797</b>	<b>\$699,974</b>

## 2017 - BASE BUDGET CHANGE REPORT

### City Council & Committees

		2015 Actuals	2016 Budget	In Year Forecast	2017 Base Budget	New Investments	2017 Requested Budget	Change in 2017 Base Budget to 2016 Approved Budget		Change in 2017 Requested Budget to 2016 Approved Budget	
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$408,524	\$424,436	\$421,890	\$432,852	\$0	\$432,852	\$8,416	1.98%	\$8,416	1.98%
	<b>Materials &amp; Supplies</b>	\$61,211	\$134,896	\$122,706	\$137,284	\$0	\$137,284	\$2,387	1.77%	\$2,387	1.77%
	<b>Contracted &amp; Professional Services</b>	\$83,727	\$101,135	\$82,685	\$102,835	\$0	\$102,835	\$1,700	1.68%	\$1,700	1.68%
	<b>Grant Expenses &amp; Transfers</b>	\$27,354	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$580,816</b>	<b>\$660,467</b>	<b>\$627,281</b>	<b>\$672,970</b>	<b>\$0</b>	<b>\$672,970</b>	<b>\$12,503</b>	<b>1.89%</b>	<b>\$12,503</b>	<b>1.89%</b>
<b>Revenues</b>	<b>Other Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Grant Revenues &amp; Contributions</b>	(\$2,354)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Interdepartmental Transfers</b>	\$0	\$0	\$5,000	\$5,000	\$0	\$5,000	\$5,000	-	\$5,000	-
	<b>Total</b>	<b>(\$2,354)</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>-</b>	<b>\$5,000</b>	<b>-</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$578,462</b>	<b>\$660,467</b>	<b>\$632,281</b>	<b>\$677,970</b>		<b>\$677,970</b>	<b>\$17,503</b>	<b>2.65%</b>	<b>\$17,503</b>	<b>2.65%</b>

### Comments:

Increase in Salaries and Benefits compared to 2016 in year forecast due to Ward Seven vacancy for one and a half months of 2016 and \$2K increase in honouraria payments anticipated for Committee of Adjustment appointees due to increased number of applications expected. Increase of \$5K associated with interdepartmental transfer to Culture to offset costs incurred with audio visual and technical support for City Council and General Committee meetings provided by Theatre Technicians. 2016 in year forecast also reflects anticipated underspending of members of Council's expense accounts and specific Committee of Council budgets.