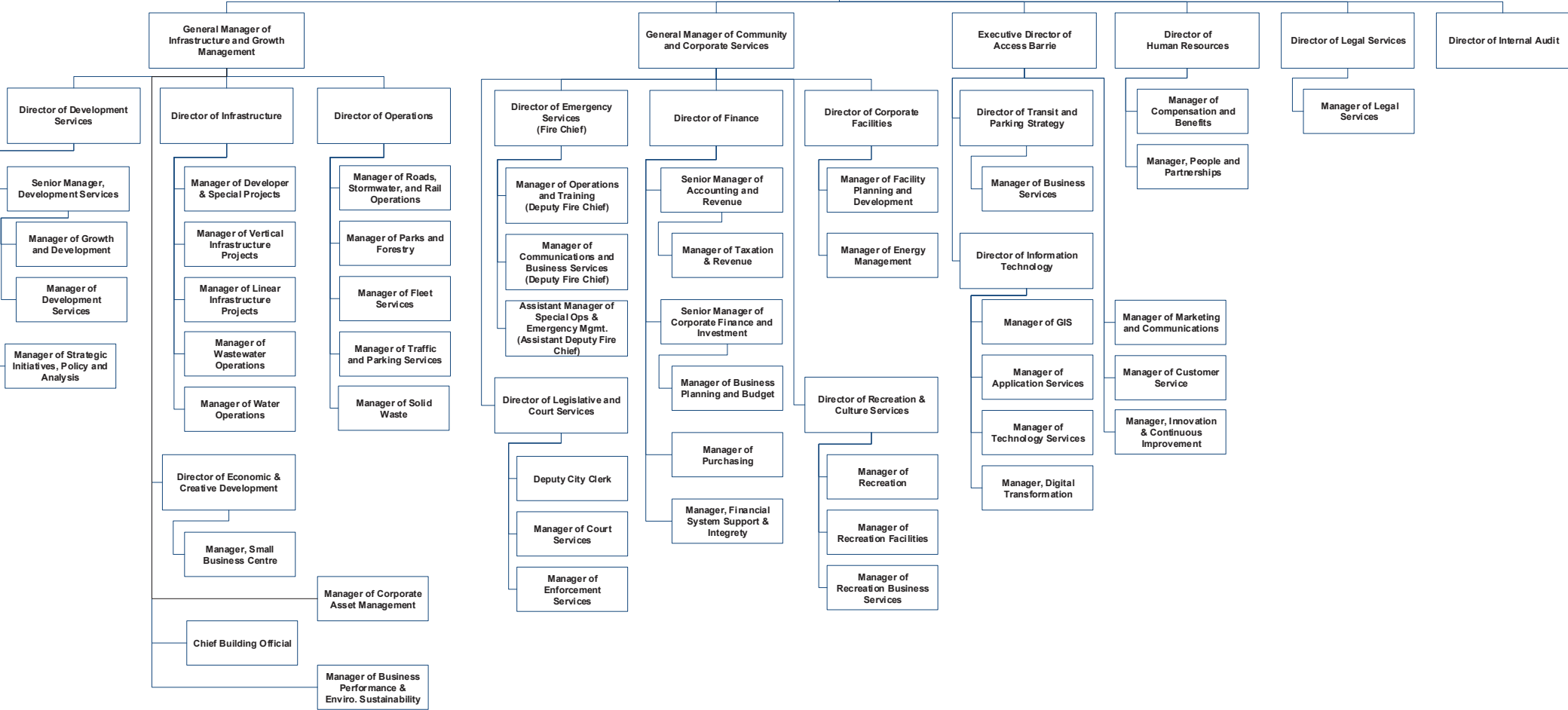
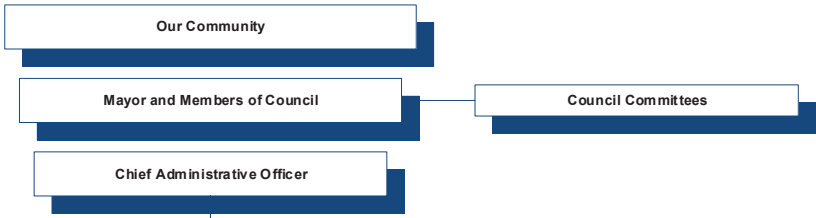
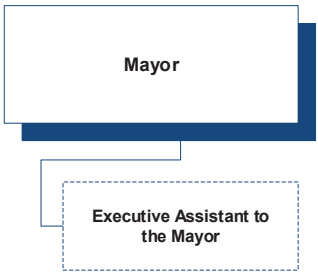


ORGANIZATIONAL CHART
Barrie Corporation of the City of Barrie



Barrie ORGANIZATIONAL CHART
Office of the Mayor & Chief Administrative Officer



Performance Plan 2021 - OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Division Goals

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

Key Division Service Delivery Initiatives

- Prioritize, in collaboration with the City's Executive Management Team, annual strategic corporate initiatives and related capital plan to advance Council's strategic priorities
- Strengthen Financial Management through the Long Range Financial Plan and increased automation of financial data to support accurate and timely reporting
- Provide oversight of processes and initiatives leading to Cultural Change across the corporation with a focus on leadership, customer service, accountability, collaboration, innovation, communications and continuous improvement
- Implementation of a performance measurement framework that enhances accountability and transparency
- Oversee city-wide growth management including development in the Secondary Plan areas
- Manage the City's Growth Plan in a manner consistent with the approved financial framework for growth
- Complete the final phase of the 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 and fostering effective partnerships

External Factors Influencing Activities & Outcomes

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

Budget Summary

Department	2021 Net Requested Budget	2021 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the CAO	\$681,504	2		2
Office of the Mayor	\$335,154	2		2
Legal Services	\$1,882,078	11		11
Human Resources	\$3,233,042	18	1	19
Internal Audit	\$369,308	2		2
Total	\$6,501,087	35	1	36

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

CAO & Mayor's Office

Divisional Summary

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$4,354,697	\$4,840,830	\$5,046,404	\$4,962,374	\$4,876,723	\$4,978,697	\$5,078,246
	Materials & Supplies	\$75,101	\$103,172	\$99,435	\$102,797	\$104,481	\$105,738	\$107,226
	Equipment & Capital Purchases	\$3,011	\$9,015	\$6,261	\$9,030	\$11,045	\$11,060	\$11,075
	Services	\$1,286,860	\$2,219,790	\$1,982,015	\$1,855,469	\$2,290,923	\$2,251,155	\$2,141,613
	Rents & Other Expenses	\$1,642	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Expenses & Transfers	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$5,746,310	\$7,172,807	\$7,134,115	\$6,929,669	\$7,283,172	\$7,346,650	\$7,338,160
Revenues	User Fees, Service Charges, & Rentals	(\$202,729)	(\$164,750)	(\$132,970)	(\$165,050)	(\$165,250)	(\$165,450)	(\$165,650)
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$232,099)	(\$550,000)	(\$545,000)	(\$145,000)	(\$475,000)	(\$400,000)	(\$400,000)
	Interdepartmental Transfers	(\$131,678)	(\$151,007)	(\$151,007)	(\$157,403)	(\$159,642)	(\$162,370)	(\$165,147)
	Sub-Total	(\$566,506)	(\$865,757)	(\$828,977)	(\$467,453)	(\$799,892)	(\$727,820)	(\$730,797)
Net Operating (Expense)/Revenue		\$5,179,804	\$6,307,051	\$6,305,139	\$6,462,216	\$6,483,280	\$6,618,830	\$6,607,363

2021 - BASE BUDGET CHANGE REPORT

CAO & Mayor's Office

Divisional Summary

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$4,440,566	\$4,901,583	\$5,110,404	\$5,024,624	\$69,548	\$5,094,172	\$123,040	2.51%	\$192,588	3.93%
	Recovery from Capital	(\$85,869)	(\$60,753)	(\$64,000)	(\$62,250)	\$0	(\$62,250)	(\$1,497)	2.46%	(\$1,497)	2.46%
	Materials & Supplies	\$75,101	\$103,172	\$99,435	\$102,797	\$0	\$102,797	(\$375)	-0.36%	(\$375)	-0.36%
	Equipment & Capital Purchases	\$3,011	\$9,015	\$6,261	\$9,030	\$0	\$9,030	\$15	0.17%	\$15	0.17%
	Services	\$1,286,860	\$2,219,790	\$1,982,015	\$1,855,469	\$0	\$1,855,469	(\$364,321)	-16.41%	(\$364,321)	-16.41%
	Rents & Other Expenses	\$1,642	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Expenses & Transfers	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	\$5,746,310	\$7,172,807	\$7,134,115	\$6,929,669	\$69,548	\$6,999,217	(\$243,138)	-3.39%	(\$173,590)	-2.42%
Revenues	User Fees, Service Charges, & Rentals	(\$202,729)	(\$164,750)	(\$132,970)	(\$165,050)	\$0	(\$165,050)	(\$300)	0.18%	(\$300)	0.18%
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$232,099)	(\$550,000)	(\$545,000)	(\$145,000)	(\$30,678)	(\$175,678)	\$405,000	-73.64%	\$374,322	-68.06%
	Interdepartmental Transfers	(\$131,678)	(\$151,007)	(\$151,007)	(\$157,403)	\$0	(\$157,403)	(\$6,396)	4.24%	(\$6,396)	4.24%
	Total	(\$566,506)	(\$865,757)	(\$828,977)	(\$467,453)	(\$30,678)	(\$498,130)	\$398,304	-46.01%	\$367,626	-42.46%
Net Operating Expense/(Revenue)		\$5,179,804	\$6,307,051	\$6,305,139	\$6,462,216	\$38,870	\$6,501,087	\$155,166	2.46%	\$194,036	3.08%

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

CAO & Mayor's Office
Office of the Mayor

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$213,791	\$306,139	\$299,552	\$311,677	\$221,084	\$224,827	\$228,638
	Materials & Supplies	\$17,732	\$24,000	\$18,000	\$24,300	\$18,300	\$18,300	\$18,300
	Services	\$62,966	\$116,000	\$96,700	\$113,500	\$110,500	\$35,500	\$5,500
	Sub-Total	\$294,488	\$446,139	\$414,252	\$449,477	\$349,884	\$278,627	\$252,438
Revenues	User Fees, Service Charges, & Rentals	(\$20,000)	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$10,000)	(\$150,000)	(\$145,000)	(\$145,000)	(\$75,000)	\$0	\$0
	Sub-Total	(\$30,000)	(\$150,000)	(\$145,000)	(\$145,000)	(\$75,000)	\$0	\$0
Net Operating (Expense)/Revenue		\$264,488	\$296,139	\$269,252	\$304,477	\$274,884	\$278,627	\$252,438

2021 - BASE BUDGET CHANGE REPORT

CAO & Mayor's Office

Office of the Mayor

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$213,791	\$306,139	\$299,552	\$311,677	\$61,355	\$373,032	\$5,538	1.81%	\$66,893	21.85%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$17,732	\$24,000	\$18,000	\$24,300	\$0	\$24,300	\$300	1.25%	\$300	1.25%
	Services	\$62,966	\$116,000	\$96,700	\$113,500	\$0	\$113,500	(\$2,500)	-2.16%	(\$2,500)	-2.16%
	Total	\$294,488	\$446,139	\$414,252	\$449,477	\$61,355	\$510,832	\$3,338	0.75%	\$64,693	14.50%
Revenues	User Fees, Service Charges, & Rentals	(\$20,000)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$10,000)	(\$150,000)	(\$145,000)	(\$145,000)	(\$30,678)	(\$175,678)	\$5,000	-3.33%	(\$25,678)	17.12%
	Total	(\$30,000)	(\$150,000)	(\$145,000)	(\$145,000)	(\$30,678)	(\$175,678)	\$5,000	-3.33%	(\$25,678)	17.12%
Net Operating Expense/(Revenue)		\$264,488	\$296,139	\$269,252	\$304,477	\$30,678	\$335,154	\$8,338	2.82%	\$39,015	13.17%

Comments:

Salaries & Benefits

Salary changes are mainly driven by regular step increases, benefit rate and cost of living increases. New Investments relate to the request for the addition of a temporary Administrative Assistant position to support intergovernmental advocacy through the Ontario Big City Mayors group.

Grant Revenues & Contributions

New Investments relate to the request for the addition of a temporary Administrative Assistant position, 50% of which would be funded through contributions from 29 Member municipalities.

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

**CAO & Mayor's Office
Office of the CAO**

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$488,680	\$470,234	\$473,845	\$472,626	\$479,411	\$487,675	\$496,087
	Materials & Supplies	\$10,884	\$23,345	\$17,993	\$23,690	\$24,045	\$24,400	\$24,755
	Equipment & Capital Purchases	(\$915)	\$1,015	\$761	\$1,030	\$1,045	\$1,060	\$1,075
	Services	\$210,823	\$207,059	\$156,895	\$210,158	\$213,299	\$216,440	\$219,494
	Sub-Total	\$709,472	\$701,653	\$649,494	\$707,504	\$717,800	\$729,575	\$741,411
Revenues	User Fees, Service Charges, & Rentals	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)
	Grant Revenues & Contributions	(\$197,923)	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	(\$223,923)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)
Net Operating (Expense)/Revenue		\$485,549	\$675,653	\$623,494	\$681,504	\$691,800	\$703,575	\$715,411

2021 - BASE BUDGET CHANGE REPORT

CAO & Mayor's Office

Office of the CAO

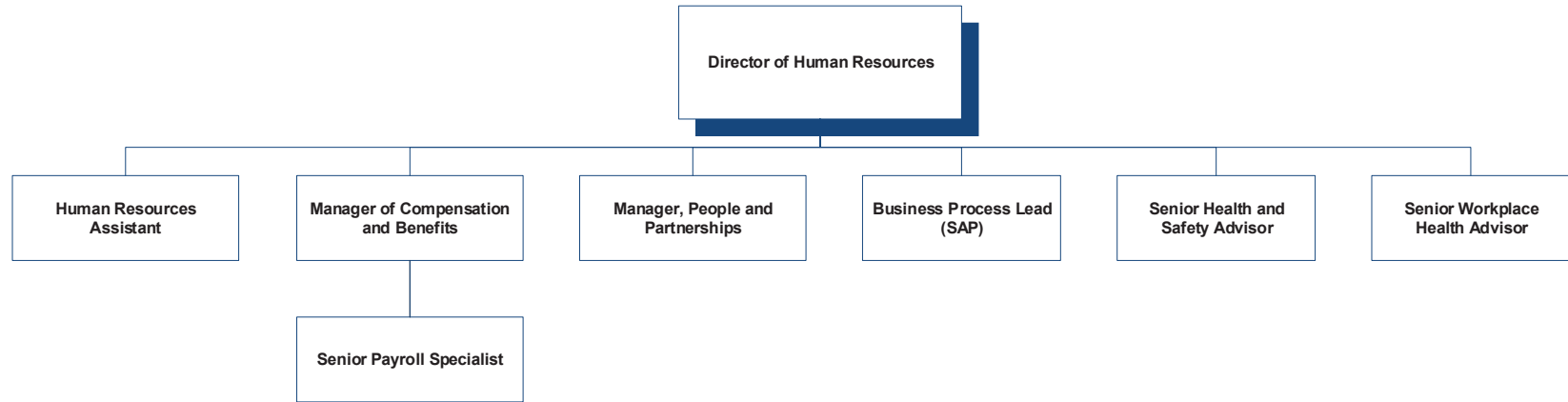
		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$488,680	\$470,234	\$473,845	\$472,626	\$0	\$472,626	\$2,393	0.51%	\$2,393	0.51%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$10,884	\$23,345	\$17,993	\$23,690	\$0	\$23,690	\$345	1.48%	\$345	1.48%
	Equipment & Capital Purchases	(\$915)	\$1,015	\$761	\$1,030	\$0	\$1,030	\$15	1.48%	\$15	1.48%
	Services	\$210,823	\$207,059	\$156,895	\$210,158	\$0	\$210,158	\$3,099	1.50%	\$3,099	1.50%
	Total		\$709,472	\$701,653	\$649,494	\$707,504	\$0	\$707,504	\$5,852	0.83%	\$5,852
Revenues	User Fees, Service Charges, & Rentals	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	\$0	(\$26,000)	\$0	0.00%	\$0	0.00%
	Grant Revenues & Contributions	(\$197,923)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	(\$223,923)	(\$26,000)	(\$26,000)	(\$26,000)	\$0	(\$26,000)	\$0	0.00%	\$0	0.00%
Net Operating Expense/(Revenue)		\$485,549	\$675,653	\$623,494	\$681,504		\$681,504	\$5,852	0.87%	\$5,852	0.87%

Comments:



ORGANIZATIONAL CHART

Human Resources Department





Performance Plan 2021

Department:
Human Resources

Departmental Overview

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

Accessibility & Diversity

- Provides expert guidance and advice to all staff regarding the AODA and Ontario Human Rights legislation and the IASR standards. Ensures compliance is met and maintained internally and from a community perspective, acts as the primary staff support for the AAC, and manages all accessibility complaints.
- Engages with all employee groups to promote equality, diversity, and inclusion within the Corporation, while providing guidance to reduce discrimination and the perception of discrimination within our internal policies, procedures, programs, and services.

Recruitment

- Provides guidance and advice to management staff on legislation, policies, procedures, and practices related to the hiring process and/or employee movement within the City.
- Provides interpretation of the applicable Collective Agreement language for the purposes of the hiring process to ensure the City is meeting our obligations under the agreement.
- Provides information and support to employees, and liaises with internal and external candidates throughout the hiring process.
- Coordinates the administration of the hiring process with the hiring manager to successfully recruit for vacant positions.
- Assists the hiring manager with creating valid and reliable assessment tools to ensure the selection process is sound and provides creative options when dealing with a vacancy that is difficult to fill.
- Negotiates the details of employment offers to candidates on behalf of the hiring manager.
- Facilitates training sessions with hiring managers to provide them with the required knowledge and tools needed to equip them in effective hiring.
- Markets the City as a great place to work through our external website, LinkedIn and job fairs.
- Develops and maintains a comprehensive database of policies, procedures, and guides related to recruitment to support the hiring process.

Payroll

- Provides expert guidance, advice, and leadership on all matters related to payroll
- Provides oversight for wage deductions, record keeping, and verifying the reliability of pay data
- Responsible for calculating reimbursements, overtime, and holiday pay
- Provides oversight for legislative requirements related to employee pay

Workforce Planning and Development

- Provides expert guidance, advice and leadership on all matters related to organizational design
- Provides support for Human Resource Planning including but not limited to organizational design, restructuring, HR strategic workforce planning and succession planning.
- 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, analyses, and reports on data related to organizational performance, productivity, and demographics.

Job Evaluation and Descriptions

- Provides expert guidance, advice, and leadership in the area of job evaluation and descriptions. This includes job classification, pay equity, administration of HR policies and procedures, and collective agreement requirements.

Performance Management

- Provides guidance and advice to assist management staff with conducting effective performance reviews and performance planning.
- Assists management staff with employee terminations by preparing the documentation and communication for the meeting, as well as attending the termination meeting to provide support.
- Facilitates training sessions to management staff on effective coaching and progressive discipline methods.
- Develops and maintains a comprehensive database of policies, procedures, and guides related to performance management.

Labour Relations

- Provides interpretation of the applicable Collective Agreement language to ensure the City and the Union are meeting our respective obligations under the agreement.
- Provides guidance and advice on legislation, procedures, and practices to all employees related to employment with the City.
- Represents the City throughout the entire collective bargaining process from gathering concepts and research, to preparing formal proposal documents, obtaining Council mandates, active negotiations with the bargaining agents and finalizing the agreement.
- Acts as the primary contact with the bargaining agents for labour relations matters and represents the City on labour management committees.
- Develops, maintains, and encourages positive and respectful working relationships with our bargaining agents, management staff, and employees.
- Provides advice and guidance throughout the grievance process and represents the City throughout the mediation and arbitration processes.
- Works with employees to resolve minor workplace complaints and conducts investigations into formal workplace harassment or discrimination complaints.

Wellness, Health & Safety

- 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.
- Guides workplace health and wellness programs
- 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.
- Provides support in occupational health and safety and disability management, including accident prevention, WSIB claims management, and modified work arrangements.

Compensation and Benefits

- Provides expert guidance, advice, and leadership in the area of compensation and benefits. This includes administration of HR policies and procedures as well as Collective agreements' provisions regarding salary, benefits, promotions, transfers, and 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 pension related items, including legislative compliance, labour relations, and process improvements.

HRIS Systems Management

- Provides expert guidance, advice and oversight on the HRIS modules of the enterprise system
- Administers and maintains the Organizational Management and Personnel Administration sections of the HRIS
- Monitors and audits entries and follow up as required
- Gathers requirements from key users, establishes priority and works in conjunction with the enterprise team, and consultants as required, to initiate and implements upgrades and changes to system

Key Departmental Objectives

- Realign Service Delivery
- Technology Driven Business Processes
- Respectful & Inclusive Workplace
- BeWell Barrie

Strategic Plan & Other Program Deliverables

The Human Resources Department 2020-2025 strategic focus areas below, associated goals and initiatives for each focus area, as well as performance measures provide a framework to ensure progress toward the development of programs, tools and processes that meet the needs of the City, the lines of business and personal interests. We appreciate that one size does not necessarily fit all therefore we will deliver our services by being flexible and agile in our approach – meeting the business where at the business is at.

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

Goal One: Realign Service Delivery

Goal Two: Total Rewards Program

Goal Three: Talent Attraction and Retention

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

Goal One: Technology Driven Business Processes

Goal Two: Comprehensive Talent Management

Goal Three: Thorough Policy Framework

Goal Four: Effective Performance Management

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

Goal One: Employee Health & Safety Focus

Goal Two: Respectful & Inclusive Workplace

Goal Three: Be Well Barrie

Major Initiatives/Issues

- Psychological Health and Safety - BeWell Barrie
- Electronic Personal Files
- Diversity, Equity and Inclusion
- Leadership Development

Key Performance Indicators

Deliver tools and solutions that help our clients get their work done

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Corporate training \$ spent per permanent employee	\$97.23	\$75	\$25	\$75
% Departmental training budget spent	77%	100%	50%	100%

Evolve services to be a trusted, strategic partner to our clients.

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
% turnover in first 2 years of employment	1.3%	0%	0.5%	0%

Ensure that where and how we work is safe and supportive.

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
# lost time Incidents	17	25	20	25
# formal complaints	9	9	12	6
Quarterly % EFAP usage	27%	25%	25%	25%

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

CAO & Mayor's Office

Human Resources

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$2,100,245	\$2,355,809	\$2,482,641	\$2,416,876	\$2,372,116	\$2,418,091	\$2,466,739
	Materials & Supplies	\$37,040	\$41,675	\$49,490	\$41,675	\$47,924	\$48,796	\$49,899
	Equipment & Capital Purchases	\$3,607	\$8,000	\$5,500	\$8,000	\$10,000	\$10,000	\$10,000
	Services	\$690,904	\$881,050	\$725,510	\$915,701	\$945,146	\$976,411	\$892,799
	Rents & Other Expenses	\$1,642	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$2,833,439	\$3,286,534	\$3,263,141	\$3,382,252	\$3,375,186	\$3,453,299	\$3,419,436
Revenues	User Fees, Service Charges, & Rentals	(\$1,500)	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$24,176)	\$0	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	(\$131,678)	(\$151,007)	(\$151,007)	(\$157,403)	(\$159,642)	(\$162,370)	(\$165,147)
	Sub-Total	(\$157,354)	(\$151,007)	(\$151,007)	(\$157,403)	(\$159,642)	(\$162,370)	(\$165,147)
Net Operating (Expense)/Revenue		\$2,676,085	\$3,135,528	\$3,112,134	\$3,224,849	\$3,215,543	\$3,290,929	\$3,254,290

2021 - BASE BUDGET CHANGE REPORT

CAO & Mayor's Office

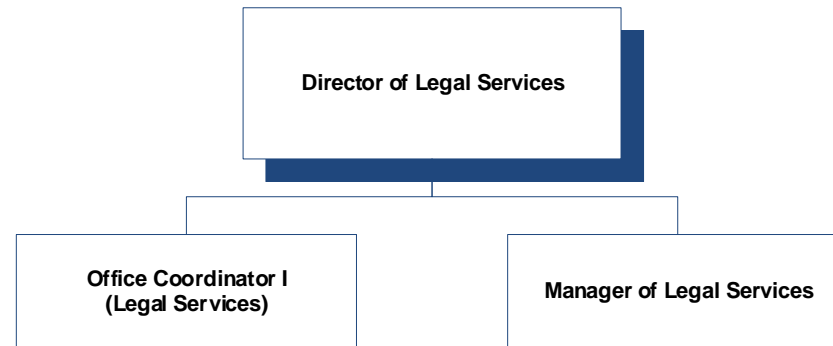
Human Resources

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$2,100,245	\$2,355,809	\$2,482,641	\$2,416,876	\$8,193	\$2,425,069	\$61,067	2.59%	\$69,259	2.94%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$37,040	\$41,675	\$49,490	\$41,675	\$0	\$41,675	\$0	0.00%	\$0	0.00%
	Equipment & Capital Purchases	\$3,607	\$8,000	\$5,500	\$8,000	\$0	\$8,000	\$0	0.00%	\$0	0.00%
	Services	\$690,904	\$881,050	\$725,510	\$915,701	\$0	\$915,701	\$34,651	3.93%	\$34,651	3.93%
	Rents & Other Expenses	\$1,642	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	\$2,833,439	\$3,286,534	\$3,263,141	\$3,382,252	\$8,193	\$3,390,445	\$95,718	2.91%	\$103,910	3.16%
Revenues	User Fees, Service Charges, & Rentals	(\$1,500)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$24,176)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Interdepartmental Transfers	(\$131,678)	(\$151,007)	(\$151,007)	(\$157,403)	\$0	(\$157,403)	(\$6,396)	4.24%	(\$6,396)	4.24%
	Total	(\$157,354)	(\$151,007)	(\$151,007)	(\$157,403)	\$0	(\$157,403)	(\$6,396)	4.24%	(\$6,396)	4.24%
Net Operating Expense/(Revenue)	\$2,676,085	\$3,135,528	\$3,112,134	\$3,224,849	\$8,193	\$3,233,042	\$89,321	2.85%	\$97,514	3.11%	



ORGANIZATIONAL CHART

Legal Services Department





Performance Plan 2021

Department:
Legal Services

Departmental Overview

The Legal Services Department provides: (i) timely and comprehensive legal advice to City Council, the CAO and City staff, and provides a full range of legal services to the Corporation, its boards and agencies 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. The department strives to ensure that every measure is taken to provide a cost effective, high quality standard of service.

Legal Support

Legal Support staff perform the following services:

- Coordination of all legal services for the City
- Legal advice and direction to Council and City Departments
- Management of litigation and administrative tribunal proceedings to which the City is a party
- Discussion and negotiation with external parties, lawyers, tribunals, governmental bodies and boards for protection of the City's interests
- Oversight of prosecution activities
- Review, preparation and/or registration of by-laws (including part lot control by-laws, deeming by-laws, site specific development charge by-laws) and real estate documents
- Preparation of precedent and customized agreements including development agreements
- Title and corporate searches
- Provision of legal advice, including document preparation and negotiation on City strategic initiatives
- Permanent road closures

Real Estate Matters

Real Estate staff perform the following services:

- Acquisition and disposition of City real estate assets
- Lease/license of property for the City as both tenant and landlord
- Evaluation and appraisal services and advice
- Encroachments and releases of easements
- Access to private property

Insurance Services

Insurance staff

- Provision of insurance coverage requirements for City initiatives and events
- Risk management for City owned facilities and services
- Processing and management of over 300 insurance claims annually

Key Departmental Objectives

- Timely and cost effective acquisition of property for City purposes and Council priorities and other transaction support
- High quality and timely legal advice provided in a cost effective manner
- Accurate and timely real estate advice
- Appropriate management and response to insurance claims received including proactive training and communication to mitigate future exposure
- Ongoing assessment of optimal insurance coverage in accordance with industry best standards
- Timely preparation and registration of development agreements

Strategic Plan & Other Program Deliverables

- Improved 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

Major Initiatives/Issues

- Update existing encroachment agreements to current form which will result in: (i) reduction in staff time spent tracking certificates of insurance (ii) mitigation of City's risk arising from the encroachment
- Investigate total costs and benefits to directly providing insurance to city construction projects. The aim will be to greatly improve satisfaction with insurance coverage and administration at less cost
- Implement ClearRisk insurance software program which will allow i) streamlined on-line claims intake forms to be submitted by claimants, ii) better monitoring, reporting and responding to claims with simplified processes, iii) trend implementation and instillation of effective risk mitigation
- Conduct factual and legal review of major loss incidents (e.g.. water main break)
- Collaborate with affected departments on an approach to risk identification and mitigation of claim exposure including: (i) provision of information on claims history, (ii) regular reviews of information with affected departments and (iii) development of remedial strategies
- Continued input into development processes and policies to achieve overall objectives with respect to infill and greenfield development
- Provide a high level of legal and real estate support to corporate strategic priorities, e.g. Invest Barrie, Harvie Road crossing Phase II and III growth in the annexed lands, affordable housing initiatives
- Enhanced litigation and administrative tribunal support to Human resources Department
- Develop expertise and provide internal support to (i) expropriation process and (ii) handling of liability and cost issues on remediation and sale of environmentally contaminated property (PS3260 policy)

Key Performance Indicators

Timely and cost effective completion of property agreements

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
# of property transactions completed (acquisition, disposition, expropriation, access, easement, lease and encroachment)	38	30	30	30
% of properties acquired by negotiation vs expropriation	57%	60%	60%	60%
% of annual target for property transactions completed	N/A	N/A	N/A	100%

Accurate, timely and cost effective legal advice

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
External legal costs inclusive of consultants	\$244,087	\$910,000	\$910,000	\$910,000

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

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
% of insurance claims/incidents handled in-house	99%	95%	95%	95%
Ratio of closed to opened files	.94:1	.90:1	.90:1	.90:1

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

CAO & Mayor's Office

Legal Services

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$1,233,171	\$1,385,827	\$1,418,108	\$1,412,037	\$1,449,915	\$1,487,766	\$1,520,194
	Materials & Supplies	\$9,276	\$13,702	\$13,702	\$12,682	\$13,762	\$13,792	\$13,822
	Equipment & Capital Purchases	\$319	\$0	\$0	\$0	\$0	\$0	\$0
	Services	\$305,411	\$994,694	\$988,765	\$596,409	\$1,001,159	\$1,001,984	\$1,002,834
	Rents & Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Expenses & Transfers	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$1,573,177	\$2,394,222	\$2,420,575	\$2,021,128	\$2,464,835	\$2,503,542	\$2,536,849
Revenues	User Fees, Service Charges, & Rentals	(\$155,229)	(\$138,750)	(\$106,970)	(\$139,050)	(\$139,250)	(\$139,450)	(\$139,650)
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	\$0	(\$400,000)	(\$400,000)	\$0	(\$400,000)	(\$400,000)	(\$400,000)
	Interdepartmental Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	(\$155,229)	(\$538,750)	(\$506,970)	(\$139,050)	(\$539,250)	(\$539,450)	(\$539,650)
Net Operating (Expense)/Revenue		\$1,417,948	\$1,855,472	\$1,913,605	\$1,882,078	\$1,925,585	\$1,964,092	\$1,997,199

2021 - BASE BUDGET CHANGE REPORT

CAO & Mayor's Office

Legal Services Department

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$1,319,040	\$1,446,580	\$1,482,108	\$1,474,287	\$0	\$1,474,287	\$27,708	1.92%	\$27,708	1.92%
	Recovery from Capital	(\$85,869)	(\$60,753)	(\$64,000)	(\$62,250)	\$0	(\$62,250)	(\$1,497)	2.46%	(\$1,497)	2.46%
	Materials & Supplies	\$9,276	\$13,702	\$13,702	\$12,682	\$0	\$12,682	(\$1,020)	-7.44%	(\$1,020)	-7.44%
	Equipment & Capital Purchases	\$319	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Services	\$305,411	\$994,694	\$988,765	\$596,409	\$0	\$596,409	(\$398,285)	-40.04%	(\$398,285)	-40.04%
	Rents & Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Expenses & Transfers	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	\$1,573,177	\$2,394,222	\$2,420,575	\$2,021,128	\$0	\$2,021,128	(\$373,094)	-15.58%	(\$373,094)	-15.58%
Revenues	User Fees, Service Charges, & Rentals	(\$155,229)	(\$138,750)	(\$106,970)	(\$139,050)	\$0	(\$139,050)	(\$300)	0.22%	(\$300)	0.22%
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	\$0	(\$400,000)	(\$400,000)	\$0	\$0	\$0	\$400,000	-100.00%	\$400,000	-100.00%
	Interdepartmental Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	(\$155,229)	(\$538,750)	(\$506,970)	(\$139,050)	\$0	(\$139,050)	\$399,700	-74.19%	\$399,700	-74.19%
Net Operating Expense/(Revenue)		\$1,417,948	\$1,855,472	\$1,913,605	\$1,882,078		\$1,882,078	\$26,606	1.43%	\$26,606	1.43%

Comments:

Salaries and Benefits:

Salary changes are mainly driven by regular step increases, benefit rates, and cost of living increases.

Services and Grant Revenues and Contributions:

The decrease in the budget for services relates primarily to a \$400,000 decrease in legal services expenses for 2021. This decrease in expenditures is offset by a decrease of \$400,000 in budgeted contributions from the Legal Contingency Reserve (\$200,000) and the Tax Rate Stabilization Reserve (\$200,000). The net impact of this budget change on the department's overall operating expenses is NIL. Legal expenses in 2021 are contingent on the pace of litigation matters before the court. It may be necessary to offset increased expenses with funding from the Legal Contingency Reserve.



ORGANIZATIONAL CHART

Internal Audit Department

Director of Internal Audit

Internal Auditor



Performance Plan 2021

Department:
Internal Audit

Departmental Overview

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

Key Departmental Objectives

- 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 develop an internal audit function that is valued by the corporation and embedded in the City’s culture of accountability and transparency

Strategic Plan & Other Program Deliverables

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

Major Initiatives/Issues

- 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
- 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
- Establish a program to solicit and measure client satisfaction with Internal Audit performance
- Develop innovative audit strategies to proactively identify areas for improvement in the organization

Key Performance Indicators

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
% of projects completed from approved plan	74	100	60	80
% of recommendations accepted	100	100	100	100
% of recommendations implemented	65	80	50	50

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

CAO & Mayor's Office

Internal Audit

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$318,810	\$322,822	\$372,259	\$349,157	\$354,198	\$360,337	\$366,587
	Materials & Supplies	\$169	\$450	\$250	\$450	\$450	\$450	\$450
	Services	\$16,755	\$20,987	\$14,145	\$19,701	\$20,820	\$20,820	\$20,987
	Sub-Total	\$335,734	\$344,259	\$386,654	\$369,308	\$375,468	\$381,607	\$388,024
Net Operating (Expense)/Revenue		\$335,734	\$344,259	\$386,654	\$369,308	\$375,468	\$381,607	\$388,024

2021 - BASE BUDGET CHANGE REPORT

CAO & Mayor's Office

Internal Audit

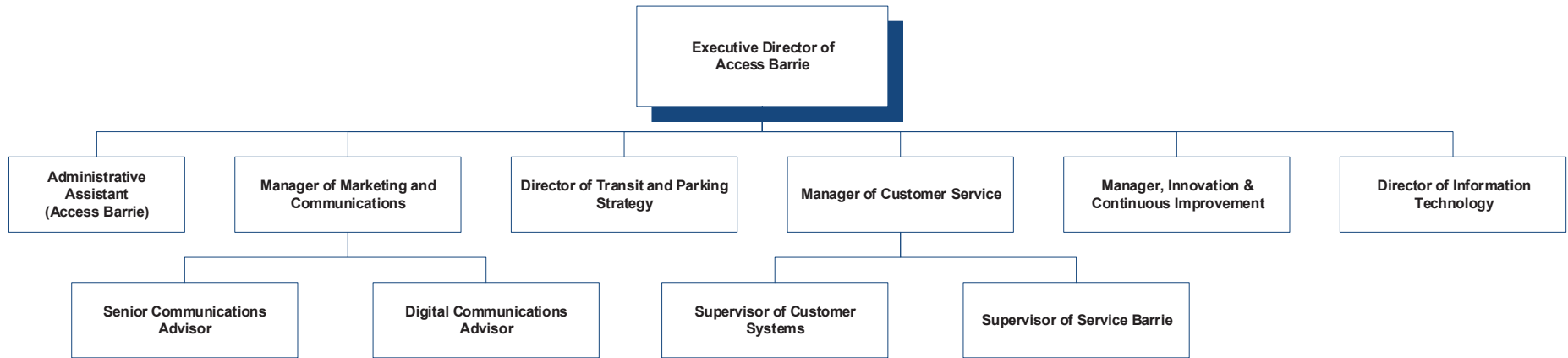
		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$318,810	\$322,822	\$372,259	\$349,157	\$0	\$349,157	\$26,335	8.16%	\$26,335	8.16%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$169	\$450	\$250	\$450	\$0	\$450	\$0	0.00%	\$0	0.00%
	Services	\$16,755	\$20,987	\$14,145	\$19,701	\$0	\$19,701	(\$1,286)	-6.13%	(\$1,286)	-6.13%
	Total	\$335,734	\$344,259	\$386,654	\$369,308	\$0	\$369,308	\$25,049	7.28%	\$25,049	7.28%
Net Operating Expense/(Revenue)		\$335,734	\$344,259	\$386,654	\$369,308		\$369,308	\$25,049	7.28%	\$25,049	7.28%

Comments:

Salaries and benefits

Salary changes are the result of re-evaluations performed for the Internal Auditor and Director of Internal Audit positions.

Barrie **ORGANIZATIONAL CHART**
 Access Barrie Portfolio



Performance Plan 2021 - ACCESS BARRIE EXECUTIVE PORTFOLIO

Portfolio Goals

- To develop innovative marketing and communication 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 customer service and corporate communications as priorities to ensure proactive and meaningful customer interactions and communications with the community as well as within the corporation.
- To develop and maintain Strategic Communication, Marketing, Sponsorship and Customer Service policies, plans and standards that support Council's strategic goals, 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.
- Increase ridership and service reliability through the execution and monitoring of the performance-based service contract enhancing the customer experience.
- Foster innovation, creativity, and ingenuity throughout the corporation through the sharing of training, tools and best practices related to facilitation and change management
- Grow the Innovatology program at the City to build internal capacity for innovation and continuous improvement; Lead the national Municipal Innovation Community Program and work in collaboration with other municipalities to share innovative solutions to solve city issues.
- Deliver the technology infrastructure that supports the City's path to better integrate processes and systems with real-time communication and data.
- Manage the Corporation's investment in technology so that its total cost of ownership is minimized.

Key Portfolio Service Delivery Initiatives

- Develop proactive marketing and communications with the community on City initiatives, programs, and services through the development of promotional materials including advertisements, publications, posters etc. and digital design including web, video, social media graphics and infographics.
- Lead community engagement opportunities about City services, programs, and initiatives; support City staff in their efforts to keep community members informed and ensure opportunity for all to participate in engagement opportunities.
- Provide strategic direction and governance for City of Barrie, Invest Barrie, and Creative Barrie social media channels including content and creative on Twitter, Facebook, Instagram, LinkedIn, and YouTube.
- Ongoing development of Service Barrie through collaboration with departments in the next phases to effectively and efficiently transition their customer service delivery into Service Barrie.
- Optimize Citizen Engagement Management (CEM) technology to effectively track and monitor customer interactions.
- Improve and optimize telephone access for customers through Service Barrie and develop effective monitoring and metrics for the system.
- As a result of successful provincial and federal funding approval, partner with Corporate Facilities in the design and eventual build of the relocated transit terminal to the Allandale Waterfront GO station.
- Finalize the implementation of an updated parking strategy approved by Council that identifies parking philosophies and recommendations on parking inventory, technologies, and integrated pricing strategies.
- Continue implementation of a 2-year pilot sponsorship program, focusing on both revenue generation and development of internal sponsorship capabilities.
- Continue a pilot program for Transit on Demand in low ridership areas of the City to determine the feasibility as a viable option as development occurs in the annexed lands.
- Undertake a comprehensive technology review with a primary focus on the eventual implementation of a smart card program for transit

- Lead the Innovatology program, increasing the facilitation support and training offered to departments on innovation tools and processes and continue to support the Edison awards aimed at recognizing innovation at the City
- 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.
- Grow our "open data" initiative to provide enhanced municipal data to the business community enabling a diverse and resilient economy.

External Factors Influencing Activities & Outcomes

- General economic conditions.
- Impact of COVID
- Timing and schedule for other corporate initiatives.
- Changes in regional and provincial governments and transit agencies.

Key Performance Indicators

Department	Indicator	2020 Plan	2020 Forecast	2021 Plan
Communications	Media exposure (number of times City of Barrie appears in media stories)	650	800	700
Communications	Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	55%	55%
Communications	Positive/neutral media coverage	80%	78%	80%
Marketing	% increase in the number of visitors to Barrie.ca	10%	7%	7%
Marketing	Total number of impressions on Facebook and Twitter	6M	8M	6M
Marketing	Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, favourites, retweets, follows etc in relation to impressions)	5%	7%	7%
Marketing	Total # of impressions on Instagram	800,000	1.2M	2M
Customer Service	# of Phone Calls received in Service Barrie	100,000	100,000	110,000
Customer Service	# of Counter Transactions Received in Service Barrie	50,000	30,000	42,500
Customer Service	# of E-Mails Received in Service Barrie	40,000	64,000	50,000

Customer Service	NEW – CEM Customer Portal Service Requests	0	0	10,000
Customer Service	NEW – CEM Customer Portal Service Requests	72%	85%	85%
Customer Service	Average wait time for Service Barrie phone calls to be answered	30 seconds	45 seconds	30 seconds
Innovation	Number of staff engagements in innovation, continuous improvement, and service delivery activities	12	12	16
Innovation	Number of tools/templates downloaded/accessed	30	30	36
Innovation	Innovation recognition activities that promote improved service delivery and information sharing	NEW	NEW	12
IT	Number of City of Barrie eServices	19	19	22
IT	City of Barrie Website Availability (includes planned outages)	99.9%	99.9%	99.9%
IT	Number of Technology Related Service Delivery Interruptions	10	6	6
Transit	Transit Revenue to Cost Ratio	34.0%	25.0%	28.0%
Transit	On Time Performance	85%	88%	86%
Transit	% of Bus Stops that are Accessible	56.0%	68%	70%
Transit	Annual Ridership	3.6M	1.4M	2.4M

Budget Summary

Tax Rate

Department	2021 Net Requested Budget	2021 Staffing		
		Base Complement	Service Level Changes	Total Requested
Access Barrie Admin	\$345,195	2	0	2
Customer Service	\$1,235,918	18	1	19
Information Technology	\$8,443,333	47	1	48
Innovation	\$321,093	2	0	2
Marketing & Communications	\$1,039,669	8	0	8
Transit	\$13,572,734	8	0	8
Total	\$24,957,942	85	2	87

User Rate:

Department	2021 Net Requested Budget	2021 Staffing		
		Base Complement	Service Level Changes	Total Requested
Parking	\$625,288	4	0	4
Total	\$625,288	4	0	4



Performance Plan 2021

Department:
Access Barrie

Departmental Overview

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

Marketing Communications & Sponsorship

Work involves creating communications plans that determine the best way to deliver messages that include clear, concise content that can be easily understood by target audiences (including internal, public, media, etc.) and potential corporate sponsors. Primary Communications responsibilities include: providing leadership on the development and implementation of communications programs, community engagement, managing critical communications issues, managing the use of the InSite, barrie.ca, social media, digital communications and sponsorship development. Conducting all aspects of media relations, including the preparation of media releases, advisories, advertising, and media monitoring. Marketing involves managing the corporate brand identity including paid advertising (radio, print, digital), design and web work for communication campaigns and sponsorship materials, and multimedia & graphic design support including the development of promotional materials (posters, ads, brochures, videos, graphics etc.).

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 the ongoing phased development of Service Barrie. Service Barrie handles phone, counter and online service requests and introduced customer management and knowledge management technology. The first 3 phases of Service Barrie have been completed. Phase 4 which will include Curbside Collection and several other services will begin in 2021. For technology, in 2021 the focus will be the optimization of both the Quality Assurance (Telstrat) system and the Customer Experience Management system (CEM). Through the CEM Service Barrie will launch a Customer Portal to allow Citizens to do online submission of service requests and interactions with the City. Additional responsibilities include management of the After Hours call service contract.

Innovation

The Innovation team works with departments across the Corporation to help them identify and implement opportunities to deliver their services more effectively, through innovation, process improvement, corporate projects and partnerships.

The Innovation team also acts as a corporate resource for innovation and service delivery excellence by sharing training and tools, promoting best practices in municipal operations, facilitating innovation and continuous improvement activities, and supporting corporate projects and change management activities.

Key Departmental Objectives

- Develop proactive marketing and communications with the community on City initiatives, programs and services through the development of promotional materials including: advertisements, publications, posters, etc. and digital design including: web, video, social media graphics and infographics.
- 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. 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.
- Manage corporate sponsorship contracts and relationships, and research new opportunities.
- Lead community engagement opportunities about City services, programs and initiatives; support City staff in their efforts to keep community members informed and ensure opportunity for all to participate in engagement opportunities.
- Implementation of the Customer Service Plan to provide new methods of delivery and services that increase the level of satisfaction of customers with their City interactions.
- Ongoing development of Service Barrie through collaboration with departments in the next phases to effectively and efficiently transition their customer service delivery into Service Barrie.
- Foster innovation, creativity, and ingenuity throughout the corporation through the sharing of training, tools and best practices related to municipal service delivery.

Strategic Plan & Other Program Deliverables

- To develop innovative marketing communication and sponsorship strategies to build effective relationships, to manage public relations and marketing needs and to identify and encourage opportunities for proactive and positive media coverage.
- To foster an organizational 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 City Council, the Office of the CAO and all other Divisions/Departments to assist in the delivery of customer-focused, cost-effective municipal services.
- To develop and maintain strategic communication, marketing, sponsorship and customer service policies, plans and standards that support Council's strategic goals and priorities, protect the City's corporate identity.
- Execute the Emergency Information Officer and Public Information Centre role within the City's Emergency Plan, as required.
- Development of the Citizen Experience Management (CEM) system with integrated knowledge to support Service Barrie operations and provide a high level of Customer Service to citizens.
- Ongoing development of Service Barrie to increase the number of services available to the public.
- Development and delivery of innovation programming that supports continuous improvement and service delivery excellence.

Major Initiatives/Issues

- Proactive marketing and communications with the community on City initiatives, programs and services. Marketing and communications support for various projects and new initiatives.
- Lead community engagement opportunities about City services, programs and initiatives; support City staff in their efforts to keep community members informed and ensure opportunity for all to participate in engagement opportunities.
- Manage corporate sponsorship relationships and build new opportunities.
- Advocacy for Provincial and Federal Funding for Barrie
- Development and implementation of additional phases of Service Barrie.
- Development of Customer Service standards and service levels for Service Barrie.
- Implementation of the CEM and integration with key corporate technology.
- Monitor and lead ongoing enhancements of the After Hours call handling system.

Key Performance Indicators

Proactive communications with the community

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Media exposure for the City of Barrie	625	650	800	700
Positive/neutral media coverage	80.6%	80%	78%	80%
Average open rate of Barrie Digest (avg. gov't rate 26%)	54%	55%	55%	55%

Innovative and effective marketing campaigns to increase the City's Profile

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
% increase in the number of visitors to Barrie.ca	9%	10%	7%	7%
Total # of impressions on Facebook and Twitter	5M	6M	8M	6M
Engagement rate for Facebook and Twitter	4.6%	5%	7%	7%
Total # of impressions on Instagram	504,703	800,000	1.2M	2M

Customer Contact Centre Services

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
# of Phone Calls received in Service Barrie	91,500	100,000	100,000	110,000
# of Counter Transactions Received in Service Barrie	42,500	50,000	30,000	42,500
# of E-Mails Received in Service Barrie	40,600	40,000	64,000	50,000
NEW - CEM Customer Portal Service Requests	0	0	0	10,000
NEW - CEM Customer Portal Service Requests	89%	72%	85%	85%
Average wait time for Service Barrie phone calls to be answered.	1:04 minutes	30 seconds	45 seconds	30 seconds

Foster innovation, creativity, and ingenuity throughout the corporation through the sharing of training, tools and best practices related to municipal service delivery.

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
# of staff engagements in innovation, continuous improvement and service delivery activities	NEW	12	12	16
# of tools/templates downloaded/accessed	NEW	30	30	36
Innovation recognition activities that promote improved service delivery and information sharing	NEW	NEW	NEW	12

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Access Barrie

Access Barrie – Portfolio Summary

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$10,316,376	\$10,091,126	\$10,475,645	\$10,080,841	\$10,349,835	\$10,529,972	\$10,745,041
	Materials & Supplies	\$2,648,582	\$3,087,215	\$2,324,337	\$2,834,897	\$3,193,566	\$3,475,321	\$3,606,842
	Equipment & Capital Purchases	\$161,040	\$290,338	\$244,596	\$299,763	\$311,790	\$316,577	\$325,162
	Services	\$20,552,118	\$22,098,575	\$20,642,244	\$21,737,412	\$25,028,337	\$26,161,848	\$26,658,210
	Rents & Other Expenses	\$71,375	\$114,582	\$99,790	\$115,782	\$116,996	\$118,503	\$122,020
	Grant Expenses & Transfers	\$57,286	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$33,806,777	\$35,681,837	\$33,786,612	\$35,068,695	\$39,000,523	\$40,602,220	\$41,457,275
Revenues	User Fees, Service Charges, & Rentals	(\$6,863,792)	(\$7,066,729)	(\$4,656,500)	(\$3,838,213)	(\$7,191,517)	(\$7,666,433)	(\$7,811,347)
	Fines & Penalties	\$1	\$0	\$0	\$0	\$0	\$0	\$0
	Licenses & Permits	\$0	(\$136,000)	(\$95,000)	(\$141,000)	(\$143,000)	(\$145,000)	(\$147,000)
	Grant Revenues & Contributions	(\$2,794,241)	(\$2,730,003)	(\$2,665,000)	(\$5,234,000)	(\$3,794,500)	(\$3,801,000)	(\$3,810,500)
	Interdepartmental Transfers	(\$1,225,316)	(\$1,151,487)	(\$1,047,255)	(\$1,062,515)	(\$1,079,540)	(\$1,099,003)	(\$1,116,997)
	Intercompany Transfers	(\$1,000)	(\$1,100)	(\$1)	(\$1,200)	(\$1,300)	(\$1,400)	(\$1,500)
	Sub-Total	(\$10,884,348)	(\$11,085,319)	(\$8,463,756)	(\$10,276,928)	(\$12,209,857)	(\$12,712,836)	(\$12,887,344)
Net Operating (Expense)/Revenue		\$22,922,429	\$24,596,518	\$25,322,856	\$24,791,767	\$26,790,666	\$27,889,385	\$28,569,931

2021 - BASE BUDGET CHANGE REPORT

Access Barrie

Access Barrie – Portfolio Summary

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$11,157,901	\$11,079,241	\$11,075,788	\$10,769,144	\$188,525	\$10,957,669	(\$310,097)	-2.80%	(\$121,572)	-1.10%
	Recovery from Capital	(\$841,525)	(\$988,114)	(\$600,143)	(\$688,303)	\$0	(\$688,303)	\$299,812	-30.34%	\$299,812	-30.34%
	Materials & Supplies	\$2,648,582	\$3,087,215	\$2,324,337	\$2,834,897	\$25	\$2,834,922	(\$252,318)	-8.17%	(\$252,293)	-8.17%
	Equipment & Capital Purchases	\$161,040	\$290,338	\$244,596	\$299,763	\$4,274	\$304,037	\$9,424	3.25%	\$13,698	4.72%
	Services	\$20,552,118	\$22,098,575	\$20,642,244	\$21,737,412	\$16,070	\$21,753,482	(\$361,163)	-1.63%	(\$345,093)	-1.56%
	Rents & Other Expenses	\$71,375	\$114,582	\$99,790	\$115,782	\$0	\$115,782	\$1,200	1.05%	\$1,200	1.05%
	Grant Expenses & Transfers	\$57,286	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	\$33,806,777	\$35,681,837	\$33,786,612	\$35,068,695	\$208,894	\$35,277,589	(\$613,142)	-1.72%	(\$404,248)	-1.13%
Revenues	User Fees, Service Charges, & Rentals	(\$6,863,792)	(\$7,066,729)	(\$4,656,500)	(\$3,838,213)	\$0	(\$3,838,213)	\$3,228,516	-45.69%	\$3,228,516	-45.69%
	Fines & Penalties	\$1	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Licenses & Permits	\$0	(\$136,000)	(\$95,000)	(\$141,000)	\$0	(\$141,000)	(\$5,000)	3.68%	(\$5,000)	3.68%
	Grant Revenues & Contributions	(\$2,794,241)	(\$2,730,003)	(\$2,665,000)	(\$5,234,000)	\$0	(\$5,234,000)	(\$2,503,997)	91.72%	(\$2,503,997)	91.72%
	Interdepartmental Transfers	(\$1,225,316)	(\$1,151,487)	(\$1,047,255)	(\$1,062,515)	(\$42,718)	(\$1,105,233)	\$88,971	-7.73%	\$46,254	-4.02%
	Intercompany Transfers	(\$1,000)	(\$1,100)	(\$1)	(\$1,200)	\$0	(\$1,200)	(\$100)	9.09%	(\$100)	9.09%
	Total	(\$10,884,348)	(\$11,085,319)	(\$8,463,756)	(\$10,276,928)	(\$42,718)	(\$10,319,646)	\$808,390	-7.29%	\$765,673	-6.91%
Net Operating Expense/(Revenue)	\$22,922,429	\$24,596,518	\$25,322,856	\$24,791,767	\$166,176	\$24,957,942	\$195,249	0.79%	\$361,425	1.47%	

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Access Barrie

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

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$3,281,313	\$3,228,960	\$3,166,698	\$3,139,560	\$3,178,900	\$3,271,741	\$3,352,881
	Materials & Supplies	\$66,715	\$85,505	\$49,300	\$82,300	\$86,831	\$91,564	\$95,022
	Equipment & Capital Purchases	\$5,384	\$9,500	\$9,500	\$9,500	\$12,750	\$12,781	\$13,592
	Services	\$336,630	\$439,211	\$356,388	\$414,931	\$410,679	\$420,043	\$387,542
	Rents & Other Expenses	\$24,675	\$32,697	\$32,200	\$33,192	\$33,696	\$34,203	\$34,720
	Sub-Total	\$3,714,717	\$3,795,873	\$3,614,086	\$3,679,483	\$3,722,856	\$3,830,332	\$3,883,757
Revenues	User Fees, Service Charges, & Rentals	(\$175,888)	(\$312,000)	(\$155,000)	(\$267,000)	(\$5,000)	(\$5,000)	(\$5,000)
	Fines & Penalties	\$1	\$0	\$0	\$0	\$0	\$0	\$0
	Licenses & Permits	\$0	(\$136,000)	(\$95,000)	(\$141,000)	(\$143,000)	(\$145,000)	(\$147,000)
	Grant Revenues & Contributions	\$0	(\$35,000)	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	(\$323,700)	(\$452,820)	(\$389,946)	(\$369,418)	(\$370,645)	(\$373,221)	(\$375,437)
	Intercompany Transfers	(\$1,000)	(\$1,100)	(\$1)	(\$1,200)	(\$1,300)	(\$1,400)	(\$1,500)
	Sub-Total	(\$500,587)	(\$936,920)	(\$639,947)	(\$778,618)	(\$519,945)	(\$524,621)	(\$528,937)
Net Operating (Expense)/Revenue		\$3,214,130	\$2,858,953	\$2,974,139	\$2,900,865	\$3,202,912	\$3,305,711	\$3,354,820

2021 - BASE BUDGET CHANGE REPORT

Access Barrie

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

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$3,322,797	\$3,378,320	\$3,258,692	\$3,200,389	\$83,603	\$3,283,992	(\$177,930)	-5.27%	(\$94,328)	-2.79%
	Recovery from Capital	(\$41,484)	(\$149,360)	(\$91,994)	(\$60,829)	\$0	(\$60,829)	\$88,530	-59.27%	\$88,530	-59.27%
	Materials & Supplies	\$66,715	\$85,505	\$49,300	\$82,300	\$25	\$82,325	(\$3,204)	-3.75%	(\$3,179)	-3.72%
	Equipment & Capital Purchases	\$5,384	\$9,500	\$9,500	\$9,500	\$0	\$9,500	\$0	0.00%	\$0	0.00%
	Services	\$336,630	\$439,211	\$356,388	\$414,931	\$100	\$415,031	(\$24,280)	-5.53%	(\$24,180)	-5.51%
	Rents & Other Expenses	\$24,675	\$32,697	\$32,200	\$33,192	\$0	\$33,192	\$495	1.51%	\$495	1.51%
	Total	\$3,714,717	\$3,795,873	\$3,614,086	\$3,679,483	\$83,728	\$3,763,211	(\$116,389)	-3.07%	(\$32,662)	-0.86%
Revenues	User Fees, Service Charges, & Rentals	(\$175,888)	(\$312,000)	(\$155,000)	(\$267,000)	\$0	(\$267,000)	\$45,000	-14.42%	\$45,000	-14.42%
	Fines & Penalties	\$1	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Licenses & Permits	\$0	(\$136,000)	(\$95,000)	(\$141,000)	\$0	(\$141,000)	(\$5,000)	3.68%	(\$5,000)	3.68%
	Grant Revenues & Contributions	\$0	(\$35,000)	\$0	\$0	\$0	\$0	\$35,000	-100.00%	\$35,000	-100.00%
	Interdepartmental Transfers	(\$323,700)	(\$452,820)	(\$389,946)	(\$369,418)	(\$42,718)	(\$412,135)	\$83,402	-18.42%	\$40,684	-8.98%
	Intercompany Transfers	(\$1,000)	(\$1,100)	(\$1)	(\$1,200)	\$0	(\$1,200)	(\$100)	9.09%	(\$100)	9.09%
	Total	(\$500,587)	(\$936,920)	(\$639,947)	(\$778,618)	(\$42,718)	(\$821,335)	\$158,302	-16.90%	\$115,584	-12.34%
Net Operating Expense/(Revenue)		\$3,214,130	\$2,858,953	\$2,974,139	\$2,900,865	\$41,010	\$2,941,875	\$41,913	1.47%	\$82,922	2.90%

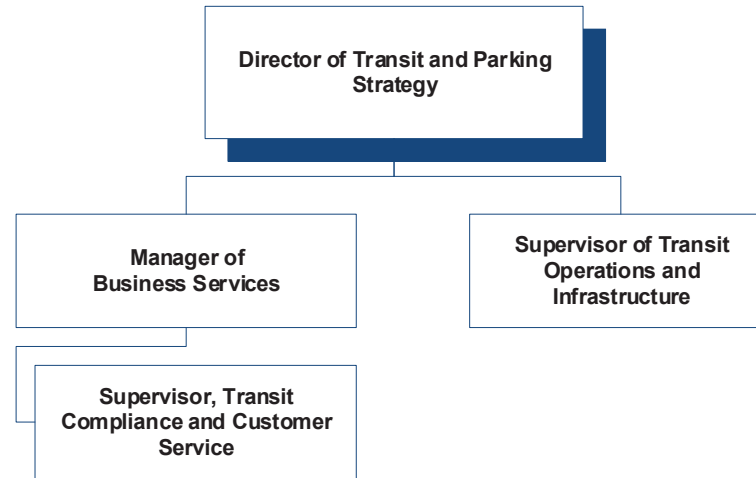
Comments:

Year over year increase is mainly due to Salary Step & COLA increases offset by corporate reorganization salary adjustments



ORGANIZATIONAL CHART

Transit and Parking Strategy Department





Performance Plan 2021

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

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 3.0% modal share to a future planning state of 7.0% reducing our reliance and need for large linear infrastructure to support vehicular traffic and congestion.

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

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

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

System integration - Continue to grow partnerships with our transit service partners such as Metrolinx, Inter City Carriers and the County of Simcoe to create a seamless integration at multiple service locations such

as Allandale and South GO station to help foster growth and economic development in the area. By having a seamless integration with these service partners, we will act as an economic driver for City development and growth by offering multiple transportation options to residents, businesses, students, and employees.

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 Investing in Canada Infrastructure Program (ICIP) to understand program parameters and ensure all eligible capital requests are submitted for funding.
- Monitor the new Safe Restart Agreement to ensure the City of Barrie continues to provide the highest level of transit services while maximizing the allotted funding under this program.
- Primary lead for the City for the Metrolinx Regional Transportation (RTP) legislated review and the GO Regional Express Rail (RER) service expansion review to support GO station integration/access through a review of current and future City parking, transit, and active transportation infrastructure align with the demands of increased regional service to the City in the future.

Major Initiatives/Issues

- Continue to submit all eligible and strategic capital projects to provincial and federal programs to maximize available funding including the Investing in Canada Infrastructure Program (ICIP).
- Partner with Corporate Facilities in the design and eventual build of the relocated transit terminal to the Allandale Waterfront GO station.
- Initiate Barrie Transit's network redesign planning activities for the relocation of the main terminal adjacent to Allandale Waterfront GO Station.
- Implementation of the finalized updated parking strategy and make key recommendations on demand management, technologies, and integrated pricing strategies to be adopted by Council.
- Continue the License Plate Recognition Technology (LPR) pilot program for parking enforcement with existing systems and hardware to identify future capabilities and opportunities.
- Implement a third party parking app to assist in mobile parking payments, contactless payment, and additional service enhancements such as extending parking sessions and wayfinding capabilities
- Continue to deliver and monitor the pilot program for Transit on Demand in low ridership areas of the City and make recommendations on future service delivery based on the results of the program and potential use in the secondary lands.
- Initiate procurement of a smart card or alternative payment technology to promote contactless payments, increase accessibility to the transit system, and allow users to purchase fare products remotely.
- Development of bus stop infrastructure improvement plan to meet AODA requirements and streamline access points for transit riders.
- Review of alternative fuel vehicle opportunities including bio-diesel, ethanol, electric, hydrogen fuel cell and hybrid vehicles.
- Continue to partner with Georgian College on the Universal Transit Pass (U-Pass) program by enhancing the delivery and efficiency of the program, adapting to changing and increasing ridership and travel patterns, and striving to enhance the program to provide the best transit experience for the students.
- Implement recommendations from the Transit Business Plan to guide the strategic planning and growth of the system.
- Ongoing development of planning standards and guiding principles for future transit growth.
- 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 transit service, customer experience, and find new efficiencies.

Key Performance Indicators

Transit Service

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Transit Revenue to Cost Ratio	33.8%	34.0%	25.0%	28.0%
Annual Ridership	3.3M	3.6M	1.4M	2.4M
On Time Performance	84.5%	85.0%	88.0%	86.0%
Percentage of Bus Stops that are Accessible	68.0%	56.0%	68.0%	70.0%

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Access Barrie

Transit

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$1,337,331	\$1,452,955	\$1,271,832	\$1,502,776	\$1,543,895	\$1,581,908	\$1,612,450
	Materials & Supplies	\$2,486,918	\$2,949,715	\$2,223,730	\$2,702,783	\$3,055,482	\$3,331,992	\$3,475,920
	Equipment & Capital Purchases	\$6,868	\$15,000	\$16,000	\$15,000	\$15,000	\$15,000	\$15,000
	Services	\$16,577,827	\$17,707,572	\$16,815,154	\$17,373,022	\$20,406,854	\$21,333,268	\$21,865,983
	Rents & Other Expenses	\$31,370	\$31,000	\$32,000	\$31,500	\$32,000	\$32,500	\$33,000
	Grant Expenses & Transfers	\$57,286	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$20,497,601	\$22,156,242	\$20,358,716	\$21,625,080	\$25,053,231	\$26,294,667	\$27,002,354
Revenues	User Fees, Service Charges, & Rentals	(\$6,624,000)	(\$6,694,729)	(\$4,441,500)	(\$3,532,013)	(\$7,147,317)	(\$7,622,233)	(\$7,767,147)
	Grant Revenues & Contributions	(\$2,260,057)	(\$2,150,000)	(\$2,150,000)	(\$4,705,000)	(\$3,205,000)	(\$3,205,000)	(\$3,205,000)
	Interdepartmental Transfers	\$167,174	\$151,181	\$152,474	\$184,667	\$187,437	\$190,249	\$193,103
	Sub-Total	(\$8,716,883)	(\$8,693,548)	(\$6,439,026)	(\$8,052,346)	(\$10,164,880)	(\$10,636,984)	(\$10,779,044)
Net Operating (Expense)/Revenue		\$11,780,718	\$13,462,694	\$13,919,690	\$13,572,735	\$14,888,351	\$15,657,683	\$16,223,309

2021 - BASE BUDGET CHANGE REPORT

Access Barrie

Transit

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$1,337,331	\$1,452,955	\$1,301,350	\$1,590,289	\$0	\$1,590,289	\$137,334	9.45%	\$137,334	9.45%
	Recovery from Capital	\$0	\$0	(\$29,518)	(\$87,513)	\$0	(\$87,513)	(\$87,513)	-	(\$87,513)	-
	Materials & Supplies	\$2,486,918	\$2,949,715	\$2,223,730	\$2,702,783	\$0	\$2,702,783	(\$246,932)	-8.37%	(\$246,932)	-8.37%
	Equipment & Capital Purchases	\$6,868	\$15,000	\$16,000	\$15,000	\$0	\$15,000	\$0	0.00%	\$0	0.00%
	Services	\$16,577,827	\$17,707,572	\$16,815,154	\$17,373,022	\$0	\$17,373,022	(\$334,550)	-1.89%	(\$334,550)	-1.89%
	Rents & Other Expenses	\$31,370	\$31,000	\$32,000	\$31,500	\$0	\$31,500	\$500	1.61%	\$500	1.61%
	Grant Expenses & Transfers	\$57,286	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	\$20,497,601	\$22,156,242	\$20,358,716	\$21,625,080	\$0	\$21,625,080	(\$531,162)	-2.40%	(\$531,162)	-2.40%
Revenues	User Fees, Service Charges, & Rentals	(\$6,624,000)	(\$6,694,729)	(\$4,441,500)	(\$3,532,013)	\$0	(\$3,532,013)	\$3,162,716	-47.24%	\$3,162,716	-47.24%
	Grant Revenues & Contributions	(\$2,260,057)	(\$2,150,000)	(\$2,150,000)	(\$4,705,000)	\$0	(\$4,705,000)	(\$2,555,000)	118.84%	(\$2,555,000)	118.84%
	Interdepartmental Transfers	\$167,174	\$151,181	\$152,474	\$184,667	\$0	\$184,667	\$33,486	22.15%	\$33,486	22.15%
	Total	(\$8,716,883)	(\$8,693,548)	(\$6,439,026)	(\$8,052,346)	\$0	(\$8,052,346)	\$641,202	-7.38%	\$641,202	-7.38%
Net Operating Expense/(Revenue)		\$11,780,718	\$13,462,694	\$13,919,690	\$13,572,735		\$13,572,735	\$110,040	0.82%	\$110,040	0.82%

Comments:

Salaries and Benefits – Net of recovered salaries from Capital. Difference result of natural progression through wage grid.

Materials and Supplies – Reduction in fuel estimate from \$1.14 to \$1.05 per litre based on current rates and projections.

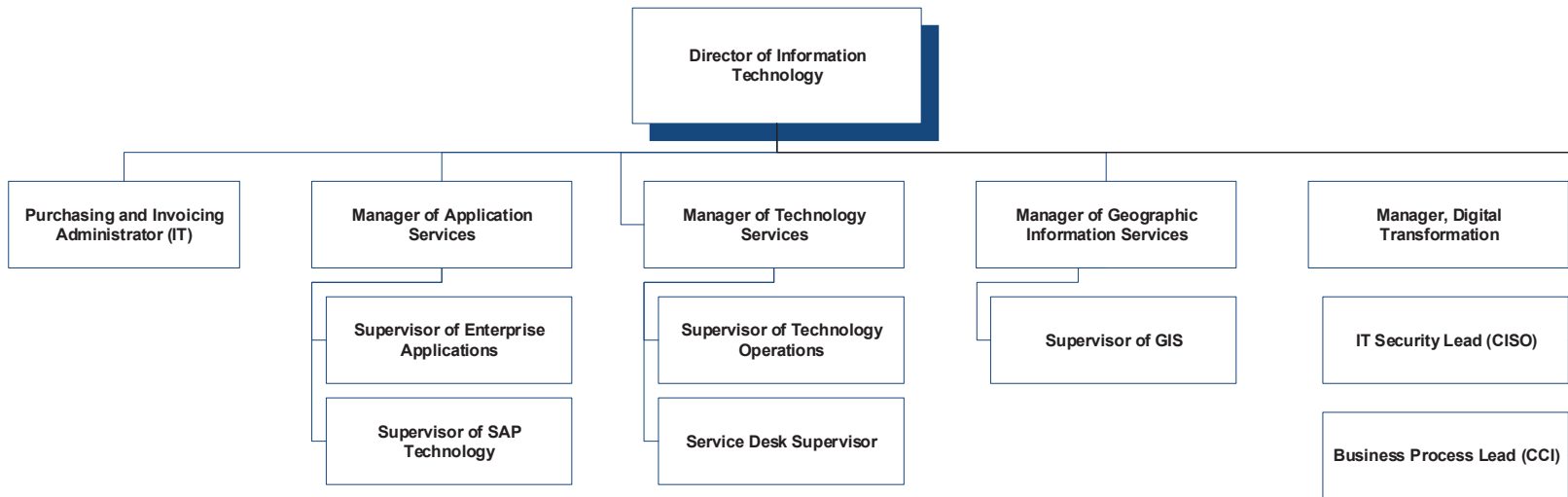
Grant Revenues and Contributions – Anticipation of increased upper level government funding to offset reduced revenues stemming from lower ridership as a result of COVID-19.

Services – Reduction in service hours to help mitigate anticipated reduction in ridership due to COVID-19

User Fees – Projected lost revenues from impacts of COVID-19 on ridership levels.

Interdepartmental Transfers – Parking revenue counting services adjusted to post directly from payroll allocation.

Barrie **ORGANIZATIONAL CHART**
Information Technology Department





Performance Plan 2021

Department:

IT

Departmental Overview

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

IT delivers technology infrastructure through five main service areas.

Communication Infrastructure

- Provide voice, data, and wireless connectivity for over 40 City locations;
- Secure connectivity to City systems for smart phones and tablets, enabling the City to respond to service requests more efficiently, reducing unforeseen service disruptions;
- Secure connectivity for SMART and IoT (Internet of Things) controls and sensors throughout the City (i.e. Smart Water Meters)

Data Management and Service

- Open Data that provides municipal data to local and perspective businesses to make informed decisions that support a more vibrant business community;
- Over 300 structured data (databases) used in over 200 corporate applications that support the delivery of City services from reporting pothole locations to pet licenses;
- Unstructured data such as electronic corporate records, draft documents, working files, committee agendas and minutes, that support the daily activities of a transparent municipal government;
- Business Intelligence and Analysis provides timely and accurate information to decision makers;
- Backup and Point in Time restorations of City data

Application and Geographic Information Services

- Architecture, design and engineering expertise to the over 200 applications used to deliver services across the City including our enterprise financial system, automated water billing system, emergency services and repairing our roads;
- Maintain compatibility matrices that ensures the City applications are secure and current, which makes the latest software innovations available for the continuous improvement of how the City delivers services;
- Create and manage system integration roadmaps to share data between systems with a 'single source of truth' master data practice. This aims to have current and accurate data available across systems which reduces the manual data synchronization;
- Partner with, and make City data available to, external organizations (e.g. Waze, Barrie Realtors Association) to support tourism and business growth;
- Maintain Barrie's GeoHub (discover.barrie.ca) with interactive visuals and maps as well as search City of Barrie information to easily locate services (e.g. My Neighbourhood Services Web App)

Business Support

- Technology Help Desk Services for over 1,100 part-time, full-time, and seasonal staff that use many different technologies in delivering City services, such as Tuff Books, Smartphones, tablets, PCs, and laptops;
- Technology Project Management Services provide the project management expertise in running larger IT projects. For small to medium projects, provide guidance and expertise in project management best practices, tools, and governance.

Digital Transformation

- Digitalizing processes using established best practices and emerging technologies to continually improve how services to citizens are requested, scheduled, tracked and communicated.
- Focused on doing IT differently by building technology champions in other departments and changing the perception of 'Shadow IT' to be partners of IT.

Key Departmental Objectives

- Provide an accessible, secure and reliable technology foundation that supports the business technologies and systems used to deliver City services more effectively;
- Optimize the City's technology investments to make the dollars go further;
- Manage and support Barrie Fire and Emergency Services technology that operate 24/7/365 (e.g. 911/communications centre);
- Maintain the City's Public Safety Radio Network that provides critical communication to Barrie Fire and Emergency Services, Barrie Police Service, Water Operations and Wastewater Operations;
- Support and manage technology systems (hardware, software) for Barrie Fire and Emergency Services;
- Support a culture of innovation and thoughtful risk taking;
- Expand the IT Security Program;

Strategic Plan & Other Program Deliverables

- Barrie.ca refresh
- Launch CEM Citizen Portal
- Mobile Workforce
- Open GIS/Data

Major Initiatives/Issues

- Network Revitalization (multi-year) - Year 3 - Replace outer network devices with Smart Software Defined Network devices
- Next Generation 911 Design
- Expanding IT Security Program
- Launch the new internal GIS portal

Key Performance Indicators

Use Technology To Deliver Services More Effectively

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of City of Barrie eServices	17	19	19	22
City of Barrie Website Availability (includes planned outages)	99.9%	99.9%	99.9%	99.9%
Number of Technology Related Service Delivery Interruptions	10	10	6	6

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Access Barrie

Information Technology

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$5,697,732	\$5,409,211	\$6,037,115	\$5,438,506	\$5,627,040	\$5,676,324	\$5,779,711
	Materials & Supplies	\$94,949	\$51,995	\$51,307	\$49,814	\$51,253	\$51,765	\$35,900
	Equipment & Capital Purchases	\$148,788	\$265,838	\$219,096	\$275,263	\$284,040	\$288,796	\$296,570
	Services	\$3,637,661	\$3,951,792	\$3,470,702	\$3,949,459	\$4,210,804	\$4,408,537	\$4,404,684
	Rents & Other Expenses	\$15,330	\$50,885	\$35,590	\$51,090	\$51,300	\$51,800	\$54,300
	Sub-Total	\$9,594,459	\$9,729,722	\$9,813,810	\$9,764,132	\$10,224,437	\$10,477,221	\$10,571,164
Revenues	User Fees, Service Charges, & Rentals	(\$63,904)	(\$60,000)	(\$60,000)	(\$39,200)	(\$39,200)	(\$39,200)	(\$39,200)
	Grant Revenues & Contributions	(\$534,184)	(\$545,003)	(\$515,000)	(\$529,000)	(\$589,500)	(\$596,000)	(\$605,500)
	Interdepartmental Transfers	(\$1,068,789)	(\$849,849)	(\$809,783)	(\$877,765)	(\$896,333)	(\$916,031)	(\$934,663)
	Sub-Total	(\$1,666,877)	(\$1,454,852)	(\$1,384,783)	(\$1,445,965)	(\$1,525,033)	(\$1,551,231)	(\$1,579,363)
Net Operating (Expense)/Revenue		\$7,927,581	\$8,274,871	\$8,429,028	\$8,318,167	\$8,699,404	\$8,925,991	\$8,991,802

2021 - BASE BUDGET CHANGE REPORT

Access Barrie

Information Technology

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$6,497,773	\$6,247,966	\$6,515,746	\$5,978,466	\$104,922	\$6,083,388	(\$269,500)	-4.31%	(\$164,578)	-2.63%
	Recovery from Capital	(\$800,041)	(\$838,755)	(\$478,631)	(\$539,960)	\$0	(\$539,960)	\$298,795	-35.62%	\$298,795	-35.62%
	Materials & Supplies	\$94,949	\$51,995	\$51,307	\$49,814	\$0	\$49,814	(\$2,181)	-4.20%	(\$2,181)	-4.20%
	Equipment & Capital Purchases	\$148,788	\$265,838	\$219,096	\$275,263	\$4,274	\$279,537	\$9,424	3.55%	\$13,698	5.15%
	Services	\$3,637,661	\$3,951,792	\$3,470,702	\$3,949,459	\$15,970	\$3,965,429	(\$2,333)	-0.06%	\$13,637	0.35%
	Rents & Other Expenses	\$15,330	\$50,885	\$35,590	\$51,090	\$0	\$51,090	\$205	0.40%	\$205	0.40%
	Total	\$9,594,459	\$9,729,722	\$9,813,810	\$9,764,132	\$125,166	\$9,889,298	\$34,410	0.35%	\$159,576	1.64%
Revenues	User Fees, Service Charges, & Rentals	(\$63,904)	(\$60,000)	(\$60,000)	(\$39,200)	\$0	(\$39,200)	\$20,800	-34.67%	\$20,800	-34.67%
	Grant Revenues & Contributions	(\$534,184)	(\$545,003)	(\$515,000)	(\$529,000)	\$0	(\$529,000)	\$16,003	-2.94%	\$16,003	-2.94%
	Interdepartmental Transfers	(\$1,068,789)	(\$849,849)	(\$809,783)	(\$877,765)	\$0	(\$877,765)	(\$27,917)	3.28%	(\$27,917)	3.28%
	Total	(\$1,666,877)	(\$1,454,852)	(\$1,384,783)	(\$1,445,965)	\$0	(\$1,445,965)	\$8,886	-0.61%	\$8,886	-0.61%
Net Operating Expense/(Revenue)		\$7,927,581	\$8,274,871	\$8,429,028	\$8,318,167	\$125,166	\$8,443,333	\$43,296	0.52%	\$168,462	2.04%

Comments:

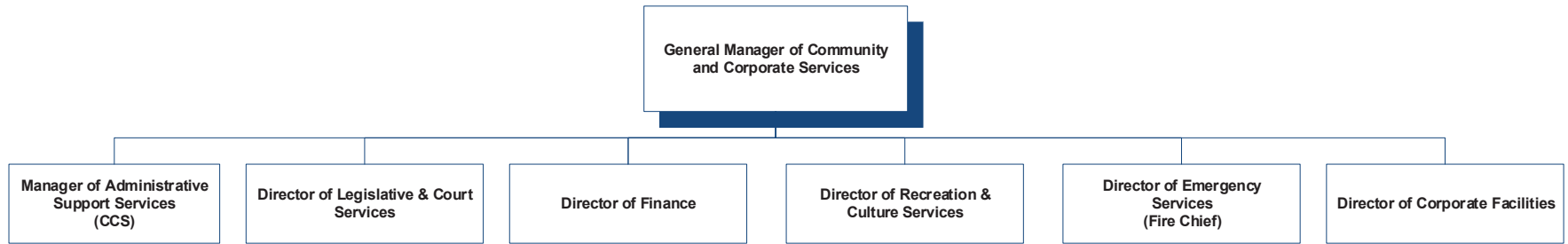
New Investment column includes change forms from across the corporation that impact IT – for details please refer to the New Investment section of the budget binder.

Recovery From Capital: Mobile Technology Upgrade and VoIP Telephony projects have completed and the temporary resource is no longer required. There is a corresponding reduction in Salary & Benefits.

User Fees, Service Charges, & Rentals: 3rd party leases for space on City Communication towers have been renewed and revenue updated to reflect the change in market conditions and radio communication technologies. As the mobile industry shifts to 5G technology, large high power antennas covering square kilometers from towers are being replaced with small lower power antennas covering a few hundred square meters from utility poles, street lights, traffic signals etc. Revenues will increase in the coming years as the mobile industry further expands their use of the City's owned property (18-G-195) to expand 5G coverage.

ORGANIZATIONAL CHART

Community and Corporate Services Division



Performance Plan 2021 – COMMUNITY AND CORPORATE SERVICES DIVISION

Division Goals

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

Key Division Service Delivery Initiatives

- Developing recreational and cultural programming that addresses the ongoing impact of the coronavirus by monitoring and adhering to guidelines and restrictions as set by the province and local health unit; Ensuring these programs meet the needs of our residents while balancing the cost of delivering these services
- Contribute towards the strategic planning of recreational services to identify current trends and community needs for programming and facilities over the five to ten years
- Assist in the development of a Tourism Strategy led by Invest Barrie that encourages growth in the sports tourism sector and cultural events
- Continuous improvement of recreation registration system and special events permitting 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;
- Enhance the flexibility and use of the e-proval system to create a more efficient process for issuing permits for special cultural and community events and theatre programming



- Maintain our HIGH FIVE Accreditation which reflects the highest standard of recreational programming quality and safety, apply for Play Work's recognition as a Youth Friendly Community Gold **designation** and achieve the Safer Spaces designation.
 - Monitor and evaluate Barrie Fire and Emergency Services department response time benchmarking including call taking, turnout time, and road response on a quarterly basis to identify and implement enhancements
 - Delivery of NFPA 1031 Fire Inspector 1 training for operations staff
 - Continue to provide at risk neighbourhoods with information and education regarding smoke and CO alarms;
 - Expand the implementation of the modern, Physician directed Peer Support Program committed to proactively supporting the mental health of all employees
 - Continued research and development of the next generation 911 emergency dispatch/communications system, including procurement preparation and system implementation.
 - Review and update City Emergency Plan to address pandemic and include business continuity, as well as new/emerging risks
 - Support design development initiatives related to strategic and operational projects such as Allandale Transit Hub, Allandale Train Station redevelopment, Fisher Theatre and Events Centre, Permanent Market and Barrie Farmers' Market, Waste Water Treatment Plant and Oro bio-solids site upgrades, City Hall Intensification, , Ferndale Operations Centre and Environmental Centre upgrades, and ongoing growth planning
 - Successfully deliver strategic and growth-related facility project identified in the 2021 Capital Plan as well as LED conversion projects, water conservation and energy recovery projects
 - Develop, in partnership with Corporate Asset Management, a comprehensive process to meet facility asset management and capital planning needs based on information from Facility Condition Assessments and updated master planning documents
 - Continue work towards achieving best-in-class benchmark energy use in facilities, with a target of NetZero city facilities
 - Complete a comprehensive city-wide greenhouse gas (GHG) management plan including greenhouse gas inventory, baseline emissions and GHG emission reduction strategies
 - Continue to support and participate in the implementation of the Enterprise Resource Planning System (ERP) and Citizen Experience Management (CEM) system
 - Continued implementation of proactive tax base assessment management and the e-tendering platform
 - Implementation of Prudent Investor Board
-
- Update long range financial plan and related policies, incorporating impact of Bill 197, growth targets and updated master plans
 - Continue the implementation of recommendations from the Corporate Records and Information Program Review/Strategy to increase corporate awareness of the *Municipal Freedom of Information and Protection of Privacy Act* provisions, corporate records management and access and privacy requirements including the replacement of the RMAIS system.
 - Continue the implementation of the collection policy for unpaid, overdue POA fines and the expansion of the expedited resolution process
 - Continual assistance with the ongoing implementation of various APLI system modules related to enforcement allowing for electronic submissions for permits, applications, inspection requests and complaints
 - Procure technology and auditing services for the 2022 Municipal Election
 - Prepare for the enactment of Bill 177 to process "Fail to Respond" convictions, payment extension applications and re-opening applications
 - Review opportunities to enhance customer experience related to application of by-laws and educate the community regarding the importance of compliance with municipal laws

External Factors Influencing Activities & Outcomes

- COVID-19
- General economic conditions
- Timing of growth, construction and development within the Hewitt's and Salem lands including any associated revenues and expenditures;
- Federal/Provincial financial condition and the funding impacts from these orders of government
- Federal/Provincial legislative or regulatory requirements and changes
- Energy and water consumption trends and escalating costs
- Portfolio age of City facilities and components therein
- Escalating costs for materials, supplies, contracted services and skilled trades

Key Performance Indicators

Department	Indicator	2020 Plan	2020 Projected	2021 Plan
Finance	Audited Financial Statement Completion Date	May	June	May
	Quarterly Reports	3	3	3
	Month End Close by 9 th Business Day	75%	33%	75%
	Days to complete a procurement process	80	87	80
	Water and Wastewater Electronic Billing	30%	5%	20%
	Percentage of permanent vendors (4,700) paid by electronic fund transfer (EFT)	20%	5%	20%
	Average number of bids received per bid process	5	5	5
	Tax arrears as a per cent of current year levy	6.0%	7.5%	6.0%
	Water wastewater arrears as a percentage of last 12 months of billing	3%	5%	3%
	Return on investments	2.60%	2.05%	1.50%
Recreation and Culture Services	RecACCESS Participation (# of users)	1,400	1,600	1,550
	RecACCESS Participation Rate as a % of Low-Income Population	8.3%	9.5%	9.2%
	# of Camp Registrations	8,000	1,000	4,000
	% of Staff Trained in HIGH FIVE	90%	90%	90%
	Community Group Usage of Recreation Facilities (Total Hours)	43,000	14,456	25,000
	Total Visits to Recreation/Community Centres	2,400,000	800,000	1,200,000
	RecPASS Member Visits	290,000	100,000	160,000
	Recreation Services Operating Cost Recovery Rate	51.8%	27.0%	37.1%
	RecPASS Retention Rate	50.0%	25.0%	35.0%
	Client Satisfaction Rating	75.0%	N/A	75.0%

Department	Indicator	2020 Plan	2020 Projected	2021 Plan
	Rental Revenue – Five Points	\$72,000	\$9,200	\$43,300
	Rental Revenue – Georgian Theatre	\$131,000	\$10,400	\$78,400
	Days of Use – Five Points	240	28	120
	Days of Use Georgian Theatre	145	32	90
	Value of Sponsorships from all Corporate Events	\$70,000	\$7,200	\$22,500
	# of Special Event Permits Issued	150	4	100
	# of Events at Meridian Square	60	2	20
Fire and Emergency Service	Emergency Call Handling Time for NFPA – Barrie Only	95%	95%	95%
	Emergency Response Call Volumes – Barrie Only	9,000	7,500	8,000
	Less than 6 minute Road Response – 90% of the time	91%	91%	91%
	Alarm for Life Program - home fire safety visits	11,000	0	11,000
	Total Fire Code Inspections - All	3,000	2,900	3,000
	Average Emergency Incident Response Time (minutes)	5.30	5.30	5.30
Corporate Facilities	Positive customer satisfaction response rate percentage*	85%	85%	85%
	Maintenance Effectiveness: # preventative maintenance work orders as a percentage of total maintenance work orders (world class 80%)*	70%	50%	70%
	Average number of back logged work requests per month	35/Month	45/Month	100/Month
	Back log in weeks*	3 weeks	3 Weeks	2 Weeks
	Average number of work requests per month*	1500	1200	4500
	Facility Maintenance - \$ per square foot*	\$7.80	\$7.38	\$8.02
	Facility Energy Consumption per square foot (ekWh/ft2)	29.2	27.5	28.8
	Cost avoidance dollars per year	\$350,000	\$750,000	\$457,115
	Wastewater Energy Consumption per Megalitre (ekWh/mL)	399	399	391



Department	Indicator	2020 Plan	2020 Projected	2021 Plan
	Water Energy Consumption per Megalitre (ekWh/mL)	1,097	1,135	1,133
	Capital Project Cost Forecast Accuracy %	N/A	N/A	85%
Legislative and Court Services/Clerk's Office	# of formal MFIPPA requests received	60	72	75
	% of MFIPPA requests responded to within legislative framework	100%	100%	100%
	Number of meetings supported	130	70	110
	% of minutes published within 4 days after the meeting	98%	90%	95%
	# of customers served at court services counter - Barrie	26,000	5,800	20,000
	Average customer processing time	5:00	4:43	5:00
	# of trial requests processed – Barrie	17,000	10,000	20,000
	Average time to trial – Part 1 charges	6 months	12 months	9 months
	Percent of business licences renewed by due date	80%	65%	80%
	Volume of Enforcement Administration files	3,800	3,000	3,800
	Volume of Enforcement files	62,000	68,000	62,000
Percentage cost recovery from fees and fines (Enforcement Services)	75%	65%	75%	

Budget Summary

Department	2021 Net Requested Budget	2021 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the General Manager	\$378,311	2		2
Legislative & Court Services	\$2,965,339	88	1	89
Finance	\$4,041,375	50	1	51
Recreation & Culture	\$10,160,038	67		67
Fire & Emergency Services	\$27,507,060	183		183
Facilities	\$2,130,586	44	1	45
Total	\$47,182,709	434	3	437

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Divisional Summary

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$55,132,425	\$57,031,150	\$50,973,567	\$55,090,287	\$57,221,479	\$58,286,508	\$59,560,289
	Materials & Supplies	\$6,165,537	\$6,585,883	\$5,173,189	\$6,281,357	\$6,450,085	\$6,536,010	\$6,655,209
	Equipment & Capital Purchases	\$1,177,116	\$1,315,859	\$1,482,507	\$1,298,628	\$1,355,532	\$1,358,333	\$1,370,555
	Services	\$9,673,227	\$11,436,749	\$8,558,453	\$10,746,018	\$11,421,927	\$11,403,003	\$11,483,669
	Rents & Other Expenses	\$2,112,156	\$1,974,296	\$1,776,835	\$1,803,548	\$1,934,056	\$1,923,802	\$1,960,247
	Grant Expenses & Transfers	\$2,353,063	\$1,824,237	\$805,469	\$1,396,278	\$1,499,001	\$1,701,483	\$1,670,672
	Sub-Total	\$76,613,525	\$80,168,174	\$68,770,021	\$76,616,115	\$79,882,080	\$81,209,140	\$82,700,641
Revenues	User Fees, Service Charges, & Rentals	(\$13,355,251)	(\$13,555,917)	(\$6,308,133)	(\$10,240,490)	(\$12,449,212)	(\$12,838,701)	(\$13,167,567)
	Fines & Penalties	(\$8,514,776)	(\$8,426,500)	(\$4,912,092)	(\$7,663,254)	(\$8,461,020)	(\$8,488,070)	(\$8,515,662)
	Licenses & Permits	(\$1,117,856)	(\$1,102,240)	(\$879,000)	(\$980,730)	(\$1,021,457)	(\$1,046,211)	(\$1,072,535)
	Other Revenues	(\$7,230)	(\$6,000)	(\$5,363)	(\$6,000)	(\$6,000)	(\$6,180)	(\$6,365)
	Grant Revenues & Contributions	(\$2,308,377)	(\$2,038,245)	(\$1,670,370)	(\$1,482,646)	(\$2,039,680)	(\$1,642,282)	(\$1,727,476)
	Interdepartmental Transfers	(\$5,586,116)	(\$6,058,214)	(\$5,940,671)	(\$5,924,439)	(\$6,057,491)	(\$6,165,498)	(\$6,270,284)
	Intercompany Transfers	(\$2,108,947)	(\$3,120,351)	(\$2,588,232)	(\$2,907,484)	(\$2,908,644)	(\$2,963,017)	(\$3,008,230)
	Sub-Total	(\$32,998,554)	(\$34,307,467)	(\$22,303,860)	(\$29,205,043)	(\$32,943,503)	(\$33,149,960)	(\$33,768,120)
Net Operating (Expense)/Revenue		\$43,614,971	\$45,860,706	\$46,466,161	\$47,411,071	\$46,938,576	\$48,059,180	\$48,932,520

2021 - BASE BUDGET CHANGE REPORT

Community & Corporate Services – Division Summary

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$56,174,555	\$58,320,500	\$52,008,908	\$56,330,323	\$18,666	\$56,348,989	(\$1,990,177)	-3.41%	(\$1,971,511)	-3.38%
	Recovery from Capital	(\$1,042,130)	(\$1,289,350)	(\$1,035,341)	(\$1,240,037)	\$0	(\$1,240,037)	\$49,313	-3.82%	\$49,313	-3.82%
	Materials & Supplies	\$6,165,537	\$6,585,883	\$5,173,189	\$6,281,357	(\$34,961)	\$6,246,395	(\$304,526)	-4.62%	(\$339,487)	-5.15%
	Equipment & Capital Purchases	\$1,177,116	\$1,315,859	\$1,482,507	\$1,298,628	\$1,200	\$1,299,828	(\$17,231)	-1.31%	(\$16,031)	-1.22%
	Services	\$9,673,227	\$11,436,749	\$8,558,453	\$10,746,018	(\$260,952)	\$10,485,066	(\$690,732)	-6.04%	(\$951,684)	-8.32%
	Rents & Other Expenses	\$2,112,156	\$1,974,296	\$1,776,835	\$1,803,548	(\$47,288)	\$1,756,260	(\$170,748)	-8.65%	(\$218,036)	-11.04%
	Grant Expenses & Transfers	\$2,353,063	\$1,824,237	\$805,469	\$1,396,278	\$0	\$1,396,278	(\$427,959)	-23.46%	(\$427,959)	-23.46%
	Total	\$76,613,525	\$80,168,174	\$68,770,021	\$76,616,115	(\$323,335)	\$76,292,779	(\$3,552,059)	-4.43%	(\$3,875,394)	-4.83%
Revenues	User Fees, Service Charges, & Rentals	(\$13,355,251)	(\$13,555,917)	(\$6,308,133)	(\$10,240,490)	\$127,675	(\$10,112,815)	\$3,315,427	-24.46%	\$3,443,103	-25.40%
	Fines & Penalties	(\$8,514,776)	(\$8,426,500)	(\$4,912,092)	(\$7,663,254)	\$0	(\$7,663,254)	\$763,246	-9.06%	\$763,246	-9.06%
	Licenses & Permits	(\$1,117,856)	(\$1,102,240)	(\$879,000)	(\$980,730)	\$0	(\$980,730)	\$121,510	-11.02%	\$121,510	-11.02%
	Other Revenues	(\$7,230)	(\$6,000)	(\$5,363)	(\$6,000)	\$0	(\$6,000)	\$0	0.00%	\$0	0.00%
	Grant Revenues & Contributions	(\$2,308,377)	(\$2,038,245)	(\$1,670,370)	(\$1,482,646)	\$0	(\$1,482,646)	\$555,599	-27.26%	\$555,599	-27.26%
	Interdepartmental Transfers	(\$5,586,116)	(\$6,058,214)	(\$5,940,671)	(\$5,924,439)	(\$32,702)	(\$5,957,141)	\$133,775	-2.21%	\$101,073	-1.67%
	Intercompany Transfers	(\$2,108,947)	(\$3,120,351)	(\$2,588,232)	(\$2,907,484)	\$0	(\$2,907,484)	\$212,867	-6.82%	\$212,867	-6.82%
	Total	(\$32,998,554)	(\$34,307,467)	(\$22,303,860)	(\$29,205,043)	\$94,973	(\$29,110,070)	\$5,102,424	-14.87%	\$5,197,397	-15.15%
Net Operating Expense/(Revenue)		\$43,614,971	\$45,860,706	\$46,466,161	\$47,411,071	(\$228,362)	\$47,182,709	\$1,550,365	3.38%	\$1,322,003	2.88%

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

GM of Community & Corporate Services

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$392,866	\$393,599	\$498,810	\$396,241	\$401,926	\$408,849	\$415,897
	Materials & Supplies	\$236	\$1,200	\$500	\$1,200	\$1,400	\$1,400	\$1,400
	Services	\$3,163	\$5,870	\$5,570	\$5,870	\$6,125	\$6,300	\$6,400
	Rents & Other Expenses	\$0	\$0	\$823	\$0	\$0	\$0	\$0
	Sub-Total	\$396,265	\$400,669	\$505,703	\$403,311	\$409,451	\$416,549	\$423,697
Revenues	User Fees, Service Charges, & Rentals	(\$25,076)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
	Sub-Total	(\$25,076)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
Net Operating (Expense)/Revenue		\$371,190	\$375,669	\$480,703	\$378,311	\$384,451	\$391,549	\$398,697

2021 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

GM of Community & Corporate Services

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$392,866	\$393,599	\$498,810	\$396,241	\$0	\$396,241	\$2,642	0.67%	\$2,642	0.67%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$236	\$1,200	\$500	\$1,200	\$0	\$1,200	\$0	0.00%	\$0	0.00%
	Services	\$3,163	\$5,870	\$5,570	\$5,870	\$0	\$5,870	\$0	0.00%	\$0	0.00%
	Rents & Other Expenses	\$0	\$0	\$823	\$0	\$0	\$0	\$0	-	\$0	-
	Total		\$396,265	\$400,669	\$505,703	\$403,311	\$0	\$403,311	\$2,642	0.66%	\$2,642
Revenues	User Fees, Service Charges, & Rentals	(\$25,076)	(\$25,000)	(\$25,000)	(\$25,000)	\$0	(\$25,000)	\$0	0.00%	\$0	0.00%
	Total	(\$25,076)	(\$25,000)	(\$25,000)	(\$25,000)	\$0	(\$25,000)	\$0	0.00%	\$0	0.00%
Net Operating Expense/(Revenue)		\$371,190	\$375,669	\$480,703	\$378,311		\$378,311	\$2,642	0.70%	\$2,642	0.70%

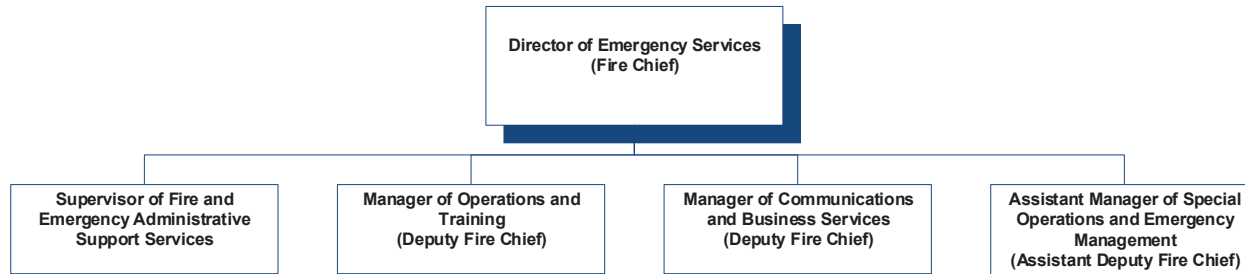
Comments:

The 2020 in year forecast reflects the addition of the Parks Ambassador Program for the summer that was implemented as part of the City's waterfront health and safety response to COVID.



ORGANIZATIONAL CHART

Barrie Fire and Emergency Services Department





Performance Plan 2021

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, but 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,
- fire safety standards and enforcement, and
- incident response

Administration Branch

Comprises the Fire Chief, 2 Deputy Chiefs, 1 Assistant Deputy Chief, 1 Temporary Assistant Deputy Chief and administrative staff.

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

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

Communications & Business Services Branch

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

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

- Call processing from receipt of call to the dispatching of fire apparatus for Barrie Fire and Emergency Service and our external clients
- Conveying instructions, information and direction to the service requester, provide logistical support to the fire scene and maintain radio communications with emergency responders
- Monitoring performance to identify areas of best practice, ability to meet industry standards and compliance with current legislation
- Managing and monitoring 9-1-1 and emergency communications systems
- Provision of training and development to meet recognized standards and industry best practices

Emergency Management Branch

The Emergency Management Branch is required to maintain and oversee our emergency preparedness. Our Community Emergency Management Coordinator (CEMC) is responsible for the development, implementation and maintenance of the City of Barrie's emergency management program in accordance with By-law 2013-142 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 in compliance with the required legislation
- Identifying hazards and assessing risks to public safety in the community
- Developing and maintaining a hazard identification risk assessment of probable events or incidents that could cause threats to public safety
- Using information obtained from the hazard identification risk assessment to assess and promote corporate and departmental preparation for the highest probable events
- Formulating and maintaining comprehensive emergency plans and capabilities for the City of Barrie
- Conducting education programs to ensure the public are able to respond appropriately in an emergency
- Providing emergency management training and support to city staff and the community
- Coordinating emergency management actions with appropriate corporate, community, provincial, and federal partners

Fire Prevention Branch

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

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

- Create and promote public education programs based on risks and vulnerabilities to ensure the general public has the necessary tools to:
 - Prevent fires from happening
 - Detect and react to fires that do occur
- Educate the public and target specific behaviour in the community for the purpose of creating and promoting a fire safe community
- Utilizing all forms of media to promote fire prevention messaging in conjunction with Access Barrie representatives
- Promote fire safety and fire prevention education at community events and events planned by the fire department.
- Implement and maintain a smoke alarm and carbon monoxide alarm program for the City of Barrie as required by provincial legislation.

The second line of defence encompasses the following services:

- Enforcement of the Ontario Fire Code, and applicable City of Barrie By-laws.
- Perform fire safety inspections of buildings to ensure compliance to the Fire Code based on:
 - Complaint about fire safety conditions
 - Requests for inspections
 - Risk evaluations of occupancies
 - Required annual inspections that are mandated by legislation
 - Site/Building Plan examination and approvals
- Conduct investigations into the origin, cause and circumstances of fires that occur in City of Barrie and liaise with OFM Investigators where needed to promote improvements to the first two lines of defence

Operations Branch

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

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

Training Branch

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

- Development of training programs to meet legislation, regulations and standards
- Oversee and deliver practical and theoretical training to all branches
- Records management of all training and assignments
- Evaluate and develop short and long range training schedules to ensure currency
- Develop and deliver recruit training programs
- Provide partnership training to external agencies, such as Simcoe County Hazmat

Key Departmental Objectives

- Prevent or reduce loss of life and/or property damage by responding with an effective response force to emergency incidents as mandated per By-law 2012-207
- Establish and deliver risk based public education programs for appropriate ages focused on reducing or eliminating preventable fires and/or and instilling the correct 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 ensure department resources are focused on reducing the hazard level to our most high risk areas
- Provide training and education to all staff to meet our legislated training requirements, safety standards and relevant industry best practices, such as NFPA and the FPPA
- Enhanced career development opportunities for all staff with a focus on succession planning
- Provide for public safety by creating an emergency resilient community through the development and modernization of emergency plans that address the likely hazards, risks and potential emergencies that could arise in the City of Barrie.
- Development of safe, inclusive, stigma and barrier free workplace focused on employee mental health and wellness

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 by leveraging new approaches, technology and data
- Comply with the Office of the Fire Marshal & Emergency Management guidelines, Fire Code, FPPA (Fire Protection & Prevention Act) and other legislated requirements
- Comply with the requirements for the fire service as set out by the *Occupational Health & Safety Act*
- Review, revise and implement the Fire Master Plan and continue works towards continuous improvement
- Comply with Council direction and priorities
- Enhance service delivery levels to the public
- Enhance the health and safety of responding personnel
- Compliance with the annual requirements for municipal emergency management programs and plans under the *Emergency Management and Civil Protection Act*

Major Initiatives/Issues

- Completion of comprehensive community risk assessment in accordance with the FPPA and industry best practice
- Expand usage of analytics focused on measuring our operational performance to ensure we are meeting our council mandated service levels and meeting the evolving needs of our community
- Implementation of modern clinician directed Peer Support Program committed to proactively supporting the mental health of all employees
- Review and update City Emergency Plan to include business continuity, cyber attacks, domestic terrorism and pandemic planning
- Substantial completion of the review and revision of all BFES operational and administrative policies and procedures
- Develop and deliver enhanced Special Operations and Technical Rescue training to meet the increased legislated requirements
- Monitor and evaluate response time benchmarking including call taking, turnout time, and road response to identify areas for enhancements
- Review, track and monitor emergency service benchmarks established for Emergency Communication Centres in accordance with NFPA 1221
- Research and development of the next generation 911 communications system, including procurement preparation and system implementation
- Research and development of a pre-plan data collection for operations staff
- Implementation of a operations staff based checklist inspection supported by our Fire Prevention branch
- Delivery of NFPA 1031 Fire Inspector 1 training for operations staff
- Delivery of our Alarm for Life program to 1/4 of the city's single family homes per year by operations staff with real time analytics
- Significant completion of our temporary fire training centre
- Research, procurement, and implementation of a modern Records Management System

Key Performance Indicators

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Emergency Call Handling Time for NFPA - Barrie Only	98%	95%	95%	95%
Emergency Response Call Volumes - Barrie Only	8,330	9,000	7,500	8,000
Less than 6 Minute Road Response - 90% of the time for all emergencies incidents	91%	91%	91%	91%
Alarm for Life Program - home safety visits	10,017	11,000	0	11,000
Total Fire Code Inspections - All	2,859	3,000	2,900	3,000
Average Emergency Incident Response Time	5.53	5.3	5.3	5.3

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Barrie Fire & Emergency Services

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$26,002,686	\$26,285,029	\$26,435,166	\$26,736,011	\$27,347,106	\$28,000,519	\$28,635,860
	Materials & Supplies	\$324,846	\$310,325	\$326,799	\$356,625	\$325,525	\$331,025	\$336,025
	Equipment & Capital Purchases	\$115,738	\$222,000	\$221,050	\$222,000	\$232,300	\$242,800	\$248,500
	Services	\$372,482	\$388,250	\$338,020	\$449,300	\$487,550	\$493,550	\$500,850
	Rents & Other Expenses	\$12,492	\$13,260	\$13,240	\$13,260	\$14,300	\$14,550	\$14,800
	Sub-Total	\$26,828,243	\$27,218,864	\$27,334,275	\$27,777,196	\$28,406,781	\$29,082,444	\$29,736,036
Revenues	User Fees, Service Charges, & Rentals	(\$254,973)	(\$303,000)	(\$279,187)	(\$294,000)	(\$295,000)	(\$295,000)	(\$295,000)
	Fines & Penalties	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$1,146,083)	(\$982,653)	(\$885,737)	(\$939,645)	(\$993,513)	(\$1,100,679)	(\$1,272,244)
	Interdepartmental Transfers	\$926,113	\$1,086,568	\$1,067,963	\$963,509	\$981,379	\$1,082,100	\$1,100,267
	Sub-Total	(\$474,943)	(\$199,085)	(\$96,961)	(\$270,137)	(\$307,134)	(\$313,580)	(\$466,977)
Net Operating (Expense)/Revenue		\$26,353,300	\$27,019,779	\$27,237,314	\$27,507,060	\$28,099,647	\$28,768,865	\$29,269,058

2021 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

Barrie Fire & Emergency Services

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$26,002,686	\$26,285,029	\$26,435,166	\$26,736,011	\$0	\$26,736,011	\$450,982	1.72%	\$450,982	1.72%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$324,846	\$310,325	\$326,799	\$356,625	\$0	\$356,625	\$46,300	14.92%	\$46,300	14.92%
	Equipment & Capital Purchases	\$115,738	\$222,000	\$221,050	\$222,000	\$0	\$222,000	\$0	0.00%	\$0	0.00%
	Services	\$372,482	\$388,250	\$338,020	\$449,300	\$0	\$449,300	\$61,050	15.72%	\$61,050	15.72%
	Rents & Other Expenses	\$12,492	\$13,260	\$13,240	\$13,260	\$0	\$13,260	\$0	0.00%	\$0	0.00%
	Total	\$26,828,243	\$27,218,864	\$27,334,275	\$27,777,196	\$0	\$27,777,196	\$558,332	2.05%	\$558,332	2.05%
Revenues	User Fees, Service Charges, & Rentals	(\$254,973)	(\$303,000)	(\$279,187)	(\$294,000)	\$0	(\$294,000)	\$9,000	-2.97%	\$9,000	-2.97%
	Fines & Penalties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$1,146,083)	(\$982,653)	(\$885,737)	(\$939,645)	\$0	(\$939,645)	\$43,008	-4.38%	\$43,008	-4.38%
	Interdepartmental Transfers	\$926,113	\$1,086,568	\$1,067,963	\$963,509	\$0	\$963,509	(\$123,059)	-11.33%	(\$123,059)	-11.33%
	Total	(\$474,943)	(\$199,085)	(\$96,961)	(\$270,137)	\$0	(\$270,137)	(\$71,051)	35.69%	(\$71,051)	35.69%
Net Operating Expense/(Revenue)		\$26,353,300	\$27,019,779	\$27,237,314	\$27,507,060		\$27,507,060	\$487,281	1.80%	\$487,281	1.80%

Comments:

Salaries and Benefits

97.2% of the BFES operational budget is allocated to salaries and benefits. The projected 1.72% increase is predominantly reflective of our collective agreement obligations associated with salary and promotional increases, maintaining minimum staffing levels, and the replacement costs of temporary employees to backfill for long term absences.

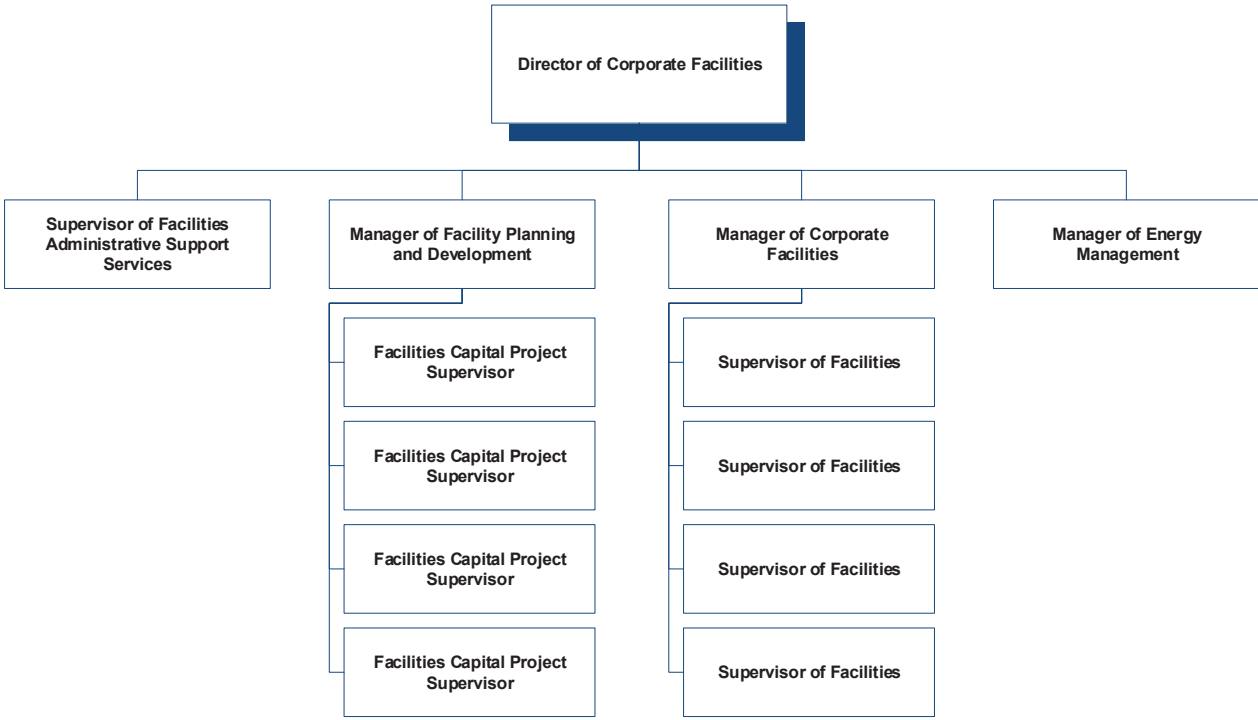
Other Expenses

Increased costs related to personal protective equipment, medical and cleaning supplies to mitigate COVID-19 exposures are projected. Additional funds have been included to continue the peer support program and expand the health and wellness assessments for BFES personnel.

Grant Revenues and Contributions

Increased revenue generated by our long-term emergency communications contracts and internal transfer funding offset our budget expenses by \$211,000.

Barrie ORGANIZATIONAL CHART
 Corporate Facilities Department





Performance Plan 2021

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 (which includes The City of Barrie Marina) and Energy Management.

Facility Planning and Development

Functions

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

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

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

- Growth
- Renewal of aging assets
- Sustainability

Corporate Facility Services

Service Drivers

- Growth Pressures - maintenance, operation and repair of an aging corporate facility portfolio to support the growth of city services and programs
- Cost Pressures - escalating costs for materials, supplies, contracted services and skilled trades are expected to continue for the foreseeable future
- 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 provides leadership and operational support across the organization to manage the City's energy portfolio in a fiscally responsible and sustainable manner. The Branch works with City departments to set energy budgets, establish energy efficiency standards and procedures, and to ensure that the City remains current with the latest innovations in energy efficient technology. The lines of business and services provided include:

Energy Services

- Utilizing energy management software to track, monitor, and report energy consumption through City facilities
- Using data to identify opportunities to reduce energy use through operational optimization and retrofit programs
- Building and monitoring consumption and demand profiles to respond to unexpected changes in energy use that require immediate investigation
- Conducting energy audits for facilities and processes
- Establishing conservation, operator and occupant education programs
- Reporting to the Province on City conservation programs, targets, and verified reductions in energy use
- Review submitted Energy Conservation Reports for new development applications

Advisory Services

- The branch works with Facility Planning and Development and other City departments to provide current information about energy efficiency practices and technologies, renewable energy technology, and leading energy and environmental standards that can be applied to facility construction and redevelopment projects, plus processes and operations.
- Serve as the subject matter expert for sustainable and Net Zero building construction and operations

Utility Management

- Providing bill validation and verification services while maintaining a complete database of all City energy accounts that contain historical and current energy bill information
- Preparing utility budgets for the corporation and administering and approving 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

- Participating in the integrated design process for facility construction and redevelopment
- Managing energy retrofit and building commissioning projects, energy audits and energy master planning programs
- Researching and managing energy project incentive applications for capital works related to energy conservation

Energy Procurement

- Undertaking energy procurement services for the City
- Administering energy contracts with utility suppliers
- Researching alternative energy solutions and procurement strategies to both mitigate fluctuations in energy prices and minimize the financial risk

Service Drivers

- Council's Climate Emergency Declaration that targets carbon neutrality for City operations by 2050
- Escalating Energy Costs, especially electrical costs which account for 80% of the City's utility spend and are anticipated to increase by 2% in 2021
- Leadership in Sustainability as part of the Corporation's response to climate change
- Growth; City population growth will continue to increase energy use in existing facilities, and new facilities constructed to support this growth
- Regulatory requirements:
 - O.Reg 397/11, *Energy Conservation and Demand Management Plans*, requires the collection and reporting on energy use in all facilities plus the City's water supply and treatment infrastructure, the development of a comprehensive energy management plan including targets for reduction over a five year period, and the implementation plan necessary to achieve these targets
 - The Lake Simcoe Protection Act places stringent requirements on phosphorus levels at the City's wastewater treatment facility. These stringent requirements impact available treatment options, which impact energy use

Key Departmental Objectives

To provide strategic leadership, services and programs that contribute to the building and support 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 and operational excellence
- Continuous improvement
- Fiscal responsibility and transparency

Specific Department Objectives:

- To provide excellent customer service to our clients, partners, and stakeholders, while demonstrating effectiveness in the daily operation and preservation of City facilities and properties
- To ensure the effective delivery of total facility management for the City's portfolio of facility and property assets, and providing professional advice to Council, Executive Management, clients and service partners
- To continuously review, plan and implement facility asset management and maintenance strategies, and effective facility / property management solutions, to meet the City's short and long-term objectives of containing costs while preserving our assets and maintaining service excellence.
- To take organizational leadership 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 through 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

- Take a leadership role in City growth through the planning, design and construction of new facility assets
- Develop and implement 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 the 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
- Develop specifications to support high performing facilities that are energy efficient with an ultimate goal of offsetting all or most of a facilities annual energy consumption (Net Zero)
- Develop facility capital costing with a focus on reducing long term operational and life cycle costing by prioritizing and investing in renewable energy systems, energy performance and building science that reduce total life-span building costs

Corporate Facility Services

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

Energy Management

- Strive for continuous improvement to optimize the City's Energy Management Program
- Serve as a leader and champion for achieving a carbon neutrality for City operations by 2050
- 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 an integrated design process and makes energy efficient design a priority
- Develop processes to ensure compliance with O. 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
- Implement strategic workforce planning initiatives across the Corporate Facilities Department

Facility Planning and Development

- Continue to expand the department's knowledge of construction and project management processes and methodologies, and implement a continuous improvement, recognition, innovation, safe to fail environment that will better support our clients
- Develop, in partnership with Corporate Asset Management, a comprehensive process to meet facility asset management and capital planning needs based on information from Facility Condition Assessments and updated master planning documents
- Support the update of the city's Facility Space Management system to provide consistent and reliable data for future space planning use

Corporate Facility Services

- Analysis of preventive and reactive maintenance work data and realignment of service levels as necessary to best support City assets
- Provide support for the Recreation Department's use of the City's Integrated Workplace Management System - Archibus/FM, and Facility Planning and Development's use of the system for physical Space Planning
 - Refine work orders and data collected to allow for better KPI data collection and reporting
 - In collaboration with internal departments and stakeholders, continue with the implementation of a comprehensive yet flexible city-wide facility and safety and security master plan
- Develop an enhanced staff training and development program to prepare the department for upcoming retirements

Energy Management

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

Major Initiatives/Issues

Facility Planning and Development

Facility Planning

- Support updates to the city's Official Plan and Developer Charge Update
- Support design development initiatives related to strategic and operational projects such as:
 - Allandale Train Station redevelopment
 - Allandale Transit Hub
 - Hewitt's Library and Community Centre New Building Development
 - Salem Library and Community Centre New Building Development
 - Operations Satellite Yard New Building Development
 - Fisher Auditorium and Events Centre
 - Permanent Market and Barrie Farmer's Market
 - Waste Water Treatment Plant and Oro biosolids site upgrades
 - City Hall Intensification
 - Ferndale Operations Centre and Environmental Centre upgrades
 - Ongoing Growth Planning
 - Updated space planning required as a result of COVID-19

Facility Development (Design & Construction)

- Successfully deliver the following strategic growth related projects:
 - Ferndale Operations Centre - Sand / Salt Dome
 - Fire Station 3 & 4 interior renovations
 - Allandale Transit Hub implementation
 - City Hall Intensification (renovations to improve the efficiency of existing space)
 - Successfully deliver activities related to capital projects identified in the 2021 Capital Plan

Project Management Services

- Promote an awareness of Health & Safety Training and Work Life Balance
- Continue to support branch and staff development plans by obtaining Project Management Professional (PMP) designations
- Continue to develop standards for project management in keeping with corporate governance and project management industry standards and best practices
- Improve customer service through post-occupancy evaluations and client post-project close-out surveys
- Provide effective and timely project communication to our partners

Staffing

- Continue to develop staff training and capabilities to better support ongoing city growth, development and renewal

Corporate Facility Services

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

Energy Management

- Develop business plan for the development of a corporate wide carbon neutrality strategy
- Implementation of approved 2021 Capital plan focusing on renewable energy deployment
- Continue to work with the Water and Wastewater Optimization Teams to pursue and develop energy conservations initiatives. Partner with the Recreation Department to establish an optimization team focused on energy efficiency within rink and pool spaces
- Complete recommissioning exercises focused on energy intensive equipment (eg. refrigeration plants / natatorium equipment)
- Provide strategic input and recommendations for both large and small scale capital planning, renewal or growth projects, including:
 - Wastewater Treatment Facility Membrane Installation
 - Allandale Transit Hub Design and Construction
 - Wastewater Administrative Building Design and Construction
 - Holly Community Centre Building Automation System Renewal
 - Surface Water Treatment Plant Building Automation System Renewal and equipment optimization
 - Barrie Simcoe Emergency Responder's Campus building commissioning and optimization
- Initiate, apply for, and / or facilitate feasibility studies or grant applications with aim of achieving carbon neutrality for new construction and renewal projects

Key Performance Indicators

Corporate Facility Services

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Positive customer satisfaction response rate percentage*	78.6%	85%	85%	85%
Maintenance effectiveness: # preventative maintenance work orders as a percentage of total maintenance work orders (world class is 80%)*	65%	70%	50%	70%
Average number of back logged work requests per month	15/Month	35/Month	45/Month	100/Month
Back log in weeks*	N/A	3 Weeks	3 Weeks	2 Weeks
Average number of work requests per month*	853	1500	1200	4500
Facility Maintenance - \$ per square foot*	\$7.94	\$7.80	\$7.38	\$8.02

Energy Management

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Facility Energy Consumption per square foot (ekWh/ft ²)	30	29.2	27.5*	28.8
Cost avoidance dollars per year	\$390,337	\$350,000	\$750,000	\$457,115
Wastewater Energy Consumption per Megalitre (ekWh/mL)	396	399	399	391
Water Energy Consumption per Megalitre (ekWh/mL)	1,177	1,097	1,135	1,133

Facility Planning & Development

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Capital Project Cost Forecast Accuracy %		N/A		85%

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Facilities Department

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$3,966,445	\$4,019,899	\$3,840,091	\$4,007,537	\$4,104,009	\$4,195,643	\$4,284,968
	Materials & Supplies	\$2,015,838	\$2,418,086	\$2,246,854	\$2,227,556	\$2,261,655	\$2,323,539	\$2,365,727
	Equipment & Capital Purchases	\$463,847	\$473,017	\$687,144	\$497,485	\$518,744	\$527,859	\$537,091
	Services	\$4,765,634	\$6,231,607	\$4,899,036	\$5,892,595	\$5,959,226	\$6,163,726	\$6,200,311
	Rents & Other Expenses	\$1,365,946	\$1,139,005	\$1,165,573	\$1,080,142	\$1,091,873	\$1,109,513	\$1,126,293
	Grant Expenses & Transfers	\$274,586	\$429,414	\$416,623	\$277,743	\$296,711	\$321,867	\$344,854
	Sub-Total	\$12,852,297	\$14,711,028	\$13,255,322	\$13,983,059	\$14,232,218	\$14,642,147	\$14,859,243
Revenues	User Fees, Service Charges, & Rentals	(\$1,267,544)	(\$1,581,247)	(\$1,377,543)	(\$1,428,198)	(\$1,481,217)	(\$1,524,354)	(\$1,571,790)
	Grant Revenues & Contributions	(\$207,954)	(\$144,263)	(\$54,200)	(\$129,348)	(\$129,413)	(\$129,480)	(\$4,547)
	Interdepartmental Transfers	(\$7,136,415)	(\$7,654,310)	(\$7,286,781)	(\$7,361,083)	(\$7,516,670)	(\$7,733,101)	(\$7,862,540)
	Intercompany Transfers	(\$2,108,947)	(\$3,120,351)	(\$2,588,232)	(\$2,907,484)	(\$2,908,644)	(\$2,963,017)	(\$3,008,230)
	Sub-Total	(\$10,720,860)	(\$12,500,171)	(\$11,306,755)	(\$11,826,114)	(\$12,035,945)	(\$12,349,951)	(\$12,447,106)
Net Operating (Expense)/Revenue		\$2,131,438	\$2,210,857	\$1,948,566	\$2,156,945	\$2,196,273	\$2,292,196	\$2,412,136

2021 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

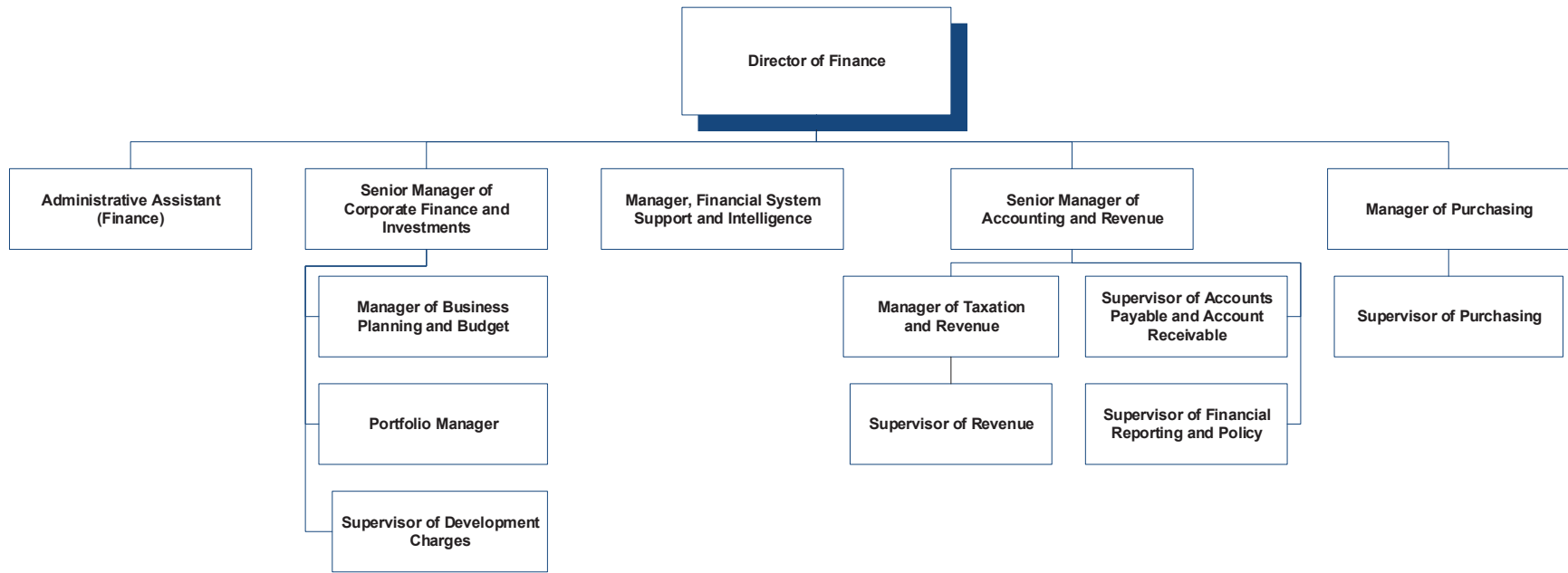
Facilities Department

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Equipment & Capital Purchases	\$463,847	\$473,017	\$687,144	\$497,485	\$1,200	\$498,685	\$24,468	5.17%	\$25,668	5.43%
	Grant Expenses & Transfers	\$274,586	\$429,414	\$416,623	\$277,743	\$0	\$277,743	(\$151,670)	-35.32%	(\$151,670)	-35.32%
	Materials & Supplies	\$2,015,838	\$2,418,086	\$2,246,854	\$2,227,556	(\$27,135)	\$2,200,421	(\$190,530)	-7.88%	(\$217,665)	-9.00%
	Rents & Other Expenses	\$1,365,946	\$1,139,005	\$1,165,573	\$1,080,142	\$0	\$1,080,142	(\$58,863)	-5.17%	(\$58,863)	-5.17%
	Salaries & Benefits	\$4,781,318	\$4,843,574	\$4,566,706	\$4,853,358	\$86,689	\$4,940,047	\$9,784	0.20%	\$96,473	1.99%
	Recovery from Capital	(\$814,873)	(\$823,675)	(\$726,614)	(\$845,821)	\$0	(\$845,821)	(\$22,146)	2.69%	(\$22,146)	2.69%
	Services	\$4,765,634	\$6,231,607	\$4,899,036	\$5,892,595	(\$176,299)	\$5,716,296	(\$339,011)	-5.44%	(\$515,311)	-8.27%
	Total	\$12,852,297	\$14,711,028	\$13,255,322	\$13,983,059	(\$115,546)	\$13,867,512	(\$727,969)	-4.95%	(\$843,515)	-5.73%
Revenues	Grant Revenues & Contributions	(\$207,954)	(\$144,263)	(\$54,200)	(\$129,348)	\$0	(\$129,348)	\$14,915	-10.34%	\$14,915	-10.34%
	Intercompany Transfers	(\$2,108,947)	(\$3,120,351)	(\$2,588,232)	(\$2,907,484)	\$0	(\$2,907,484)	\$212,867	-6.82%	\$212,867	-6.82%
	Interdepartmental Transfers	(\$7,136,415)	(\$7,654,310)	(\$7,286,781)	(\$7,361,083)	\$99,977	(\$7,261,106)	\$293,226	-3.83%	\$393,204	-5.14%
	User Fees, Service Charges, & Rentals	(\$1,267,544)	(\$1,581,247)	(\$1,377,543)	(\$1,428,198)	(\$10,790)	(\$1,438,988)	\$153,049	-9.68%	\$142,259	-9.00%
	Total	(\$10,720,860)	(\$12,500,171)	(\$11,306,755)	(\$11,826,114)	\$89,187	(\$11,736,926)	\$674,057	-5.39%	\$763,244	-6.11%
Net Operating Expense/(Revenue)		\$2,131,438	\$2,210,857	\$1,948,566	\$2,156,945	(\$26,359)	\$2,130,586	(\$53,912)	-2.44%	(\$80,271)	-3.63%

Comments:

The Corporate Facilities net operating budget request for 2021 is approximately 2.4% lower than that requested for 2020. This reduction is largely possible for two reasons. Firstly, energy conservation and rate change initiatives undertaken in late 2019 and throughout 2020 have resulted in a 5.23% reduction in anticipated electricity costs and an even more substantial 11.18% anticipated reduction in natural gas costs. While continued energy consumption reductions are not sustainable over time, staff will continue to identify and make efficiency improvements wherever possible to help 'hold the line' amidst city growth. Secondly, with the successful completion of the Barrie Simcoe Emergency Services Campus, holding costs associated with 29 Sperling Drive have been reduced in anticipation of the sale of the facility in 2021.

Barrie **ORGANIZATIONAL CHART**
Finance Department





Performance Plan 2021

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 four Branches: Accounting and Revenue Services, Corporate Finance and Investments, Procurement, and Financial Systems Management and Integration. The department's main deliverables include: the Audited Financial Statements, Coordinating the Annual Business Plan and Budget, Treasury and Debt Management, Procurement Administration and Support, Property Tax Revenue Management, Water Wastewater Revenue Management and Maintaining and Supporting the SAP Financial System.

Accounting & Revenue

- Compile and draft Consolidated Financial Statements, Financial Information Return, and all related working schedules for external audit
- Compile and submit all mandatory external financial reporting documents and facilitate related audit requirements
- Develop and maintain appropriate internal control policies and practices
- Provide advisory services to the Corporation regarding appropriate accounting treatment for transactions in accordance with PSAB
- Provide financial guidance and support to related Boards & Commissions
- Provide business support as it relates to financial and non-financial performance reporting
- Process over 29,000 vendor invoices within 30 days (on average)
- Process, monitor and follow-up on all outstanding municipal billings, collecting over 4,500 invoices
- Issuance and collection of 80,000 municipal property tax bills
- Proactive assessment management, which includes tracking permits and following up with MPAC to ensure timely updating of assessment rolls, continuous monitoring and reconciling of existing property tax classifications against MPAC tax rolls, and direct involvement and participation in assessment appeals
- Issuance and collection of 290,000 water and wastewater bills annually

Corporate Finance & Investments

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

Corporate Procurement

- Provide professional support to City Departments with regards to developing and executing annual procurement plans
- Work with client departments to develop and facilitate a projected 175 procurement document that will attract competitive bids from qualified suppliers
- Internal training offered semi-annually to the corporation
- Compliance Monitoring and regular reporting to the City's Executive Management Team
- Policy Analysis including monitoring legislation and researching best practices for the City of Barrie

Financial Systems & Integrations

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

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
- 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 financial policies

Major Initiatives/Issues

- Update Long Range Financial Plan and related policies, incorporating impact of Bill 197, growth targets and updated master plans
- Update DC By-law to reflect Bill 197
- Phase 2 of Stormwater Climate Action Fund with Council Approval early January 2022
- Support update of Water and Wastewater Financial Plan
- Continue Implementation of Prudent Investor Board
- Develop a 3 to 5 year plan for maintenance and enhancement of SAP

Key Performance Indicators

Financial Information - accurate, complete, timely

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Audited Financial Statement Completion Date	June	May	June	May
Quarterly Reports	3	3	3	3

Month End Close by 9th Business Day	0%	75%	33%	75%
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Promoting Innovation

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Days to complete a procurement process	88	80	87	80
Water and Wastewater Electronic Billing	0%	30%	5%	20%
Percentage of permanent vendors (4,700) paid by electronic funds transfer (EFT)	0%	20%	5%	20%

Identifying Business Opportunities

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Average number of bids received per bid process	5	5	5	5
Tax arrears as a per cent of current year levy	5.9%	6.0%	7.5%	6.0%
Water wastewater arrears as a percentage of last 12 months of billing	3.4%	3%	5%	3%
Return on Investments	2.83%	2.60%	2.05%	1.50%

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Finance Department

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$4,742,719	\$5,558,275	\$5,147,886	\$5,643,703	\$5,740,570	\$5,858,205	\$5,968,939
	Materials & Supplies	\$335,784	\$344,325	\$331,650	\$307,800	\$317,900	\$328,200	\$338,325
	Equipment & Capital Purchases	\$5,710	\$13,100	\$6,100	\$11,200	\$10,300	\$9,900	\$10,000
	Services	\$351,605	\$532,372	\$360,310	\$483,138	\$429,988	\$434,200	\$422,900
	Rents & Other Expenses	\$5,556	\$6,700	\$3,700	\$3,600	\$3,600	\$3,600	\$3,600
	Grant Expenses & Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$5,441,374	\$6,454,772	\$5,849,647	\$6,449,441	\$6,502,358	\$6,634,105	\$6,743,764
Revenues	User Fees, Service Charges, & Rentals	(\$988,190)	(\$905,000)	(\$865,000)	(\$998,000)	(\$1,022,000)	(\$1,082,000)	(\$1,068,000)
	Licenses & Permits	(\$208,295)	(\$293,000)	(\$165,000)	(\$210,000)	(\$220,000)	(\$230,000)	(\$240,000)
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$127,726)	(\$186,000)	(\$141,000)	(\$188,000)	(\$145,000)	(\$117,000)	(\$149,000)
	Interdepartmental Transfers	(\$784,235)	(\$1,033,469)	(\$1,106,666)	(\$1,044,768)	(\$1,084,086)	(\$1,096,013)	(\$1,107,856)
	Sub-Total	(\$2,108,447)	(\$2,417,469)	(\$2,277,666)	(\$2,440,768)	(\$2,471,086)	(\$2,525,013)	(\$2,564,856)
Net Operating (Expense)/Revenue		\$3,332,927	\$4,037,303	\$3,571,981	\$4,008,673	\$4,031,273	\$4,109,093	\$4,178,908

2021 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

Finance Department

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$4,941,321	\$6,023,950	\$5,456,613	\$6,037,918	\$65,404	\$6,103,322	\$13,969	0.23%	\$79,373	1.32%
	Recovery from Capital	(\$198,602)	(\$465,675)	(\$308,727)	(\$394,215)	\$0	(\$394,215)	\$71,460	-15.35%	\$71,460	-15.35%
	Materials & Supplies	\$335,784	\$344,325	\$331,650	\$307,800	\$0	\$307,800	(\$36,525)	-10.61%	(\$36,525)	-10.61%
	Equipment & Capital Purchases	\$5,710	\$13,100	\$6,100	\$11,200	\$0	\$11,200	(\$1,900)	-14.50%	(\$1,900)	-14.50%
	Services	\$351,605	\$532,372	\$360,310	\$483,138	\$0	\$483,138	(\$49,234)	-9.25%	(\$49,234)	-9.25%
	Rents & Other Expenses	\$5,556	\$6,700	\$3,700	\$3,600	\$0	\$3,600	(\$3,100)	-46.27%	(\$3,100)	-46.27%
	Grant Expenses & Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	\$5,441,374	\$6,454,772	\$5,849,647	\$6,449,441	\$65,404	\$6,514,845	(\$5,331)	-0.08%	\$60,074	0.93%
Revenues	User Fees, Service Charges, & Rentals	(\$988,190)	(\$905,000)	(\$865,000)	(\$998,000)	\$0	(\$998,000)	(\$93,000)	10.28%	(\$93,000)	10.28%
	Licenses & Permits	(\$208,295)	(\$293,000)	(\$165,000)	(\$210,000)	\$0	(\$210,000)	\$83,000	-28.33%	\$83,000	-28.33%
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$127,726)	(\$186,000)	(\$141,000)	(\$188,000)	\$0	(\$188,000)	(\$2,000)	1.08%	(\$2,000)	1.08%
	Interdepartmental Transfers	(\$784,235)	(\$1,033,469)	(\$1,106,666)	(\$1,044,768)	(\$32,702)	(\$1,077,470)	(\$11,299)	1.09%	(\$44,001)	4.26%
	Total	(\$2,108,447)	(\$2,417,469)	(\$2,277,666)	(\$2,440,768)	(\$32,702)	(\$2,473,470)	(\$23,299)	0.96%	(\$56,001)	2.32%
Net Operating Expense/(Revenue)		\$3,332,927	\$4,037,303	\$3,571,981	\$4,008,673	\$32,702	\$4,041,375	(\$28,629)	-0.71%	\$4,073	0.10%

Comments:

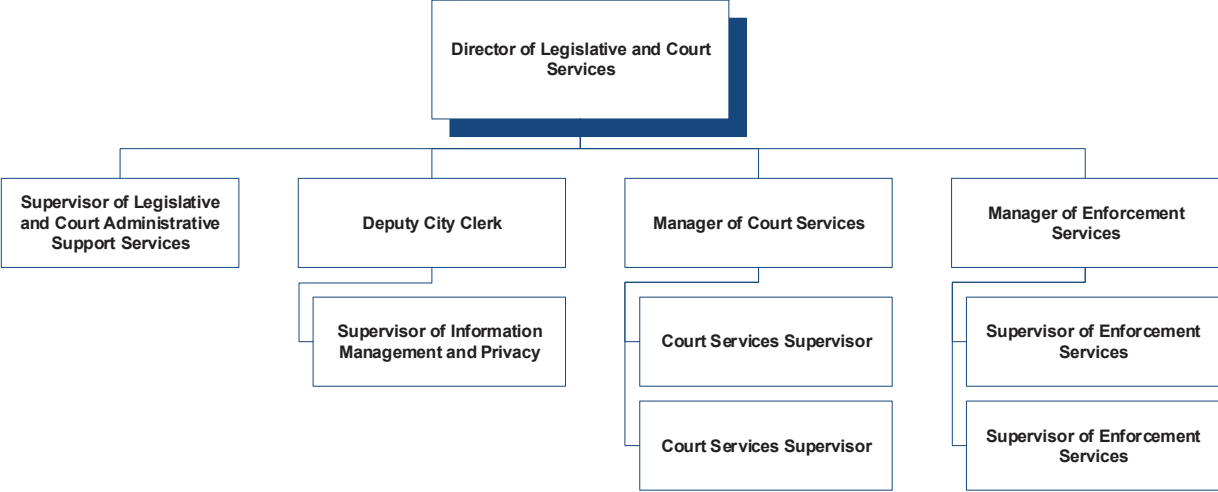
The 2021 budgeted net tax levy impact for the base budget changes of the Finance department is a decrease of \$28,629 or negative .71 per cent.

Expenses

Total budgeted expenses decreased \$5,331 or .08 per cent. The main drivers of the decrease are a reduction in audit fees. The audit fees in 2020 were higher as a result of the first-year conversion audit of SAP. Included in Salaries and Benefits is a reduction in part time salaries which was offset by a reduction in recoveries from capital. The part time salary reduction and related reduction in recoveries from Capital is a result of deferring the Long-Range Financial Plan work to 2021 and utilizing existing staff.

Revenues

Total budgeted revenues have increased by a net amount of \$23 thousand or .96 per cent. While the forecasted 2020 in year fees are expected to be lower than budget primarily related to the impact of COVID-19, there has been strong activity in the local real estate market which should return overall fee revenues closer to budgeted amounts in 2021. The overall net increase in fee revenues is primarily related to expected increased volumes for tax certificates.





Performance Plan 2021

Department:
Legislative and Court Services

Departmental Overview

The Legislative and Court Services Department is comprised of three branches; Legislative Services (which includes Council Secretariat/Legislative Support Services, Corporate Mail and Print Services, and Access and Privacy Services), Court Services (which is responsible for the administration of justice within two court service areas in compliance with the Provincial Offences Act, the Memorandum of Understanding and Intermunicipal 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

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

- Plan, administer, and distribute material for approximately 130 meetings of Council, General Committee, Reference Committees and Advisory Committees of Council involving the recording of approximately 385 motions and 120 by-laws.
- Coordinate and deliver Municipal Elections every 4 years and by-elections as required.
- Provide corporate records, access and privacy management services for the Corporation and the general public.
- Process over 350,000 pieces of outgoing mail annually.
- Process over 1.5 million print/photocopy requests for City departments and associated agencies.
- Manage over 250,000 physical files in the Corporate Records and Information Management System.
- Respond to approximately 60 Municipal Freedom of Information and Protection of Privacy Act requests.
- Process administrative records including local improvement petitions, Court of Revision, and the commissioning/certification of documents.

Court Services

The Court Services Branch requires approximately 40% of the Department's staff resources to perform the following services:

- Provincial Offences court administration on behalf of the Barrie and Orillia Court Service Area Partners
- Prosecution of all Part I matters and select municipal by-law contract files
- Process in excess of 58,000 charging documents
- Service over 40,000 clients, representing over 70,000 individual matters

- Educate the public to access more on-line services
- Receive and process over \$6 million in payments
- Schedule 610 in-person and virtual courts
- Prepare over 200 DVDs of court recordings for external transcription agencies
- Prepare and update 1,340 dockets (court plus Fail to Respond)
- Process convictions on 730 Fail to Respond dockets (pending enactment of Bill 177)
- Process over 42,000 charges in trial courts and 10,000 intake court matters
- Transfer over 300 appeal matters to the appeal courts
- Suspend drivers (as required) and manage 6, 3rd party collection agencies to enforce court orders and collect past due unpaid fines

Enforcement Services Branch

The Enforcement Services Branch requires approximately 44% of the Department's staff resources to perform the following services:

- Patrol to monitor 2,353 paid parking areas within the Downtown Core
- Patrol to monitor Waterfront paid/permit parking areas
- Respond to approximately 67,000 enforcement files annually
- Process and or issue approximately 3,800 administrative functions/files annually
- Receives and responds to approximately 25,000 phone calls annually on average

Key Departmental Objectives

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

Strategic Plan & Other Program Deliverables

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

Major Initiatives/Issues

- Procure technology and auditing services for the 2022 Municipal Election
- Continue the implementation of recommendations from the Corporate Records and Information Program Review/Strategy to increase corporate awareness of the *Municipal Freedom of Information and Protection of Privacy Act* provisions, corporate records management, and access and privacy requirements, including the training on the replacement of the RMAIS system
- Continue to provide information, documentation, and ongoing training for staff about Council processes and staff report writing
- Continue to determine which outstanding files comply with the policy for unpaid, overdue POA fines deemed uncollectible, and move to write-off status
- Prepare for the enactment of Bill 177 to process "Fail to Respond" convictions, payment extension applications and re-opening applications
- Work with prosecution staff to enhance service delivery and expand access to the expedited resolution process
- Continual assistance with the ongoing implementation of various APLI system modules related to enforcement allowing for electronic submissions for permits, inspection requests, and complaints
- Continue to seek compliance and utilize enforcement tools to address non-compliant properties
- Review opportunities to enhance customer experience related to applications concerning by-laws and educate the community regarding the importance of compliance with municipal laws

Key Performance Indicators

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

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
# of formal MFIPPA requests received	88	60	72	75
% of MFIPPA requests responded to within legislative framework	100%	100%	100%	100%

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

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of meetings supported	149	130	70	110
% of minutes published within 4 days after the meeting	85%	98%	90%	95%

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	2019 Actual	2020 Plan	2020 Projected	2021 Plan
# of customers served at court services counter - Barrie	26,000	26,000	5,800* due to COVID	20,000* process changes pending
Average customer processing time	6:25 minutes per client	5:00	4:43	5:00

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

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
# of trial requests processed - Barrie	16,181	17,000	10,000	20,000
Average time to trial - Part 1 charges	6 months	6 months	12 months	9 months

To increase voluntary compliance with municipal regulations

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Percent of business licences renewed by due date	79%	80%	65%	80%
Volume of Enforcement Administration files	3,691	3,800	3,000	3,800
Volume of Enforcement files	67,912	62,000	68,000	62,000

To ensure timely and cost effective delivery of enforcement services

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Percentage of cost recovery from fees and fines (Enforcement Services)	78%	75%	65%	75%

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Legislative & Court Services

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$6,533,976	\$7,303,843	\$5,790,099	\$6,971,550	\$8,025,809	\$7,978,490	\$8,137,376
	Materials & Supplies	\$374,132	\$347,577	\$352,344	\$369,021	\$422,178	\$367,990	\$366,199
	Equipment & Capital Purchases	\$33,991	\$86,707	\$39,639	\$56,028	\$60,125	\$42,224	\$42,323
	Services	\$1,445,622	\$1,589,093	\$944,587	\$1,567,617	\$1,865,140	\$1,587,077	\$1,589,529
	Rents & Other Expenses	\$166,532	\$165,686	\$167,773	\$208,197	\$217,048	\$170,687	\$171,338
	Grant Expenses & Transfers	\$1,977,477	\$1,266,823	\$310,563	\$1,040,535	\$1,074,290	\$1,247,775	\$1,190,023
	Sub-Total	\$10,531,731	\$10,759,730	\$7,605,005	\$10,212,949	\$11,664,590	\$11,394,243	\$11,496,787
Revenues	User Fees, Service Charges, & Rentals	(\$171,579)	(\$135,150)	(\$131,609)	(\$142,900)	(\$145,800)	(\$147,746)	(\$150,239)
	Fines & Penalties	(\$8,514,776)	(\$8,426,500)	(\$4,912,092)	(\$7,663,254)	(\$8,461,020)	(\$8,488,070)	(\$8,515,662)
	Licenses & Permits	(\$909,561)	(\$809,240)	(\$714,000)	(\$770,730)	(\$801,457)	(\$816,211)	(\$832,535)
	Grant Revenues & Contributions	(\$345,147)	(\$435,670)	(\$337,044)	(\$49,800)	(\$518,800)	(\$35,800)	(\$35,800)
	Interdepartmental Transfers	\$1,161,944	\$1,265,351	\$1,228,614	\$1,281,672	\$1,310,841	\$1,326,253	\$1,340,367
	Sub-Total	(\$8,779,119)	(\$8,541,209)	(\$4,866,131)	(\$7,345,012)	(\$8,616,236)	(\$8,161,574)	(\$8,193,869)
Net Operating (Expense)/Revenue		\$1,752,612	\$2,218,522	\$2,738,875	\$2,867,937	\$3,048,354	\$3,232,668	\$3,302,918

2021 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

Legislative & Court Services

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$6,533,976	\$7,303,843	\$5,790,099	\$6,971,550	\$97,403	\$7,068,953	(\$332,293)	-4.55%	(\$234,891)	-3.22%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$374,132	\$347,577	\$352,344	\$369,021	\$0	\$369,021	\$21,444	6.17%	\$21,444	6.17%
	Equipment & Capital Purchases	\$33,991	\$86,707	\$39,639	\$56,028	\$0	\$56,028	(\$30,679)	-35.38%	(\$30,679)	-35.38%
	Services	\$1,445,622	\$1,589,093	\$944,587	\$1,567,617	\$0	\$1,567,617	(\$21,476)	-1.35%	(\$21,476)	-1.35%
	Rents & Other Expenses	\$166,532	\$165,686	\$167,773	\$208,197	\$0	\$208,197	\$42,511	25.66%	\$42,511	25.66%
	Grant Expenses & Transfers	\$1,977,477	\$1,266,823	\$310,563	\$1,040,535	\$0	\$1,040,535	(\$226,288)	-17.86%	(\$226,288)	-17.86%
	Total	\$10,531,731	\$10,759,730	\$7,605,005	\$10,212,949	\$97,403	\$10,310,351	(\$546,782)	-5.08%	(\$449,379)	-4.18%
Revenues	User Fees, Service Charges, & Rentals	(\$171,579)	(\$135,150)	(\$131,609)	(\$142,900)	\$0	(\$142,900)	(\$7,750)	5.73%	(\$7,750)	5.73%
	Fines & Penalties	(\$8,514,776)	(\$8,426,500)	(\$4,912,092)	(\$7,663,254)	\$0	(\$7,663,254)	\$763,246	-9.06%	\$763,246	-9.06%
	Licenses & Permits	(\$909,561)	(\$809,240)	(\$714,000)	(\$770,730)	\$0	(\$770,730)	\$38,510	-4.76%	\$38,510	-4.76%
	Grant Revenues & Contributions	(\$345,147)	(\$435,670)	(\$337,044)	(\$49,800)	\$0	(\$49,800)	\$385,870	-88.57%	\$385,870	-88.57%
	Interdepartmental Transfers	\$1,161,944	\$1,265,351	\$1,228,614	\$1,281,672	\$0	\$1,281,672	\$16,321	1.29%	\$16,321	1.29%
	Total	(\$8,779,119)	(\$8,541,209)	(\$4,866,131)	(\$7,345,012)	\$0	(\$7,345,012)	\$1,196,197	-14.01%	\$1,196,197	-14.01%
Net Operating Expense/(Revenue)		\$1,752,612	\$2,218,522	\$2,738,875	\$2,867,937	\$97,403	\$2,965,339	\$649,415	29.27%	\$746,818	33.66%

Comments:

COVID-19 and the decreased revenue associated with court closures, suspension of collection activities, and reduced charge volumes had a significant impact on the Legislative and Court Services budget in 2020. It is anticipated that some residual impact will continue into 2021. The substantial reduction in revenues exceeds the over \$546K in expenditure reductions associated with the base budget. In the past two years, funds were transferred from reserves to offset the lost revenues from decreased charge volumes as it was anticipated to be a short term challenge. As charge volumes have not recovered to previous levels, it is no longer recommended that reserves be utilized to offset this short fall.

Salaries and Benefits

Due to COVID-19, the Province closed Provincial Offences Act courts for the majority of 2020 and collection activities were suspended. Staff resourcing was reduced to reflect the closure. In-court operations are anticipated to resume in Q1 of 2021 requiring the return of a number of staff. Increases in salaries and benefits attributed to COLA and step increases for full and part-time positions have been offset by a reduction in some positions to reflect lower charge volumes in the courts. A Municipal Law Enforcement Officer position has been proposed as a new investment to maintain current response levels.

Materials and Supplies

Due to Bill 177, new forms are required for Court Services reflecting the updates to this legislation.

Equipment and Capital Purchase

Court Services capital costs are attributed to past period decisions related to printer replacements and computers for staff, as well as some COVID-19 related expenses.

Rent and Other Expenses (Miscellaneous Expenses)

Court Services budgeted approximately \$40,000 for COVID-19 expenses to ensure continue safety of resumption of Court at all Court locations including barriers and sanitation.

Grant Expenses & Transfers

In 2020, transfers to other municipalities related to net revenues associated with POA were significantly reduced due to the impact of COVID-19 on charge volumes and the closure of in-court operations.

In 2020, there was \$60,000 of unplanned expenses to conduct the Ward Three By-Election.

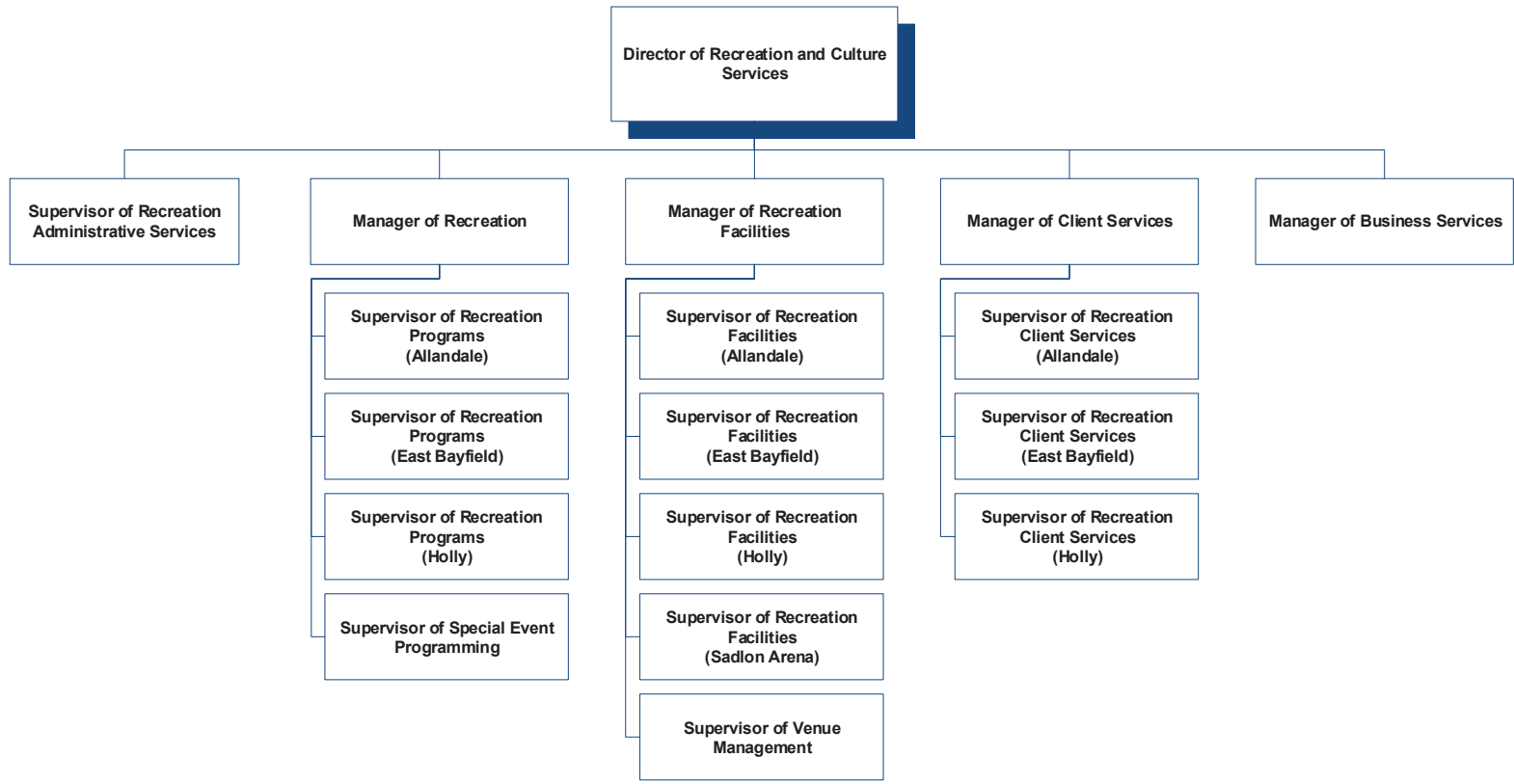
Fines and Penalties

Fine revenue is based upon the assumption of returning back to normal levels of charge volumes in late 2020 and in 2021 as well as the resumption of collection and early resolution and in-court operations sometime within Q1 of 2021.

Grant Revenues and Contributions

To offset a reduction in revenues from decreased charge volumes in 2019 and in 2020, funds were budgeted to be transferred from the Tax Rate Stabilization Reserve (\$600,000 in 2019 and \$355,000 in 2020). A transfer of funds from the reserve has not been included in the 2021 Business Plan. COVID-19 significantly impacted Court Services with a decline in charge volumes during Q2, 2020, with a slight increase realized in early Q3.

Barrie ORGANIZATIONAL CHART
 Recreation and Culture Services Department





Performance Plan 2021

Department:
Recreation & Culture Services

Departmental Overview

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

Recreation Programs and Special Events

The Recreation Programs and Special Events 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. This area is also responsible for the annual planning and delivering of four major community events (Downtown Countdown, Winterfest, Celebrate Barrie and Canada Day) as well as managing the event permitting process for the City. The Branch is organized into three Neighbourhood Teams based out of Barrie's three major community recreation facilities plus a centralized Special Events Team working from City Hall. These teams' key role is to develop and deliver programs and events that will best serve the unique needs of our 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, full-day summer camp programs, the Holly Youth Centre, and our Seniors 55+ programs at Allandale and Parkview.

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

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

Recreation Facilities and Theatre Venues

The Recreation Facilities and Theatre Venues branch is responsible for ensuring that the City of Barrie's recreation and theatre facilities and sport fields provide a high-quality setting for recreational and cultural 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
- 89 sport fields; including 33 baseball diamonds and 56 soccer pitches
- Five Points Theatre
- Georgian Theatre

The branch ensures that all recreation facilities, sport fields and theatre venues are operated and maintained in a safe and cost-efficient manner and are in full compliance with all relevant codes, regulations, and legislation. The branch is also responsible for the rental and management of recreational and cultural facility spaces and sport fields to external community groups, including administration of related allocation processes to manage the competing needs of these groups. The Venues Team is also responsible for the marketing of theatre venues, ensuring equipment standards are maintained, and maximizing usage through commercial, private, and program engagements that support strategic objectives.

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

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

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

- Capital Repair and Replacement planning
- Preventive, predictive, planned and responsive maintenance programs
- Facility life cycle plans that identify future maintenance and renewal requirements
- Environmental, sustainability, and energy management plans

Client Services

Reflecting the growing importance of quality customer service and the volume of transactions processed at our Rec Centres annually, the Client Services area 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
- Controlling Cash Handling processes and creating deposits in accordance with approved procedures

The Client Services desk processes all in-person registered program enrolments and transfers, recPASS membership signups, public facility bookings, and sale of department and corporate merchandise including the sale of bus and parking passes, garbage tags and the issuance of recycling bins.

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 & Culture Services department. The goal of the branch is to collect, analyze and interpret both financial and non-financial information and data to support sound decision-making and planning.

The branch leads the development of the department's annual business plan and operating budget while also coordinating departmental work plans 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 & Culture Services is responsibly positioned for the future through strategic plans, master plans, growth studies, service reviews, business analysis preparation, and related reports to City Council.

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

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

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

Key Departmental Objectives

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

Fostering a Safe and Healthy City

Promote recreation opportunities for all ages and abilities by:

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

Building Strong Neighbourhoods

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

- Offering a wide selection of fitness, aquatics, community and general interest programs as well as programs directly geared towards seniors and youth.
- Building strong relationships with community recreation partners and helping community groups maximize participation through the partnered delivery of activities which will increase the awareness with residents of recreation opportunities and the associated benefits.
- Operating high-quality facilities and sports fields to act as venues for the community recreation partner

leagues, competitions, practices, meetings, and other events.

- Work collaboratively with other departments to expand events hosted in neighbourhoods throughout Barrie.

Offering Innovative and Citizen-Driven Services

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

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

Growing Our Economy

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

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

Major Initiatives/Issues

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

and evaluating our programs for compliance using the HIGH FIVE QUEST 2 tool. HIGH FIVE will be expanded in 2021 as staff continue to be trained in the Principles of Healthy Aging. This training focuses on the unique needs of older adults when participating in recreation activities with a goal of improving general mental and physical well-being and a better quality of life.

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

Key Performance Indicators

Fostering a Safe & Healthy City

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
RecACCESS Participation (# of users)	1,523	1,400	1,600	1,550
RecACCESS Participation Rate as a % of Low-Income Population	9.0%	8.3%	9.5%	9.2%
# of Camp Registrations	7,698	8,000	1,000	4,000
% of Staff Trained in HIGH FIVE	91%	90%	90%	90%

Building Strong Neighbourhoods

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Community Group Usage of Recreation Facilities (Total Hours)	39,862	43,000	14,456	25,000
Total Visits to Recreation/Community Centres	2,381,072	2,400,000	800,000	1,200,000
RecPASS Member Visits	275,793	290,000	100,000	160,000

Offering Innovative and Citizen-Driven Services

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Recreation Services Operating Cost Recovery Rate	58.3%	51.8%	27.0%	37.1%
RecPASS Retention Rate	45.7%	50.0%	25.0%	35.0%
Client Satisfaction Rating	N/A	75.0%	N/A	75.0%
Rental Revenue - Five Points	\$68,341	\$72,000	\$9,200	\$43,300
Rental Revenue - Georgian Theatre	\$123,603	\$131,000	\$10,400	\$78,400
Days of Use - Five Points	209	240	28	120
Days of Use - Georgian Theatre	153	145	32	90

Growing Our Economy

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Value of Sponsorships from all Corporate Events	\$37,276	\$70,000	\$7,200	\$22,500
# of Special Event Permits Issued	175	150	4	100
# of Events at Meridian Square	37	60	2	20

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Recreation and Culture Services

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$13,493,733	\$13,470,504	\$9,261,515	\$11,335,244	\$11,602,059	\$11,844,802	\$12,117,249
	Materials & Supplies	\$3,114,701	\$3,164,369	\$1,915,042	\$3,019,154	\$3,121,427	\$3,183,856	\$3,247,533
	Equipment & Capital Purchases	\$557,830	\$521,035	\$528,574	\$511,915	\$534,062	\$535,551	\$532,641
	Services	\$2,734,722	\$2,689,558	\$2,010,929	\$2,347,497	\$2,673,898	\$2,718,150	\$2,763,680
	Rents & Other Expenses	\$561,629	\$649,645	\$425,726	\$498,349	\$607,235	\$625,452	\$644,216
	Grant Expenses & Transfers	\$101,000	\$128,000	\$78,284	\$78,000	\$128,000	\$131,840	\$135,795
	Sub-Total	\$20,563,614	\$20,623,111	\$14,220,069	\$17,790,159	\$18,666,682	\$19,039,651	\$19,441,114
Revenues	User Fees, Service Charges, & Rentals	(\$10,647,891)	(\$10,606,521)	(\$3,629,795)	(\$7,352,392)	(\$9,480,195)	(\$9,764,601)	(\$10,057,539)
	Other Revenues	(\$7,230)	(\$6,000)	(\$5,363)	(\$6,000)	(\$6,000)	(\$6,180)	(\$6,365)
	Grant Revenues & Contributions	(\$481,466)	(\$289,659)	(\$252,389)	(\$175,853)	(\$252,953)	(\$259,324)	(\$265,885)
	Interdepartmental Transfers	\$246,477	\$277,646	\$156,198	\$236,232	\$251,045	\$255,263	\$259,478
	Sub-Total	(\$10,890,109)	(\$10,624,534)	(\$3,731,348)	(\$7,298,014)	(\$9,488,102)	(\$9,774,842)	(\$10,070,312)
Net Operating (Expense)/Revenue		\$9,673,505	\$9,998,577	\$10,488,722	\$10,492,146	\$9,178,579	\$9,264,809	\$9,370,802

2021 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

Recreation and Culture Services

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$13,522,388	\$13,470,504	\$9,261,515	\$11,335,244	(\$230,830)	\$11,104,414	(\$2,135,260)	-15.85%	(\$2,366,090)	-17.56%
	Recovery from Capital	(\$28,655)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$3,114,701	\$3,164,369	\$1,915,042	\$3,019,154	(\$7,826)	\$3,011,328	(\$145,215)	-4.59%	(\$153,041)	-4.84%
	Equipment & Capital Purchases	\$557,830	\$521,035	\$528,574	\$511,915	\$0	\$511,915	(\$9,120)	-1.75%	(\$9,120)	-1.75%
	Services	\$2,734,722	\$2,689,558	\$2,010,929	\$2,347,497	(\$84,653)	\$2,262,845	(\$342,061)	-12.72%	(\$426,713)	-15.87%
	Rents & Other Expenses	\$561,629	\$649,645	\$425,726	\$498,349	(\$47,288)	\$451,061	(\$151,296)	-23.29%	(\$198,584)	-30.57%
	Grant Expenses & Transfers	\$101,000	\$128,000	\$78,284	\$78,000	\$0	\$78,000	(\$50,000)	-39.06%	(\$50,000)	-39.06%
	Total	\$20,563,614	\$20,623,111	\$14,220,069	\$17,790,159	(\$370,597)	\$17,419,563	(\$2,832,951)	-13.74%	(\$3,203,548)	-15.53%
Revenues	User Fees, Service Charges, & Rentals	(\$10,647,891)	(\$10,606,521)	(\$3,629,795)	(\$7,352,392)	\$138,465	(\$7,213,927)	\$3,254,128	-30.68%	\$3,392,594	-31.99%
	Other Revenues	(\$7,230)	(\$6,000)	(\$5,363)	(\$6,000)	\$0	(\$6,000)	\$0	0.00%	\$0	0.00%
	Grant Revenues & Contributions	(\$481,466)	(\$289,659)	(\$252,389)	(\$175,853)	\$0	(\$175,853)	\$113,806	-39.29%	\$113,806	-39.29%
	Interdepartmental Transfers	\$246,477	\$277,646	\$156,198	\$236,232	(\$99,977)	\$136,254	(\$41,414)	-14.92%	(\$141,391)	-50.93%
	Total	(\$10,890,109)	(\$10,624,534)	(\$3,731,348)	(\$7,298,014)	\$38,488	(\$7,259,526)	\$3,326,520	-31.31%	\$3,365,008	-31.67%
Net Operating Expense/(Revenue)		\$9,673,505	\$9,998,577	\$10,488,722	\$10,492,146	(\$332,109)	\$10,160,037	\$493,569	4.94%	\$161,460	1.61%

Comments:

The coronavirus pandemic has had a significant impact on Recreation & Culture Service's 2020 programming and facility rentals. Facilities were closed as of March 14th, 2020 and programming was put on hold at the same time. Re-opening plans went into effect starting in July with modified outdoor summer camps along with a phased re-opening plan for our three main recreation centres and outdoor sports fields.

Operating restrictions and guidelines set by the provincial government and supported through the Simcoe Muskoka District Health Unit have set the parameters for operating our facilities and determining the programming that can be offered to both organizational and individual clients. We project that current restrictions on gathering sizes, close contact recreation activities, plus enhanced cleaning and disinfecting protocols will continue into 2021 in the face of a projected second wave of COVID.

The 2021 budget has been built upon Recreation & Culture Services operating within these parameters to ensure the safety of clients and staff while finding new, innovative ways of offering recreational and cultural programming. The revenues and expenses also reflect an easing of restrictions as we head into the second half of 2021. Service level change forms have been submitted which identify potential service level adjustments to reduce the impact from COVID on the 2021 Recreation & Culture Services budget.

The explanations below for budget variances between 2020 and 2021 reflect our plans for recovering from the impact of coronavirus and to continue our mission of providing facilities, programs, and event management that give all Barrie residents an opportunity to participate in recreational and cultural activities.

Salaries & Benefits

As a direct result of revenue projections and to reflect the lower volume of traffic expected throughout our recreational and cultural facilities in 2021, part-time salaries have been reduced by \$1.8M (-35%). Our part-time workforce provides the flexibility to increase staffing if revenues begin to exceed current expectations.

Contracted Services

Contracted services are projected to be lower by \$324k (-13%) due to fewer event bookings, in particular, large-scale events at Sadlon Arena, Five Points Theatre, and Georgian Theatre.

User Fees, Service Charges, & Rentals

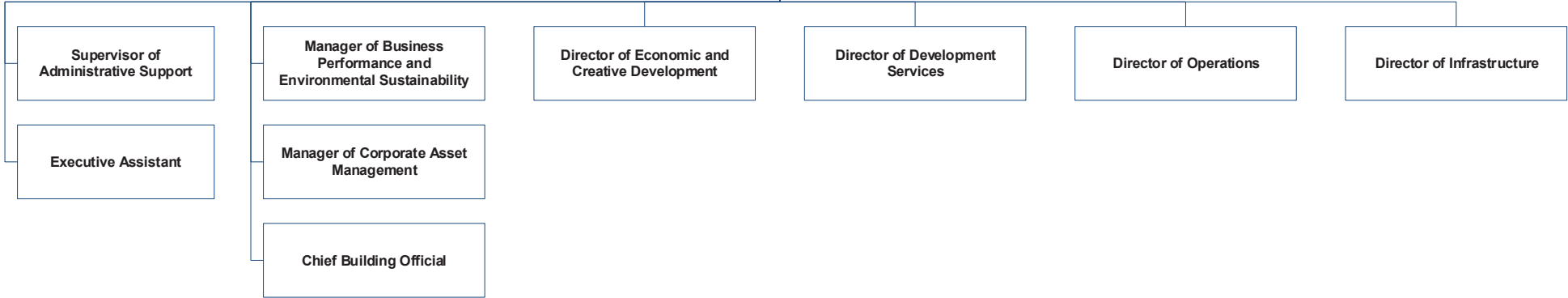
Registered recreational programming revenues will drop by \$590k (-22%) as a result of fewer program offerings and lower-class sizes due to ongoing restrictions on facility capacity limits and time required for cleaning protocols. Similarly, recPASS membership revenue is expected to recover, however, still be below 2020's budget by \$548k (-27%) as residents slowly return to our facilities under our new operating procedures. Capacity limits on gatherings will impact the number of facility rentals across facilities by \$279k (-26%), and special events held primarily at Sadlon Arena and the two theatre locations will be lower by \$180k (-39%).

Ice rentals for organized hockey are expected to recover at a much slower pace due to continued restrictions on close-contact sports for the first half of 2021. Revenues are projected to be lower by \$1.25M (-38%) primarily from the first half of 2021 with activity levels returning closer to normal levels by the Fall.

2021 revenues assume increases to select fees to improve cost recovery and address the increased costs/lower revenues due to COVID restrictions.

Barrie **ORGANIZATIONAL CHART**
Infrastructure and Growth Management Division

General Manager of Infrastructure and Growth Management



Performance Plan 2021 - INFRASTRUCTURE AND GROWTH MANAGEMENT DIVISION

Division Goals

- To execute the delivery of the Capital Plan to achieve best value for the community;
- To strategically manage the City's corporate assets, to minimize replacement costs over the long-term; and, to close the infrastructure deficit gap;
- To deliver infrastructure projects with cost certainty and schedule certainty;
- To manage development throughout the City in a way that recognizes good planning principles and appropriate development standards while addressing emerging market trends and policy direction;
- To develop a vibrant downtown economic corridor;
- To execute a proactive Employment Lands Strategy;
- Deliver quality operation and maintenance activities for roads, sidewalks, wastewater collection, stormwater, traffic controls, street lighting, parks, trails and open space;
- To ensure all building construction meets the standards specified in the *Building Code* as required by the *Building Code Act*;
- To deliver high quality municipal drinking water; and
- To protect the quality of water in Lake Simcoe.

Key Division Service Delivery Initiatives

- Proactively manage the Infrastructure & Growth Management Capital Plan;
- Oversee City-wide growth management including of development in the Secondary Plan Areas;
- Implement the Council-endorsed Strategic Asset Management Policy to comply with new Provincial regulation;
- Guide the development of a waste and circular economy strategy, consistent with Provincial legislation;
- Advance the Barrie WwTF Program in accordance with approved methodology and schedule;
- Position Barrie as a premiere business investment destination;
- Deliver an Employment Lands Strategy;
- Facilitate continued emergence of a diverse and sustainable arts and cultural sector;
- Deliver quality operation and maintenance activities across road and park assets;
- Realign Fleet Management program; and
- Implement the Lean Six Sigma program including training, project prioritization, process review and implementation support.

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; and,
- Increased inventory of City assets both above and below ground.
- COVID-19 Impact

Key Performance Indicators - IGM

Indicator	2020 Plan	2020 Projected	2021 Plan
# of improvement LEAN project opportunities submitted/# people trained	N/A	N/A	2
Number of development applications approved that incorporate denser residential and/or mixed-use development in the Intensification Areas	10	10	10
Number of Special Interest Group Presentations (BILD) & Professional Development Initiatives (OPPI)	10	10	10
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)	80	80	80
Percentage of Low, Medium and High-Density Housing Units Approved through Development Proposals	60/20/20	60/20/20	60/20/20
Capital expenditures as a % of forecasted expenditures	100%	0	90%
Percent of capital project designs completed on schedule	80%	0	100%
The delivery of safe and adequate supply of potable and firefighting water: <ul style="list-style-type: none"> Number of customer complaints per 1,000 customers. 	1.6	2.5	2.3
Collection, treatment, and disposal of wastewater: <ul style="list-style-type: none"> Percent time treatment effluent limits met all requirements 	100%	100%	100%
Percentage of building permits issued within provincially mandated timeframes.	93	75	80
Average network pavement condition index	75	74	75
Studies Completed on Time	80%	67%	80%
Traffic Collisions per lane KM	1.5	1.5	1.5
Winter Control Service Level Compliance	96%	93.5%	94.5%
Number of strategic projects undertaken in partnership with the BIA	N/A	1	2
Number of participants in cultural development educational workshops, sector specific programming and hosted/partnered events	N/A	20	40

Budget Summary

Tax Rate

Department	2021 Net Requested Budget	2021 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the General Manager	\$445,381	2		2
Building Services	\$0	35		35
Business Performance & Environmental Sustainability	\$1,604,749	15		15
Corporate Asset Management	\$882,767	10	1	11
Development Services	\$2,398,439	37		37
Economic & Creative Development	\$2,165,137	10	1	11
Infrastructure Department	\$1,248,373	47		47
Operations	\$36,930,856	132	5	137
Total	\$45,675,700	288	7	295

User Rate

Department	2021 Net Requested Budget	2021 Staffing		
		Base Complement	Service Level Changes	Total Requested
Water Operations	(\$7,267,664)	70		70
Wastewater Operations	(\$16,840,812)	38	1	39
Total	(\$24,108,476)	108	1	109

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Infrastructure Department

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$39,584,274	\$44,194,011	\$37,756,079	\$44,450,634	\$46,556,253	\$47,632,519	\$48,527,589
	Materials & Supplies	\$13,026,297	\$12,874,595	\$12,774,947	\$13,560,049	\$14,368,813	\$14,616,919	\$14,799,015
	Equipment & Capital Purchases	\$1,181,410	\$1,250,599	\$1,120,380	\$1,227,051	\$1,241,805	\$1,766,554	\$1,800,273
	Services	\$28,573,755	\$25,627,754	\$27,016,277	\$27,048,289	\$28,294,811	\$28,936,646	\$29,128,664
	Rents & Other Expenses	\$1,806,748	\$1,321,011	\$1,546,601	\$1,432,557	\$1,417,602	\$1,446,739	\$1,664,692
	Grant Expenses & Transfers	\$23,310,862	\$23,427,794	\$24,325,913	\$25,548,283	\$24,709,873	\$24,408,271	\$24,556,206
	Sub-Total	\$107,483,346	\$108,695,763	\$104,540,196	\$113,266,863	\$116,589,158	\$118,807,647	\$120,476,439
Revenues	Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	User Fees, Service Charges, & Rentals	(\$65,560,341)	(\$67,934,090)	(\$64,325,536)	(\$70,568,859)	(\$70,920,277)	(\$72,006,055)	(\$73,107,419)
	Fines & Penalties	(\$166,778)	(\$160,000)	(\$155,000)	(\$160,000)	(\$160,000)	\$0	\$0
	Licenses & Permits	(\$4,326,850)	(\$5,057,690)	(\$5,028,190)	(\$5,057,299)	(\$5,136,064)	(\$5,216,068)	(\$5,297,331)
	Other Revenues	(\$73,886)	(\$140,580)	(\$44,958)	(\$125,137)	(\$127,640)	(\$130,193)	(\$132,797)
	Grant Revenues & Contributions	(\$4,311,806)	(\$2,934,726)	(\$3,524,931)	(\$2,861,142)	(\$3,645,453)	(\$3,531,639)	(\$3,618,704)
	Interdepartmental Transfers	\$10,989,675	\$11,462,519	\$11,255,565	\$10,805,806	\$10,967,110	\$11,251,198	\$11,523,075
	Sub-Total	(\$63,449,985)	(\$64,764,567)	(\$61,823,049)	(\$67,966,632)	(\$69,022,324)	(\$69,632,757)	(\$70,633,175)
Net Operating (Expense)/Revenue		\$44,033,360	\$43,931,196	\$42,717,147	\$45,300,231	\$47,566,834	\$49,174,890	\$49,843,264

2021 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Infrastructure Department

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$43,105,181	\$48,670,867	\$40,245,388	\$48,759,652	\$692,055	\$49,451,707	\$88,784	0.18%	\$780,840	1.60%
	Recovery from Capital	(\$3,520,907)	(\$4,476,857)	(\$2,489,309)	(\$4,309,018)	(\$207,533)	(\$4,516,551)	\$167,838	-3.75%	(\$39,695)	0.89%
	Materials & Supplies	\$13,026,297	\$12,874,595	\$12,774,947	\$13,560,049	(\$5,000)	\$13,555,049	\$685,455	5.32%	\$680,455	5.29%
	Equipment & Capital Purchases	\$1,181,410	\$1,250,599	\$1,120,380	\$1,227,051	(\$25,900)	\$1,201,151	(\$23,548)	-1.88%	(\$49,448)	-3.95%
	Services	\$28,573,755	\$25,627,754	\$27,016,277	\$27,048,289	\$1,627,222	\$28,675,511	\$1,420,535	5.54%	\$3,047,757	11.89%
	Rents & Other Expenses	\$1,806,748	\$1,321,011	\$1,546,601	\$1,432,557	(\$1,100)	\$1,431,457	\$111,546	8.44%	\$110,446	8.36%
	Grant Expenses & Transfers	\$23,310,862	\$23,427,794	\$24,325,913	\$25,548,283	\$331,533	\$25,879,816	\$2,120,490	9.05%	\$2,452,023	10.47%
	Total	\$107,483,346	\$108,695,763	\$104,540,196	\$113,266,863	\$2,411,277	\$115,678,141	\$4,571,100	4.21%	\$6,982,377	6.42%
Revenues	Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	User Fees, Service Charges, & Rentals	(\$65,560,341)	(\$67,934,090)	(\$64,325,536)	(\$70,568,859)	\$0	(\$70,568,859)	(\$2,634,769)	3.88%	(\$2,634,769)	3.88%
	Fines & Penalties	(\$166,778)	(\$160,000)	(\$155,000)	(\$160,000)	\$0	(\$160,000)	\$0	0.00%	\$0	0.00%
	Licenses & Permits	(\$4,326,850)	(\$5,057,690)	(\$5,028,190)	(\$5,057,299)	\$0	(\$5,057,299)	\$390	-0.01%	\$390	-0.01%
	Other Revenues	(\$73,886)	(\$140,580)	(\$44,958)	(\$125,137)	\$0	(\$125,137)	\$15,443	-10.99%	\$15,443	-10.99%
	Grant Revenues & Contributions	(\$4,311,806)	(\$2,934,726)	(\$3,524,931)	(\$2,861,142)	(\$2,094,141)	(\$4,955,284)	\$73,584	-2.51%	(\$2,020,558)	68.85%
	Interdepartmental Transfers	\$10,989,675	\$11,462,519	\$11,255,565	\$10,805,806	\$58,333	\$10,864,139	(\$656,712)	-5.73%	(\$598,380)	-5.22%
	Total	(\$63,449,985)	(\$64,764,567)	(\$61,823,049)	(\$67,966,632)	(\$2,035,808)	(\$70,002,440)	(\$3,202,065)	4.94%	(\$5,237,873)	8.09%
Net Operating Expense/(Revenue)	\$44,033,360	\$43,931,196	\$42,717,147	\$45,300,231	\$375,469	\$45,675,700	\$1,369,035	3.12%	\$1,744,504	3.97%	

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

GM Infrastructure & Growth Management

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$479,835	\$484,303	\$395,878	\$412,356	\$402,245	\$409,236	\$416,353
	Materials & Supplies	\$6,609	\$3,688	\$4,000	\$3,624	\$3,816	\$3,874	\$3,932
	Services	\$4,085	\$21,329	\$19,181	\$29,401	\$31,358	\$31,829	\$32,306
	Sub-Total	\$490,529	\$509,320	\$419,059	\$445,381	\$437,420	\$444,938	\$452,591
Revenues	User Fees, Service Charges, & Rentals	(\$75)	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	(\$75)	\$0	\$0	\$0	\$0	\$0	\$0
Net Operating (Expense)/Revenue		\$490,453	\$509,320	\$419,059	\$445,381	\$437,420	\$444,938	\$452,591

2021 - BASE BUDGET CHANGE REPORT

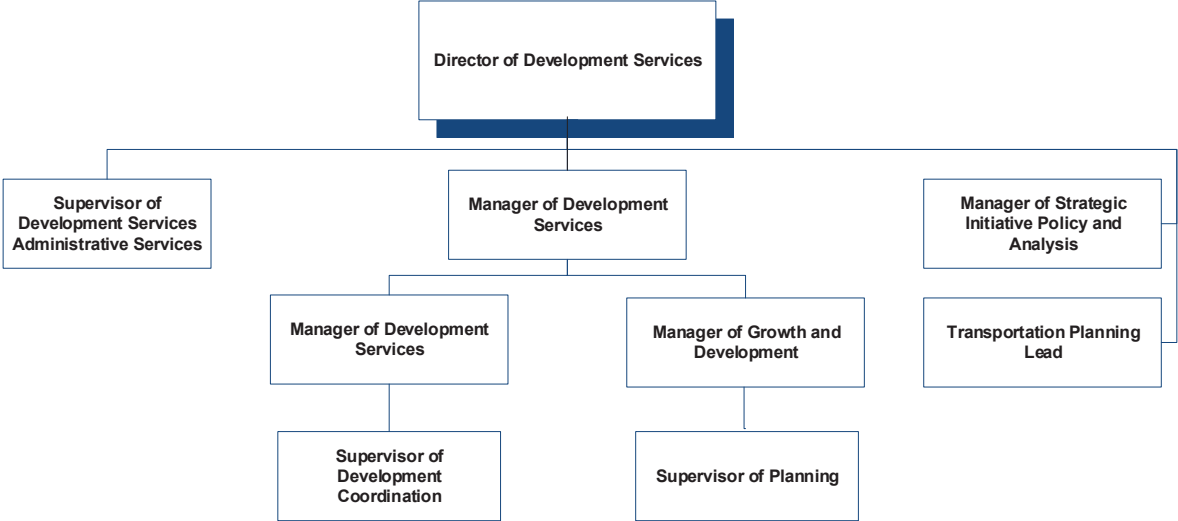
Infrastructure & Growth Management

GM Infrastructure & Growth Mgmt

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$479,835	\$484,303	\$395,878	\$412,356	\$0	\$412,356	(\$71,947)	-14.86%	(\$71,947)	-14.86%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$6,609	\$3,688	\$4,000	\$3,624	\$0	\$3,624	(\$64)	-1.74%	(\$64)	-1.74%
	Services	\$4,085	\$21,329	\$19,181	\$29,401	\$0	\$29,401	\$8,073	37.85%	\$8,073	37.85%
	Total	\$490,529	\$509,320	\$419,059	\$445,381	\$0	\$445,381	(\$63,939)	-12.55%	(\$63,939)	-12.55%
Revenues	User Fees, Service Charges, & Rentals	(\$75)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	(\$75)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
Net Operating Expense/(Revenue)		\$490,453	\$509,320	\$419,059	\$445,381		\$445,381	(\$63,939)	-12.55%	(\$63,939)	-12.55%

Comments:

No significant changes to base budget.



Performance Plan 2021

Department:
Development Services

Departmental Overview

Development Services Department is comprised of several branches. 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. The Branches work together to implement provincial policies, address corporate strategic objectives and apply best practices in land use planning, development review, technical design review, active transportation implementation 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 development process.

Planning

The Planning Branch performs the following main functions and services:

Policy and Strategic Initiatives

- 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 Provincial 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.
- Review, analyze, comment and report on Development Applications including Official Plan and Zoning By-law Amendments, Plans of Subdivision and Condominium, and Site Plan Approval from an urban design and policy perspective .
- Technical services (non - GIS) and statistical information to support the functions of the Development Services Department and other City Departments.
- Administers street naming and addressing functions for the Municipality.
- Co-ordinates the analysis of data related to growth and reporting on same.
- Make presentations to Council, special interest groups and the public on specific policy initiatives, development updates and building statistics.

- Provide expert testimony before the Local Planning Appeals Tribunal (LPAT) on a broad range of development and policy matters.

Growth and Development

- 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 (Neighbourhood) Meetings.
- Co-ordinate the City's review of development and site plan pre-consultation applications.
- Manage the Site Plan review process (including exemption from full site plan approval), 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 and building 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 Local Planning Appeals Tribunal (LPAT) on a broad range of development and policy matters.
- 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 Salem and Hewitt's Secondary Plan areas.
- Co-ordinate the implementation of the plans for the Salem and Hewitt's Secondary Plan areas including amendments thereto.
- Review and approve preliminary proposals through the conformity review process for the Salem and Hewitt's Secondary Plan areas prior to formal submission to ensure consistency with the City's framework for growth including related plans and strategies.
- Oversees the preparation, monitoring and updating of planning instruments for the Salem and Hewitt's Secondary Plan areas including zoning by-laws, standard agreements and Urban Design Guidelines.
- Conduct and/or direct growth management related research.
- Liaise with landowners, developers, consultants and the City's public sector partners regarding the implementation of the plans for the Salem and Hewitt's Secondary Plan areas.
- Provide Zoning Enforcement of Zoning By-law infractions.

Approvals Branch

The Approvals Branch provides the following services:

- Completes engineering review, analysis and comments on all development applications, including Official Plan amendments, Zoning by-law amendments, Conformity review, Site Plans, Plans of Subdivision and Condominiums, applications for Committee of Adjustment including severances and minor variances.
- Reviews and co-ordinates the implementation of the Infrastructure Implementation Plan (IIP) for the developer lead projects in adherence with the overall servicing of the Secondary Plan Area
- Compiles and prepares growth related monitoring inputs associated with subdivision approvals through to municipal acceptance as a required deliverable as per the MOU with the Secondary Plan Land Owners
- Approves and issues Site Alteration and Tree Removal Permits

- Develops and updates Engineering policies and standards for the City's infrastructure assets
- Manages Commemorative Program for benches, trees and plaques

Transportation Planning Branch

The Transportation Branch provides the following services:

- Master Plans/studies for transportation
- Class Environmental Assessments for infrastructure
- Develop implementation plans for Master Plans and Environmental Assessments, including input into design process
- Transportation modelling
- Planning application reviews for master plan/modelling
- Condition assessment for transportation
- Participation in coordinating the City's corporate capital plan
- Partnerships related to parks and trails

Key Departmental Objectives

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

- Completing timely reviews and well thought out professional planning opinions and 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 neighbourhoods and communities and encouraging alternate modes of transportation.
- 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, active transportation, and access to public services and amenities.
- Ensure that the public is engaged in the creation of new strategic initiatives and local development projects.
- Deliver projects with cost and schedule certainty
- Delivery of environmentally responsible, energy efficient, cost effective and sustainable infrastructure on time and on budget
- Timely review and approval of land development applications

Strategic Plan & Other Program Deliverables

- Continue to deliver on the core business functions throughout 2020 in accordance with provincial legislation and policy.
- Continue to support growth management initiatives.
- Focus on initiatives that contribute to creating a vibrant and healthy City.
- Promote appropriate intensification projects to address density targets.
- Well Planned Transportation: Improve road network, improve options to get around, improve road safety

Major Initiatives/Issues

- Completion of the new Official Plan and comprehensive zoning by-law.
 - Develop and apply Urban Design Guidelines that comply that with The Building Code requirements to implement the vision of the new official plan

- Update to the Affordable Housing Strategy.
- Implementation of Essa Road Intensification Study.
- Continue timely review of Conformity Review applications and planning applications of lands in the Salem and Hewitt's Secondary Plan areas.
- Continue working with the landowners in the Salem and Hewitt's Secondary Plan areas as the initial draft plans of subdivision are registered.
- Continue reporting of development progression, timing of infrastructure construction and financing related to development within the City, including the Salem and Hewitt's Secondary Plan areas.
- Continue the processing, review and coordination of development approvals for the City, including meeting statutory requirements and the formulation of a professional planning recommendations to Council within the timelines required by the Planning Act.
- Implementation of a new Community Improvement Plan which offers incentives to key objectives: affordable housing; brownfields; and intensification.
- Continue to improve the public engagement process for all applications and initiatives.
 - Continued use of the online engagement platform: Building Barrie to engage members of the community on planning initiatives.
- Launch final planning applications through APLI and initiate review of the current processes and procedures.

Key Performance Indicators

Objective: Well considered and timely approvals and recommendations on private development applications.

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Average number of working days for issuance of draft site plan approval conditions (days)	32.67	45	45	45
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium)	16.66%	45	45	45

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

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of development applications approved that incorporate denser residential and/or mixed use development in the Intensification Areas	3	10	10	10

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

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of Open Houses/Ward Meetings Held for Policy Planning Projects	23	25	25	25
Number of Ward Meetings Held for Development Applications	27	15	15	15
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings	755	400	400	500
Number of Special Interest Group Presentations (BILD) & Professional Development Initiatives (OPPI)	9	10	10	10

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

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)	50	80	80	80
Number of Accessory Suite Zoning Registrations Issued by the Planning Services Department		65	65	65
Percentage of Low, Medium and High Density Housing Units Approved through Development Proposals (%)	51/38/11	60/20/20	60/20/20	60/20/20
Percentage of Ownership and Rental Units Approved through Development Proposals (%)	100% 0%	75/25	75/25	75/25

Approvals Branch

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Average Pre-consultation review time 1st submission (days)		20	20	20
Average Site Plan review time 1st submission (days)		25	25	25

Average Subdivision review time (days)		50	50	50
MC Permit - initial review within 5 days		100%	100%	100%
MC Permit - approval within 15 days		100%	100%	100%
ROWAP Inspection fees % spent vs collected		100%	100%	100%
Percent of parks and trails capital projects completed on schedule		100%	100%	100%

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Development Services

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$3,507,105	\$3,778,264	\$2,897,582	\$4,097,671	\$4,254,375	\$4,373,362	\$4,471,230
	Materials & Supplies	\$24,590	\$25,607	\$15,635	\$26,750	\$28,310	\$29,128	\$29,955
	Equipment & Capital Purchases	\$25,607	\$10,234	\$17,125	\$15,000	\$16,000	\$17,000	\$18,000
	Services	\$97,260	\$276,662	\$105,946	\$253,683	\$270,147	\$275,550	\$291,673
	Rents & Other Expenses	\$262	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Expenses & Transfers	\$921,323	\$620,580	\$650,408	\$461,103	\$472,445	\$477,984	\$483,452
	Sub-Total	\$4,576,146	\$4,711,347	\$3,686,696	\$4,854,206	\$5,041,277	\$5,173,024	\$5,294,309
Revenues	User Fees, Service Charges, & Rentals	(\$1,823,984)	(\$1,912,727)	(\$2,028,388)	(\$2,036,060)	(\$2,076,678)	(\$2,118,212)	(\$2,160,576)
	Other Revenues	(\$21,234)	(\$15,300)	(\$15,000)	(\$18,748)	(\$19,123)	(\$19,506)	(\$19,896)
	Grant Revenues & Contributions	(\$761,961)	(\$370,000)	(\$354,500)	(\$375,500)	(\$383,010)	(\$390,670)	(\$398,484)
	Interdepartmental Transfers	(\$405,164)	\$20,950	\$4,560	(\$25,459)	(\$31,298)	(\$31,663)	(\$32,296)
	Sub-Total	(\$3,012,342)	(\$2,277,077)	(\$2,393,328)	(\$2,455,767)	(\$2,510,109)	(\$2,560,050)	(\$2,611,251)
Net Operating (Expense)/Revenue		\$1,563,804	\$2,434,270	\$1,293,368	\$2,398,439	\$2,531,168	\$2,612,974	\$2,683,058

2021 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Development Services

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$3,588,302	\$4,146,854	\$2,975,582	\$4,271,395	\$0	\$4,271,395	\$124,541	3.00%	\$124,541	3.00%
	Recovery from Capital	(\$81,198)	(\$368,590)	(\$78,000)	(\$173,725)	\$0	(\$173,725)	\$194,866	-52.87%	\$194,866	-52.87%
	Materials & Supplies	\$24,590	\$25,607	\$15,635	\$26,750	\$0	\$26,750	\$1,143	4.47%	\$1,143	4.47%
	Equipment & Capital Purchases	\$25,607	\$10,234	\$17,125	\$15,000	\$0	\$15,000	\$4,766	46.57%	\$4,766	46.57%
	Services	\$97,260	\$276,662	\$105,946	\$253,683	\$0	\$253,683	(\$22,980)	-8.31%	(\$22,980)	-8.31%
	Rents & Other Expenses	\$262	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Expenses & Transfers	\$921,323	\$620,580	\$650,408	\$461,103	\$400,000	\$861,103	(\$159,477)	-25.70%	\$240,523	38.76%
	Total	\$4,576,146	\$4,711,347	\$3,686,696	\$4,854,206	\$400,000	\$5,254,206	\$142,859	3.03%	\$542,859	11.52%
Revenues	User Fees, Service Charges, & Rentals	(\$1,823,984)	(\$1,912,727)	(\$2,028,388)	(\$2,036,060)	\$0	(\$2,036,060)	(\$123,333)	6.45%	(\$123,333)	6.45%
	Other Revenues	(\$21,234)	(\$15,300)	(\$15,000)	(\$18,748)	\$0	(\$18,748)	(\$3,448)	22.54%	(\$3,448)	22.54%
	Grant Revenues & Contributions	(\$761,961)	(\$370,000)	(\$354,500)	(\$375,500)	(\$400,000)	(\$775,500)	(\$5,500)	1.49%	(\$405,500)	109.59%
	Interdepartmental Transfers	(\$405,164)	\$20,950	\$4,560	(\$25,459)	\$0	(\$25,459)	(\$46,410)	-221.52%	(\$46,410)	-221.52%
	Total	(\$3,012,342)	(\$2,277,077)	(\$2,393,328)	(\$2,455,767)	(\$400,000)	(\$2,855,767)	(\$178,690)	7.85%	(\$578,690)	25.41%
Net Operating Expense/(Revenue)		\$1,563,804	\$2,434,270	\$1,293,368	\$2,398,439	\$0	\$2,398,439	(\$35,831)	-1.47%	(\$35,831)	-1.47%

Comments:

Change in 2021 Base Budget to 2020 Approved Budget

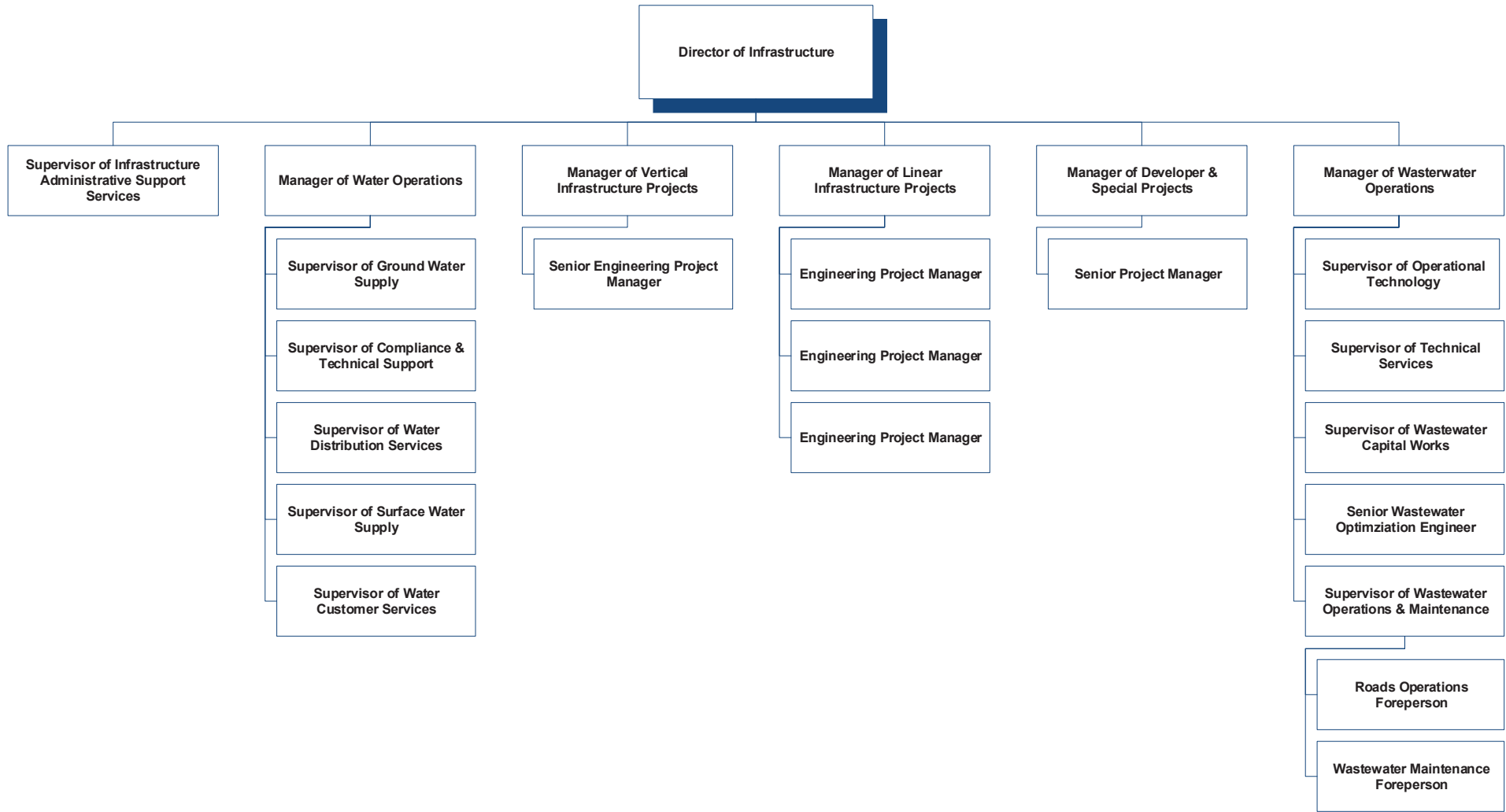
Variance in salaries and benefits attributed to impacts associated with job evaluation adjustments for positions, step increases and economic adjustment for 2021.

The reduction in recoveries from capital projects is due to the reduction in recoverable work that the Development Services department is expected to undertake in 2021.

Variance in User Fees, Service Charges, & Rentals is due to an increase in the number of forecast permits for 2021.

Change in 2021 Requested Budget to 2020 Approved Budget

Variance in Grant Expenses & Transfers is due to the additional funding for the continuation of the CIP program in accordance with the approved new CIP and Council/Community expectations.





Performance Plan 2021

Department: **Infrastructure**

Departmental Overview

The Infrastructure Department is comprised of five Branches, including the three Design and Construction Branches, 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 and treatment; and the design and construction of the City's infrastructure including treatment plants, pump stations, roads, sewers, watermains, sidewalks, stormwater management ponds, water towers and reservoirs, etc.

Departmental administration accounts for 4% of the Department's staff resources.

Design and Construction Branch

The Design and Construction Branch requires approximately 21% of the Department's staff resources to perform the following services: provides engineering services and project management services related to capital programs for the improvement of municipal infrastructure to ensure integrity of the infrastructure through the application of sound engineering standards; project design contract administration and site inspection for the City's infrastructure including transportation and stormwater systems, water treatment, water transmission and distribution, wastewater treatment, wastewater collection systems, bridges, sidewalks, parking lots, culverts, traffic signals, airport, marina, landfill and recycling facilities; project management for City infrastructure projects including coordination of property acquisitions with Legal Services; generates tender documents, project schedules, requests for proposals, technical specifications and cost estimates; liaises with other levels of Government, utility companies and community groups on engineering issues; capital project contract administration and oversight including liaison with contractors, public, media, Council and approval agencies; and maintains Engineering records.

Wastewater Operations Branch

The Wastewater Operations Branch requires approximately 45% of the Department's staff resources to perform the following services: collection and treatment of wastewater; operation and maintenance of the collection system; operation and maintenance of the Wastewater Treatment Facility (WwTF); 13 Remote Wastewater Pumping Stations; the Oro Biosolids Storage Facility and 3 additional pumping stations at the Barrie Sports Complex. 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 recently amended Environmental Compliance Approval (ECA) from the Ministry which applies to considerably more restrictive effluent criteria, in particular, impacting the allowed discharge concentration of phosphorus which took effect June 2015. Considerable process improvements are required in order to consistently conform to the new effluent limits on an on-going basis. Over the next 10 years, related facility improvements/expansions include construction of new MBR process and capital upgrades with an estimated cost of approximately \$300 million. In the interim, enhanced process monitoring and optimization will continue to effectively treat wastewater beyond the current design performance criteria for the Wastewater Treatment Facility

Water Operations Branch

The Water Operations Branch requires approximately 49% 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, operation 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. Over the next 10 years, various asset renewal projects and expansions include construction projects with an estimated cost of approximately \$50 million.

Key Departmental Objectives

- Operate and maintain the wastewater collection and treatment infrastructure to meet and exceed the stringent effluent requirements to protect the environment and enhance the water quality of Lake Simcoe
- Operate and maintain the water treatment and distribution infrastructure to ensure the delivery of a safe and adequate potable water supply and meet the system requirements for fire fighting
- Operate and maintain the City's water and wastewater assets to attain the prescribed levels of service at the lowest possible costs
- Deliver infrastructure projects with cost certainty and schedule certainty
- Deliver environmentally responsible, energy efficient, cost effective and sustainable infrastructure

Strategic Plan & Other Program Deliverables

- Responsible Spending: Demonstrate value for money
- Inclusive Community: Provide great public spaces and constructive engagement of residents
- Well Planned Transportation: Improve road network, improve options to get around, improve road safety, and active transportation infrastructure
- Foster, promote and implement innovative ideas/methods and devices to improve efficiency and/or service delivery.
- 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), Lake Simcoe Protection Act (LSPA), etc.
- Fully and competently satisfy regulatory compliance with applicable Provincial/Federal legislation at all times.

Major Initiatives/Issues

- Promote safe work practices; including communicating safety improvements with staff and seeking prevention.
- Seek out and promote positive innovative improvements.
- Develop/promote effective Public Communications Programs and constructive engagement.
- 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 Operation Plans, 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).
- Wastewater Treatment Facility upgrades
- Secondary Plan Area Infrastructure Projects
- Stormwater Management and Flood Protection Projects

- Deliver Projects with cost certainty and schedule certainty

Key Performance Indicators

Design and Construction Branch

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Percent of capital project designs completed on schedule	65%	80%	77%	100 %
Percent of capital projects tendered on schedule	65%	95%	67%	100 %
Capital expenditures as a % of forecasted expenditures	74%	100%	80%	90 %
Change Orders as a % of total tender value	5%	6%	8%	5 %

Wastewater Operations Branch

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Collection, treatment and disposal of wastewater: <ul style="list-style-type: none"> • Percent time treatment effluent limits met all requirements 	100%	100%	100%	100 %

Water Operations Branch

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
The delivery of safe and adequate supply of potable and fire fighting water: <ul style="list-style-type: none"> • Number of customer complaints per 1,000 customers. 	4.9	1.6	2.5	2.3

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Infrastructure Department – Design & Construction

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$1,561,656	\$1,491,320	\$1,595,184	\$1,490,620	\$1,552,698	\$1,595,439	\$1,630,151
	Materials & Supplies	\$28,732	\$31,945	\$13,298	\$29,499	\$32,901	\$33,259	\$33,189
	Equipment & Capital Purchases	\$1,724	\$13,600	\$1,000	\$3,200	\$4,530	\$4,561	\$3,692
	Services	\$118,807	\$137,579	\$70,944	\$139,405	\$146,053	\$149,038	\$152,177
	Sub-Total	\$1,710,919	\$1,674,444	\$1,680,426	\$1,662,724	\$1,736,182	\$1,782,297	\$1,819,209
Revenues	User Fees, Service Charges, & Rentals	(\$17,248)	(\$500)	(\$500)	(\$500)	(\$500)	(\$500)	(\$500)
	Licenses & Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$3,563)	\$0	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	(\$211,755)	(\$413,852)	(\$248,447)	(\$413,852)	(\$421,665)	(\$429,628)	(\$437,742)
	Sub-Total	(\$232,566)	(\$414,352)	(\$248,947)	(\$414,352)	(\$422,165)	(\$430,128)	(\$438,242)
Net Operating (Expense)/Revenue		\$1,478,353	\$1,260,092	\$1,431,478	\$1,248,373	\$1,314,017	\$1,352,169	\$1,380,967

2021 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Infrastructure Department – Design & Construction

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$4,458,936	\$4,980,763	\$3,514,681	\$5,002,758	\$0	\$5,002,758	\$21,995	0.44%	\$21,995	0.44%
	Recovery from Capital	(\$2,897,280)	(\$3,489,443)	(\$1,919,497)	(\$3,512,138)	\$0	(\$3,512,138)	(\$22,694)	0.65%	(\$22,694)	0.65%
	Materials & Supplies	\$28,732	\$31,945	\$13,298	\$29,499	\$0	\$29,499	(\$2,446)	-7.66%	(\$2,446)	-7.66%
	Equipment & Capital Purchases	\$1,724	\$13,600	\$1,000	\$3,200	\$0	\$3,200	(\$10,400)	-76.47%	(\$10,400)	-76.47%
	Services	\$118,807	\$137,579	\$70,944	\$139,405	\$0	\$139,405	\$1,826	1.33%	\$1,826	1.33%
	Total	\$1,710,919	\$1,674,444	\$1,680,426	\$1,662,724	\$0	\$1,662,724	(\$11,720)	-0.70%	(\$11,720)	-0.70%
Revenues	User Fees, Service Charges, & Rentals	(\$17,248)	(\$500)	(\$500)	(\$500)	\$0	(\$500)	\$0	0.00%	\$0	0.00%
	Licenses & Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$3,563)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Interdepartmental Transfers	(\$211,755)	(\$413,852)	(\$248,447)	(\$413,852)	\$0	(\$413,852)	\$0	0.00%	\$0	0.00%
	Total	(\$232,566)	(\$414,352)	(\$248,947)	(\$414,352)	\$0	(\$414,352)	\$0	0.00%	\$0	0.00%
Net Operating Expense/(Revenue)		\$1,478,353	\$1,260,092	\$1,431,478	\$1,248,373		\$1,248,373	(\$11,720)	-0.93%	(\$11,720)	-0.93%

Comments:

The cost of labour is expected to increase by \$22 thousand for 2021. The increase provides for cost of living provisions, merit increases for full time CUPE and non-union employees, and estimated increases for benefit rates.

Barrie **ORGANIZATIONAL CHART**
Operations Department

Director of Operations

Supervisor of Operations
Administrative Support
Services and Inventory
Management

Manager of Solid Waste

- Supervisor of Waste Collection Services
- Supervisor of Solid Waste Receiving
- Supervisor of Waste Disposal

Manager of Fleet Services

- Fleet Services Foreperson
- Fleet Services Foreperson

Manager of Traffic and Parking Services

- Supervisor of Traffic Services
- Supervisor of Traffic Operations and Community Safety

Manager of Parks and Forestry

- Supervisor of Urban Forestry & Natural Areas Stewardship
 - Forestry Foreperson
- Supervisor of Parks Service and Construction
 - Horticulture Foreperson
 - Parks Maintenance Foreperson

Manager of Roads, Stormwater and Rail Operations

- Supervisor of Roads Operations
 - Roads Operations Foreperson
 - Roads Operations Foreperson
 - Roads Operations Foreperson
- Supervisor of Technical, Stormwater and Rail Operations



Performance Plan 2021

Department: **Operations**

Departmental Overview

The Operations Department is comprised of six Branches; Administration and Stores, Traffic, Parks and Forestry, Roads, Stormwater and Rail, Fleet Services and Solid Waste Operations.

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

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, play courts, 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, Stormwater & Rail 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 Stormwater section of the Branch 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 Operations

The Traffic Branch requires approximately 11% of the Departments financial resources and 11% 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, Right of Way Activity Permits and railway crossing maintenance,
This group is involved with traffic reviews of development site plans, subdivision plans and engineering projects. The branch administers the annual traffic calming program - speed cushions, etc. and review the collision database for all reported collisions within the City of Barrie.

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 and Stores Operations

The Administration Branch consists of the Director of Operations, the Supervisor of Administrative Services and Inventory Management, 3 full time administrative staff and 1 Storesperson requiring approximately 6% of the Departments financial resources and 3% of the Departments staff resources.

The focus is to increase the utilization of Stores services and move the majority of procurement of inventory to Stores staff. Stores staff will do the required market research required to meet operational requirements and obtain the best value for the department.

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, stormwater, traffic controls, street lighting, parking.

Maintain and manage City of Barrie's corporate fleet and equipment.

Timely review of land development application.

Review and Process of Right of Way Activity Permits

Manage and maintain Stores inventory levels to meet operational requirements.

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.

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 for Stormwater and Wastewater Collection with MOECC.

Provide vehicle and equipment training, including communicating number of incidents with staff

Traffic will be receiving our new Centralized traffic signal system software in late 2020 and plan on switching out the existing system and adding in new intersections for coordination and monitoring in 2020/2021

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Operations

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$14,516,216	\$17,086,040	\$14,468,238	\$17,155,214	\$17,605,500	\$17,975,687	\$18,229,119
	Materials & Supplies	\$5,669,315	\$5,476,613	\$5,328,239	\$5,652,850	\$6,286,211	\$6,362,982	\$6,387,651
	Equipment & Capital Purchases	\$524,497	\$593,673	\$484,869	\$630,751	\$626,645	\$1,139,976	\$1,162,969
	Services	\$19,078,222	\$17,490,453	\$18,726,692	\$18,706,689	\$19,498,172	\$19,974,663	\$20,121,640
	Rents & Other Expenses	\$917,165	\$662,661	\$702,062	\$672,677	\$703,627	\$714,715	\$914,698
	Grant Expenses & Transfers	\$980,466	\$30,005	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
	Sub-Total	\$41,685,880	\$41,339,445	\$39,740,100	\$42,848,181	\$44,750,154	\$46,198,022	\$46,846,077
Revenues	User Fees, Service Charges, & Rentals	(\$1,851,846)	(\$2,043,641)	(\$1,364,245)	(\$1,941,314)	(\$1,992,070)	(\$2,031,802)	(\$2,072,328)
	Licenses & Permits	(\$3,167)	(\$563,000)	(\$533,500)	(\$579,890)	(\$591,488)	(\$603,318)	(\$615,384)
	Other Revenues	(\$62,652)	(\$125,280)	(\$30,000)	(\$106,389)	(\$108,517)	(\$110,687)	(\$112,901)
	Grant Revenues & Contributions	(\$2,374,639)	(\$1,939,433)	(\$2,611,500)	(\$2,032,885)	(\$2,057,643)	(\$2,097,995)	(\$2,138,955)
	Interdepartmental Transfers	(\$1,229,414)	(\$1,316,793)	(\$1,260,601)	(\$1,416,851)	(\$1,453,698)	(\$1,486,630)	(\$1,518,645)
	Sub-Total	(\$5,521,718)	(\$5,988,148)	(\$5,799,846)	(\$6,077,328)	(\$6,203,415)	(\$6,330,432)	(\$6,458,213)
Net Operating (Expense)/Revenue		\$36,164,162	\$35,351,297	\$33,940,255	\$36,770,853	\$38,546,739	\$39,867,590	\$40,387,864

2021 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Operations

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$14,516,216	\$17,132,460	\$14,468,238	\$17,155,214	\$344,381	\$17,499,595	\$22,754	0.13%	\$367,135	2.14%
	Recovery from Capital	\$0	(\$46,420)	\$0	\$0	(\$50,000)	(\$50,000)	\$46,420	-100.00%	(\$3,580)	7.71%
	Materials & Supplies	\$5,669,315	\$5,476,613	\$5,328,239	\$5,652,850	(\$5,000)	\$5,647,850	\$176,237	3.22%	\$171,237	3.13%
	Equipment & Capital Purchases	\$524,497	\$593,673	\$484,869	\$630,751	(\$32,500)	\$598,251	\$37,078	6.25%	\$4,578	0.77%
	Services	\$19,078,222	\$17,490,453	\$18,726,692	\$18,706,689	\$1,434,222	\$20,140,911	\$1,216,236	6.95%	\$2,650,458	15.15%
	Rents & Other Expenses	\$917,165	\$662,661	\$702,062	\$672,677	(\$1,100)	\$671,577	\$10,016	1.51%	\$8,916	1.35%
	Grant Expenses & Transfers	\$980,466	\$30,005	\$30,000	\$30,000	(\$30,000)	\$0	(\$5)	-0.02%	(\$30,005)	-100.00%
	Total	\$41,685,880	\$41,339,445	\$39,740,100	\$42,848,181	\$1,660,003	\$44,508,184	\$1,508,736	3.65%	\$3,168,739	7.67%
Revenues	User Fees, Service Charges, & Rentals	(\$1,851,846)	(\$2,043,641)	(\$1,364,245)	(\$1,941,314)	\$0	(\$1,941,314)	\$102,328	-5.01%	\$102,328	-5.01%
	Licenses & Permits	(\$3,167)	(\$563,000)	(\$533,500)	(\$579,890)	\$0	(\$579,890)	(\$16,890)	3.00%	(\$16,890)	3.00%
	Other Revenues	(\$62,652)	(\$125,280)	(\$30,000)	(\$106,389)	\$0	(\$106,389)	\$18,891	-15.08%	\$18,891	-15.08%
	Grant Revenues & Contributions	(\$2,374,639)	(\$1,939,433)	(\$2,611,500)	(\$2,032,885)	(\$1,500,000)	(\$3,532,885)	(\$93,452)	4.82%	(\$1,593,452)	82.16%
	Interdepartmental Transfers	(\$1,229,414)	(\$1,316,793)	(\$1,260,601)	(\$1,416,851)	\$0	(\$1,416,851)	(\$100,057)	7.60%	(\$100,057)	7.60%
	Total	(\$5,521,718)	(\$5,988,148)	(\$5,799,846)	(\$6,077,328)	(\$1,500,000)	(\$7,577,328)	(\$89,181)	1.49%	(\$1,589,181)	26.54%
Net Operating Expense/(Revenue)		\$36,164,162	\$35,351,297	\$33,940,255	\$36,770,853	\$160,003	\$36,930,856	\$1,419,556	4.02%	\$1,579,559	4.47%

Comments:

Change in 2021 Base Budget to 2020 Approved Budget

Variance in services expense is due to increases in waste collections, fleet repairs & maintenance, and storm water catch basin cleaning expenses.

The interdepartmental transfer variance is due to the rate groups moving out of the Operations Department. The associated administrative funding for those areas has also been moved out of the Operations Department.

Change in 2021 Requested Budget to 2020 Approved Budget

The variance in salaries & benefits is due to the "Stormwater Right Sizing and Growth for Compliance" intake form. To meet the legislated requirements in 2021 as the approval moves from a pilot approval to a permanent legislated requirement the Technical, Stormwater and Rail Operations section will require permanent staff resources to meet legislated compliance with the addition of one Regulatory Compliance Technician and one Senior Operations Technologist.

The variance for services expense and grant revenue & contributions is due to an increase in the stormwater pond treatment maintenance program. The Roads Parks and Fleet Operations Department operates and maintains 98 stormwater management ponds. There is a backlog of work that needs to be completed to restore ponds to their designed capacity for flood control and function in treating stormwater prior to discharge to receiving waters. Operations has been steadily increasing the budget capacity to conduct maintenance activities (primarily sediment removal) in storm water management facilities since 2013. With the implementation of the 3-year average approach to budgeting in 2019 and several carry over requests that were not approved, this budget was decreased to \$523,986.00 in 2020. The total spend in 2019 was \$1,040,484.91 with 2 additional dry ponds that were cleaned in the first 2 weeks of 2020 as a result of inclement weather delays at a cost of \$295,386.54 while the carry over request for this work was not approved. As a result, storm treatment systems have not received adequate attention and eight ponds have now become a priority due to their condition. Budget reinstatement and increase is requested to carry out maintenance to comply with Environmental Compliance Approvals issued by the Ministry of the Environment, Conservation and Parks to restore water quality and reduce urban flooding. The funding for this program will come from federal gas tax and tax capital reserve contributions.

Barrie **ORGANIZATIONAL CHART**
Economic and Creative Development
Department





Performance Plan 2021

Department:
Economic & Creative Development

Department Role, Goals and Key Services

Role:

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

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

Departmental Goals:

- Position Barrie as a premiere business investment destination
- Develop a robust entrepreneurial and small business ecosystem
- Cultivate a dynamic workforce and pipeline of talent
- Develop a Vibrant Downtown Economic Corridor
- Promote growth of a diverse and sustainable arts and cultural sector
- Implement strategies to strengthen development of key and emerging sectors

The Economic and Creative Development team is comprised of 8 full-time permanent staff and one part-time position in addition to the Small Business Centre, with the support of the Province, that includes additional 2 full-time and 1 part-time staffing complement.

Core Services:

Business Retention & Expansion Services

- Business Visitation Program that provides issue resolution/needs assessment/program and resource connections
- Sector Development Focus on key strategic sectors and emerging sectors
- Innovation and research programming initiatives
- Sector specific programming, research and supports and identifying new sectors
- Gather market intelligence on employer needs both today and in future to build supply/pipeline of talent to grow key sectors

Business, Talent/Workforce and Investment Attraction

- Inbound and outbound marketing and data provision
- Identifying emerging sectors and talent needs for targeted attraction efforts

Investment Servicing

- Development process education and issue resolution
- Business development support on LSRA and BCRY transportation assets
- Collaboration with Building and Planning Services to support investment project management

Marketing & Positioning

- Develop marketing programs and messaging to position the City for investment and talent attraction
- Developing Barrie's outward-facing brand and identity in the provincial and national business community

Data Collection and Analysis

- Base business inventory collection, statistical data collection, land inventory information

Culture Development

- Development of the arts & culture sector through grant programming, events, education and resource tools
- Public Art program and implementation

Entrepreneur & Small Business Support

- Small Business Centre suite of services
- Entrepreneurial eco-system development through programs, events, partnerships, and strategic initiatives

Key Departmental Objectives

Goal 1: Position Barrie as a premiere investment destination

Provide reliable economic information to be utilized both internally and externally to inform policy, decision-making, business investment and measure progress toward economic goals

Develop an identifiable, dynamic and consistent marketing message that will attract new business and entrepreneurs by promoting Barrie's business strengths, the quality of its workforce and its exceptional livability factors.

Develop and manage Barrie's perception as an investment destination growing the Invest Barrie social channels and telling the 'Barrie Story' to position Barrie as a recognizable and desirable destination amongst entrepreneurs, business leaders, talent and influencer groups.

Identify and implement measures to reduce barriers to investment and business growth and improving services for investors, positioning Barrie as open for business.

Develop and maintain a current internal database of relevant contacts and business resources to be provided to investors and businesses in a toolkit format.

Goal 2: Develop a robust entrepreneurial and small business ecosystem

Fostering the growth of the Startup Ecosystem through collaboration with partner organizations (Sandbox, SBEC, HBEC, Georgian College, County of Simcoe, Lakehead University and others), to deliver programs, services, events and entrepreneurial infrastructure aimed to deliver on the start-up ecosystem roadmap.

With support of entrepreneurial ecosystem partners, position Barrie and broader Simcoe County area as a regional centre for business support and innovation.

Continue to build on partnership with the Province of Ontario to deliver service, education, consultation resources and dedicated programming to support the creation of new, local enterprises through the Small Business Centre of Barrie, Simcoe County and Orillia.

Goal 3: Cultivate a dynamic workforce and pipeline of talent

In collaboration with community partners, connect employers to the local labour pool. Create plans that will identify, develop and attract the necessary workforce needed to support the growth of existing industries, the development of new and emerging industries and to support local post-secondary graduates in starting new businesses in the local community.

Develop and implement youth engagement and retention strategies that include working with local education stakeholders at the post-secondary level to support increased placements with local businesses through co-op and internship programs, and the engagement of international students within the community.

Goal 4: Develop a Vibrant Downtown Economic Corridor

Position the downtown as a creative hub and major focal point for the community, an employment hub for creative and knowledge-based industries and a showcase for the City's history, architecture, artistic and cultural assets.

Champion the ongoing emergence of a vibrant City Centre that serves both as a cultural heart of the City and centralized business support location. Foster the growth and creation of projects and assets, such as the Sandbox, Small Business Centre, Five Points Theatre, permanent market, etc. that support a vibrant City Centre.

Develop strategic partnership with the Downtown BIA to address business needs, promote the downtown as an investment destination, cultivate programming and initiatives that continue to support the downtown as a creative hub.

As the downtown intensifies through growth, leverage City-owned parking lots to promote targeted, strategic growth for the downtown in alignment with the creative hub.

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

Promote the development and growth of targeted cultural and creative industry clusters, building stronger integration between businesses and the arts, growing cultural entrepreneurship and increasing the contributions of the arts and culture community to Barrie's economic prosperity.

Champion the role of the arts, public art and cultural assets in community placemaking, tourism development and overall civic pride.

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

Integrate and align the Tourism Master Plan and execute elements of the action plan that drive the strategic objectives including talent attraction, ensuring a vibrant City Centre, and promoting investment attraction into the tourism space.

Support the growth and development of an innovation and research hub in Barrie in partnership with the Advanced Technology Centre at Georgian College, Lakehead University to support enrollment and to drive industry-academic research projects and collaborations.

Develop a culture of innovation and showcase Barrie as an innovation leader through the provision of opportunities, resources, knowledge and networks to existing businesses. Promote the adoption of innovation and innovative practices that will drive business growth, profitability, competitiveness, new product development and access to global markets.

Strategic Plan & Other Program Deliverables

Understanding and responding to the impacts of Covid-19 on the local economy and employment will be a dominant focus for the 2021 Economic & Creative Development Workplan. Engaging with employers through business and retention activities, collaborating with local business service organizations, collecting and monitoring local, regional and national data in addition to specific survey business recovery will inform response actions and adaptations of planned programming to respond to the needs of the local business and arts community.

While the foundational goals and objectives will continue to guide the strategy of Economic and Creative Development, major initiatives may pivot or be replaced with new programming as the needs of the business community are responded to.

Major Initiatives/Issues

Covid-19 Business Recovery Planning – Phase 3 Implementation:

In Q4, 2020, Economic and Creative Development will have completed an in-depth survey with businesses and the arts and culture community on the impacts of Covid-19 on the local economy in partnership with key business service stakeholders. A Phase 3 report with outcomes and recommendations will be provided to Council for approval.

Economic and Creative Development will be implementing action plans as a result of the Phase 3 consultation process and will be seeking to identify long-term strategies and supports for businesses to adapt their business models, and build resilience to position the City's economy to withstand future disruptions.

As such, some of the major actions to support the goals and objectives of the Economic and Creative Development Department may be modified or re-prioritized in order to meet the immediate needs of the business community.

Major Actions That Support Objectives in Goal 1: Position Barrie as a premiere investment destination

Build the Invest Barrie Website and Social Channels:

Continue to develop and manage the perception of Barrie as an investment destination growing the Invest Barrie social channels through weekly content that showcases businesses and initiatives that tell the 'Barrie Story' to position Barrie as a recognizable and desirable destination amongst entrepreneurs, business leaders, talent and influencer groups.

Investment Attraction:

Manage and grow the investment funnel, capturing relevant data from information and inquiry stages through to prospecting, qualifying leads and actual investment.

Focus on attraction efforts with the site selector, realtor, Provincial/Federal FDI representatives and other key attraction influencers where Barrie's general value proposition and proposed strategic focus most closely aligns with the business drivers within targeted business sectors. Explore new tools such familiarization tours as a way to share the Barrie story.

In collaboration with the County of Simcoe Economic Development team, participate in investment attraction work in FDI target industries and markets through representation at key industry trade shows, trade and investment mission activity, and other attraction opportunities/initiatives, where appropriate under health guidelines.

Investment Services

Ongoing facilitation service for developments and investments. ECD will continue to bring together relevant staff/departments in a joint effort to expedite development processes and business issue resolution while identifying opportunities to improve customer service and internal processes.

In 2021, ECD will be placing a heightened focus on providing pro-active tools and resources to inform new businesses and small businesses on the regulatory and procedural requirements for opening a business, leasing and fitting out physical spaces in collaboration with Development Services, Building Services and Municipal Law Enforcement.

Economic Data Collection:

Strong data collection practices are also key to ensuring up-to-date land inventory and key economic data drives the value proposition for investment attraction, key trending and analysis to identify local issues.

City of Barrie Data Collection Project-Business Survey

In order to better inform decision-making and progression toward the City's economic goals, comprehensive business data that can provide business names, locations and insights into changing business patterns including growing and declining industries is critical.

Based on best practices from other Ontario economic development offices, the Economic and Creative Development Department will be investing in the completion of a business data collection survey.

The Data Collection Project will employ several summer students to conduct door to door interviews with the business community to collect key data on business location, type of business and employment. Secondary methods of contact would include telephone interviews, e-mail correspondence and online survey submissions. Data will be collected utilizing the City's GIS Collector Application providing additional information from a geographic perspective.

Typically conducted annually, 2021 will serve as the baseline year and will allow ECD to better monitor existing industry and industry classifications, business sectors, business longevity and employment growth trends.

Major Actions That Support Objectives in Goal 2: Develop a robust entrepreneurial and small business ecosystem

Small Business Support

The City of Barrie continues its partnership with the Province of Ontario to deliver service, education and consultation resources to support the creation of new, local enterprises through the Small Business Centre of Barrie, Simcoe County and Orillia. Funded by the Province of Ontario and City of Barrie, 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.

Economic and Creative Development will continue to foster the growth of the Startup Ecosystem through collaboration with partner organizations (Sandbox, SBEC, HBEC, Georgian College, County of Simcoe, Lakehead University and others), to deliver programs, services, events and entrepreneurial infrastructure that includes:

- Starter Company
- Mentor Development
- Further Faster Program
- Futurpreneur Partnership
- Sector focused development programs such as, Artrepreneur 2.0, Emerging Musicians Program and Sprout 2.0
- Xcelerate Summit

Building Digital Capacity

A heavy focus in 2021, will be supporting entrepreneurs in developing their digital strategies to establish a strong online presence, opening new revenue sources, and assessing their business models to be adaptive to new markets, opportunities and distancing protocols. Supporting this action will support businesses impacted by Covid-19 as well contribute to building resilience for businesses.

Digital Mainstreet Program:

In 2020, the Economic and Creative Development Department was successful in securing \$50,000 from the Digital Mainstreet Program to provide direct support for businesses to develop and enhance their online presence. The program area includes more than 1500 commercial addresses across the City Centre for properties zoned C1 and C2. The project will be completed in February 2021 and ECD will be assessing program results and best practices to apply City-wide.

Major Actions That Support Objectives in Goal 3: Cultivate a dynamic workforce and pipeline of talent

Talent Attraction & Development:

Developing and delivering initiatives and collaborating with community partners to ensure that the City has the necessary workforce today to support the growth of existing industries and the attraction of new industries. Identifying within our employers their current and future talent needs and engaging in activities with key community stakeholders that will support the long-term development of a pipeline of talent to meet the future needs of employers.

Talent Toolkit Development:

Economic and Creative Development will continue to support employers seeking to attract talent through:

- Job Fairs with local Employment Ontario Offices
- Invest Barrie Talent Attraction Guide
- Promoting opportunities to support business through Co-op placements through Georgian College
- Providing up-to-date information on labour market trends, hiring programs and services for business
- Targeted sector attraction programs

Partnership with County of Simcoe

The City is a partner with the County of Simcoe on several labour force initiatives and will continue to partner to promote the area a talent destination. Initiatives to be undertaken in 2021 include: Supporting and promoting career opportunities in the Skilled Trades through the online platform Edge Factor

Rural Economic Development (RED) Funding Program Implementation that includes programming to support attract job seekers to the area, training, and job connection activities with newcomers.

Leveraging the recently created job aggregator tool workinsimcoecounty.ca through workinbarrie.ca to promote employment opportunities in Barrie, Simcoe County, and Orillia and position the area as location destination for business and talent.

Major Actions That Support Objectives in Goal 4: Develop a Vibrant Downtown Economic Corridor

Position the downtown as a creative hub and major focal point for the community, an employment hub for creative and knowledge-based industries and a showcase for the City's history, architecture, artistic and cultural assets.

Continue work with the Barrie Public Art Committee to champion public art projects and to drive opportunities to promote public engagement with public art through interpretive signage, guides and online resources.

Participate in the development and execution of strategic projects such as Fisher

Continue to build on the relationship with the BIA to align on strategic partnership initiatives that will support local business, promote the downtown as an investment destination and support the downtown as a creative hub.

Phase 1 – Wayfinding Master Plan

Pending the approval of Council, hire a consultant at will create a master plan to recommend location, asset identification and aesthetic to update tourism and parking wayfinding signage in downtown Barrie. Recommendations from both the Tourism Master Plan and Downtown Parking strategy include wayfinding signage as a key action to improve visitor and resident experience. Finding parking has also been identified as an issue even though occupancy levels can easily accommodate more parking. The master plan will suggest a design, fabrication, and installation method for a new system of signs that will create a greater level of legibility with a unified look and character for the downtown, which will in turn will assist residents and visitors in finding parking and tourism-related activities and businesses. The master plan will also suggest a way to upgrade the existing parking identification signs.

Following the creation of a master plan, budget requirements and procurement process can be developed to produce and install updated signage.

Downtown Parking Lots:

Upon completion and recommendations under the Parking strategy, and in alignment with the City's new Official Plan, a review of the Disposition of Downtown Parking Lots strategy and process will need to be undertaken. 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.

Major Actions That Support Objectives in Goal 5: Promote growth of a diverse and sustainable arts and cultural community

This function focuses on building stronger integration between business and the arts, supports growth of tourism, grows cultural entrepreneurship, builds capacity and sustainability of Barrie's arts and cultural stakeholder groups and overall increases the contributions and benefits of the creative sectors to Barrie's economy.

Public Art Policy Update and Strategy with BPAC

Working with the Barrie Public Art Committee to update the current Public Art Policy to reflect the advancement of the portfolio since the inception of the program, and new opportunities that require policy development.

Culture Grants Program Review

Originally funded and planned for 2020, this project will carry over into 2021 due to Covid-19 work. Staff will be put out a Request for Proposals to hire a consultant to undertake a thorough review of the City of Barrie's cultural grants program. This review will include:

Reviewing the history of the City of Barrie's Cultural Grants Programs, who has applied, who has been successful and why

- Reviewing similar municipalities' cultural granting programs
- Engaging in community consultations with cultural organizations
- Assessing the program relative to economic development priorities

This review is recommended to ensure investment in the cultural sector is serving its diverse organizations and needs. Upon completion of the review, staff will prepare a proposal for changes to be reviewed by Council.

Economic and Creative Development will continue to support raising the capacity and profile of the arts community through:

- Recognizing their contributions through awards program
- Implementing the regional music strategy in partnership with the County
- Educational workshops and training for arts businesses and organizations that lay a foundation for successful business practices and long term sustainability
- Support for young and emerging artists through connections to mentors and support programs

Major Actions That Support Objectives in Goal 6: Implement strategies to strengthen global competitiveness of Barrie's key business sectors

Tourism as an Economic Driver:

The Tourism Master Plan was delivered in Q4 2020. Pending endorsement of Council, ECD will be executing on the recommendations delivered through the Master Plan to maximize the contribution of the tourism sector as an economic driver. Municipal Accommodation Tax (MAT) Agreement status and deliverables will also be reviewed in alignment with the report recommendations.

Business Retention & Expansion

Proactively complete company visits with top employers and targeted sector employers for the purposes of:

- Increasing business engagement with the City of Barrie
- Understand key issues and barriers/opportunities to growth
- Assess talent needs
- Drive the innovation portfolio through championing industry/academic collaborations
- Identify opportunities for story-telling that promote the Barrie brand
- Providing connections to programs, resources and services to support businesses

Sector Development

ECD will begin to develop profiles on key strategic sectors within the City and broader region, both well-established sectors and emerging sectors for the purposes of developing key needs analysis, trends and opportunities to accelerate the growth of the sectors.

Advanced Manufacturing Sector

In partnership with Georgian College, Lakehead University, County of Simcoe and City of Orillia, continue to build the brand and initiatives of the Regional Manufacturing Alliance partnership to position the region as a Centre of Excellence in Advanced Manufacturing both internally and externally;

Advance the collaborations with Georgian College and their Advanced Technology strategically align portfolios around supporting industry and driving industry-academic research projects.

Culture of Innovation:

Continue to deliver annual Mayor's Innovation Awards and Manufacturing Innovation Summit to celebrate community innovators and build content to position the City as an innovative community.

Key Performance Indicators

Please note that given the restructuring Economic & Creative Development and the revised Goals, Objectives and Action Plan, that the key performance indicators may evolve during 2021 as the strategic plan is implemented and the new metrics emerge that more strongly demonstrate achievement toward the goals identified.

Goal 1: Position Barrie as a premiere investment destination

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of Investment/Development Projects facilitated/supported by Economic & Creative Development	67	15	15	15

Number of square feet occupied by investment/development projects facilitated/supported by Economic and Creative Development	N/A	100,000	250,000	250,000
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Goal 2: Develop a robust entrepreneurial and small business ecosystem

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of Businesses started, attracted, or grown where Economic and Creative Development have been engaged	264	120	115	125
Number of consultations delivered through the Small Business Centre to current or aspiring business owners.	152	N/A	300	325
Number of delivered start-up and entrepreneur based programs/events (includes ecosystem partnered events)	45	N/A	46	52
Number of entrepreneurs/businesses engaged in start-up and entrepreneur based programs/events (includes ecosystem partnered events)	520	N/A	550	550

Goal 3: Cultivate a dynamic workforce and pipeline of talent

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of talent attraction/development events/initiatives delivered or participated in	10	8	5	6
Number of local companies participating in talent attraction/development events/initiatives delivered by or in partnership	99	65	45	50

Goal 4: Develop a Vibrant Downtown Economic Corridor

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of strategic projects undertaken in partnership with the BIA	N/A	N/A	1	2

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

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of participants in cultural development educational workshops, sector specific programming and hosted/partnered events	N/A	N/A	20	40

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

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Number of local companies pro-actively engaged for BR+E activities	77	100	250	150
Number of Businesses that engage in one or more of the City's innovation programs	172	35	200	200
Number of industry/academic research projects cultivated through ECD activities	N/A	N/A	2	5

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Economic & Creative Development

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$851,167	\$1,311,357	\$1,161,660	\$1,322,028	\$1,351,129	\$1,382,452	\$1,414,062
	Materials & Supplies	\$97,048	\$192,182	\$192,407	\$135,159	\$136,582	\$139,313	\$142,079
	Equipment & Capital Purchases	\$49,404	\$6,741	\$6,741	\$6,876	\$7,013	\$7,153	\$7,297
	Services	\$262,497	\$306,769	\$464,810	\$303,520	\$322,900	\$313,088	\$318,556
	Rents & Other Expenses	\$3,966	\$6,797	\$2,614	\$2,666	\$2,720	\$2,774	\$2,830
	Grant Expenses & Transfers	\$460,581	\$628,309	\$628,207	\$702,334	\$578,463	\$411,773	\$411,907
	Sub-Total	\$1,724,664	\$2,452,155	\$2,456,439	\$2,472,583	\$2,398,807	\$2,256,552	\$2,296,731
Revenues	User Fees, Service Charges, & Rentals	(\$117,899)	(\$24,628)	(\$111,500)	(\$22,000)	(\$22,000)	(\$22,000)	(\$22,000)
	Other Revenues	\$10,000	\$0	\$42	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$251,836)	(\$485,930)	(\$556,251)	(\$457,757)	(\$378,838)	(\$146,935)	(\$146,935)
	Interdepartmental Transfers	(\$42,819)	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	(\$402,554)	(\$510,557)	(\$667,708)	(\$479,757)	(\$400,838)	(\$168,935)	(\$168,935)
Net Operating (Expense)/Revenue		\$1,322,110	\$1,941,598	\$1,788,730	\$1,992,825	\$1,997,969	\$2,087,617	\$2,127,796

2021 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Economic & Creative Development

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$851,167	\$1,311,357	\$1,161,660	\$1,322,028	\$166,453	\$1,488,481	\$10,671	0.81%	\$177,123	13.51%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$97,048	\$192,182	\$192,407	\$135,159	\$0	\$135,159	(\$57,023)	-29.67%	(\$57,023)	-29.67%
	Equipment & Capital Purchases	\$49,404	\$6,741	\$6,741	\$6,876	\$0	\$6,876	\$135	2.00%	\$135	2.00%
	Services	\$262,497	\$306,769	\$464,810	\$303,520	\$75,000	\$378,520	(\$3,249)	-1.06%	\$71,751	23.39%
	Rents & Other Expenses	\$3,966	\$6,797	\$2,614	\$2,666	\$0	\$2,666	(\$4,130)	-60.77%	(\$4,130)	-60.77%
	Grant Expenses & Transfers	\$460,581	\$628,309	\$628,207	\$702,334	\$50,000	\$752,334	\$74,024	11.78%	\$124,024	19.74%
	Total	\$1,724,664	\$2,452,155	\$2,456,439	\$2,472,583	\$291,453	\$2,764,035	\$20,427	0.83%	\$311,880	12.72%
Revenues	User Fees, Service Charges, & Rentals	(\$117,899)	(\$24,628)	(\$111,500)	(\$22,000)	\$0	(\$22,000)	\$2,628	-10.67%	\$2,628	-10.67%
	Other Revenues	\$10,000	\$0	\$42	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$251,836)	(\$485,930)	(\$556,251)	(\$457,757)	(\$119,141)	(\$576,899)	\$28,172	-5.80%	(\$90,969)	18.72%
	Interdepartmental Transfers	(\$42,819)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	(\$402,554)	(\$510,557)	(\$667,708)	(\$479,757)	(\$119,141)	(\$598,899)	\$30,800	-6.03%	(\$88,342)	17.30%
Net Operating Expense/(Revenue)		\$1,322,110	\$1,941,598	\$1,788,730	\$1,992,825	\$172,311	\$2,165,137	\$51,227	2.64%	\$223,538	11.51%

Comments:

Change in 2021 Base Budget to 2020 Approved Budget

Variance in grant expenses & transfers is due to committed program spending through Provincial programs for 2021, however, these amounts are being partially offset by a reduction in the programs materials and supplies expenses.

Change in 2021 Requested Budget to 2020 Approved Budget

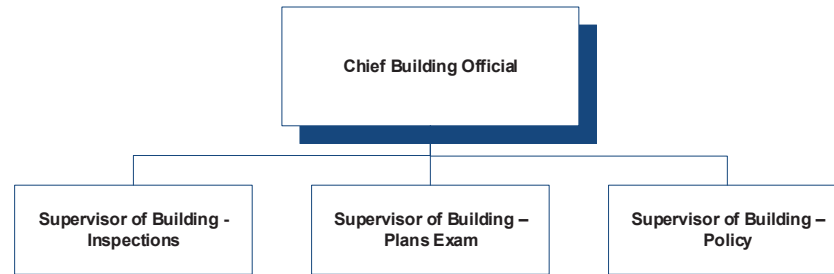
Variance in salaries & benefits expense is due to the proposed addition of a new Manager of Business Development, and a PT Tourism Development Coordinator.

The variance in services expenses and grant revenues & contributions is due to the addition of the Wayfinding Master Plan and PT Tourism Development Coordinator that are requested to be funded by the MAT.



ORGANIZATIONAL CHART

Building Services Branch





Performance Plan 2021

Department:
Building Services

Departmental Overview

The Building Department is responsible for reviewing and issuing building permits for all new building construction within the City.

This ensures the minimum life safety requirements of the Building Code and all related technical standards are met providing building that are safe for building occupants.

A significant enforcement component is included where construction does not meet the minimum standards specified in the Building Code.

Key Departmental Objectives

Ensure Buildings are built in a manner that ensures occupants are safe.
Provide enforcement where minimum standards are not being met.
Assist the building/development industry in meeting these objectives in a timely manner.

Strategic Plan & Other Program Deliverables

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

Major Initiatives/Issues

Process and inspect over 400 million dollars of construction value annually.
Build on the existing APLI platform to provide complete on line building permit application and inspection services.
Provide standards to maintain consistent enforcement in a fair and reasonable manner.
Review corporate procedures related to development and identify and clarify interdepartmental roles with respect to approvals.

Key Performance Indicators

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Percentage of permits issued within provincially mandated timeframes.	73.20	93	75	80

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Building Services

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$2,807,865	\$3,455,733	\$2,574,655	\$3,203,921	\$4,223,722	\$4,338,762	\$4,423,990
	Materials & Supplies	\$16,752	\$26,200	\$26,200	\$25,436	\$26,480	\$27,010	\$27,550
	Equipment & Capital Purchases	\$0	\$28,000	\$28,000	\$28,840	\$29,417	\$30,005	\$30,605
	Services	\$58,888	\$154,807	\$154,807	\$119,820	\$125,333	\$127,839	\$130,396
	Rents & Other Expenses	\$13,342	\$11,100	\$11,100	\$13,122	\$13,384	\$13,652	\$13,925
	Grant Expenses & Transfers	(\$335,934)	(\$492,440)	\$465,959	\$157,904	\$1,020	\$1,040	\$1,040
	Sub-Total	\$2,560,913	\$3,183,401	\$3,260,721	\$3,549,044	\$4,419,356	\$4,538,309	\$4,627,507
Revenues	Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	User Fees, Service Charges, & Rentals	(\$203,078)	(\$111,600)	(\$51,600)	(\$89,106)	(\$90,888)	(\$92,706)	(\$94,563)
	Licenses & Permits	(\$3,782,201)	(\$4,494,690)	(\$4,494,690)	(\$4,477,409)	(\$4,544,577)	(\$4,612,750)	(\$4,681,947)
	Grant Revenues & Contributions	(\$245)	(\$136,684)	\$0	\$0	(\$820,962)	(\$891,039)	(\$929,330)
	Interdepartmental Transfers	\$1,424,611	\$1,609,087	\$1,285,569	\$1,017,472	\$1,037,071	\$1,058,185	\$1,078,333
	Sub-Total	(\$2,560,913)	(\$3,133,886)	(\$3,260,721)	(\$3,549,044)	(\$4,419,356)	(\$4,538,309)	(\$4,627,507)
Net Operating (Expense)/Revenue		\$0	\$49,514	\$0	\$0	\$0	\$0	\$0

2021 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Building Services

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$2,807,865	\$3,455,733	\$2,574,655	\$3,203,921	\$0	\$3,203,921	(\$251,812)	-7.29%	(\$251,812)	-7.29%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$16,752	\$26,200	\$26,200	\$25,436	\$0	\$25,436	(\$764)	-2.92%	(\$764)	-2.92%
	Equipment & Capital Purchases	\$0	\$28,000	\$28,000	\$28,840	\$0	\$28,840	\$840	3.00%	\$840	3.00%
	Services	\$58,888	\$154,807	\$154,807	\$119,820	\$0	\$119,820	(\$34,987)	-22.60%	(\$34,987)	-22.60%
	Rents & Other Expenses	\$13,342	\$11,100	\$11,100	\$13,122	\$0	\$13,122	\$2,022	18.22%	\$2,022	18.22%
	Grant Expenses & Transfers	(\$335,934)	(\$492,440)	\$465,959	\$157,904	\$0	\$157,904	\$650,344	-132.07%	\$650,344	-132.07%
	Total	\$2,560,913	\$3,183,401	\$3,260,721	\$3,549,044	\$0	\$3,549,044	\$365,643	11.49%	\$365,643	11.49%
Revenues	Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	User Fees, Service Charges, & Rentals	(\$203,078)	(\$111,600)	(\$51,600)	(\$89,106)	\$0	(\$89,106)	\$22,494	-20.16%	\$22,494	-20.16%
	Licenses & Permits	(\$3,782,201)	(\$4,494,690)	(\$4,494,690)	(\$4,477,409)	\$0	(\$4,477,409)	\$17,280	-0.38%	\$17,280	-0.38%
	Grant Revenues & Contributions	(\$245)	(\$136,684)	\$0	\$0	\$0	\$0	\$136,684	-100.00%	\$136,684	-100.00%
	Interdepartmental Transfers	\$1,424,611	\$1,609,087	\$1,285,569	\$1,017,472	\$0	\$1,017,472	(\$591,615)	-36.77%	(\$591,615)	-36.77%
	Total	(\$2,560,913)	(\$3,133,886)	(\$3,260,721)	(\$3,549,044)	\$0	(\$3,549,044)	(\$415,157)	13.25%	(\$415,157)	13.25%
Net Operating Expense/(Revenue)		\$0	\$49,514	\$0	\$0	\$0	\$0	(\$49,514)	-100.00%	(\$49,514)	-100.00%

Comments:

Interdepartmental transfers - interdepartmental transfers have been reviewed and reduced to reflect anticipated corporate support requirements for Building Service's workplan for 2021.



ORGANIZATIONAL CHART

Business Performance and Environmental Sustainability Branch





Performance Plan 2021

Department:
Business Performance & Environmental Sustainability

Departmental Overview

The Business Performance and Environmental Sustainability Department takes an outcomes-based approach to environmental and operational sustainability. Through the implementation of governance, quality assurance, risk management and compliance strategies, the departmental purpose focuses on:

1. Protecting and enhancing the City's natural assets through risk management and environmental compliance strategies
2. Influencing waste reduction through a circular economy approach
3. Creating a culture of sustainable continuous improvement through the integration of LEAN Six Sigma methodologies into business processes

Key Departmental Objectives

1. Protect and enhance the corporation's soil and water natural assets
2. Promote waste reduction and initiate circular economy philosophies, initiatives, and programs
3. Create a culture of continuous improvement

Strategic Plan & Other Program Deliverables

1. Integrate environmental obligations into corporate land use planning and growth-related decision making.
2. Integrate circular economy philosophies into corporate decision-making processes
3. Promote community engagement and cooperation around circular economy and sustainability programs
4. Integrate continuous improvement methodologies and tools into business processes for value creation

Major Initiatives/Issues

1. Development and implement a service level Environmental Obligations and Risk Registry and associated Environmental Obligations Action Plan
2. Develop and implement a Waste and Circular Economy Action Plan
3. Implement the Climate Change Adaptation Strategy
4. Develop and implement a LEAN Six Sigma Program
5. Refine the KPI's and targets for the future of the new department

Key Performance Indicators

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
<i>Disposal rates – kg/HH collected</i>	326.87	N/A	350	330
<i>% reactivity to obligations</i>	N/A	N/A	N/A	40%
<i># improvement opportunities submitted/# people trained</i>	N/A	N/A	N/A	2

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Business Performance & Environmental Sustainability

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$1,757,966	\$1,871,148	\$1,595,567	\$1,857,956	\$1,918,747	\$1,964,629	\$2,018,328
	Materials & Supplies	\$92,233	\$130,296	\$95,304	\$122,208	\$131,385	\$148,695	\$148,410
	Equipment & Capital Purchases	\$2,233	\$0	(\$286)	\$0	\$0	\$0	\$0
	Services	\$424,969	\$363,695	\$316,885	\$399,501	\$608,473	\$637,586	\$571,990
	Rents & Other Expenses	\$5,105	\$5,330	\$10,864	\$6,000	\$6,000	\$6,000	\$6,000
	Sub-Total	\$2,282,507	\$2,370,470	\$2,018,334	\$2,385,665	\$2,664,605	\$2,756,910	\$2,744,728
Revenues	User Fees, Service Charges, & Rentals	(\$150,878)	(\$65,000)	(\$65,000)	(\$66,300)	(\$67,626)	(\$68,979)	(\$69,200)
	Grant Revenues & Contributions	(\$169)	(\$2,680)	(\$2,680)	\$5,000	(\$5,000)	(\$5,000)	(\$5,000)
	Interdepartmental Transfers	(\$788,048)	(\$770,688)	(\$652,478)	(\$769,616)	(\$777,687)	(\$816,237)	(\$822,563)
	Sub-Total	(\$939,095)	(\$838,368)	(\$720,158)	(\$830,916)	(\$850,313)	(\$890,215)	(\$896,763)
Net Operating (Expense)/Revenue		\$1,343,411	\$1,532,102	\$1,298,176	\$1,554,749	\$1,814,292	\$1,866,695	\$1,847,965

2021 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Business Performance & Environmental Sustainability

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget	Change in 2021 Requested Budget to 2020 Approved Budget		
Expenses	Salaries & Benefits	\$1,758,944	\$1,871,148	\$1,595,567	\$1,857,956	\$0	\$1,857,956	(\$13,192)	-0.71%	(\$13,192)	-0.71%
	Recovery from Capital	(\$978)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$92,233	\$130,296	\$95,304	\$122,208	\$0	\$122,208	(\$8,088)	-6.21%	(\$8,088)	-6.21%
	Equipment & Capital Purchases	\$2,233	\$0	(\$286)	\$0	\$0	\$0	\$0	-	\$0	-
	Services	\$424,969	\$363,695	\$316,885	\$399,501	\$125,000	\$524,501	\$35,806	9.85%	\$160,806	44.21%
	Rents & Other Expenses	\$5,105	\$5,330	\$10,864	\$6,000	\$0	\$6,000	\$670	12.57%	\$670	12.57%
	Total	\$2,282,507	\$2,370,470	\$2,018,334	\$2,385,665	\$125,000	\$2,510,665	\$15,195	0.64%	\$140,195	5.91%
Revenues	User Fees, Service Charges, & Rentals	(\$150,878)	(\$65,000)	(\$65,000)	(\$66,300)	\$0	(\$66,300)	(\$1,300)	2.00%	(\$1,300)	2.00%
	Grant Revenues & Contributions	(\$169)	(\$2,680)	(\$2,680)	\$5,000	(\$75,000)	(\$70,000)	\$7,680	-286.57%	(\$67,320)	2511.94%
	Interdepartmental Transfers	(\$788,048)	(\$770,688)	(\$652,478)	(\$769,616)	\$0	(\$769,616)	\$1,072	-0.14%	\$1,072	-0.14%
	Total	(\$939,095)	(\$838,368)	(\$720,158)	(\$830,916)	(\$75,000)	(\$905,916)	\$7,452	-0.89%	(\$67,548)	8.06%
Net Operating Expense/(Revenue)		\$1,343,411	\$1,532,102	\$1,298,176	\$1,554,749	\$50,000	\$1,604,749	\$22,647	1.48%	\$72,647	4.74%

Comments:

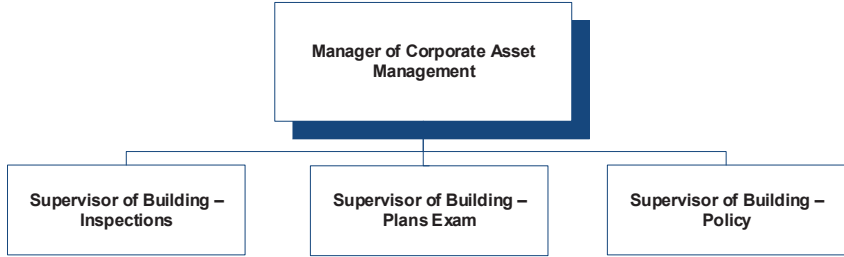
Change in 2021 Base Budget to 2020 Approved Budget

Variance in services is due to an increase in consulting fees and the planned implementation of the Circular Economy, Environmental Obligations Framework and LEAN Six Sigma Initiatives.

Change in 2021 Requested Budget to 2020 Approved Budget

Variance in services expense is due to an increase in consulting dollars being required to develop the transition plan and develop a new waste collection contract. This was part of a Council direction to transition to the Provincial Individual Producer Responsibility Model for waste collection by May 24, 2024.

Barrie ORGANIZATIONAL CHART
Corporate Asset Management Branch





Performance Plan 2021

Department:
Corporate Asset Management

Departmental Overview

The Corporate Asset Management Department consists of four main areas, Engineering Standards, Infrastructure Renewal Planning, Strategic Infrastructure Planning and Water/Wastewater Planning. Services provided by these branches are listed below. In addition to these services, CAM coordinates Asset Management Plan coordination for all corporate assets, ensures compliance with O.Reg. 588/17 (Asset Management Planning for Municipal Infrastructure) and staff participate on a number of corporate projects and committees.

Engineering Standards

The Engineering Standards Branch develops and updates Engineering policies and standards for the City's infrastructure assets, reviews and issues Municipal Consents, and provides railway specific technical oversight of matters related to the Barrie Collingwood Railway

Infrastructure Renewal Planning

The Infrastructure Renewal Planning Branch plans for the repair and replacement of the City's existing roads and pipes, which involves condition assessment for roads, bridges, sewers and other infrastructure assets and development of renewal plans for linear infrastructure. This team also participates in coordinating the City's corporate capital plan.

Strategic Infrastructure Planning

The Strategic Infrastructure Planning Branch considers long term, holistic and corporate approaches to planning and management of the City's infrastructure, including transportation, water, wastewater and drainage. Solutions may include policies, processes, and projects, aligned with the City's strategic objectives.

Considerations include capacity for growth, emerging trends, overall performance of the City's infrastructure, opportunities to improve stewardship, risk management, financial efficiency and legislative requirements.

Water/Wastewater Planning

The Water/Wastewater Planning Branch undertakes master plans and other studies for water, wastewater and stormwater management and develops implementation plans for same. The team leads Environmental Assessments, maintains the City's water, sanitary and storm water modelling and often gets involved in review of development applications.

Key Departmental Objectives

- Corporate compliance with O.Reg. 588/17 (Asset Management Planning for Municipal Infrastructure)
- Strategic management of the City's corporate assets, with a focus on balancing risk, cost and service level expectations
- Help Council make informed decisions about where to spend limited resources
- Planning for new and existing infrastructure

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

- Complete Asset Management Plan Updates for Core Infrastructure (stormwater, wastewater, water and transportation), to comply with O. Reg 588/17
- Condition Assessment Data Collection
- Improved Framework for Engineering Standards
- Plan for and develop Growth Program Plan
- Asset Management Communication Plan

Key Performance Indicators

Indicator	2019 Actual	2020 Plan	2020 Projected	2021 Plan
Average network pavement condition index	75	75	74	75
MC Permit - initial review within 5 days	75%	100%	85%	100%
MC Permit - approval within 15 days	55%	100%	90%	100%
Studies Completed on Time		80%	67%	80%

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Corporate Asset Management

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$1,407,488	\$1,016,630	\$913,473	\$1,101,384	\$1,114,474	\$1,135,846	\$1,167,103
	Materials & Supplies	\$6,043	\$3,380	\$2,285	\$4,319	\$5,026	\$4,517	\$5,088
	Equipment & Capital Purchases	\$33,265	\$5,200	\$250	\$200	\$200	\$200	\$200
	Services	\$652,688	\$511,176	\$454,851	\$492,239	\$532,934	\$543,479	\$555,298
	Rents & Other Expenses	\$10,544	\$7,000	\$3,000	\$3,060	\$3,120	\$3,180	\$3,245
	Sub-Total	\$2,110,028	\$1,543,387	\$1,373,859	\$1,601,202	\$1,655,755	\$1,687,222	\$1,730,934
Revenues	User Fees, Service Charges, & Rentals	(\$47,621)	(\$28,000)	(\$32,000)	(\$35,000)	(\$36,000)	(\$37,000)	(\$38,000)
	Licenses & Permits	(\$541,482)	\$0	\$0	\$0	\$0	\$0	\$0
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$2,060)	\$0	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	(\$239,471)	(\$642,676)	(\$640,240)	(\$676,589)	(\$694,526)	(\$707,316)	(\$729,910)
	Sub-Total	(\$830,634)	(\$670,676)	(\$672,240)	(\$711,589)	(\$730,526)	(\$744,316)	(\$767,910)
Net Operating (Expense)/Revenue		\$1,279,394	\$872,711	\$701,619	\$889,612	\$925,228	\$942,906	\$963,024

2021 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Corporate Asset Management

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$1,864,179	\$1,463,710	\$1,279,960	\$1,467,498	\$75,533	\$1,543,031	\$3,788	0.26%	\$79,321	5.42%
	Recovery from Capital	(\$456,691)	(\$447,080)	(\$366,487)	(\$366,114)	(\$75,533)	(\$441,647)	\$80,965	-18.11%	\$5,433	-1.22%
	Materials & Supplies	\$6,043	\$3,380	\$2,285	\$4,319	\$0	\$4,319	\$939	27.77%	\$939	27.77%
	Equipment & Capital Purchases	\$33,265	\$5,200	\$250	\$200	(\$500)	(\$300)	(\$5,000)	-96.15%	(\$5,500)	-105.77%
	Services	\$652,688	\$511,176	\$454,851	\$492,239	(\$7,000)	\$485,239	(\$18,937)	-3.70%	(\$25,937)	-5.07%
	Rents & Other Expenses	\$10,544	\$7,000	\$3,000	\$3,060	\$0	\$3,060	(\$3,940)	-56.29%	(\$3,940)	-56.29%
	Total	\$2,110,028	\$1,543,387	\$1,373,859	\$1,601,202	(\$7,500)	\$1,593,702	\$57,815	3.75%	\$50,315	3.26%
Revenues	User Fees, Service Charges, & Rentals	(\$47,621)	(\$28,000)	(\$32,000)	(\$35,000)	\$0	(\$35,000)	(\$7,000)	25.00%	(\$7,000)	25.00%
	Licenses & Permits	(\$541,482)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$2,060)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Interdepartmental Transfers	(\$239,471)	(\$642,676)	(\$640,240)	(\$676,589)	\$655	(\$675,935)	(\$33,913)	5.28%	(\$33,259)	5.18%
	Total	(\$830,634)	(\$670,676)	(\$672,240)	(\$711,589)	\$655	(\$710,935)	(\$40,913)	6.10%	(\$40,259)	6.00%
Net Operating Expense/(Revenue)		\$1,279,394	\$872,711	\$701,619	\$889,612	(\$6,845)	\$882,767	\$16,902	1.94%	\$10,056	1.15%

Comments:

Recovery from Capital - reduction in recovery from capital in base budget is the result of a temporary position ending June 2021. An Intake form has been submitted to convert this position to a full-time complement

New Investments

- Intake form 586 Senior Asset Management Program Coordinator - net budget impact \$NIL
- Intake form 594 CAM Service level reductions 2021 Budget - net positive budget impact \$6,845

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Corporate Transactions

Corporate Expenses

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	(\$580,090)	(\$1,205,167)	(\$1,275,000)	(\$1,008,384)	(\$1,011,592)	(\$1,013,456)	(\$1,275,000)
	Materials & Supplies	\$15,176	\$12,184	\$12,000	\$12,201	\$12,219	\$12,238	\$0
	Services	\$1,926,179	\$1,847,400	\$1,846,540	\$1,854,042	\$1,907,606	\$1,937,111	\$1,960,000
	Rents & Other Expenses	\$31,922,594	\$35,561,590	\$34,454,074	\$38,387,544	\$40,925,226	\$41,154,483	\$42,177,879
	Grant Expenses & Transfers	\$45,616,040	\$52,139,666	\$50,335,869	\$54,688,132	\$59,746,486	\$64,946,914	\$70,862,807
	Sub-Total	\$78,899,899	\$88,355,673	\$85,373,483	\$93,933,535	\$101,579,946	\$107,037,290	\$113,725,686
Revenues	User Fees, Service Charges, & Rentals	(\$7,606,510)	(\$8,456,130)	(\$7,814,836)	(\$7,851,837)	(\$8,889,405)	(\$10,810,456)	(\$13,746,604)
	Grant Revenues & Contributions	(\$20,571,147)	(\$23,911,139)	(\$21,381,793)	(\$25,378,562)	(\$26,142,667)	(\$26,291,649)	(\$24,513,879)
	Interdepartmental Transfers	(\$127,438)	(\$98,000)	(\$277,932)	(\$149,881)	(\$153,655)	(\$268,095)	(\$384,394)
	Sub-Total	(\$28,305,096)	(\$32,465,269)	(\$29,474,561)	(\$33,380,281)	(\$35,185,727)	(\$37,370,200)	(\$38,644,876)
Net Operating (Expense)/Revenue		\$50,594,803	\$55,890,404	\$55,898,922	\$60,553,254	\$66,394,219	\$69,667,089	\$75,080,810

2021 - BASE BUDGET CHANGE REPORT

Corporate Transactions

Corporate Expenses

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	(\$580,090)	(\$1,205,167)	(\$1,275,000)	(\$1,008,384)	\$0	(\$1,008,384)	\$196,783	-16.33%	\$196,783	-16.33%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$15,176	\$12,184	\$12,000	\$12,201	\$0	\$12,201	\$18	0.15%	\$18	0.15%
	Services	\$1,926,179	\$1,847,400	\$1,846,540	\$1,854,042	\$0	\$1,854,042	\$6,642	0.36%	\$6,642	0.36%
	Rents & Other Expenses	\$31,922,594	\$35,561,590	\$34,454,074	\$38,387,544	\$0	\$38,387,544	\$2,825,953	7.95%	\$2,825,953	7.95%
	Grant Expenses & Transfers	\$45,616,040	\$52,139,666	\$50,335,869	\$54,688,132	\$0	\$54,688,132	\$2,548,466	4.89%	\$2,548,466	4.89%
	Total	\$78,899,899	\$88,355,673	\$85,373,483	\$93,933,535	\$0	\$93,933,535	\$5,577,862	6.31%	\$5,577,862	6.31%
Revenues	User Fees, Service Charges, & Rentals	(\$7,606,510)	(\$8,456,130)	(\$7,814,836)	(\$7,851,837)	\$0	(\$7,851,837)	\$604,293	-7.15%	\$604,293	-7.15%
	Grant Revenues & Contributions	(\$20,571,147)	(\$23,911,139)	(\$21,381,793)	(\$25,378,562)	\$0	(\$25,378,562)	(\$1,467,423)	6.14%	(\$1,467,423)	6.14%
	Interdepartmental Transfers	(\$127,438)	(\$98,000)	(\$277,932)	(\$149,881)	\$0	(\$149,881)	(\$51,881)	52.94%	(\$51,881)	52.94%
	Total	(\$28,305,096)	(\$32,465,269)	(\$29,474,561)	(\$33,380,281)	\$0	(\$33,380,281)	(\$915,012)	2.82%	(\$915,012)	2.82%
Net Operating Expense/(Revenue)		\$50,594,803	\$55,890,404	\$55,898,922	\$60,553,254		\$60,553,254	\$4,662,850	8.34%	\$4,662,850	8.34%

Comments:

Expenses:

The salaries and benefits line consists of salary gapping which is being reduced by \$197k.

The rents & other expenses line primarily includes debt servicing costs. Debt Servicing cost increases excluding fleet, increases by \$1.6M (Tax- 905K and DC – \$715K). Including Fleet (\$1.6M) total DSC increases by \$2.9M over 2020 Budget.

Transfers to reserves are increasing due to increases to the TCR (rolling base), County of Simcoe reserve (City's share of County capital works), and also for Fleet management and anticipated Voluntary Contributions. The increases are offset by decreased transfers to Legal contingency (capped) and the Reinvestment reserve (BHHI dividends).

Revenues:

User Fees, Service Charges are lower due to the decreased transfer to TCR from BHHI dividends.

Grant revenues and Contributions include an increased contribution from Fleet reserve to cover annual fleet financing cost, a decreased contribution from Tax Rate Stabilization and Reinvestment reserve, and higher DC debt repayment.

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Corporate Transactions

Corporate Revenues

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Services	\$60	\$0	\$0	\$0	\$0	\$0	\$0
	Rents & Other Expenses	\$1,273	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Expenses & Transfers	\$502,057	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$503,390	\$0	\$0	\$0	\$0	\$0	\$0
Revenues	Property Taxes	(\$238,637,995)	(\$254,864,373)	(\$251,265,894)	(\$266,099,656)	(\$278,567,928)	(\$288,540,175)	(\$301,645,398)
	User Fees, Service Charges, & Rentals	(\$416,670)	\$0	\$0	\$0	\$0	\$0	\$0
	Fines & Penalties	(\$2,841,899)	(\$2,738,373)	(\$2,559,898)	(\$3,411,181)	(\$3,239,795)	(\$3,165,576)	(\$3,123,072)
	Licenses & Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other Revenues	(\$2,560,590)	(\$1,875,302)	(\$1,929,308)	(\$1,463,671)	(\$1,627,767)	(\$1,780,100)	(\$1,114,717)
	Grant Revenues & Contributions	(\$829,894)	\$0	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	(\$4,471,159)	(\$5,024,677)	(\$4,658,092)	(\$4,209,275)	(\$4,216,899)	(\$4,227,423)	(\$4,232,137)
	Sub-Total	(\$249,758,209)	(\$264,502,725)	(\$260,413,192)	(\$275,183,783)	(\$287,652,389)	(\$297,713,274)	(\$310,115,324)
Net Operating (Expense)/Revenue		(\$249,254,819)	(\$264,502,725)	(\$260,413,192)	(\$275,183,783)	(\$287,652,389)	(\$297,713,274)	(\$310,115,324)

2021 - BASE BUDGET CHANGE REPORT

Corporate Transactions

Corporate Revenues

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Services	\$60	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Rents & Other Expenses	\$1,273	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Expenses & Transfers	\$502,057	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	\$503,390	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0
Revenues	Property Taxes	(\$238,637,995)	(\$254,864,373)	(\$251,265,894)	(\$266,099,656)	(\$352,153)	(\$266,451,809)	(\$11,235,283)	4.41%	(\$11,587,436)	4.55%
	User Fees, Service Charges, & Rentals	(\$416,670)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Fines & Penalties	(\$2,841,899)	(\$2,738,373)	(\$2,559,898)	(\$3,411,181)	\$0	(\$3,411,181)	(\$672,808)	24.57%	(\$672,808)	24.57%
	Licenses & Permits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Other Revenues	(\$2,560,590)	(\$1,875,302)	(\$1,929,308)	(\$1,463,671)	\$0	(\$1,463,671)	\$411,631	- 21.95%	\$411,631	- 21.95%
	Grant Revenues & Contributions	(\$829,894)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Interdepartmental Transfers	(\$4,471,159)	(\$5,024,677)	(\$4,658,092)	(\$4,209,275)	\$0	(\$4,209,275)	\$815,402	- 16.23%	\$815,402	- 16.23%
	Total	(\$249,758,209)	(\$264,502,725)	(\$260,413,192)	(\$275,183,783)	(\$352,153)	(\$275,535,936)	(\$10,681,058)	4.04%	(\$11,033,211)	4.17%
Net Operating Expense/(Revenue)		(\$249,254,819)	(\$264,502,725)	(\$260,413,192)	(\$275,183,783)	(\$352,153)	(\$275,535,936)	(\$10,681,058)	4.04%	(\$11,033,211)	4.17%

Comments:

Expenses:

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

Revenues:

Revenues from fines and penalties are expected to increase in 2021 and are primarily tied to taxes in arrears.

The other revenues line consists primarily of revenue from investment activities. Revenues from investment are expected to be lower by \$412K due to the low interest rate environment. These revenue streams are offset by associated transfers to obligatory reserve funds required by legislation.

Revenues from interdepartmental transfers have been reduced to reflect anticipated corporate support requirements for Building Service's workplan for 2021.

**CITY OF BARRIE
2021 - OPERATING BUDGET
EXPENDITURES**

Council & Committees

Divisional Summary

		2019 Actuals	2020 Budget	2020 - In Year Forecast	2021 - Base Budget	2022 - Forecast	2023 - Forecast	2024 - Forecast
Expenses	Salaries & Benefits	\$562,280	\$578,652	\$568,347	\$587,905	\$596,127	\$599,791	\$611,335
	Materials & Supplies	\$44,751	\$120,094	\$74,190	\$118,561	\$128,709	\$121,759	\$120,041
	Equipment & Capital Purchases	\$107	\$0	\$0	\$0	\$0	\$0	\$0
	Services	\$154,364	\$129,270	\$91,871	\$115,856	\$133,380	\$130,980	\$150,980
	Grant Expenses & Transfers	\$18,663	\$0	\$1,337	\$0	\$0	\$0	\$0
	Sub-Total	\$780,165	\$828,016	\$735,745	\$822,322	\$858,216	\$852,530	\$882,356
Revenues	User Fees, Service Charges, & Rentals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	\$0	(\$15,000)	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	\$4,642	\$2,814	\$0	\$7,000	\$7,000	\$7,000	\$7,000
	Sub-Total	\$4,642	(\$12,186)	\$0	\$7,000	\$7,000	\$7,000	\$7,000
Net Operating (Expense)/Revenue		\$784,807	\$815,829	\$735,745	\$829,322	\$865,216	\$859,530	\$889,356

2021 - BASE BUDGET CHANGE REPORT

Council & Committees

City Council

		2019 Actuals	2020 Budget	In Year Forecast	2021 Base Budget	New Investments	2021 Requested Budget	Change in 2021 Base Budget to 2020 Approved Budget		Change in 2021 Requested Budget to 2020 Approved Budget	
Expenses	Salaries & Benefits	\$562,280	\$585,652	\$575,347	\$594,905	\$0	\$594,905	\$9,254	1.58%	\$9,254	1.58%
	Recovery from Capital	\$0	(\$7,000)	(\$7,000)	(\$7,000)	\$0	(\$7,000)	\$0	0.00%	\$0	0.00%
	Materials & Supplies	\$44,751	\$120,094	\$74,190	\$118,561	\$0	\$118,561	(\$1,533)	-1.28%	(\$1,533)	-1.28%
	Equipment & Capital Purchases	\$107	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Services	\$154,364	\$129,270	\$91,871	\$115,856	\$0	\$115,856	(\$13,414)	-10.38%	(\$13,414)	-10.38%
	Grant Expenses & Transfers	\$18,663	\$0	\$1,337	\$0	\$0	\$0	\$0	-	\$0	-
	Total	\$780,165	\$828,016	\$735,745	\$822,322	\$0	\$822,322	(\$5,694)	-0.69%	(\$5,694)	-0.69%
Revenues	User Fees, Service Charges, & Rentals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	\$0	(\$15,000)	\$0	\$0	\$0	\$0	\$15,000	-100.00%	\$15,000	-100.00%
	Interdepartmental Transfers	\$4,642	\$2,814	\$0	\$7,000	\$0	\$7,000	\$4,186	148.79%	\$4,186	148.79%
	Total	\$4,642	(\$12,186)	\$0	\$7,000	\$0	\$7,000	\$19,186	-157.44%	\$19,186	-157.44%
Net Operating Expense/(Revenue)	\$784,807	\$815,829	\$735,745	\$829,322		\$829,322	\$13,493	1.65%	\$13,493	1.65%	

Comments:

Heritage Barrie Committee

The Heritage Barrie Committee has requested increase from their annual budget of \$9,770 to \$23,630 (an increase of \$13,860) to accommodate their 2021 work plan including the purchase and installation of historic plaques on designated properties and installation of historic street signage.

International Relations Committee

City Council approved in 2019 that a reserve fund be established for the International Relations Committee for any unspent funding and is capped off at \$20,000. In 2019, \$18,663 out of their \$37,500 budget was unspent and transferred to the reserve. An additional \$1,337 will be transferred at the end of 2020 at which time the reserve will be maximized.