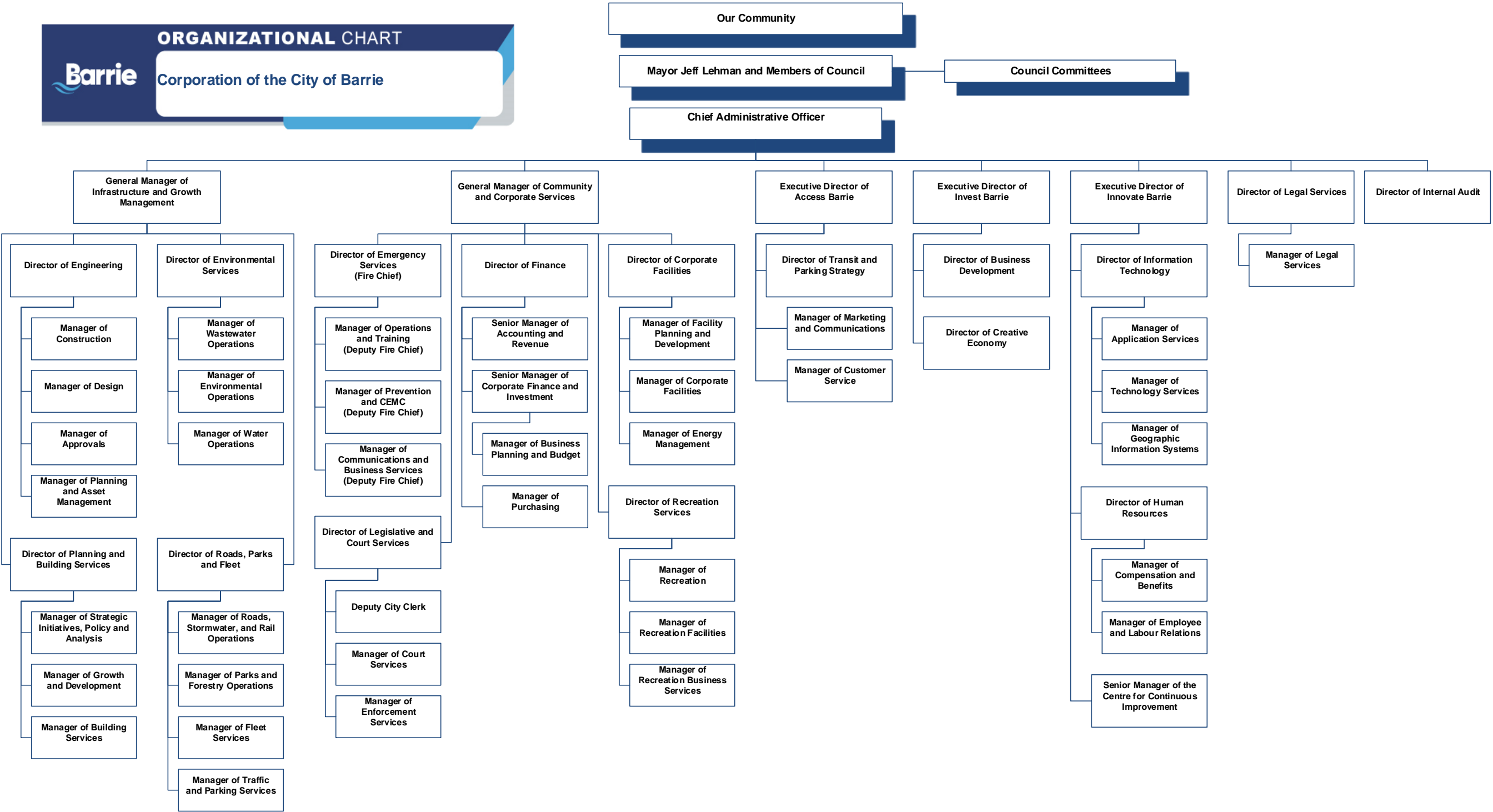


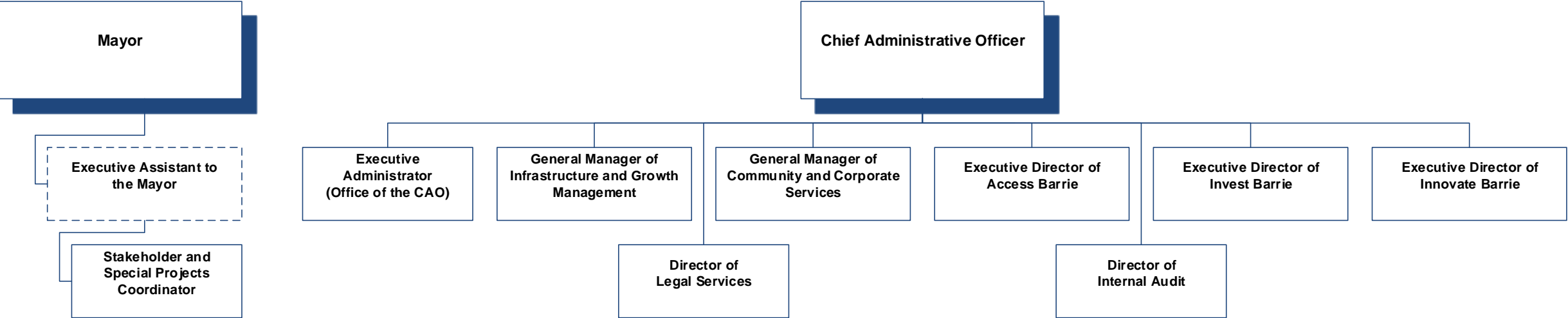
ORGANIZATIONAL CHART

Corporation of the City of Barrie





ORGANIZATIONAL CHART
Office of the Mayor & Chief Administrative Officer



Indicates temporary position

Performance Plan 2019 - 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 the 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

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

Department Goals – Internal Audit

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

Key Department Service Delivery Initiatives

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

Key Performance Indicators

- % of projects completed from approved plan
- % of recommendations accepted
- % of recommendations implemented

Budget Summary

Department	2019 Net Requested Budget	2019 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the CAO	\$664,060	2		2
Office of the Mayor	\$266,510	2		2
Legal Services	\$1,818,771	19		19
Internal Audit	\$339,342	2		2
Total	\$3,088,683	25		25

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

**Office of the Chief Administrative Office & Mayor –
Division Summary**

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$2,633,250	\$3,043,242	\$2,944,021	\$3,244,731	\$3,317,280	\$3,378,336	\$3,428,434
	Materials & Supplies	\$36,256	\$58,368	\$62,068	\$71,077	\$62,132	\$62,462	\$62,492
	Equipment & Capital Purchases	\$1,065	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
	Contracted & Other Services	\$910,420	\$1,298,388	\$1,296,489	\$1,290,010	\$1,291,740	\$1,292,045	\$1,292,350
	Sub-Total	\$3,580,991	\$4,400,998	\$4,303,577	\$4,606,819	\$4,672,152	\$4,733,844	\$4,784,276
Revenues	User Fees, Service Charges, & Rentals	(\$217,135)	(\$164,243)	(\$167,243)	(\$167,598)	(\$167,750)	(\$167,875)	(\$168,000)
	Grant Revenues & Contributions	(\$196,324)	(\$415,000)	(\$415,000)	(\$415,000)	(\$415,000)	(\$415,000)	(\$415,000)
	Interdepartmental Transfers	(\$745,491)	(\$908,201)	(\$908,202)	(\$960,539)	(\$990,867)	(\$1,019,123)	(\$1,032,597)
	Sub-Total	(\$1,158,950)	(\$1,487,444)	(\$1,490,445)	(\$1,543,137)	(\$1,573,617)	(\$1,601,998)	(\$1,615,597)
Net Operating (Expense)/Revenue		\$2,422,041	\$2,913,554	\$2,813,132	\$3,063,681	\$3,098,535	\$3,131,846	\$3,168,679

2019 - BASE BUDGET CHANGE REPORT

CAO & Mayor's Office – Division Summary

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$2,702,525	\$3,103,995	\$3,004,774	\$3,305,484	\$0	\$3,305,484	\$201,489	6.49%	\$201,489	6.49%
	Recovery from Capital	(\$69,275)	(\$60,753)	(\$60,753)	(\$60,753)	\$0	(\$60,753)	\$0	0.00%	\$0	0.00%
	Materials & Supplies	\$36,256	\$58,368	\$62,068	\$71,077	\$5,000	\$76,077	\$12,709	21.77%	\$17,709	30.34%
	Equipment & Capital Purchases	\$1,065	\$1,000	\$1,000	\$1,000	\$0	\$1,000	\$0	0.00%	\$0	0.00%
	Contracted & Other Services	\$910,420	\$1,298,388	\$1,296,489	\$1,290,010	\$90,000	\$1,380,010	(\$8,378)	-0.65%	\$81,622	6.29%
	Total	\$3,580,991	\$4,400,998	\$4,303,577	\$4,606,819	\$95,000	\$4,701,819	\$205,820	4.68%	\$300,820	6.84%
Revenues	User Fees, Service Charges, & Rentals	(\$217,135)	(\$164,243)	(\$167,243)	(\$167,598)	\$0	(\$167,598)	(\$3,355)	2.04%	(\$3,355)	2.04%
	Grant Revenues & Contributions	(\$196,324)	(\$415,000)	(\$415,000)	(\$415,000)	(\$70,000)	(\$485,000)	\$0	0.00%	(\$70,000)	16.87%
	Interdepartmental Transfers	(\$745,491)	(\$908,201)	(\$908,202)	(\$960,539)	\$0	(\$960,539)	(\$52,338)	5.76%	(\$52,338)	5.76%
	Total	(\$1,158,950)	(\$1,487,444)	(\$1,490,445)	(\$1,543,137)	(\$70,000)	(\$1,613,137)	(\$55,693)	3.74%	(\$125,693)	8.45%
Net Operating Expense/(Revenue)		\$2,422,041	\$2,913,554	\$2,813,132	\$3,063,681	\$25,000	\$3,088,681	\$150,128	5.15%	\$175,128	6.01%

New Investment details found in New Investments & Services Recommendations section

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

CAO & Mayor's Office

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

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$839,397	\$901,232	\$904,722	\$984,769	\$1,001,850	\$1,016,340	\$1,031,048
	Materials & Supplies	\$26,561	\$41,550	\$45,250	\$54,250	\$45,250	\$45,250	\$45,250
	Equipment & Capital Purchases	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
	Contracted & Other Services	\$168,115	\$249,150	\$246,650	\$230,892	\$231,150	\$231,150	\$231,150
	Sub-Total	\$1,034,073	\$1,192,932	\$1,197,622	\$1,270,911	\$1,279,250	\$1,293,740	\$1,308,448
Revenues	User Fees, Service Charges, & Rentals	(\$21,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)
	Grant Revenues & Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	\$14,499	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	(\$6,501)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)
Net Operating (Expense)/Revenue		\$1,027,572	\$1,166,932	\$1,171,622	\$1,244,911	\$1,253,250	\$1,267,740	\$1,282,448

2019 - BASE BUDGET CHANGE REPORT

CAO & Mayor's Office

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

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$839,397	\$901,232	\$904,722	\$984,769	\$0	\$984,769	\$83,537	9.27%	\$83,537	9.27%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$26,561	\$41,550	\$45,250	\$54,250	\$5,000	\$59,250	\$12,700	30.57%	\$17,700	42.60%
	Equipment & Capital Purchases	\$0	\$1,000	\$1,000	\$1,000	\$0	\$1,000	\$0	0.00%	\$0	0.00%
	Contracted & Other Services	\$168,115	\$249,150	\$246,650	\$230,892	\$90,000	\$320,892	(\$18,258)	-7.33%	\$71,742	28.79%
	Total	\$1,034,073	\$1,192,932	\$1,197,622	\$1,270,911	\$95,000	\$1,365,911	\$77,979	6.54%	\$172,979	14.50%
Revenues	User Fees, Service Charges, & Rentals	(\$21,000)	(\$26,000)	(\$26,000)	(\$26,000)	\$0	(\$26,000)	\$0	0.00%	\$0	0.00%
	Grant Revenues & Contributions	\$0	\$0	\$0	\$0	(\$70,000)	(\$70,000)	\$0	-	(\$70,000)	-
	Interdepartmental Transfers	\$14,499	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	(\$6,501)	(\$26,000)	(\$26,000)	(\$26,000)	(\$70,000)	(\$96,000)	\$0	0.00%	(\$70,000)	269.23%
Net Operating Expense/(Revenue)		\$1,027,572	\$1,166,932	\$1,171,622	\$1,244,911	\$25,000	\$1,269,911	\$77,979	6.68%	\$102,979	8.82%



ORGANIZATIONAL CHART

Office of the Mayor & Chief Administrative Officer
Legal Services Department



Department:
Legal Services

Departmental Overview

The Legal Services Department provides: (i) timely and 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; (iv) prosecutorial services for charges laid under the provisions of the Provincial Offences Act in the Barrie and Orillia Court Service areas. The department strives to ensure that every measure is taken to provide a cost effective, high quality standard of service.

Legal Support

Legal Support 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

Prosecutorial Services

Prosecutions Services staff perform the following services:

- administrative and prosecutorial work associated with charges laid under provisions of the Provincial Offences Act by municipalities and enforcement agencies in Barrie and Orillia Court Service Areas
- management of approximately 30,000 matters before the courts

Insurance Services

Insurance staff perform the following services:

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

Key Departmental Objectives

- timely and cost effective acquisition of property for City purposes and Council priorities
- high quality and timely legal advice provided in a cost effective manner
- accurate and timely real estate advice
- successful prosecution of charges laid under the Provincial Offences Act
- appropriate management and response to insurance claims received
- 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
- adherence to the Memorandum of Understanding with the Province of Ontario as it relates to prosecutions

Major Initiatives/Issues

- fully roll out Early Resolution Process "XRP" for trial requests to all enforcement agencies in the Barrie and Orillia Court Service Areas to: (i) reduce costs incurred with court proceedings (ii) increase the level of customer service
- 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
- implement a facility user group insurance program to: (i) improve the level of customer service (ii) reduce the overall cost incurred by facility users (iii) provide the City with immediate insurance coverage should a claim present itself
- 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
- develop detailed processes for land development under the Memorandum of Understanding
- provide a high level of legal and real estate support to corporate strategic priorities, e.g. Invest Barrie, First Responders Campus, Harvie Road crossing and growth in the annexed lands
- implement chargebacks, cost recovery or external billing of legal, real estate and prosecution services as appropriate and consistent with corporate policy, smoothing of external legal costs through creation of legal reserve.
- 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	2017 Actual	2018 Plan	2018 Projected	2019 Plan
# of property transactions completed (acquisition, disposition, expropriation, access, easement, lease and encroachment)	28	30	35	30
% of properties acquired by negotiation vs expropriation	64	60	75	60

Accurate, timely and cost effective legal advice

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
External legal costs inclusive of consultants	640,357	910,000	910,000	910,000

Effective prosecution of Provincial Offences Act charges

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
% of prosecutorial success (Trial Convictions)	N/A	70	75	70
% of trial requests resolved by XRP (Barrie Court Service Area)	8.1	8	9	9

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
% of insurance claims/incidents handled in-house	97	80	95	90
Ratio of closed to opened files	1.04:1	.95:1	.95:1	.95:1

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

CAO & Mayor's Office

Legal Services Department

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$1,793,853	\$2,142,010	\$2,039,299	\$2,259,962	\$2,315,430	\$2,361,996	\$2,397,386
	Materials & Supplies	\$9,695	\$16,818	\$16,818	\$16,827	\$16,882	\$17,212	\$17,242
	Equipment & Capital Purchases	\$1,065	\$0	\$0	\$0	\$0	\$0	\$0
	Contracted & Other Services	\$742,305	\$1,049,238	\$1,049,839	\$1,059,118	\$1,060,590	\$1,060,895	\$1,061,200
	Sub-Total	\$2,546,918	\$3,208,066	\$3,105,955	\$3,335,908	\$3,392,902	\$3,440,103	\$3,475,828
Revenues	User Fees, Service Charges, & Rentals	(\$196,135)	(\$138,243)	(\$141,243)	(\$141,598)	(\$141,750)	(\$141,875)	(\$142,000)
	Grant Revenues & Contributions	(\$196,324)	(\$415,000)	(\$415,000)	(\$415,000)	(\$415,000)	(\$415,000)	(\$415,000)
	Interdepartmental Transfers	(\$759,991)	(\$908,201)	(\$908,202)	(\$960,539)	(\$990,867)	(\$1,019,123)	(\$1,032,597)
	Sub-Total	(\$1,152,449)	(\$1,461,444)	(\$1,464,445)	(\$1,517,137)	(\$1,547,617)	(\$1,575,998)	(\$1,589,597)
Net Operating (Expense)/Revenue		\$1,394,468	\$1,746,622	\$1,641,511	\$1,818,771	\$1,845,285	\$1,864,105	\$1,886,232

2019 - BASE BUDGET CHANGE REPORT

CAO & Mayor's Office

Legal Services Department

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$1,863,128	\$2,202,763	\$2,100,052	\$2,320,715	\$0	\$2,320,715	\$117,952	5.35%	\$117,952	5.35%
	Recovery from Capital	(\$69,275)	(\$60,753)	(\$60,753)	(\$60,753)	\$0	(\$60,753)	\$0	0.00%	\$0	0.00%
	Materials & Supplies	\$9,695	\$16,818	\$16,818	\$16,827	\$0	\$16,827	\$9	0.05%	\$9	0.05%
	Equipment & Capital Purchases	\$1,065	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Contracted & Other Services	\$742,305	\$1,049,238	\$1,049,839	\$1,059,118	\$0	\$1,059,118	\$9,880	0.94%	\$9,880	0.94%
	Total	\$2,546,918	\$3,208,066	\$3,105,955	\$3,335,908	\$0	\$3,335,908	\$127,841	3.99%	\$127,841	3.99%
Revenues	User Fees, Service Charges, & Rentals	(\$196,135)	(\$138,243)	(\$141,243)	(\$141,598)	\$0	(\$141,598)	(\$3,355)	2.43%	(\$3,355)	2.43%
	Grant Revenues & Contributions	(\$196,324)	(\$415,000)	(\$415,000)	(\$415,000)	\$0	(\$415,000)	\$0	0.00%	\$0	0.00%
	Interdepartmental Transfers	(\$759,991)	(\$908,201)	(\$908,202)	(\$960,539)	\$0	(\$960,539)	(\$52,338)	5.76%	(\$52,338)	5.76%
	Total	(\$1,152,449)	(\$1,461,444)	(\$1,464,445)	(\$1,517,137)	\$0	(\$1,517,137)	(\$55,693)	3.81%	(\$55,693)	3.81%
Net Operating Expense/(Revenue)		\$1,394,468	\$1,746,622	\$1,641,511	\$1,818,771		\$1,818,771	\$72,149	4.13%	\$72,149	4.13%

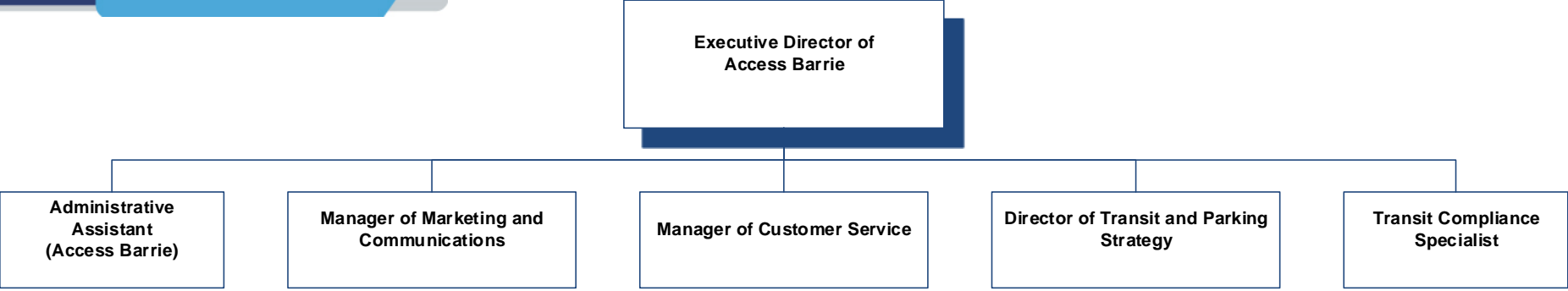
Comments:

Salaries & Benefits change of \$117,952 and Interdepartmental Transfers of (\$52,338). Both changes are a result of salary and benefit increases in line with employment agreements and estimates from benefit service providers.



ORGANIZATIONAL CHART

Access Barrie Portfolio



Performance Plan 2019 - ACCESS BARRIE EXECUTIVE PORTFOLIO

Portfolio Goals

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

Key Portfolio Service Delivery Initiatives

- Develop innovative and effective marketing campaigns to increase the city's profile and exposure.
- Continue proactive marketing and communications with the community on City initiatives, programs and services.
- Improve internal communications within the corporation among staff by supporting the Staff Strategic Plan.
- Seek new opportunities for public engagement.
- Support for a comprehensive Official Plan Update engagement and communications strategy through reallocation of communications resource.
- Continue phased implementation of the new corporate brand and visual standards guidelines.
- Lead and facilitate Intergovernmental relations with Municipal, Provincial and Federal Partners.
- Lead and be an ambassador for Cultural Change across the corporation with a focus on customer service through the development of Corporate Customer Service guidelines.
- Enhance Customer Service access options through collaboration with departments to effectively and efficiently transition their customer service delivery into Service Barrie, and monitor, track and analyze customer interactions and measure satisfaction levels.
- Monitor and lead ongoing enhancements of the afterhours call handling service.
- Provide easily retrievable information for staff when responding to customers through ongoing updates of the knowledge management solution to support Service Barrie and After Hours call service operations.
- Implement Customer Relationship Management (CEM) technology in collaboration with Innovate Barrie to more effectively track and monitor customer interactions.
- Lead the development of an updated parking strategy with input from key community stakeholders that will identify parking philosophies and make key recommendations on parking inventory, technologies, and integrated pricing strategies to be adopted by Council.

- Develop service planning guidelines, an asset management plan, financial strategy, and other key inputs that will feed into the Development Charges Background Study, as well as support the future growth of the transit system.
- Continued partnership with Georgian College on the Universal Transit Pass (UPass) 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.
- Continue to explore service partnerships and funding opportunities with other government agencies, transit agencies and key community stakeholders, such as the local schoolboards, the County of Simcoe and both federal and provincial governments.

External Factors Influencing Activities & Outcomes

- General economic conditions
- Timing and schedule for other Corporate initiatives i.e. ERP
- Relations with neighboring municipalities and other levels of government

Key Performance Indicators

Department	Indicator	2018 Plan	2018 Forecast	2019 Plan
Communications	Media exposure (number of times City of Barrie appears in media stories)	-	600	625
Communications	Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	52%	55%
Communications	Positive/neutral media coverage	70%	75%	75%
Marketing	% increase in the number of visitors to Barrie.ca	5%	2%	3%
Marketing	Total number of impressions on Facebook and Twitter	8M	5M	5M
Marketing	Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, favourites, retweets, follows etc. in relation to impressions)	2.5%	2.2%	2.5%
Marketing	Total # of impressions on Instagram	150,000	250,000	300,000
Customer Service	# of Service Barrie interactions (Phone, email, counter)	210,000	188,000	200,000

Customer Service	% of City of Barrie identified customer service transactions provided by Service Barrie	75%	75%	75%
Customer Service	% of Customer Satisfaction rated as moderately high to high	70%	70%	72%
Customer Service	% of Customer Interactions that are resolved at 1 st contact	CEM Implementation 2019	70%	70%
Transit	Transit revenue to cost ratio	31.5%	33.8%	33.5%
Transit	On Time Performance	88%	84%	85%
Transit	% of bus stops that are accessible	50.5%	54%	55%
Transit	Annual Ridership	2.72M	2.9M	3.6M

Budget Summary

Department	2019 Net Requested Budget	2019 Staffing		
		Base Complement	Service Level Changes	Total Requested
Access Barrie Admin	\$339,453	2		2
Customer Service	\$1,172,727	18		18
Marketing & Communications	\$972,512	6		6
Transit	\$12,971,263	9		9
Total	\$15,455,955	35		35

Department:
Access Barrie

Departmental Overview

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

Marketing & Communications

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

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

Customer Service

Customer Service is leading the multi-year implementation of a corporate wide Customer Service Plan. The major focus of the plan is to consolidate access to most general city services through 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. Additional phases will increase the number of services available to the public within Service Barrie will be implemented in 2019 and 2020. In 2019 it is expected that implementation of more fulsome technology including a Customer Experience Management (CEM) and integrated communications systems. Additional responsibilities include management of the After Hours call service contract.

Key Departmental Objectives

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

Strategic Plan & Other Program Deliverables

- To develop innovative communication and advertising strategies to build effective relationships internally and externally, to address public relations and marketing needs and to identify and encourage opportunities for proactive and positive media coverage.
- To foster an organization culture that embraces corporate communications as a priority to ensure proactive and meaningful communications with the community as well as within the corporation.
- To provide policy support and communication services to Council, the Office of the CAO and all other Divisions/Departments to assist them in their delivery of customer-focused, cost-effective municipal services.
- To develop and maintain Strategic Communication, Marketing and Customer Service policies, plans and standards that support Council's strategic goals, protect the City's Corporate Identity and increase Community Engagement
- Execute the Emergency Information Officer and Public Information Centre role within the City's Emergency Plan, as required.
- Communications and Strategic support of Council's key priorities
- Development of the knowledge management system to support Service Barrie operations.
- Ongoing development of Service Barrie to increase the number of services available to the public.
- Report to Council on status of the Service Barrie implementation.

Major Initiatives/Issues

- Seek new opportunities for public engagement.
- Support for a comprehensive Official Plan Update engagement and communications strategy through reallocation of communications resource.
- Marketing and communications support for various projects and new initiatives.
- Continued implementation of the new corporate brand.
- Communications support for the development and marketing of the 2018-2022 Council Strategic Priorities
- Continued support for the Staff Strategic Plan implementation.
- Development and implementation of additional phases of Service Barrie.
- Development of Customer Service standards and service levels for Service Barrie.
- Implementation of a CRM and integration with key corporate technology
- Monitor and lead ongoing enhancements of the After Hours call handling system.
- Advocacy for Provincial and Federal Funding for Barrie

Key Performance Indicators

Proactive communications with the community on City initiatives

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Media exposure for the City of Barrie	-		600	625
Positive/neutral media coverage	-	70%	72%	75%
Average open rate of Barrie Digest (avg. gov't rate 26%)	53%	55%	52%	55%

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
% increase in the number of visitors to Barrie.ca		5%	2%	3%
Total # of impressions on Facebook and Twitter		7.5M	5M	5M
Engagement rate for Facebook and Twitter in relation to impressions		2.5%	2.2%	2.5%
Instagram engagements	-	150,000	250,000	350,000
Engagement rate for Instagram			3.25%	3.5%

Customer Contact Centre Services

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
# Ping St "report a problem" submitted	982	1,200	1,000	1,100
# of Phone Calls Received in Service Barrie	96,156	130,000	105,000	110,000
# Counter Transactions Received in Service Barrie	41,734	50,000	50,000	55,000
# of Email interactions managed in Service Barrie	22,785	25,000	25,000	27,000
% of overall identified city services provided by Service Barrie	60%	70%	75%	75%
% of Customers Satisfaction rated as moderately high to high	n/a	70%	70%	75%
% of Customer Interactions that are resolved at 1st contact	n/a	70%	n/a	75%

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Access Barrie – Portfolio Summary

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$2,905,940	\$3,634,090	\$2,791,513	\$3,865,943	\$4,017,617	\$4,131,030	\$4,222,246
	Materials & Supplies	\$2,340,279	\$2,430,898	\$2,778,239	\$3,029,332	\$3,128,750	\$3,224,347	\$3,621,310
	Equipment & Capital Purchases	\$13,923	\$26,500	\$26,500	\$26,500	\$26,500	\$27,500	\$27,750
	Contracted & Other Services	\$16,712,089	\$17,221,312	\$16,840,509	\$17,569,770	\$18,056,212	\$18,507,027	\$20,483,946
	Rents & Other Expenses	\$31,784	\$50,525	\$46,665	\$62,700	\$63,697	\$64,692	\$65,696
	Grant Expenses & Transfers	\$57,286	\$57,286	\$57,286	\$57,286	\$57,286	\$57,286	\$57,286
	Sub-Total	\$22,061,300	\$23,420,611	\$22,540,711	\$24,611,531	\$25,350,062	\$26,011,882	\$28,478,234
Revenues	User Fees, Service Charges, & Rentals	(\$6,148,396)	(\$6,104,500)	(\$6,296,485)	(\$6,550,190)	(\$6,538,807)	(\$6,672,729)	(\$7,389,799)
	Other Revenues	(\$39,527)	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$2,307,279)	(\$2,360,243)	(\$2,265,442)	(\$2,287,848)	(\$2,297,077)	(\$2,303,207)	(\$2,022,526)
	Interdepartmental Transfers	(\$128,254)	(\$191,757)	(\$154,120)	(\$353,039)	(\$337,025)	(\$334,910)	(\$342,513)
	Intercompany Transfers	\$0	\$0	(\$900)	(\$1,000)	(\$1,100)	(\$1,200)	(\$1,300)
	Sub-Total	(\$8,623,456)	(\$8,656,500)	(\$8,716,947)	(\$9,192,077)	(\$9,174,009)	(\$9,312,046)	(\$9,756,138)
Net Operating (Expense)/Revenue		\$13,437,844	\$14,764,111	\$13,823,764	\$15,419,455	\$16,176,052	\$16,699,836	\$18,722,096

2019 - BASE BUDGET CHANGE REPORT

Access Barrie – Portfolio Summary

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$2,911,106	\$3,634,090	\$2,791,513	\$3,915,470	\$0	\$3,915,470	\$281,381	7.74%	\$281,381	7.74%
	Recovery from Capital	(\$5,166)	\$0	\$0	(\$49,527)	\$0	(\$49,527)	(\$49,527)	-	(\$49,527)	-
	Materials & Supplies	\$2,340,279	\$2,430,898	\$2,778,239	\$3,029,332	\$0	\$3,029,332	\$598,434	24.62%	\$598,434	24.62%
	Equipment & Capital Purchases	\$13,923	\$26,500	\$26,500	\$26,500	\$65,710	\$92,210	\$0	0.00%	\$65,710	247.96%
	Contracted & Other Services	\$16,712,089	\$17,221,312	\$16,840,509	\$17,569,770	\$36,500	\$17,606,270	\$348,458	2.02%	\$384,958	2.24%
	Rents & Other Expenses	\$31,784	\$50,525	\$46,665	\$62,700	\$0	\$62,700	\$12,175	24.10%	\$12,175	24.10%
	Grant Expenses & Transfers	\$57,286	\$57,286	\$57,286	\$57,286	\$0	\$57,286	\$0	0.00%	\$0	0.00%
	Total	\$22,061,300	\$23,420,611	\$22,540,711	\$24,611,531	\$102,210	\$24,713,741	\$1,190,920	5.08%	\$1,293,130	5.52%
Revenues	User Fees, Service Charges, & Rentals	(\$6,148,396)	(\$6,104,500)	(\$6,296,485)	(\$6,550,190)	\$0	(\$6,550,190)	(\$445,690)	7.30%	(\$445,690)	7.30%
	Other Revenues	(\$39,527)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$2,307,279)	(\$2,360,243)	(\$2,265,442)	(\$2,287,848)	\$0	(\$2,287,848)	\$72,395	-3.07%	\$72,395	-3.07%
	Interdepartmental Transfers	(\$128,254)	(\$191,757)	(\$154,120)	(\$353,039)	(\$65,710)	(\$418,749)	(\$161,281)	84.11%	(\$226,991)	118.37%
	Intercompany Transfers	\$0	\$0	(\$900)	(\$1,000)	\$0	(\$1,000)	(\$1,000)	-	(\$1,000)	-
	Total	(\$8,623,456)	(\$8,656,500)	(\$8,716,947)	(\$9,192,077)	(\$65,710)	(\$9,257,787)	(\$535,577)	6.19%	(\$601,287)	6.95%
Net Operating Expense/(Revenue)		\$13,437,844	\$14,764,111	\$13,823,764	\$15,419,455	\$36,500	\$15,455,955	\$655,344	4.44%	\$691,844	4.69%

New Investment details found in New Investments & Services Recommendations section

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Access Barrie

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

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$1,965,932	\$2,302,723	\$1,534,330	\$2,464,782	\$2,533,689	\$2,598,905	\$2,650,740
	Materials & Supplies	\$22,612	\$23,925	\$25,425	\$31,775	\$33,225	\$35,325	\$36,591
	Equipment & Capital Purchases	\$831	\$11,500	\$11,500	\$11,500	\$11,500	\$12,500	\$12,750
	Contracted & Other Services	\$339,621	\$339,024	\$297,850	\$299,132	\$300,850	\$309,150	\$297,885
	Rents & Other Expenses	\$0	\$15,425	\$16,200	\$32,200	\$32,697	\$33,192	\$33,696
	Sub-Total	\$2,328,997	\$2,692,597	\$1,885,305	\$2,839,388	\$2,911,961	\$2,989,072	\$3,031,662
Revenues	User Fees, Service Charges, & Rentals	\$0	\$0	\$0	(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)
	Grant Revenues & Contributions	(\$67,525)	(\$93,652)	(\$20,419)	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	(\$227,167)	(\$237,868)	(\$237,868)	(\$385,197)	(\$366,382)	(\$361,506)	(\$366,275)
	Intercompany Transfers	\$0	\$0	(\$900)	(\$1,000)	(\$1,100)	(\$1,200)	(\$1,300)
	Sub-Total	(\$294,691)	(\$331,520)	(\$259,187)	(\$391,197)	(\$372,482)	(\$367,706)	(\$372,575)
Net Operating (Expense)/Revenue		\$2,034,306	\$2,361,077	\$1,626,118	\$2,448,192	\$2,539,480	\$2,621,365	\$2,659,087

2019 - BASE BUDGET CHANGE REPORT

Access Barrie

Access Barrie Admin, Customer Service, Marketing & Communication

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$1,965,932	\$2,302,723	\$1,534,330	\$2,514,309	\$0	\$2,514,309	\$211,586	9.19%	\$211,586	9.19%
	Recovery from Capital	\$0	\$0	\$0	(\$49,527)	\$0	(\$49,527)	(\$49,527)	-	(\$49,527)	-
	Materials & Supplies	\$22,612	\$23,925	\$25,425	\$31,775	\$0	\$31,775	\$7,850	32.81%	\$7,850	32.81%
	Equipment & Capital Purchases	\$831	\$11,500	\$11,500	\$11,500	\$0	\$11,500	\$0	0.00%	\$0	0.00%
	Contracted & Other Services	\$339,621	\$339,024	\$297,850	\$299,132	\$36,500	\$335,632	(\$39,892)	-11.77%	(\$3,392)	-1.00%
	Rents & Other Expenses	\$0	\$15,425	\$16,200	\$32,200	\$0	\$32,200	\$16,775	108.75%	\$16,775	108.75%
	Total	\$2,328,997	\$2,692,597	\$1,885,305	\$2,839,388	\$36,500	\$2,875,888	\$146,792	5.45%	\$183,292	6.81%
Revenues	User Fees, Service Charges, & Rentals	\$0	\$0	\$0	(\$5,000)	\$0	(\$5,000)	(\$5,000)	-	(\$5,000)	-
	Grant Revenues & Contributions	(\$67,525)	(\$93,652)	(\$20,419)	\$0	\$0	\$0	\$93,652	-100.00%	\$93,652	-100.00%
	Interdepartmental Transfers	(\$227,167)	(\$237,868)	(\$237,868)	(\$385,197)	\$0	(\$385,197)	(\$147,329)	61.94%	(\$147,329)	61.94%
	Intercompany Transfers	\$0	\$0	(\$900)	(\$1,000)	\$0	(\$1,000)	(\$1,000)	-	(\$1,000)	-
	Total	(\$294,691)	(\$331,520)	(\$259,187)	(\$391,197)	\$0	(\$391,197)	(\$59,677)	18.00%	(\$59,677)	18.00%
Net Operating Expense/(Revenue)		\$2,034,306	\$2,361,077	\$1,626,118	\$2,448,192	\$36,500	\$2,484,692	\$87,115	3.69%	\$123,615	5.24%

Comments:

Salaries & Benefits is the major contributor to the base budget change report due to the phase in of services and staff to Service Barrie as implementation continues. Annualizing of salaries for positions that transitioned from other departments including Legislative Services and Transit part way through the year represents a significant increase. Associated salary reductions will be realized in Legislative Services and Transit. Part time salaries have increased as a result of the Bill 148 and associated wage grid re-evaluation.

Materials & Supplies have increased due to new printer and printing costs associated with new printer contract to replace aging equipment. Other transfer of costs associated with the delivery of services in Service Barrie such as debit/credit card fees from a Building expense to Service Barrie is also noted.

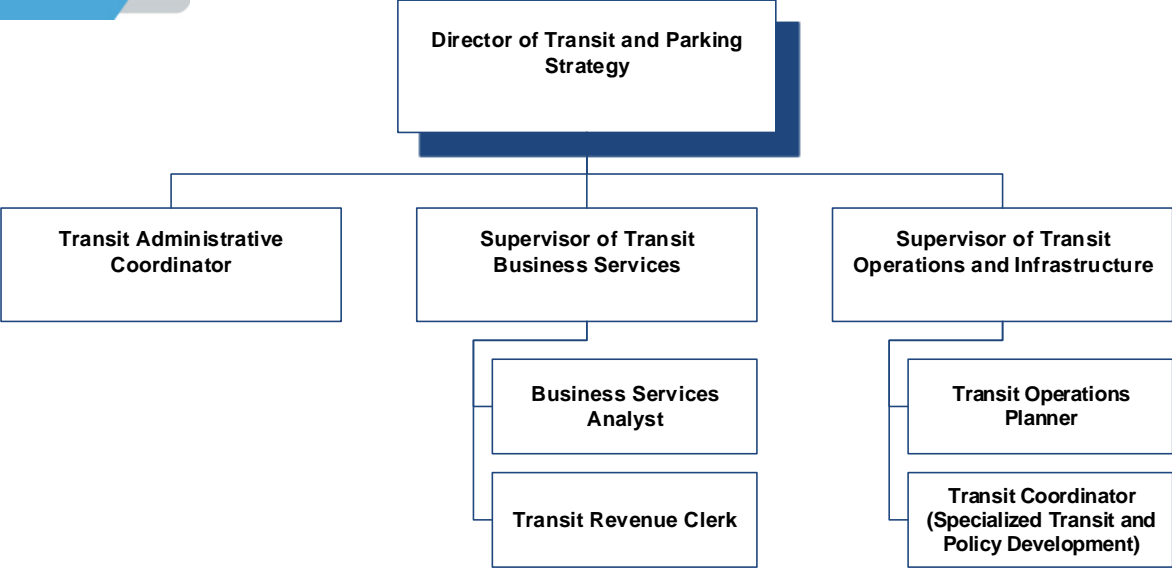
Advertising expenses decreased by 0.6% as a result of cost savings associated with the radio bulk buys.

Revenues have been reallocated to different accounts, but the funding from Reserves remains consistent.



ORGANIZATIONAL CHART

Access Barrie Portfolio
Transit and Parking Strategy Department



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 47 buses with the daily operation and maintenance service provided through a private contractor. The City is responsible for the administration, planning, scheduling, revenue generation and fleet purchases for this service. Transit service is provided 7 days a week.

Barrie Specialized Transit – City owns a fleet of 15 buses to provide specialized transit service to the physically disabled with the daily operation, scheduling, and maintenance provided through a private contractor. The City is responsible for the administration, service planning, eligibility standards and fleet purchases for this service. Specialized transit is a scheduled service and operates 7 days a week.

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 2.0% modal share to a future planning state of 7% 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

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

System integration - Continue to grow partnerships with our transit service partners such as Metrolinx, 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 Phase II of the Public Transit Infrastructure Fund (PTIF) to understand program parameters and ensure all eligible capital requests are submitted for funding including the relocation of the City's transit terminal to the Allandale Waterfront GO site.
- 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 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.
- Submit grant applications for all provincial and federal funding to support the potential development of a transit mobility hub at the Allandale GO station
- Lead development of an updated parking strategy with input from key community stakeholders that will identify parking philosophies and make key recommendations on parking inventory, technologies, and integrated pricing strategies to be adopted by Council
- Develop asset management plan, financial strategy, and other key inputs into the Development Charges Background Study and meet new legislation requirements for transit.
- Implement recommendations from the Transit Business Plan to guide the strategic planning and growth of the system.
- Develop planning standards and guiding principles for future transit growth to be adopted by Council
- Continue to establish policies, practices and procedures to ensure transit is AODA compliant.
- Collaborate with the Communications branch in the development and promotion of effective public communications and marketing strategies for transit including monitoring customer satisfaction and preferences
- Continuous process review to improve the service, customer experience and efficiencies
- Work in partnership with neighbouring municipalities to develop inter-municipal connectivity.
- Research potential benefits and various options for Alternative Service Delivery Methods such as Transit on Demand services

Key Performance Indicators

Transit Services

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Transit Revenue to Cost Ratio	33.4%	31.5%	33.8%	33.5%
Annual Ridership	2.71M	2.72M	2.90M	3.60M
On Time Performance	80.0%	88.0%	84.0%	85.0%
% of bus stops that are accessible	50.0%	50.5%	54.0%	55.0%

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Access Barrie

Transit & Parking Strategy

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$940,008	\$1,331,367	\$1,257,183	\$1,401,162	\$1,483,927	\$1,532,125	\$1,571,506
	Materials & Supplies	\$2,317,666	\$2,406,973	\$2,752,814	\$2,997,557	\$3,095,525	\$3,189,022	\$3,584,719
	Equipment & Capital Purchases	\$13,091	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
	Contracted & Other Services	\$16,372,468	\$16,882,288	\$16,542,659	\$17,270,638	\$17,755,362	\$18,197,877	\$20,186,061
	Rents & Other Expenses	\$31,784	\$35,100	\$30,465	\$30,500	\$31,000	\$31,500	\$32,000
	Grant Expenses & Transfers	\$57,286	\$57,286	\$57,286	\$57,286	\$57,286	\$57,286	\$57,286
	Sub-Total	\$19,732,303	\$20,728,014	\$20,655,407	\$21,772,143	\$22,438,100	\$23,022,811	\$25,446,572
Revenues	User Fees, Service Charges, & Rentals	(\$6,148,396)	(\$6,104,500)	(\$6,296,485)	(\$6,545,190)	(\$6,533,807)	(\$6,667,729)	(\$7,384,799)
	Other Revenues	(\$39,527)	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$2,239,754)	(\$2,266,591)	(\$2,245,023)	(\$2,287,848)	(\$2,297,077)	(\$2,303,207)	(\$2,022,526)
	Interdepartmental Transfers	\$98,912	\$46,111	\$83,748	\$32,158	\$29,356	\$26,596	\$23,762
	Sub-Total	(\$8,328,765)	(\$8,324,980)	(\$8,457,760)	(\$8,800,880)	(\$8,801,528)	(\$8,944,340)	(\$9,383,563)
Net Operating (Expense)/Revenue		\$11,403,538	\$12,403,034	\$12,197,646	\$12,971,263	\$13,636,573	\$14,078,470	\$16,063,009

2019 - BASE BUDGET CHANGE REPORT

Access Barrie

Transit & Parking Strategy

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget	Change in 2019 Requested Budget to 2018 Approved Budget		
Expenses	Salaries & Benefits	\$945,174	\$1,331,367	\$1,257,183	\$1,401,162	\$0	\$1,401,162	\$69,795	5.24%	\$69,795	5.24%
	Recovery from Capital	(\$5,166)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$2,317,666	\$2,406,973	\$2,752,814	\$2,997,557	\$0	\$2,997,557	\$590,584	24.54%	\$590,584	24.54%
	Equipment & Capital Purchases	\$13,091	\$15,000	\$15,000	\$15,000	\$65,710	\$80,710	\$0	0.00%	\$65,710	438.07%
	Contracted & Other Services	\$16,372,468	\$16,882,288	\$16,542,659	\$17,270,638	\$0	\$17,270,638	\$388,350	2.30%	\$388,350	2.30%
	Rents & Other Expenses	\$31,784	\$35,100	\$30,465	\$30,500	\$0	\$30,500	(\$4,600)	-13.11%	(\$4,600)	-13.11%
	Grant Expenses & Transfers	\$57,286	\$57,286	\$57,286	\$57,286	\$0	\$57,286	\$0	0.00%	\$0	0.00%
	Total	\$19,732,303	\$20,728,014	\$20,655,407	\$21,772,143	\$65,710	\$21,837,853	\$1,044,129	5.04%	\$1,109,839	5.35%
Revenues	User Fees, Service Charges, & Rentals	(\$6,148,396)	(\$6,104,500)	(\$6,296,485)	(\$6,545,190)	\$0	(\$6,545,190)	(\$440,690)	7.22%	(\$440,690)	7.22%
	Other Revenues	(\$39,527)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$2,239,754)	(\$2,266,591)	(\$2,245,023)	(\$2,287,848)	\$0	(\$2,287,848)	(\$21,257)	0.94%	(\$21,257)	0.94%
	Interdepartmental Transfers	\$98,912	\$46,111	\$83,748	\$32,158	(\$65,710)	(\$33,552)	(\$13,953)	-30.26%	(\$79,663)	-172.76%
	Total	(\$8,328,765)	(\$8,324,980)	(\$8,457,760)	(\$8,800,880)	(\$65,710)	(\$8,866,590)	(\$475,900)	5.72%	(\$541,610)	6.51%
Net Operating Expense/(Revenue)		\$11,403,538	\$12,403,034	\$12,197,646	\$12,971,263	\$0	\$12,971,263	\$568,229	4.58%	\$568,229	4.58%

Comments:

Salaries & Benefits

Impact from Bill 148 and PT wage grid re-evaluation with COLA and step increases representing the remaining increase.

Materials and Supplies

Fuel price increase from \$0.90 / litre to \$1.12 based on current trending and forecasting is resulting in \$549k increase to base budget.

Contracted & Other Services

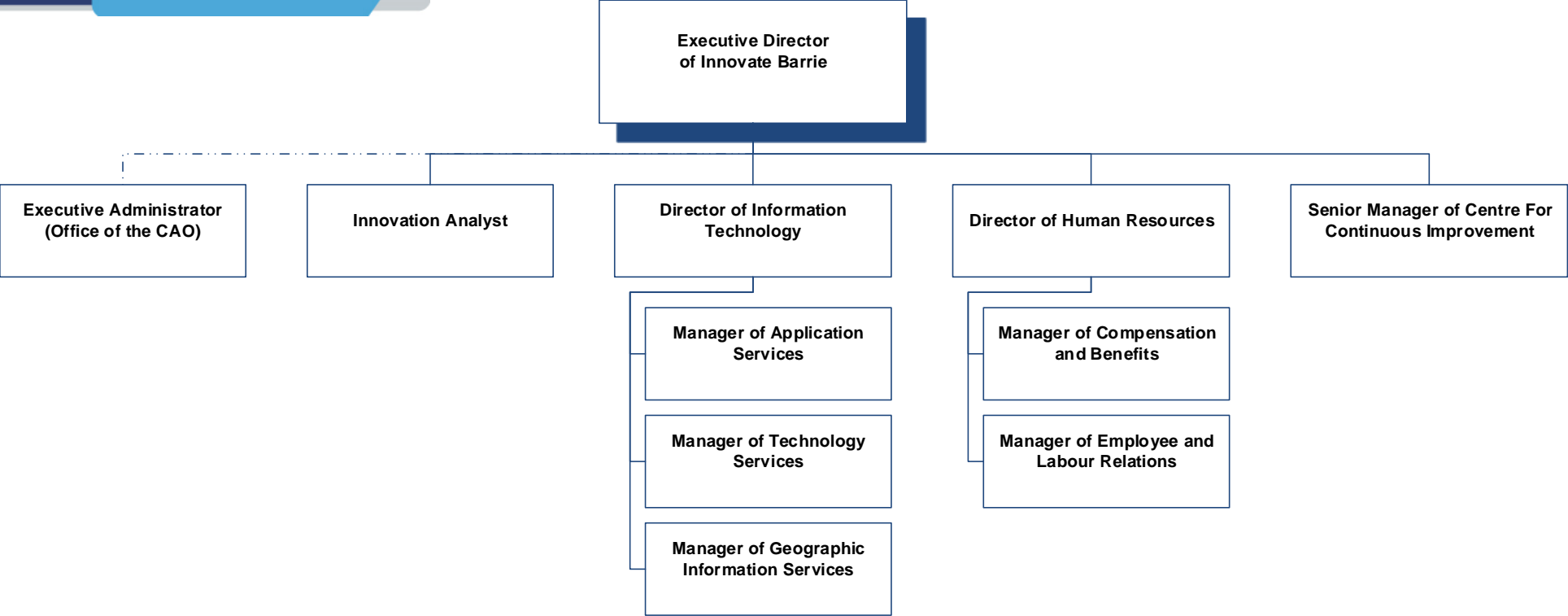
Projected CPI increase that is applied to the transit service contract with third party annually plus an additional 3,000 hours of transit service to accommodate the increased ridership resulting from the U-Pass at Georgian College offset by insurance savings through new competitive bid

User Fees

Combination of increased pass revenue based on trending and launch of U-Pass program with Georgian College.

Grants Revenues and Contributions

Increased recovery from Essa Township for cost of providing transit service.



Indicates indirect reporting relationship

Performance Plan 2019 - INNOVATE BARRIE EXECUTIVE PORTFOLIO

Portfolio Goals

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

- Build enhanced capability in our Centre for Continuous improvement to include optimal allocation of resources, dashboard reporting and ensure alignment with Council’s strategic goals;
- Support a culture of continuous improvement, innovation and cross-departmental communication through the use of standardized tools, templates and processes for change management and project management;
- Grow the Innovatology program at the City 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;
- Provide leadership and support on process improvement initiatives while building the capacity and capability in the organization through training;
- Manage the corporate level key performance indicators related to strategic planning and corporate project management;
- Continue to lead the Corporation through project and change management initiatives for all city technology transformational projects ; including the sustainment of our Enterprise Resource Planning (ERP) system; enhancements to the applications, permit, licence and inspections system, customer experience management and computerized maintenance management implementations focused on delivering transformational business capabilities in areas including financial systems, human resources, reporting, master data management, permit application and processing, work order and asset management, facility management, and space planning;
- Partner with internal businesses to ensure the new and upgraded ERP system solutions transform and fully delivers re-engineered business process, organizational, and change management outcomes necessary to realize the planned financial and operational benefits ;
- Integrate diverse computer systems in a way that minimizes duplication and improves data access and sharing across the Corporation;
- Build a positive, engaged and productive workplace culture through the implementation of the Staff Strategic Plan;
- Develop an energetic and inspiring leadership group along with attracting and retaining top talent;
- Enhance network, computing and mobility environments to meet existing and new business requirements of the City;
- Manage the Corporation's investment in technology so that its total cost of ownership is minimized; and,
- Enhance the software resiliency program to ensure that the system programs are available during outages due to unforeseen circumstances such as climate change impacts.

Key Portfolio Service Delivery Initiatives

- Review, revise, and enhance the Centre for Continuous improvement Governance framework and report progress updates to Council on a quarterly basis;
- Lead the Innovatology program for 2019, 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
- Develop cross-functional opportunities for staff across the Corporation to learn about innovation tools and processes and apply them to real world challenges;

- Continue to enhance our corporate training opportunities and education programs for staff;
- Enhance our corporate project system and processes including project governance, and project templates;
- Enhance our Employee Wellness Program; implementing the CSA Standard for Psychologically Safe Workplaces
- Develop supporting policies, procedures, and tools to support the Compensation Strategy and Wellness initiatives;
- Enhance network, computing and mobility environments to meet existing and new business requirements of the City;
- Ensure technology systems and equipment support new project readiness regarding network performance, data storage and server stability; "Always Available" and business continuity initiatives;
- Identify, implement and manage new and upgraded business application and technology infrastructure solutions to meet service delivery needs;
- Provide secure, accessible technology services to the Corporation that align with the City's operational and strategic objectives;
- Provide enhanced public access to services through online (web) applications;
- Continue to grow our Geographical Information System (GIS) online presence to provide "user friendly" applications that deliver high quality, reliable information to the public, save staff and citizen time by enabling users to find answers to common questions, and increase transparency across the organization;
- Grow our "open data" initiative, providing citizens with timely and updated information;
- Implement a building permit application solution to support growth in the new lands; this includes increased access and options for constituents who apply for applications, permits, licensing and inspections.
- Upgrade and enhance work order and facilities management solutions; and,
- Enhance the ERP system and ensure process optimization;
- Implement our Customer Experience Management (CEM); including an upgrade to our phone system to support our new call centre

External Factors Influencing Activities & Outcomes

- General economic conditions.

Key Performance Indicators

Department	Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Human Resources	Corporate training \$ spent per permanent employee	\$33.05	\$50	\$50	\$75
	% Departmental training budget spent	83%	100%	95%	100%
	# lost time incidents	20	5	30	30
	Total days Lost time Incidents (excl. OSIs)	N/A	N/A	N/A	30
	Cost of lost time incidents	\$400,852	\$140,000	\$650,000	\$500,000
	Avg. # sick/STD/LTD days per employee	9.3	6	9	9
	Quarterly % EFAP usage	26.4%	25%	25%	25%

	% turnover in first 2 years of employment	0.4%	0.0%	0.7%	0.0%
	Internal Promotion rate	7.1%	8.0%	8.0%	15.0%
	% grievance rate CUPE	3.5%	3%	4.0%	4.5%
	% grievance rate BPPFA	0.6%	2%	1%	2%
IT	Annual number of visits to the City of Barrie's website	3.12M	3.6M	3.65M	3.75M
	Number of City of Barrie eServices	10	12	12	12
	City of Barrie Website availability (includes planned outages)	99.77%	99.9%	99.28%	99.9%
	Enterprise Application Availability	N/A	99.9%	N/A	99.9%
CCI	Improved Project Forecasting	N/A	50%	50%	100%
	Improved governance process methodology compliance for artifacts – required vs. actual	20%	60%	60%	100%
	Improved Delivery – Targeting improvement in satisfaction with projects	0%	50%	50%	100%
	Corporate (strategic) projects have proper status reporting into EMT on a monthly basis	100%	100%	100%	100%
	Ensure that projects within the EMT corporate projects, have movement.	0%	60%	0%	80%

Budget Summary

Department	2019 Net Requested Budget	2019 Staffing		
		Base Complement	Service Level Changes	Total Requested
Innovate Barrie Admin	\$409,935	2		2
Centre for Continuous Improvement	\$781,818	8		8
Human Resources	\$2,768,944	16	1	17
Information Technology	\$7,434,072	41	1	42
Total	\$11,394,769	67	2	69

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Innovate Barrie – Portfolio Summary

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$7,248,616	\$8,004,870	\$7,930,071	\$8,106,028	\$8,268,674	\$8,417,024	\$8,544,279
	Materials & Supplies	\$86,173	\$102,268	\$95,793	\$104,808	\$106,757	\$114,391	\$116,758
	Equipment & Capital Purchases	\$74,244	\$145,576	\$165,017	\$168,478	\$170,015	\$171,348	\$172,800
	Contracted & Other Services	\$3,646,729	\$4,235,488	\$4,214,229	\$4,466,032	\$4,620,478	\$4,729,625	\$4,755,408
	Rents & Other Expenses	\$13,948	\$15,163	\$15,200	\$15,618	\$15,885	\$16,090	\$16,300
	Sub-Total	\$11,069,709	\$12,503,365	\$12,420,310	\$12,860,964	\$13,181,809	\$13,448,478	\$13,605,545
Revenues	User Fees, Service Charges, & Rentals	(\$57,807)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)
	Grant Revenues & Contributions	(\$661,110)	(\$593,103)	(\$359,000)	(\$579,103)	(\$587,603)	(\$593,103)	(\$392,500)
	Interdepartmental Transfers	(\$857,659)	(\$1,117,824)	(\$1,103,527)	(\$1,166,034)	(\$1,195,210)	(\$1,217,567)	(\$1,217,768)
	Sub-Total	(\$1,576,577)	(\$1,770,927)	(\$1,522,527)	(\$1,805,137)	(\$1,842,813)	(\$1,870,670)	(\$1,670,268)
Net Operating (Expense)/Revenue		\$9,493,133	\$10,732,438	\$10,897,783	\$11,055,827	\$11,338,996	\$11,577,808	\$11,935,277

2019 - BASE BUDGET CHANGE REPORT

Innovate Barrie – Portfolio Summary

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget	Change in 2019 Requested Budget to 2018 Approved Budget		
Expenses	Salaries & Benefits	\$7,810,074	\$8,749,541	\$8,297,765	\$8,867,517	\$257,084	\$9,124,601	\$117,976	1.35%	\$375,060	4.29%
	Recovery from Capital	(\$561,459)	(\$744,672)	(\$367,694)	(\$761,489)	\$0	(\$761,489)	(\$16,817)	2.26%	(\$16,817)	2.26%
	Materials & Supplies	\$86,173	\$102,268	\$95,793	\$104,808	\$0	\$104,808	\$2,540	2.48%	\$2,540	2.48%
	Equipment & Capital Purchases	\$74,244	\$145,576	\$165,017	\$168,478	\$32,030	\$200,508	\$22,902	15.73%	\$54,932	37.73%
	Contracted & Other Services	\$3,646,729	\$4,235,488	\$4,214,229	\$4,466,032	\$119,680	\$4,585,712	\$230,543	5.44%	\$350,223	8.27%
	Rents & Other Expenses	\$13,948	\$15,163	\$15,200	\$15,618	\$0	\$15,618	\$455	3.00%	\$455	3.00%
	Total	\$11,069,709	\$12,503,365	\$12,420,310	\$12,860,964	\$408,794	\$13,269,759	\$357,599	2.86%	\$766,394	6.13%
Revenues	User Fees, Service Charges, & Rentals	(\$57,807)	(\$60,000)	(\$60,000)	(\$60,000)	\$0	(\$60,000)	\$0	0.00%	\$0	0.00%
	Grant Revenues & Contributions	(\$661,110)	(\$593,103)	(\$359,000)	(\$579,103)	\$0	(\$579,103)	\$14,000	-2.36%	\$14,000	-2.36%
	Interdepartmental Transfers	(\$857,659)	(\$1,117,824)	(\$1,103,527)	(\$1,166,034)	(\$69,853)	(\$1,235,887)	(\$48,210)	4.31%	(\$118,063)	10.56%
	Total	(\$1,576,577)	(\$1,770,927)	(\$1,522,527)	(\$1,805,137)	(\$69,853)	(\$1,874,990)	(\$34,210)	1.93%	(\$104,063)	5.88%
Net Operating Expense/(Revenue)		\$9,493,133	\$10,732,438	\$10,897,783	\$11,055,827	\$338,941	\$11,394,769	\$323,389	3.01%	\$662,330	6.17%

New Investment details found in New Investments & Services Recommendations section

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Innovate Barrie

Innovate Barrie Administration

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$357,988	\$349,387	\$346,058	\$377,541	\$384,122	\$389,705	\$395,371
	Materials & Supplies	\$2,827	\$2,500	\$2,500	\$10,000	\$10,000	\$10,000	\$10,000
	Contracted & Other Services	\$6,481	\$10,000	\$10,000	\$22,393	\$22,500	\$22,500	\$22,500
	Sub-Total	\$367,296	\$361,887	\$358,558	\$409,935	\$416,622	\$422,205	\$427,871
Net Operating (Expense)/Revenue		\$367,296	\$361,887	\$358,558	\$409,935	\$416,622	\$422,205	\$427,871

2019 - BASE BUDGET CHANGE REPORT

Innovate Barrie

Innovate Barrie Administration

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$358,715	\$349,387	\$346,058	\$377,541	\$0	\$377,541	\$28,154	8.06%	\$28,154	8.06%
	Recovery from Capital	(\$727)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$2,827	\$2,500	\$2,500	\$10,000	\$0	\$10,000	\$7,500	300.00%	\$7,500	300.00%
	Contracted & Other Services	\$6,481	\$10,000	\$10,000	\$22,393	\$0	\$22,393	\$12,393	123.93%	\$12,393	123.93%
	Total	\$367,296	\$361,887	\$358,558	\$409,935	\$0	\$409,935	\$48,048	13.28%	\$48,048	13.28%
Net Operating Expense/(Revenue)		\$367,296	\$361,887	\$358,558	\$409,935		\$409,935	\$48,048	13.28%	\$48,048	13.28%

Comments:

Salaries and Benefits

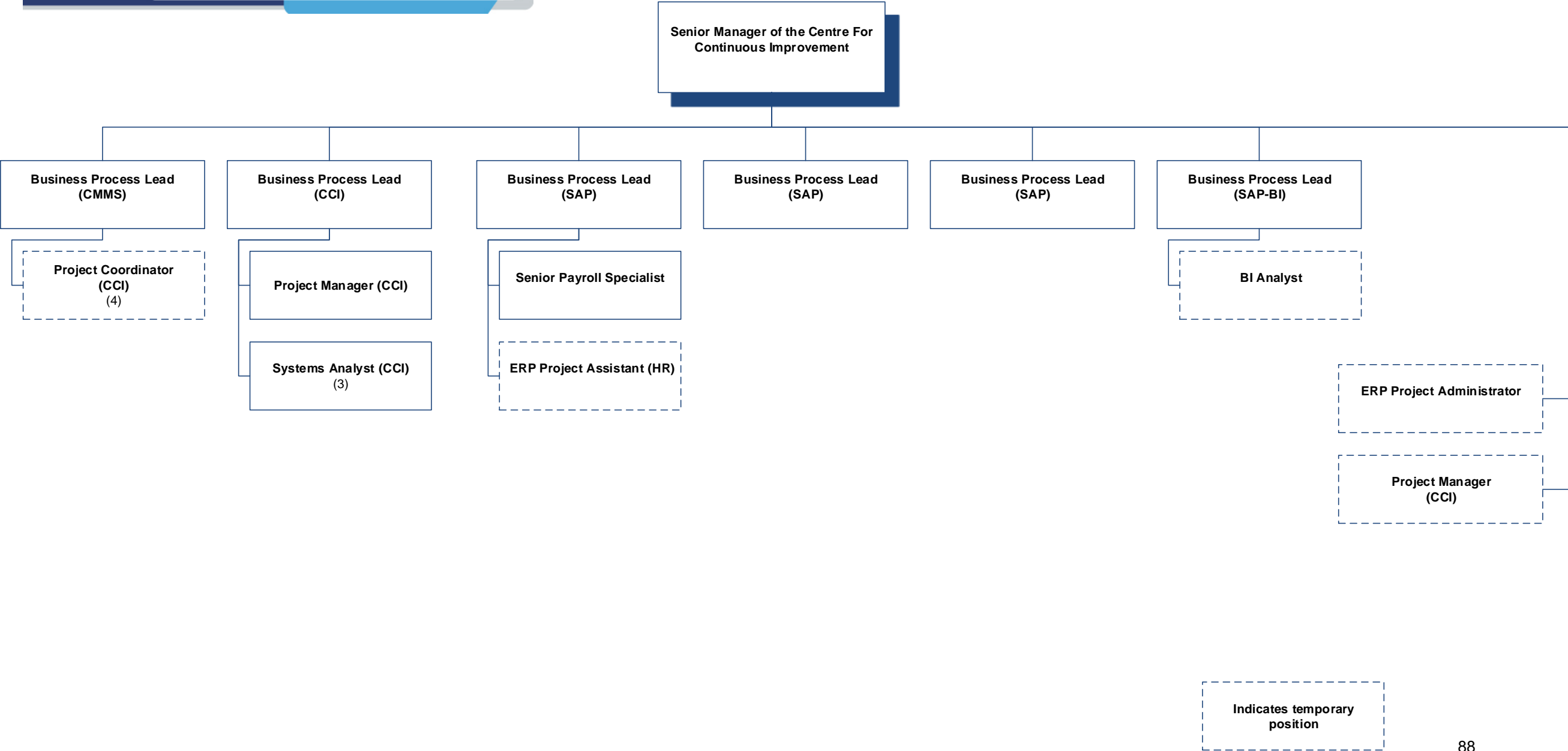
Includes increase for job re-evaluation of the Innovation Analyst position, regular step increases and benefit & cost of living increases.

Materials and Supplies

Costs reallocated from CAO budget for the Innovation program.

Contracted & Other Services

Costs reallocated from CAO budget for the Innovation program.



Department:
Centre for Continuous Improvement

Departmental Overview

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

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

Key Departmental Objectives

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

Strategic Plan & Other Program Deliverables

Major Initiatives/Issues

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

- **CRM Project:** Work with Customer Service to select and roll out a new customer relationship management system and processes which will enable constituents to have more efficient processes/call/incident resolution.
- Enhancement of Project Governance processes;

Key Performance Indicators

Standardize corporate project processes including governance and templates; provide project management expertise to the corporation

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Improve Project Forecasting: Year One: tracking of all projects for planned start/finish/spend against actual start/finish/spend. Year Two: Implement Project Server	n/a	50%	50%	100%

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Improved governance process methodology compliance for artifacts - required vs actual	20%	60%	60%	100%
Improved delivery. Month 1: customer satisfaction survey current state of projects - determine current satisfaction level for projects. Month 12: reissue survey. Targeting improvement in roll out satisfaction with projects (meeting requirements, smooth delivery etc	0%	50%	50%	100%

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Corporate (strategic) projects have proper status reporting into EMT on a monthly basis	100%	100%	100%	100%
Ensure that projects within the EMT corporate projects, have movement. Projects should not have the same status/no movement for more than 2 reporting periods (2 months)	0%	60%	0%	80%

Foster an environment of Continuous Improvement via the creation, and implementation of a Continuous Improvement Plan for targeted areas

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Create Plan	n/a	n/a	n/a	100%
Execution of First Year initiatives of CI Plan	n/a	n/a	n/a	60%

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Innovate Barrie

Centre for Continuous Improvement

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$745,673	\$952,132	\$962,666	\$990,119	\$1,006,292	\$1,030,395	\$1,048,971
	Materials & Supplies	\$8,509	\$7,600	\$7,050	\$7,550	\$7,800	\$7,900	\$7,900
	Contracted & Other Services	\$2,229	\$20,350	\$14,117	\$28,188	\$28,800	\$28,900	\$24,500
	Sub-Total	\$756,411	\$980,082	\$983,833	\$1,025,857	\$1,042,892	\$1,067,195	\$1,081,371
Revenues	Interdepartmental Transfers	(\$186,221)	(\$232,407)	(\$218,302)	(\$244,039)	(\$251,028)	(\$256,652)	(\$260,340)
	Sub-Total	(\$186,221)	(\$232,407)	(\$218,302)	(\$244,039)	(\$251,028)	(\$256,652)	(\$260,340)
Net Operating (Expense)/Revenue		\$570,190	\$747,675	\$765,531	\$781,818	\$791,864	\$810,544	\$821,031

2019 - BASE BUDGET CHANGE REPORT

Innovate Barrie

Centre for Continuous Improvement

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$1,262,841	\$1,607,463	\$1,330,360	\$1,654,960	\$0	\$1,654,960	\$47,497	2.95%	\$47,497	2.95%
	Recovery from Capital	(\$517,168)	(\$655,331)	(\$367,694)	(\$664,840)	\$0	(\$664,840)	(\$9,510)	1.45%	(\$9,510)	1.45%
	Materials & Supplies	\$8,509	\$7,600	\$7,050	\$7,550	\$0	\$7,550	(\$50)	-0.66%	(\$50)	-0.66%
	Contracted & Other Services	\$2,229	\$20,350	\$14,117	\$28,188	\$0	\$28,188	\$7,838	38.51%	\$7,838	38.51%
	Total	\$756,411	\$980,082	\$983,833	\$1,025,857	\$0	\$1,025,857	\$45,775	4.67%	\$45,775	4.67%
Revenues	Interdepartmental Transfers	(\$186,221)	(\$232,407)	(\$218,302)	(\$244,039)	\$0	(\$244,039)	(\$11,632)	5.01%	(\$11,632)	5.01%
	Total	(\$186,221)	(\$232,407)	(\$218,302)	(\$244,039)	\$0	(\$244,039)	(\$11,632)	5.01%	(\$11,632)	5.01%
Net Operating Expense/(Revenue)		\$570,190	\$747,675	\$765,531	\$781,818		\$781,818	\$34,142	4.57%	\$34,142	4.57%

Comments:

Salaries & Benefits

Temporary short term contract positions have been adjusted to reflect the needs of the department as capital projects progress, these positions are offset by capital recoveries. All other changes relate to regular step increases, benefit rate and cost of living increases.

Recovery from Capital

The change in recovery from capital projects is directly related to the change in contract positions related to capital projects.

Contracted & Other Services

Training and Development costs have been increased slightly to better accommodate professional development requirements for staff within the department.

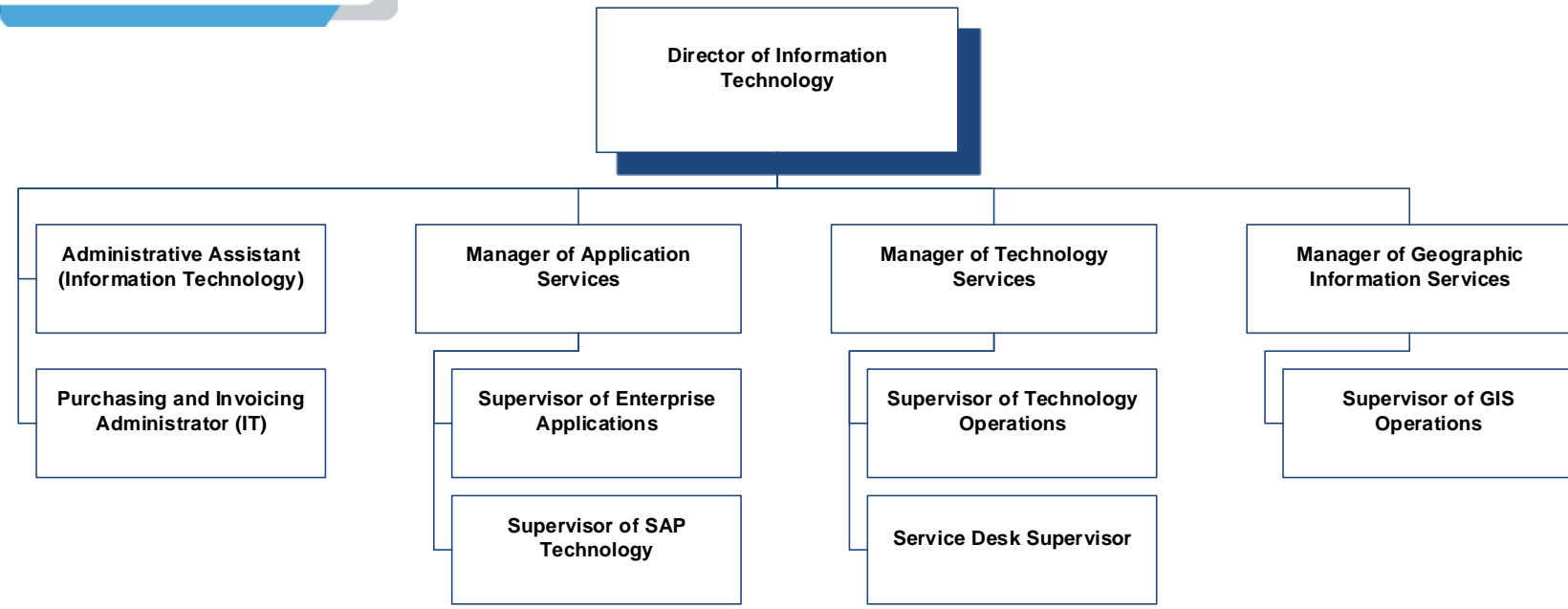
Interdepartmental Transfers

Funding was increased to cover step, benefits and cost of living increases for the current positions.



ORGANIZATIONAL CHART

Innovate Barrie Portfolio
Information Technology Department



Department:
IT

Departmental Overview

IT provides information technology expertise and professional services to all City departments, affiliated agencies and area municipalities receiving Barrie fire dispatch services. The Department is responsible for delivering, administering, managing and supporting (in partnership with the business units) all data and voice communications, including but not limited to network infrastructure, servers, storage infrastructure, printers, computing infrastructure, applications and software, databases, web services, geographic information systems, and project and portfolio management. IT provides daily technology support to over 900 permanent users at more than 40 City locations across the City. The Department is organized into four branches.

Administration Branch

The Administration branch utilizes 7% of the Department's staff resources to perform the following services in support of the Department's program areas:

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

Application Services Branch

The Application Services branch utilizes 36% of the Department's staff resources to perform the following services:

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

- Pet Licensing
- Fire Burning Permits
- Transit Live Info – Map, Call or Text
- Recreation Programs
- Water Billing & Daily Usage
- Theatre Tickets
- Bids and Tenders
- Council Meetings and Minutes
- Provide Project Management leadership and/or coordination of information technology projects within IT and across all City departments.
 - Maintain project management methodology standards within IT adhering to Corporate project management methodologies and technology.
 - Provide IT Department coordination on all technology projects to ensure corporate strategic alignment, effective resource and financial planning and adherence to governance processes.
 - Project prioritization based on department objectives and availability of resources.

Technology Services Branch

The Technology Services Branch utilizes 35% of the Department's staff resources to provide the following services associated with computing and network infrastructure and security, service desk, telecommunications, mobility and IT asset management:

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

Geographic Information Services Branch

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

- Manage, administer and support all corporate Geographic Information Systems.
 - Support, maintain and perform regular administration to the corporation's internal, external and mobile GIS systems.
- GIS Support and Leadership - provide GIS-specific subject matter expertise for corporate projects.
 - Obtain, support and maintain corporate enterprise spatial, asset and related datasets.
 - Develop and design the corporate GIS application and database architecture.

- Integrate GIS functionality into corporate systems and business process (e.g. Cityworks, APLI).
 - Develop internal and external facing GIS web applications
- Design and develop mobile applications for data capture, collection and validation.
- Provide mapping products and information to internal and external stakeholders.
 - Partner with external agencies to share and obtain spatial information
 - Manage and monitor the Open GIS Portal

Key Departmental Objectives

- Maintain existing technology operations and infrastructure for the Corporation.
- Enhance network, computing and mobility environments to meet existing and new business requirements of the City.
- Ensure technology systems and equipment support new project readiness regarding network performance, data storage and server stability; resiliency and business continuity initiatives.
- Identify, implement and manage new and upgraded business application and technology infrastructure solutions to meet service delivery needs.
- Provision and support technology (communications and computing equipment) for Council members.
- Partner with affiliated agencies (e.g. Barrie Public Library, Barrie Police) to meet their technology infrastructure needs.
- Support and manage technology systems (hardware, software) for Barrie Fire and Emergency Services.
- Provide secure, accessible technology services to the corporation that align with the City's operational and strategic objectives.
- Provide enhanced public access to services through e-services.
- Optimize the corporation's technology investments.

Strategic Plan & Other Program Deliverables

Upgrade/optimization of corporate systems and technology:

- Data Centre cloud integration
- Tiered Storage Strategy
- Open GIS/Data

Major Initiatives/Issues

- Network Revitalization (multi-year) - Year 1 deliverables
- CEM Implementation with VOIP call centre integration
- Emergency Services Campus project support
 - Public Safety Radio changes
 - 911 changes and backup moves
- Next Gen 911 Planning
- Expanding IT Security program
- GIS Internal and External Portal upgrades/relaunches

Key Performance Indicators

Enhanced Public Access to Services through Online Applications

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Annual Number of Visits to the City of Barrie Website	3.12M	3.6M	3.65M	3.75M
Number of City of Barrie eServices	10	12	12	12

Technology Availability

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
City of Barrie Website Availability (Includes planned outages)	99.77	99.9%	99.28	99.9
Enterprise Application Availability	N/A	99.9%	N/A	99.9

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Innovate Barrie

Information Technology

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$4,190,075	\$4,601,560	\$4,539,390	\$4,757,794	\$4,835,385	\$4,913,449	\$4,981,441
	Materials & Supplies	\$45,857	\$47,528	\$45,328	\$45,883	\$46,432	\$47,041	\$47,633
	Equipment & Capital Purchases	\$67,588	\$140,076	\$159,517	\$162,978	\$164,015	\$165,348	\$165,800
	Contracted & Other Services	\$3,104,871	\$3,564,248	\$3,548,172	\$3,709,202	\$3,860,938	\$3,929,405	\$3,915,718
	Rents & Other Expenses	\$13,948	\$15,163	\$15,200	\$15,618	\$15,885	\$16,090	\$16,300
	Sub-Total	\$7,422,339	\$8,368,575	\$8,307,606	\$8,691,475	\$8,922,655	\$9,071,333	\$9,126,892
Revenues	User Fees, Service Charges, & Rentals	(\$57,735)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)
	Grant Revenues & Contributions	(\$604,307)	(\$593,103)	(\$359,000)	(\$579,103)	(\$587,603)	(\$593,103)	(\$392,500)
	Interdepartmental Transfers	(\$522,263)	(\$803,690)	(\$803,498)	(\$837,315)	(\$859,503)	(\$876,236)	(\$872,749)
	Sub-Total	(\$1,184,306)	(\$1,456,793)	(\$1,222,498)	(\$1,476,418)	(\$1,507,106)	(\$1,529,339)	(\$1,325,249)
Net Operating (Expense)/Revenue		\$6,238,033	\$6,911,782	\$7,085,108	\$7,215,057	\$7,415,549	\$7,541,994	\$7,801,643

2019 - BASE BUDGET CHANGE REPORT

Innovate Barrie

Information Technology

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$4,233,639	\$4,690,901	\$4,539,390	\$4,854,442	\$152,305	\$5,006,747	\$163,542	3.49%	\$315,847	6.73%
	Recovery from Capital	(\$43,564)	(\$89,341)	\$0	(\$96,648)	\$0	(\$96,648)	(\$7,307)	8.18%	(\$7,307)	8.18%
	Materials & Supplies	\$45,857	\$47,528	\$45,328	\$45,883	\$0	\$45,883	(\$1,645)	-3.46%	(\$1,645)	-3.46%
	Equipment & Capital Purchases	\$67,588	\$140,076	\$159,517	\$162,978	\$32,030	\$195,008	\$22,902	16.35%	\$54,932	39.22%
	Contracted & Other Services	\$3,104,871	\$3,564,248	\$3,548,172	\$3,709,202	\$34,680	\$3,743,882	\$144,954	4.07%	\$179,634	5.04%
	Rents & Other Expenses	\$13,948	\$15,163	\$15,200	\$15,618	\$0	\$15,618	\$455	3.00%	\$455	3.00%
	Total	\$7,422,339	\$8,368,575	\$8,307,606	\$8,691,475	\$219,015	\$8,910,490	\$322,900	3.86%	\$541,915	6.48%
Revenues	User Fees, Service Charges, & Rentals	(\$57,735)	(\$60,000)	(\$60,000)	(\$60,000)	\$0	(\$60,000)	\$0	0.00%	\$0	0.00%
	Grant Revenues & Contributions	(\$604,307)	(\$593,103)	(\$359,000)	(\$579,103)	\$0	(\$579,103)	\$14,000	-2.36%	\$14,000	-2.36%
	Interdepartmental Transfers	(\$522,263)	(\$803,690)	(\$803,498)	(\$837,315)	\$0	(\$837,315)	(\$33,625)	4.18%	(\$33,625)	4.18%
	Total	(\$1,184,306)	(\$1,456,793)	(\$1,222,498)	(\$1,476,418)	\$0	(\$1,476,418)	(\$19,625)	1.35%	(\$19,625)	1.35%
Net Operating Expense/(Revenue)		\$6,238,033	\$6,911,782	\$7,085,108	\$7,215,057	\$219,015	\$7,434,072	\$303,275	4.39%	\$522,290	7.56%

Comments:

Salaries and Benefits

Include step increases, benefit rate and cost of living increases.

Recovery from Capital

Change relates directly to salaries and benefits change.

Equipment and Capital Purchases

Continued trend for the software industry to move to subscription based software. The software staff uses to review and annotate digital submissions from APLI is also subscription based.

Contracted & Other Services

\$50k in increased mobility costs are from mobilizing different work areas and increased use of Smart City Initiatives that require LTE modems for connectivity.
\$45k increase for the support of the new phone system replacing the current system which is nearing its End Of Life.

Grant Revenues and Contributions

\$25k reduction in Federal Gas Tax is returning to normal request level. 2018's request included \$25k towards the street light data capturing project.

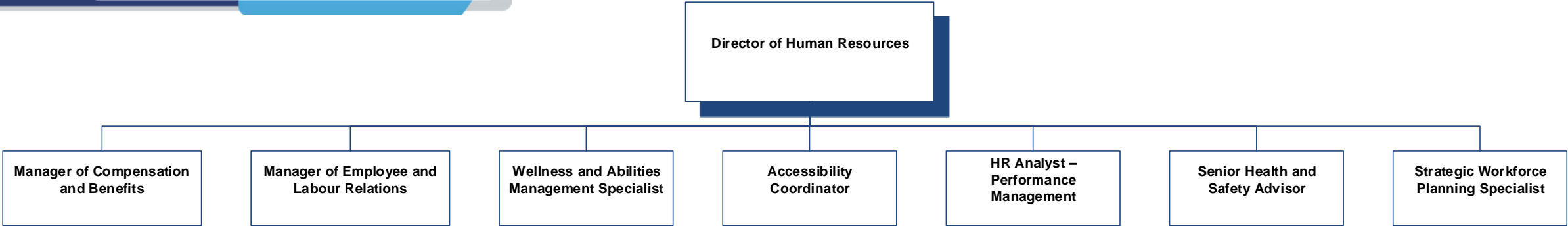
Interdepartmental Transfers

General cost increases, no specific exceptions causing the increase.



ORGANIZATIONAL CHART

Innovate Barrie Portfolio
Human Resources Department



Department:
Human Resources

Departmental Overview

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

Corporate Human Resources Administration

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

Employee and Labour Relations

- Provides expert guidance, advice and leadership on recruitment procedures, advertising, job posting, candidate selection, job offers, seniority issues, orientation, staff and corporate development, performance management and performance measurement.
- Provides support for employee relations, including employee terminations, handling and resolving employee-relations problems, promoting staff morale and well-being; workplace violence and workplace human rights, tolerance and harmony.
- Provides labour relations support including collective bargaining for two bargaining units, advice to management regarding discipline, grievance administration, attending regular Labour-Management meetings and assisting management with local labour-management committee meetings
- Provides support for Human Resource Planning including but not limited to organizational design, restructuring, HR strategic workforce planning and succession planning.

- Provides support for employee relations, including employee terminations, handling and resolving employee-relations problems, promoting staff morale and well-being; workplace violence and workplace human rights, tolerance and harmony.

Compensation and Benefits

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

Key Departmental Objectives

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

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

Strategic Plan & Other Program Deliverables

- Implement the CSA Standard for Psychologically Safe Workplaces
- Enhance Employee Wellness
- Enhance the City's Health and Safety Program
- Execute Labour Negotiations and Preparedness

Major Initiatives/Issues

- Support ERP implementation
- Deploy the Psychological Standard for Workplaces
- Develop supporting policies, procedures and tools to support the standard
- Develop supporting policies, procedures and tools to support the Wellness Initiatives
- Develop supporting policies, procedures and tools to enhance the Health and Safety Program
- Labour negotiations and preparedness with CUPE and BPPFA

Key Performance Indicators

Invest in Staff to improve workforce effectiveness

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Corporate training \$ spent per permanent employee	\$33.05	\$50	\$50	\$75
% Departmental training Budget spent	83%	100%	95%	100%

Attract and retain top employees

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
% turnover in first 2 yrs of employment	0.4%	0.0%	0.7%	0.0%
Internal Promotion rate	7.1%	8.0%	8.0%	15%

Build respectful relationships with Unions

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
% grievance rate CUPE	3.5%	3%	4.0%	4.5%
% grievance rate BPPFA	0.6%	2%	1%	2%

Ensure employee well-being

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
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# lost time Incidents	20	5	30	30
Total days Lost time Incidents / quarter (excl.OSIs)	N/A	N/A	N/A	30
Cost of lost time Incidents	\$400,852	\$140,000	\$650,000	\$500,000
Avg # sick/STD/LTD/WSIB days per employee	9.30	6	9	9
Quarterly % EFAP usage	26.4%	25%	25%	25%

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Innovate Barrie

Human Resources

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$1,954,880	\$2,101,791	\$2,081,957	\$1,980,574	\$2,042,875	\$2,083,475	\$2,118,496
	Materials & Supplies	\$28,980	\$44,640	\$40,915	\$41,375	\$42,525	\$49,450	\$51,225
	Equipment & Capital Purchases	\$6,655	\$5,500	\$5,500	\$5,500	\$6,000	\$6,000	\$7,000
	Contracted & Other Services	\$533,148	\$640,890	\$641,940	\$706,249	\$708,240	\$748,820	\$792,690
	Sub-Total	\$2,523,664	\$2,792,821	\$2,770,312	\$2,733,698	\$2,799,640	\$2,887,745	\$2,969,411
Revenues	User Fees, Service Charges, & Rentals	(\$72)	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$56,803)	\$0	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	(\$149,176)	(\$81,727)	(\$81,727)	(\$84,679)	(\$84,679)	(\$84,679)	(\$84,679)
	Sub-Total	(\$206,050)	(\$81,727)	(\$81,727)	(\$84,679)	(\$84,679)	(\$84,679)	(\$84,679)
Net Operating (Expense)/Revenue		\$2,317,613	\$2,711,094	\$2,688,586	\$2,649,018	\$2,714,961	\$2,803,066	\$2,884,732

2019 - BASE BUDGET CHANGE REPORT

Innovate Barrie Human Resources

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget	Change in 2019 Requested Budget to 2018 Approved Budget		
Expenses	Salaries & Benefits	\$1,954,880	\$2,101,791	\$2,081,957	\$1,980,574	\$104,779	\$2,085,353	(\$121,217)	-5.77%	(\$16,438)	-0.78%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$28,980	\$44,640	\$40,915	\$41,375	\$0	\$41,375	(\$3,265)	-7.31%	(\$3,265)	-7.31%
	Equipment & Capital Purchases	\$6,655	\$5,500	\$5,500	\$5,500	\$0	\$5,500	\$0	0.00%	\$0	0.00%
	Contracted & Other Services	\$533,148	\$640,890	\$641,940	\$706,249	\$85,000	\$791,249	\$65,359	10.20%	\$150,359	23.46%
	Total	\$2,523,664	\$2,792,821	\$2,770,312	\$2,733,698	\$189,779	\$2,923,477	(\$59,123)	-2.12%	\$130,656	4.68%
Revenues	User Fees, Service Charges, & Rentals	(\$72)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$56,803)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Interdepartmental Transfers	(\$149,176)	(\$81,727)	(\$81,727)	(\$84,679)	(\$69,853)	(\$154,532)	(\$2,953)	3.61%	(\$72,805)	89.08%
	Total	(\$206,050)	(\$81,727)	(\$81,727)	(\$84,679)	(\$69,853)	(\$154,532)	(\$2,953)	3.61%	(\$72,805)	89.08%
Net Operating Expense/(Revenue)		\$2,317,613	\$2,711,094	\$2,688,586	\$2,649,018	\$119,926	\$2,768,945	(\$62,076)	-2.29%	\$57,850	2.13%

Comments:

Salaries and Benefits

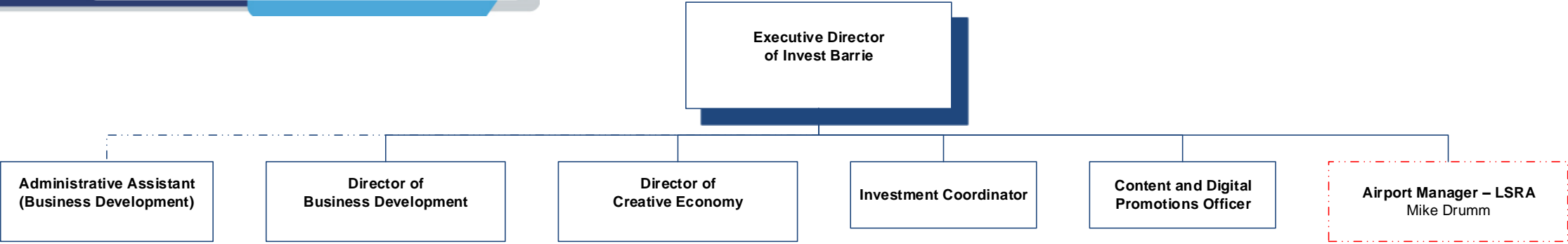
A Temporary Health & Safety Technician position was removed from the budget and requested as a new investment.

A temporary Assistant Job Analyst position was removed from the budget and alternative means of supporting the job evaluation activity for the Corporation will be identified and supported through contracted services.

All other changes relate to regular step increases, benefit rate and cost of living increases.

Contracted & Other Services

Increase related to risk mitigation for employee wellness programs, along with a \$45K increase reallocated from other departmental budgets for corporate training and development.



Indicates that position exists outside of City of Barrie Staff Complement

Indicates Indirect reporting relationship

Performance Plan 2019 - INVEST BARRIE EXECUTIVE PORTFOLIO

Portfolio Goals

- Deliver a suite of high-value services that support and enable business retention and growth
- Help reduce (and where possible eliminate) barriers to business growth
- Implement strategies that:
 - Support economic diversification through growth and development of new industry clusters
 - Increase economic resiliency through innovation and entrepreneurship
 - Enable the economy to create a range of diverse and high quality career opportunities, supported by a workforce with a range of skills and varied domain experience.
- Position Barrie as premiere destination for business investment in Ontario.
- Develop strong relationships with the business community and broader community to maximize opportunities for collaboration and efficient service delivery, as well as a strongly connected ecosystem of partners and stakeholders for long term sustainability of initiatives.

Key Portfolio Service Delivery Initiatives

- Business Retention & Expansion (BRE) – Establish an enhanced priority BRE outreach program structure that will enable the Business Development Department to proactively complete company visits with target sector employers for the purposes of increasing company engagement to gain a deeper understanding of issues faced by these employment sectors, barriers to growth, and opportunities to connect with meaningful resources to support the businesses in key areas such as workforce, innovation, growth, etc.
- Investment Attraction - Build on the work done in 2018 to identify target industries through the Manufacturing Sector Study, as well as the Trade and Investment Mission, to deliver targeted business attraction efforts. In addition, leverage site selectors, realtors, Provincial/Federal FDI representatives and other key attraction influencers to drive opportunities where Barrie's general value proposition and proposed strategic focus most closely aligns with the business drivers/needs/challenges within specific lines/business sectors.
- Startup Ecosystem – Continue to collaborate with partner organizations (both existing organizations and new ones such as the Sandbox), that are engaged in the startup ecosystem to deliver programs, services, events and entrepreneurial infrastructure aimed at growing key indicators in the overall ecosystem, and collaboratively update and continue to deliver on the startup ecosystem roadmap.
- Innovation Economy - Continue to provide opportunities, resources, knowledge and networks to existing businesses, enabling them to create a culture of innovation and to harness that innovation as a significant driver for growth, profitability, competitiveness, new product development and access to global markets. In addition, collaborate with partners and influencers to support the growth and development of an innovation and research hub in Barrie, leveraging the investments in the Advanced Technology Centre at Georgian College, the Sandbox Entrepreneurship Centre, and fostering partnerships and connections with strategic Canadian innovation organizations.

- Promote the growth of a diverse cultural community:
 - Review Cultural Grants allocations in terms of the support for existing organizations and the support for new projects, emerging groups and prioritized areas for development. In addition, begin to develop assessment and reporting frameworks to ensure alignment to strategic objectives, and explore innovative funding models to create sustainability.
 - Continue to raise the profile of the arts community by recognizing their contributions through an awards program and special exhibits highlighting local artists and musicians, and promoting the role of culture in key efforts such as talent attraction and retention, tourism development, and building the downtown creative hub.
 - Ensure availability of supportive frameworks, and accessible channels, for young and emerging artists/creatives.
- Creative Economy - 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 creative economy to Barrie's economic prosperity. This includes establishing and engaging a thought leadership group for driving the development of Barrie's creative industries, and supporting ongoing development of key Creative Industries stakeholders, to assist with alignment across culture, innovation and entrepreneurship.
- Promotion and Perception Management – Continue growing the Invest Barrie social channels, engaging in content development, partnerships and promotional efforts aimed at managing Barrie's brand and positioning in innovation, entrepreneurship, business leadership, cultural vibrancy, and strategic industry clusters, thereby ensuring that Barrie is a recognizable/desirable destination amongst entrepreneurs, business leaders, talent and influencer groups.
- Open for Business - Continue implementation and measurements aimed at improving servicing methods for working with businesses and investors. This will be achieved through continued company engagement and development facilitation services, provided by Invest Barrie in collaboration with Planning & Building Services. The approach will build on internal messaging and programming across the Corporation that fosters an Open for Business culture.
- Tourism Strategic Alignment – Initiate and oversee the development of a Tourism Master Plan, with a focus on both developing tourism activity in the City, as well as aligning the activities within the plan with key components of the Invest Barrie strategy (such as talent attraction, developing a downtown creative hub, and promoting investment attraction into the tourism space). The completion of a Tourism Sector Master Plan will effectively define the impact, opportunities, and business trends and will articulate a long-term vision for tourism and destination management in Barrie, which will align the strengths of the City with the opportunity for tourism development.
- Talent and Workforce - Develop and deliver multiple coordinated initiatives, in collaboration with community partners, that help to ensure that the City of Barrie has the necessary workforce today to support both the growth of existing industries and the attraction/development of new and emerging industries. In addition, create plans that will identify, develop and attract the workforce and talent needs of our future economy, including knowledge-based industries such as software (that require a workforce with Science, Technology, Engineering and

Math degrees), and the focus on innovation and entrepreneurship within the economy (including entrepreneurs that launch innovation-driven startups).

- Downtown Creative Hub - Continue efforts that support and enable the ongoing emergence of a vibrant City Centre that serves as an employment hub for creative and knowledge-based industries, as well as a cultural hub for arts and creativity.
 - Develop a coordinated downtown strategy aimed at growing creative and knowledge-based industries in the downtown.
 - Continue implementing and developing existing projects and assets, as well as working on getting key new projects approved, which drive entrepreneurship and the growth of creative and knowledge-based industries in the downtown. These include the sandbox, permanent market, Five Points Theatre, Fisher Theatre and Conference Centre, pop-up retail, makerspace, etc.
 - Develop strategic collaborative partnerships with stakeholders (BIA, Cultural Groups, Chamber, Tourism Barrie, other City departments) for the development and promotion of the creative hub model, including a sustainable collaborative operating model for managing creative hub resources and physical infrastructure (Five Points Theatre, Meridian Place, 2nd Floor of Transit Terminal).
 - Participate in the parking lot study, which may result in a need for a change to the disposition plan for downtown parking lots.
- Cultural Venues –
 - Continue leveraging our Creative Economy venues, such as the Five Points Theatre, as incubators for not solely arts based programming but also Pop Up initiatives via partnered events and programming.
 - Review programming plans and metric tracking to ensure inclusion of key strategic objectives related to growing audience beyond Barrie and area, in support of talent attraction, perception management and tourism growth.
 - Develop a Special Events Strategy for external venues (and the associated policies, including a policy to address commercial events on the waterfront) that aligns with broader strategic goals and Council priorities.
 - Develop an operational agreement with the BIA to align policies, by-laws and objectives for how programming is planned and delivered in the new Meridian Place.
- Sector Development –
 - Support key existing employment sectors, include manufacturing, health and construction, through deployment of both targeted services aimed at enabling growth, as well as strategic initiatives aimed at enabling the use of innovation and technology in products, services, processes and business models.
 - Continue to promote the development and growth of new and emerging sectors of the economy, including targeted cultural and creative industry clusters such as film, digital media, music, experiential theatre, food entrepreneurship and big data/data analytics/data visualization.
- Sponsorship – Oversee the deployment of a post-pilot sponsorship program, focusing on larger assets over a 2 year term.

- Strategic Transportation Assets – Continue to collaborate with partners, as well as engage with stakeholders and prospects, to understand the economic impacts of the Lake Simcoe Regional Airport and Barrie Collingwood Railway (short-line), implement various recommendations from studies and strategic plans (based on short, medium and long-term timelines, priorities and strategic fit), and to support their vitality by leveraging business opportunities associated with (or driven by) these assets.

External Factors Influencing Activities & Outcomes

- General macro-economic conditions
- Governmental policy (Canada, Ontario, USA)
 - Fiscal and monetary policy
 - Legislative and regulatory environment from other levels of government
 - Changes to infrastructure (highway, rail, network connectivity)
 - Funding for innovation, new business investment, and other related activities
 - Changes, additions, removals of trade agreements with other countries, as well as tariffs and non-tariff barriers.
- Cost of living in Barrie
- Trends or systematic changes within specific industries
- Availability of the land and/or existing facilities needed to accommodate larger projects

Key Performance Indicators

Department	Indicator	2018 Plan	2018 Projected	2019 Plan
Business Development	Number of new businesses started or grown through programs delivered by/through Invest Barrie (i.e. Starter Company Plus Program, Artrepreneur, Sprout, Summer Company, and others)	25	29	40
	Number of Investment/Development Projects facilitated by Business Development	20	12	15
Creative Economy	Number of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives	85	140	150
	Number of Businesses that engage in one or more of the City's innovation programs	20	27	30

Budget Summary

Department	2019 Net Requested Budget	2019 Staffing		
		Base Complement	Service Level Changes	Total Requested
Invest Barrie Admin	\$324,665	3		3
Business Development	\$899,517	6		6
Department of Creative Economy	\$2,552,294	8		8
Total	\$3,776,476	17		17

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Invest Barrie – Portfolio Summary

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$2,423,470	\$2,616,526	\$2,566,231	\$2,584,307	\$2,703,186	\$2,793,010	\$2,828,598
	Materials & Supplies	\$277,330	\$248,549	\$263,575	\$266,021	\$263,707	\$281,996	\$270,194
	Equipment & Capital Purchases	\$41,808	\$45,836	\$35,711	\$46,641	\$47,366	\$48,102	\$48,849
	Contracted & Other Services	\$1,157,315	\$798,386	\$933,888	\$1,143,221	\$984,598	\$1,027,609	\$1,020,021
	Rents & Other Expenses	\$145,750	\$131,437	\$134,194	\$140,340	\$142,540	\$144,776	\$147,048
	Grant Expenses & Transfers	\$1,604,572	\$544,696	\$768,521	\$525,150	\$461,302	\$467,546	\$473,885
	Sub-Total	\$5,650,246	\$4,385,431	\$4,702,119	\$4,705,680	\$4,602,699	\$4,763,038	\$4,788,594
Revenues	User Fees, Service Charges, & Rentals	(\$743,989)	(\$626,149)	(\$582,665)	(\$748,195)	(\$780,132)	(\$762,875)	(\$694,334)
	Other Revenues	(\$1,158,372)	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$472,352)	(\$471,265)	(\$596,214)	(\$389,093)	(\$188,788)	(\$188,943)	(\$189,101)
	Interdepartmental Transfers	\$180,848	\$218,418	\$201,652	\$228,085	\$232,328	\$236,250	\$240,243
	Statistical Accounts	\$5,000	(\$64,607)	(\$7,546)	(\$20,000)	\$0	\$0	\$0
	Sub-Total	(\$2,188,866)	(\$943,602)	(\$984,773)	(\$929,204)	(\$736,593)	(\$715,568)	(\$643,192)
Net Operating (Expense)/Revenue		\$3,461,379	\$3,441,828	\$3,717,347	\$3,776,476	\$3,866,106	\$4,047,470	\$4,145,402

2019 - BASE BUDGET CHANGE REPORT

Invest Barrie – Portfolio Summary

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget	Change in 2019 Requested Budget to 2018 Approved Budget		
Expenses	Salaries & Benefits	\$2,423,470	\$2,616,526	\$2,566,231	\$2,584,307	\$112,698	\$2,697,005	(\$32,219)	-1.23%	\$80,479	3.08%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$277,330	\$248,549	\$263,575	\$266,021	\$8,000	\$274,021	\$17,471	7.03%	\$25,471	10.25%
	Equipment & Capital Purchases	\$41,808	\$45,836	\$35,711	\$46,641	\$0	\$46,641	\$805	1.76%	\$805	1.76%
	Contracted & Other Services	\$1,157,315	\$798,386	\$933,888	\$1,143,221	\$47,000	\$1,190,221	\$344,835	43.19%	\$391,835	49.08%
	Rents & Other Expenses	\$145,750	\$131,437	\$134,194	\$140,340	\$0	\$140,340	\$8,904	6.77%	\$8,904	6.77%
	Grant Expenses & Transfers	\$1,604,572	\$544,696	\$768,521	\$525,150	\$0	\$525,150	(\$19,546)	-3.59%	(\$19,546)	-3.59%
	Total	\$5,650,246	\$4,385,431	\$4,702,119	\$4,705,680	\$167,698	\$4,873,378	\$320,250	7.30%	\$487,947	11.13%
Revenues	User Fees, Service Charges, & Rentals	(\$743,989)	(\$626,149)	(\$582,665)	(\$748,195)	\$0	(\$748,195)	(\$122,047)	19.49%	(\$122,047)	19.49%
	Other Revenues	(\$1,158,372)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$472,352)	(\$471,265)	(\$596,214)	(\$389,093)	(\$167,698)	(\$556,791)	\$82,172	-17.44%	(\$85,526)	18.15%
	Interdepartmental Transfers	\$180,848	\$218,418	\$201,652	\$228,085	\$0	\$228,085	\$9,667	4.43%	\$9,667	4.43%
	Statistical Accounts	\$5,000	(\$64,607)	(\$7,546)	(\$20,000)	\$0	(\$20,000)	\$44,607	-69.04%	\$44,607	-69.04%
	Total	(\$2,188,866)	(\$943,602)	(\$984,773)	(\$929,204)	(\$167,698)	(\$1,096,901)	\$14,399	-1.53%	(\$153,299)	16.25%
Net Operating Expense/(Revenue)		\$3,461,379	\$3,441,828	\$3,717,347	\$3,776,476	\$0	\$3,776,476	\$334,648	9.72%	\$334,648	9.72%

New Investment details found in New Investments & Services Recommendations section

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Invest Barrie

Invest Barrie Administration

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$379,656	\$403,676	\$399,885	\$419,291	\$430,768	\$436,957	\$443,239
	Materials & Supplies	\$50,661	\$56,250	\$55,750	\$56,250	\$58,237	\$59,110	\$59,997
	Contracted & Other Services	\$12,113	\$13,500	\$9,500	\$49,124	\$50,858	\$51,621	\$52,395
	Sub-Total	\$442,431	\$473,426	\$465,135	\$524,665	\$539,863	\$547,688	\$555,631
Revenues	User Fees, Service Charges, & Rentals	(\$2,369)	(\$200,000)	\$0	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)
	Sub-Total	(\$2,369)	(\$200,000)	\$0	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)
Net Operating (Expense)/Revenue		\$440,062	\$273,426	\$465,135	\$324,665	\$339,863	\$347,688	\$355,631

2019 - BASE BUDGET CHANGE REPORT

Invest Barrie

Invest Barrie Administration

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$379,656	\$403,676	\$399,885	\$419,291	\$0	\$419,291	\$15,615	3.87%	\$15,615	3.87%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$50,661	\$56,250	\$55,750	\$56,250	\$0	\$56,250	\$0	0.00%	\$0	0.00%
	Services	\$12,113	\$13,500	\$9,500	\$49,124	\$0	\$49,124	\$35,624	263.88%	\$35,624	263.88%
	Total	\$442,431	\$473,426	\$465,135	\$524,665	\$0	\$524,665	\$51,239	10.82%	\$51,239	10.82%
Revenues	User Fees, Service Charges, & Rentals	(\$2,369)	(\$200,000)	\$0	(\$200,000)	\$0	(\$200,000)	\$0	0.00%	\$0	0.00%
	Total	(\$2,369)	(\$200,000)	\$0	(\$200,000)	\$0	(\$200,000)	\$0	0.00%	\$0	0.00%
Net Operating Expense/(Revenue)		\$440,062	\$273,426	\$465,135	\$324,665		\$324,665	\$51,239	18.74%	\$51,239	18.74%

Comments:

The overall increase of \$51,000 from 2018 to 2019 includes the following:

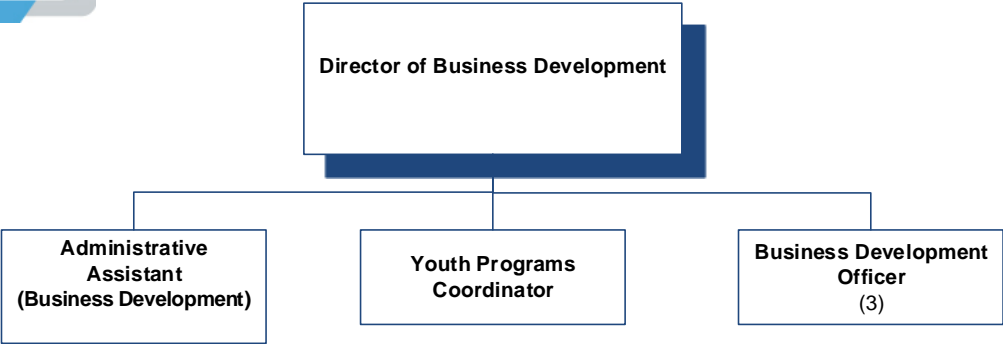
A transfer of approximately \$36,000 from Access Barrie's budget to Invest Barrie's budget. This budget transfer represents existing approved funding for the downtown flag/banner pageantry program and will therefore not significantly impact the tax base.

The remaining increase of approximately \$15,000 primarily represents increases in salaries.



ORGANIZATIONAL CHART

Invest Barrie Portfolio
Business Development Branch



Department:
Business Development

Departmental Overview

Departmental Overview:

Within the Invest Barrie Division, Business Development is focused on delivering the fundamental activities and actions that drive employment, business growth, investment and development in the City of Barrie. These activities and actions are delivered in the key operational areas of:

Investment Attraction

Investment Services

Business Retention & Expansion

Small Business Support

The operational activities are aligned and link with the 4 pillars and the strategic core of talent identified in the Invest Barrie Strategy that will foster long-term economic vitality and growth for the City of Barrie. In addition to the strategic core of talent, the 4 pillars are:

Entrepreneurship

Innovation

Downtown Creative Hub

Mobilization & Collaboration

The Business Development team is comprised of 5 full-time permanent and through the Small Business Centre, with the support of the Province, the department includes an additional 2 full-time and 1 part-time staffing compliment. Together, the team is engaged in five primary service areas: support for growth/expansion of existing businesses, attraction of net new business investment, servicing/facilitating business investment, talent pool development and attraction, and the promotion/support for the creation of new Barrie-based enterprises.

The Business Development team works with both internal City Hall stakeholders (including departments, the Senior Leadership Team, Council, and the Mayor's Office) and a large network of external partners and service providers (including the business community in Barrie and the GTA, Federal and Provincial governments, business funding organizations, realtors/site selectors, chambers of commerce and boards of trade, post-secondary institutions, investors, and many more) to successfully perform its functions.

Key Departmental Objectives

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

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

Strategic Plan & Other Program Deliverables

The work of Invest Barrie is to create the environment of businesses to grow today and tomorrow. Several

strategic program areas are priority for Business Development for 2019 and aligned in a collaborative program with Creative Economy to support a vibrant, diverse and future-ready economy.

Strategic Sectors:

Business Development continues to focus on the development through stable of key employment sectors for the City that include:

- Advanced Manufacturing;
- Construction;
- Tech-enabled;
- Health.

Further, Business Development will be assessing the current and future role and contribution of the tourism sector as an economic driver through the development of the Tourism Master Plan.

Strategic Transportation Assets:

Supporting the economic vitality of localized rail and air movement of people and goods in an out of the community in order to leverage business opportunities through Lake Simcoe Regional Airport and Barrie Collingwood Railway (short-line).

Talent:

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. Business Development also works within Invest Barrie to identify, develop and attract the talent needs of our future economy (including knowledge-based industries such as technology that require a workforce with Science, Technology, Engineering and Math degrees), and the focus on innovation within the economy (including entrepreneurs that launch innovation-driven startups).

Entrepreneur Ecosystem:

The Small Business Centre is a key pillar of business support services within the entrepreneur ecosystem, providing support and resources to new businesses to increase their propensity for success and contribution to the economy. Leveraging the partnership with the Province as part of the Small Business Centre program to continue to contribute and integrate into the ecosystem of entrepreneurial support and the Sandbox organization.

Downtown Creative Hub:

Creating a vibrant and attractive City Centre that serves as an employment hub for creative industries. Initiatives focus on both physical and cultural components of creating a downtown that supports quality employment through startup creation and growth of knowledge-based industries and attracts a diverse community as both the residents and the workforce of the downtown.

Major Initiatives/Issues:

There are several major initiatives planned for 2019 in support of the continued implementation of the Invest Barrie strategy. Many of the initiatives have cross-functional elements between Business Development and Creative Economy to execute on the synergies identified in the Invest Barrie strategy.

Invest Barrie Website & Social Channels

Invest Barrie is creating a highly attractive externally focused website with the purpose of positioning the City as a community of excellence for business opportunity and investment and career opportunity to attract talent.

The site will incorporate and integrate the complete portfolio of Invest Barrie and will be a dynamic and informative site and maintain key economic data for site selectors, businesses and targeted talent attraction. The website will compliment the Invest Barrie social channels to promote the Invest Barrie brand and key positioning statements to key stakeholders, influencers and direct business sectors.

Strategic Core: Talent

Barrie businesses of all types continue to identify talent as the key issue and barrier to growth, innovation and business continuity. In addition, the competition for talent has become a key driver for business attraction in all industries, but particularly in industries categorized as knowledge-based.

There are two key areas of focus for talent development and attraction efforts: the first is skilled labour as local industry continues seek to fill positions in both the trades and engineering disciplines; the second is building high-tech and knowledge sector talent to support the growth of the creative economy.

Deliverables:

Talent Attraction and Retention Program

Should budget funding be approved for at talent attraction and retention program, a specific position will be created for a two-year period to support the implementation of the Invest Barrie strategy related to talent.

- The program would focus on talent as it relates to current business retention and expansion needs, as well as focusing on growing the stem (science, technology, engineering and mathematics) based talent pool, in support of new industry clusters and innovation-based activity.
- The focus of this would be to leverage Barrie's unique value proposition (including quality of place), in an effort to attract and better retain talent as a competitive advantage for new business attraction efforts. This would include targeted efforts to engage talent coming into the community for post-secondary education and co-operative opportunities.
- The project would also include significant outreach in various talent attraction arenas to raise awareness for the opportunities in Barrie, and to support changing the perceptions of Barrie as a complete community in which an individual (or family) could enjoy a successful career, recreational pursuits and superior living.
- Strategically, the project will also engage in activities that will support the long-term development of a pipeline of talent to meet the future needs of employers.
- Talent Toolkit – the development of resources/tools to provide employers with information that will help them secure talent with pre-arrival and marketing, welcoming (real-estate, utilities, schools, jobs for the spouse, recreational activities), social and professional integration (clubs, organizations, strategic introductions) and labour readiness.
- Custom resource to support employer talent attraction efforts with a promotional 'magazine' that showcases the City as a complete community for talent to encourage their relocation to Barrie. Business Development will work with the local employer base to determine key myths/challenges in recruiting employees from outside the community to develop a meaningful and useful tool.
- Jobs Central – continue work with the County to support Jobs Central as an employment resource to showcase opportunities in Barrie and to promote utilization from local employers.
- Job Fairs and Targeted Talent Attraction: Business Development will participate in job fairs and other targeted talent attraction initiatives outside the City to promote employment opportunities in Barrie. The purpose of participating is to promote Barrie as a destination for new talent and to promote employment opportunities that exist with local businesses to support their staffing needs.
- Business Development will also partner with Employment Ontario Offices and other relevant stakeholders, where appropriate, to support job fairs within the City
- Train in Technology: Building on the brand created in previous events, refocus Train in Technology to better drive and enrich engagement between post-secondary and job seekers and employers in technology-driven and innovation industries. Business Development continue to collaborate with Georgian College and other partners, to deliver a Train in Technology program in 2019.
- Explore the Trades: Business Development will partner again with the County of Simcoe, Georgian College and the Ontario Youth Apprenticeship Programs of the public and separate school boards to deliver Explore the Trades in 2019. The annual Skilled Trade Expo provides experiential opportunities for senior elementary students to explore career opportunities across more than 30 skilled trades.

Business Retention & Expansion

Business Development will proactively complete company visits with target sector employers for the purposes of increasing company engagement, gaining a deeper understanding of issues that are facing our targeted employment sectors, barriers to growth, and opportunities to connect with meaningful resources to address opportunities and challenges they are facing. In addition, Business Development will continue to

facilitate resolution in response to company identified issues/challenges/opportunities related to policy and process.

Deliverables:

- Business Visitation Program focused on key priority sectors for employment retention and growth and include: Manufacturing, Health, Technology enabled and top employers.
- Championing resolution for companies working through internal municipal process.
- Implement key action items out of the Manufacturing Sector Study foster the retention and expansion of local business in Barrie that includes:
- Collaboration with Creative Economy, Simcoe County, Orillia, Georgian College and other key service partners on service delivery for the manufacturing sector consisting of:
 - a uniform tool box of tools/resources to address such areas as funding, talent attraction and retention, R&D, innovation, supply chain development, international/global trade, etc.;
 - positioning the City and surrounding region to be designated as a node within the Advanced Manufacturing Supercluster;
 - strengthening data collection for trend analysis including delivering an advanced manufacturing asset map regionally.
- Working through the business retention & expansion program, support the innovation programs developed by the Creative Economy department by promoting the programs and identifying opportunities for innovation-driven partnerships
- Collaborate with CE and community partners to deliver the annual Manufacturing Innovation Summit
- Implementation of actions/recommendations as a result of the market analysis study completed for the BCRY City-owned short-line railway in collaboration with the County of Simcoe as co-owner of the Utopia Rail Yard.
- Identifying key international market interests of local companies seeking to expand their market presence in order to determine opportunities for delivering trade support programs and opportunities for potential trade and investment missions.
- Direct engagement with local businesses occurs across the Business Development work program including, industry sector events, investment servicing, industrial land sales, Business Ambassadors and value-add activities amongst others. Invest Barrie remains responsive and pro-active to opportunities to engage with local businesses.
- Continued engagement with key community organizations including Chamber of Commerce, Sandbox, Barrie Construction Association, post-secondary institutions, Excellence in Manufacturing Consortium and many others to share market intelligence, identify business needs/challenges, develop programs/services to support key sectors of interest.
- Ongoing participation with the Barrie Business Ambassadors to provide tools, resources, and support their projects related to the development and attraction of investment to the City.

Investment Services

Continue implementation and measurements to improve servicing methods for working with businesses, investors, and startups. This will be achieved through continued company engagement and development facilitation services in collaboration with Planning & Building Services. Building on internal messaging and programming across the Corporation that fosters the Open for Business culture.

Deliverables

- Ongoing facilitation service for developments and investments that are aligned with Invest Barrie's priority sectors and have significant economic impact and/or strategic alignment. Projects are facilitated through the City's regulatory processes, to ensure that approval requirements are proactively identified and issues are promptly addressed through the process.
- Bringing 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.
- Measuring the success of our efforts through participant feedback and staff engagement, will further identify successes and opportunities for policy/process refinement to support being 'open for business'.
- Develop and strengthen relationships with the ICI community, both local and GTA to gather local land

- development data, business intelligence and identify investment opportunities
- Strengthen and increase depth of data collection practices and tools to maintain key economic data for the Invest Barrie website, value proposition for investment attraction, key trending and analysis to identify local issues.
- Coordinate and support Planning and Building Services with data collection for identifying and tracking vacant industrial land and employment density through targeted surveying.
- Engaging vacant industrial land owners to determine opportunities to advance investment readiness and marketability of the City's industrial land for development.

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. Primarily funded by the Province of Ontario, the Small Business Centre is an integral component of the entrepreneurial eco-system and works to align, partner and compliment programs and initiatives aimed at the start-up community through Invest Barrie.

Deliverables:

- Sandbox Project: The Small Business Centre will be integrated as part of the Sandbox project and will continue to focus on its core service delivery and continue to connect small business with the start-up resources and tools required.
- Business Consultations to start-ups, entrepreneurs and business owners are a core service of the SBEC. Currently the SBEC provides 30-40 individual consultations per month and this is anticipated to continue and likely grow when the SBEC is relocated to the Sandbox.
- Increase focus on small business growth (up to 5-years in operation) through integration of the Small Business Centre into the Sandbox and supporting coordinated program delivery and access to advisors and education opportunities that are specialized in key growth-related areas.
- Continued integration of the Small Business Centre in the start-up eco-system through the participation in Barrie-centric and regional start-up eco-system meetings
- Small Business Centre will continue to drive youth program initiatives through the Province via Summer Company
- Starter Company Plus: Exclusively delivered through Small Business Centres. The program will provide up to \$5,000 in grant funding, three months of hands on training, and mentorship to help entrepreneurs start or expand their own full-time business. The current contract expires in March, 2019. Pursue opportunities to extend the program with the Province.
- Xcelerate Summit is a signature conference delivered by the Small Business Centre in partnership with several business service partners. The conference will be delivered in 2019.
- Artrepreneur Program: The Small Business Centre provides the administration of the program and is a 12 week business training program designed to equip independent artists, arts administrators and creative entrepreneurs with vital business skills needed to create a vibrant business across multiple arts disciplines and industries.
- Direct collaboration with CE and future with the Sandbox to take Artrepreneur, Starter Company and Sprout business start-up models and applying them to new targeted communities to promote economic diversity, talent/skill retention for the City.

Investment Attraction:

Business Development will continue to be to build on the work done in 2018 to identify target industries through the Manufacturing Sector Study and the Trade and Investment Mission to deliver targeted business attraction efforts. Business Development will also 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/needs/challenges within specific lines/business sectors.

Deliverables:

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

- Increase the size of the Investment Pipeline with more qualified prospects through targeted lead generation and promotion.
- Complete sector profiles and investment targets as a result of the Manufacturing Sector Study, BCRY Market Feasibility Study and other strategic sector clusters to be utilized as part of the City's value proposition and content marketing to position the City as a premiere destination for business investment.
- Continued engagement with the site selector community to provide Barrie's value proposition.
- Leveraging business-lead initiatives such as the Barrie Business Ambassadors by providing them with the tools and value-proposition messaging to support, communicate and share amongst their influencer networks.
- Continue to adopt data sources to support and inform the City's value proposition used to target companies whose key business drivers are in alignment with the value that Barrie has to offer, including KPMG.
- Downtown Parking Lots: Review of the Disposition of Downtown Parking Lots strategy and process in relation to the updated Parking Utilization Study that will assess parking demand impact related to growth projections and new developments in the downtown. The intent and purpose of offering of these downtown parking lots to the market provide strategic opportunities to accelerate growth and vitality through residential and/or employment density, while also accelerating the vision and goals for downtown Barrie.
- As the City has sold all of its municipally-owned industrial land inventory, Business Development will present an analysis of the overall impact of the program and recommendations regarding the City's future role in industrial land development.

Major Initiatives/Issues

Key Performance Indicators

Entrepreneurship

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of Businesses started where Business Development and/or Small Business Centre have been engaged	31	150	150	150
Number of new businesses started or grown through programs delivered by/through Invest Barrie (ie. Starter Company Plus Program, Artrepreneur, Sprout, Summer Company, etc.	7	25	29	40

Investment Attraction & Servicing

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of business attracted/grown where Business Development and or Small Business Centre have been engaged	N/A	12	35	35
Number of Investment/Development Projects facilitated/supported by Business Development	21	20	12	15

Business Retention & Expansion

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of local companies participating in trade show and trade related activities	3	8	15	15
Number of local companies pro-actively engaged for BR+E activities		100	100	120

Local Business Issues facilitated through Business Development	N/A	N/A	N/A	35
Number of talent attraction events delivered or participated in	5	6	6	8
Number of local companies participating in talent attraction events/initiatives delivered by Invest Barrie	N/A	N/A	65	65

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Invest Barrie

Business Development

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$725,148	\$760,279	\$768,199	\$802,228	\$829,734	\$848,977	\$861,114
	Materials & Supplies	\$159,504	\$134,542	\$143,855	\$127,870	\$131,031	\$133,185	\$133,332
	Contracted & Other Services	\$226,012	\$125,907	\$218,497	\$303,812	\$131,642	\$133,740	\$139,936
	Grant Expenses & Transfers	\$1,196,822	\$150,000	\$304,865	\$65,000	\$45,000	\$45,000	\$45,000
	Sub-Total	\$2,307,486	\$1,170,727	\$1,435,417	\$1,298,911	\$1,137,407	\$1,160,902	\$1,179,382
Revenues	User Fees, Service Charges, & Rentals	(\$85,290)	(\$8,203)	(\$34,270)	(\$500)	(\$500)	(\$500)	\$0
	Other Revenues	(\$1,156,322)	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$385,248)	(\$440,789)	(\$584,214)	(\$378,893)	(\$178,435)	(\$178,435)	(\$178,435)
	Statistical Accounts	\$5,000	(\$64,607)	(\$7,546)	(\$20,000)	\$0	\$0	\$0
	Sub-Total	(\$1,621,860)	(\$513,598)	(\$626,029)	(\$399,393)	(\$178,935)	(\$178,935)	(\$178,435)
Net Operating (Expense)/Revenue		\$685,626	\$657,129	\$809,387	\$899,517	\$958,472	\$981,967	\$1,000,947

2019 - BASE BUDGET CHANGE REPORT

Invest Barrie

Business Development

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$725,148	\$760,279	\$768,199	\$802,228	\$0	\$802,228	\$41,950	5.52%	\$41,950	5.52%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$159,504	\$134,542	\$143,855	\$127,870	\$0	\$127,870	(\$6,672)	-4.96%	(\$6,672)	-4.96%
	Services	\$226,012	\$125,907	\$218,497	\$303,812	\$0	\$303,812	\$177,906	141.30%	\$177,906	141.30%
	Grant Expenses & Transfers	\$1,196,822	\$150,000	\$304,865	\$65,000	\$0	\$65,000	(\$85,000)	-56.67%	(\$85,000)	-56.67%
	Total	\$2,307,486	\$1,170,727	\$1,435,417	\$1,298,911	\$0	\$1,298,911	\$128,183	10.95%	\$128,183	10.95%
Revenues	User Fees, Service Charges, & Rentals	(\$85,290)	(\$8,203)	(\$34,270)	(\$500)	\$0	(\$500)	\$7,703	-93.90%	\$7,703	-93.90%
	Other Revenues	(\$1,156,322)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$385,248)	(\$440,789)	(\$584,214)	(\$378,893)	\$0	(\$378,893)	\$61,895	-14.04%	\$61,895	-14.04%
	Statistical Accounts	\$5,000	(\$64,607)	(\$7,546)	(\$20,000)	\$0	(\$20,000)	\$44,607	-69.04%	\$44,607	-69.04%
	Total	(\$1,621,860)	(\$513,598)	(\$626,029)	(\$399,393)	\$0	(\$399,393)	\$114,205	-22.24%	\$114,205	-22.24%
Net Operating Expense/(Revenue)		\$685,626	\$657,129	\$809,387	\$899,517		\$899,517	\$242,388	36.89%	\$242,388	36.89%

Comments:

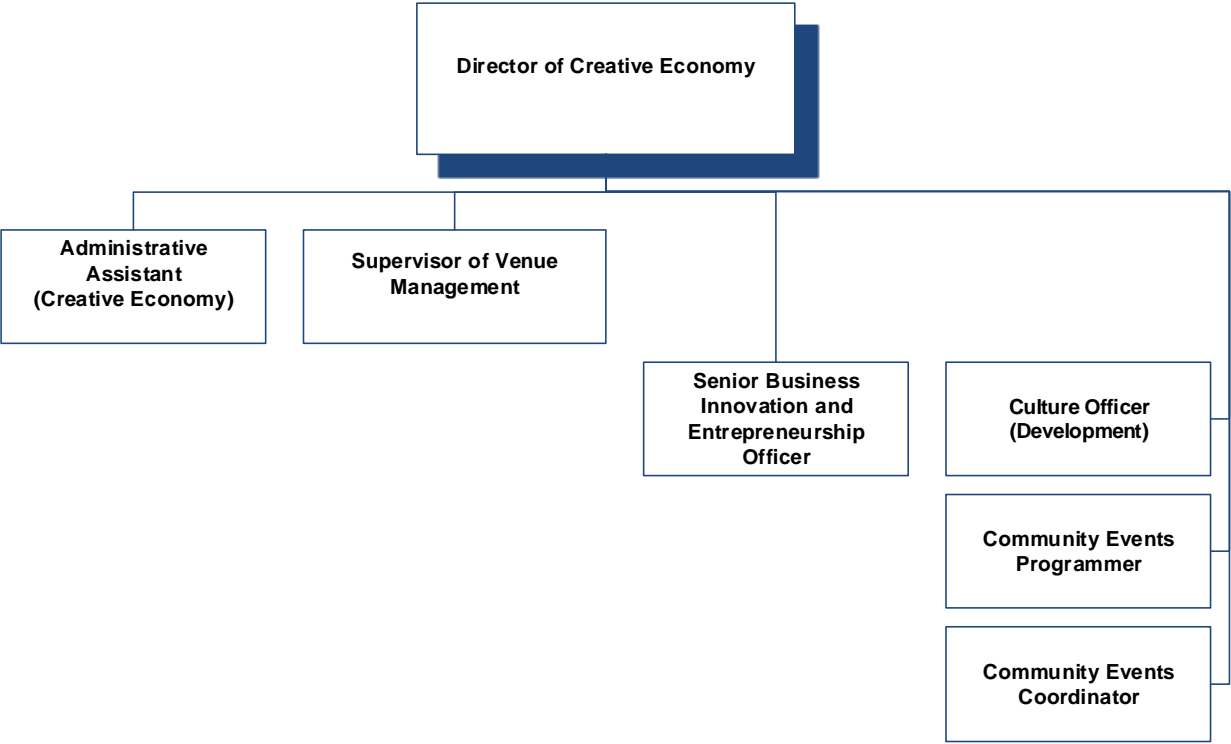
Change in 2019 Base Budget to 2018 Approved Budget includes:

- In 2018, \$174,000 of carry-over dollars allocated from the Industrial Land Reserve to put toward the downtown parking lot disposition strategy was included in revenues for Business Development, without a corresponding expense transaction, as the funds were not expended in 2018. As such, the total operating budget for 2018 was understated by \$174,000. To provide a historical reference, the Business Development Department budget for 2016 and 2017 were \$865,000 and \$832,000 respectively. However, due to the impact of the \$174,000 allocation from reserves, the 2018 Business Development Base budget was \$657,000. This effect has been corrected for 2019, resulting in an exaggerated budget increase. However, the 2019 base operating expenses for Business Development are consistent and in-line with previous years.
- An additional \$33,000 increase reflects an unfunded salary expenses related to Provincial Program Delivery of Starter Company. Continuation of the program beyond March 31st, 2019 has yet to be confirmed by the Province. The position is budgeted for a full calendar year, however provincial program revenues have not yet been sourced to offset the salary expense. The expectation is that the funds will be sourced.



ORGANIZATIONAL CHART

Invest Barrie Portfolio
Creative Economy Department



Department:
Department of Creative Economy

Departmental Overview

The Department of Creative Economy is responsible for delivering key aspects of the Invest Barrie strategy pertaining to the strategic goals of Economic Diversification and Resiliency. The Department of Creative Economy will cultivate a supportive environment and engage in strategic initiatives that are conducive to the growth of a broad creative economy that directly engages businesses and entrepreneurs of all stages and sectors, while building a strongly connected ecosystem of partners and stakeholders for long term sustainability of initiatives. The Department will also work with stakeholders to plan, develop and manage key infrastructure assets in support of the downtown creative hub, talent strategies, tourism and provide input into growth planning. The department will support the collection and aggregation of data and associated analytics that will enable the City of Barrie to take a holistic approach to measuring the growth and development of the creative industry sectors and communities.

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

Start-up Ecosystem - Fostering the growth of a vibrant community of scalable start-up companies, in addition to the places, people, programs and resources that surround the start-up ecosystem, including linking start-ups to existing businesses.

Creative Industries - Promoting 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 creative economy to Barrie's economic prosperity. The Department is responsible for establishing and engaging a thought leadership group for driving the development of Barrie's creative industries. Key priorities for growing the creative industries is to ensure supportive frameworks for young and emerging artists/creatives and growing the @CreativeBarrie brand, linked to talent attraction and retention strategies as well as tourism development.

Building a Culture of Innovation in Barrie - Working with community stakeholders, thought leaders, established businesses and cross-departmental units to develop and execute strategic initiatives that will showcase Barrie's innovation leadership and engage residents and businesses in a manner that promotes alignment and identification with an innovation culture.

Supporting the growth and development of an innovation and research hub in Barrie, leveraging the investments in the Advanced Technology Centre at Georgian College, the Sandbox Entrepreneurship Centre, and fostering partnerships and connections with strategic Canadian innovation organizations.

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

Talent and Workforce Development- Ensuring that Barrie has the talent and workforce to support economic diversification and growth, for both existing businesses and start-ups. Engagement of the growing international student population in the community, increasing the number of co-ops and internship placements with local companies and increasing the number of industry-academic partnerships related to research and innovation initiatives with local companies.

Downtown Creative Hub model of the Invest Barrie Strategy - the model brings together efforts regarding downtown residential and office employment density, particularly in regards to creating engagement with the Georgian School of Design and Visual Art, as well as the Lakehead engineering programs; establishing partnership frameworks and operational models for managing creative hub resources and physical infrastructure (Five Points, Meridian, 2nd Floor of Transit Terminal), and weaving in cultural initiatives that directly contribute to a vibrant downtown creative hub.

Strategic Sector Development - identifying and fostering the growth of targeted industry sectors that are creating employment opportunities currently and in the future. The manufacturing sector, health services, digital media/technology and construction are key areas.

Content and Promotion - Engaging in content development, partnerships and promotional efforts in support of a broader Invest Barrie effort aimed at managing Barrie's brand and positioning in innovation and entrepreneurship as well as strategic industry clusters, and ensuring that Barrie is a recognizable/desirable destination amongst entrepreneurs, business leaders, talent and influencer groups.

The department of Creative Economy is also responsible for delivering core development which support the creative industries and arts communities (fine arts, visual arts, film, music, digital media, performing arts etc) and works to develop capacity and sustainability of these groups. The Department is responsible for creating a vibrant environment for visitors and residents to enjoy, through Special Events, Programming, Facilities, Presentations, Development and Education, Marketing and Promotion and Strategic Initiatives. These initiatives are key to engaging residents from across the City, building common experiences and supporting overall social cohesion as the City grows and diversifies.

Functional Elements of Creative Economy

Creative Industries

This function focuses on promoting the development and growth of targeted cultural and creative industry clusters, builds stronger integration between business and the arts, grows cultural entrepreneurship, builds capacity and sustainability of Barrie's cultural stakeholder groups, leverages a vibrant culture to support business and talent attraction, and increases the contributions and benefits of the creative economy to Barrie's economic prosperity.

Development and Education

This function relates to developing and growing the capacity and reach of creative sector organizations, creating opportunities for targeted creative companies to develop entrepreneurial skills and supporting the development of innovation capabilities of established businesses.

Key mechanisms for delivering the development goals include:

- An arts granting program that funds local arts organizations, enabling them to leverage additional provincial and federal funding, for both project and operational supports.
- Raising the profile of the arts community and recognizing their contributions through an awards program and special exhibits. This includes highlighting local artists and musicians.
- Educational workshops and training for arts businesses and organizations that lay a foundation for successful business practices and long term sustainability, and partnering on strategic incubator programs.
- Development of an action plan and recommendations related to the regional music strategy.
- Seeking opportunities for the City of Barrie to pursue funding that furthers the mission of the Creative Economy. This includes Smart Cities challenge, Trillium funding, Cultural Spaces, OMAFRA and Ontario Arts Council (music strategy development).
- Support for young and emerging artists through connections to mentors and support programs (Start-up ecosystem, Artrepreneur, Music Incubator), youth/emerging artists recognition at Barrie Arts Awards, networking with other creative industry members, inclusion and integration of the arts with entrepreneurship and innovation events/activities, and providing channels to market for cultural and start-up products through initiatives such as story telling, driving engagement through online platform assets and digital infrastructure (Entrepreneurs Connect portal, the One Degree Network application, the TandemPark volunteer management pilot) and pop up retail programs.

Programming and Venue Facilities

Programming encompasses a number of functions within the mandate of the Creative Economy, related to cultural activities and activations to support a vibrant downtown. These include Places and Special Events.

- Management of Creative Economy venue facilities, including the Five Points, Georgian Theatre, and Meridian Place, supporting the Sandbox Entrepreneurship Centre partnership in the Transit Terminal, and continuing to develop the proposed Permanent Market and Fisher Auditorium business models and plans. The facilities are operated and maintained in a safe and cost efficient manner, in full compliance with relevant codes, regulations and legislation. Programming is responsible for utilization of the facilities, rental of the facilities to external groups, upgrading equipment and developing capital plans to maintain competitiveness as venues, developing commercial engagement of the facilities, and presentation of targeted programming in support of strategic objectives. Presentation programming is designed to round out the offerings within the Barrie community, support new productions and the development of new capabilities, build audiences both locally and external to the region, generate revenue for the City, engage youth and support development of new industry clusters. Data analytics and impact measurement will become a stronger focus for the department as more robust management tools are implemented.
- Creative Economy works closely with Parks, Engineering, Planning and Facilities regarding future development and funding needs, recommending policies and procedures, and ensuring optimal utilization and management of municipal assets.
- Special Events/Corporate Events relates to hundreds of special events that are organized and implemented by the City's Events team, or created in partnership with community organizations (such as Kempenfest). The Events team generates special events permits and works closely with organizers and City departments to ensure that the event complies with City guidelines and policies, while also coordinating internally to ensure that the City meets its obligations for each of the events (road closures, police, fire safety, power and water, etc). The Special Events team is responsible for organizing large community events such as Winterfest and Canada Day, generating sponsorship, securing partners, marketing and promoting the event and weaving strategic messages for residents and visitors regarding Barrie's place as a centre for creative industries. The Special Events team also manages the permitting process for the production of film and television shows in our community. As the community continues to grow, the department will work towards broadening programming to reach other neighbourhoods in the City, while maintaining a vibrant downtown.
- Public Art programs and the Public Art Committee are managed through the Creative Economy department. In addition to managing art exhibits within City Hall, the Creative Economy department is also responsible for coordinating public art policies with Planning, and with strategic partners such as MacLaren, RVH, Saint Elizabeth, Rotary Clubs, local schools and cultural groups.
- Supports for Cultural Diversity and inclusion are provided for various cultural groups within Barrie, including First Nations and others. The groups are supported through partnerships for programming selections, event organization and marketing/promotion. This segment is expected to grow as Barrie's community continues to diversify with the new secondary lands and Georgian College continues to grow their international student base, currently at 2,500 students annually.
- Across all functions of Creative Economy, every activity will be measured for economic impact, community benefit and/or alignment to strategic objectives.

Downtown Creative Hub

This function focuses on creating a vibrant and attractive City Centre that serves both as a cultural heart of the City and an employment hub for creative knowledge-based industries. As the downtown intensifies through growth, and with the need to provide a range of employment opportunities beyond retail, Creative Economy will foster places and spaces for collisions and collaborations between start-ups, existing businesses, post-secondary institutions and entrepreneurship ecosystem partners. Additionally, the downtown provides ready channels to market for local start-ups through the proposed Permanent Market,

community makerspace and Pop Up Retail programs, as well as direct connections to the local cultural scene, including film making, original live music, performing arts, restaurants and art centres. Initiatives focus on both physical and cultural components of creating a downtown that supports employment through business creation and the engagement of a diverse community of residents and businesses. Key components in the strategy include the entertainment and performing arts venues, the Sandbox Entrepreneurship Centre, a Permanent Market, Meridian Square, outdoor events at Heritage and Centennial Park, Five Points Theatre and the proposed Fisher Auditorium and Events Centre.

Start-up Ecosystem

A key function is to foster the continued growth and collaboration within a connected ecosystem developed by the City of Barrie and key stakeholders. The goal of this unique ecosystem is to create an environment that will allow more start-ups to launch or to be attracted to Barrie. These types of businesses have the potential to grow and scale quickly, resulting in net new jobs, diversification of Barrie's economy and providing the critical mass of businesses that will attract talented and highly skilled individuals. The development of a Start-up Roadmap through stakeholder consultations continues to provide a strong foundation for the coordinated approach, to grow the start-up ecosystem. This plan is updated regularly to reflect changes in the partner ecosystem, and to align with priorities identified by the provincial and federal governments. For 2019, priority functions will be to support the launch the Sandbox Entrepreneurship Centre, build engagement with existing businesses and business organizations and ensure connectivity to key resources such as the Advanced Technology Centre, engage Lakehead University through their new programs both to support enrollment and to drive industry-academic collaborations, putting Start-Up Barrie on a sustainable path, including governance and priorities, and developing the holistic data aggregation and reporting from existing systems. Efforts will continue on the development of a sustainable revenue model for a community makerspace in support of rapid prototyping and creative product development.

Business Innovation

This function is focused on providing opportunities, resources, knowledge and networks to existing businesses, enabling them to harness innovation as a significant driver for growth, profitability, competitiveness, new product development and access to global markets. Programs focus on supporting the creation of a culture of innovation within the businesses and across the community, enabling peer networking among businesses directly related to innovation issues, providing employers with tools and programs necessary to support internal innovation ideas and provide continuing education pathways for existing staff, and helping employers connect with external organizations to develop mutually beneficial and joint innovation partnerships. Key activities include outreach to businesses in collaboration with the Business Development Department, engagement activities (workshops, hackathons, research initiatives), linking Barrie's businesses with strategic innovation networks (ReMap, Superclusters), and ensuring strong connectivity between businesses and the Advanced Technology Centre at Georgian College. Creative Economy will lead the implementation of the Mayor's Innovation Awards and develop tracking metrics to ensure visibility on progress of innovation adoptions within the business community.

Talent and Workforce

This function is aimed at ensuring that the necessary workforce is available to support the growth of existing industries, the attraction of new industries (including knowledge-based industries that require backgrounds in science, engineering, technology and math), and to support local Barrie graduates in starting new scalable businesses right in the community. Youth engagement is a key factor, with supports for local robotics programs and startup weekends as well as provision of innovation programs within existing businesses. Active engagement with stakeholders such as Georgian College and Lakehead University, as well as with external groups in the GTA will ensure that Barrie is well positioned to attract and retain critical talent. Supporting increased placements with local businesses through co-op and internship programs, and engagement of international students within the community are key focus areas for Creative Economy.

Opportunities for strategic studies and partnerships on workforce development and industry needs will be pursued in partnership with industry, academia and workforce development organizations.

Content and Promotion

This function is focused on creating and curating specific content to highlight and promote Barrie's Creative Industries and opportunities, as part of a broader Invest Barrie effort, with the goal of ensuring that Barrie is a recognizable and desirable destination for innovators, entrepreneurs, business leaders, artists and influencer groups.

With the diverse audiences and broad geographies, content and engagement channels must be attractive, leverage industry-standard formats and be accessible across a wide array of online and social media channels. Further, the program aims not just to "push" out content, but to also directly engage individuals and target audiences, showcasing a responsive and committed ecosystem, as well as building a highly connected ecosystem of individuals and businesses. These campaigns will take a private sector approach to brand and perception management initiatives, both in form, function and appearance. Building out a network of amplifiers and influencers across many geographies and industries is also key, necessitating an externally focused series of campaigns.

Traditional promotional efforts such as sector profiles, advertising, magazine advertorials will still be leveraged, but will be augmented with newer approaches to marketing that are designed to be competitive with a noisy, crowded space, and content directly tailored to specific audiences and outcomes. This function also supports the expansion of our cultural promotions efforts, moving beyond marketing to local and regional residents, and directly helping to build and capture audiences for Barrie's cultural offerings. This area requires a highly developed tactical and responsive campaign that is able to compete with the highest levels of competitive offerings from industry and other municipalities.

Key Departmental Objectives

Creating a vibrant and diversified cultural environment that increases quality of life for residents and provides opportunities for growth and investment attraction.

Support Economic Diversification:

- Promote the development and growth of targeted cultural and creative industry clusters, in particular, film, digital media, music, experiential theatre, food entrepreneurs and big data/data analytics/data visualization.
- Enable the creation of a vibrant community of high potential start-ups, as well as the ecosystem of mentors, investors, funders, domain experts, research facilities and targeted programs that surround and support that community.
- Leverage arts and culture to position Barrie as a creative community with a wide range of cultural activities (talent attraction & retention), and a flourishing, sustainable arts community, with channels for exporting Barrie's artistic products to local, regional, national and global markets.

Support Economic Resiliency:

- Promoting widespread access to innovation tools, techniques, mentors and best practices throughout the business community, including direct engagement with existing businesses to assist them in harnessing innovation for continued growth and prosperity.
- Creating collaborations and meaningful connections between established businesses and innovative start-ups.
- Develop peer-to-peer learning and opportunities between business leaders, innovators and domain experts for the purpose of maintaining leadership and competitiveness on a global scale.

Support Economic Vibrancy and Activity in the Downtown:

- Develop stronger connections between business and the arts through the creation of spaces and programming in the downtown supporting entrepreneurship and creative industries (makerspace, entrepreneurship centre), and growth of the downtown creative hub model (including strategic programs and events such as a Barrie-based SXSW).
- Continue leveraging our Creative Economy venues such as the Five Points Theatre, as incubators for not solely arts based programming but Pop Up initiatives via partnered events and programming.

Strategic Plan & Other Program Deliverables

Existing

- Start-up Ecosystem Road Map - update based on changes within the ecosystem, and broaden stakeholder engagement; build capacity and sustainability for StartUp Barrie and One Degree of Separation brands.

- Innovation Program - further develop KPIs for program impact with existing businesses; expand pilot projects (Ecosphere, Open Innovation) to engage more businesses; grow engagement with key platforms including the Entrepreneurs Connect and One Degree Network portals; Support Sandbox Entrepreneurship Centre through its launch and first year of programming.
- Downtown Creative Hub Model - Continue development of integrated plans on key strategic initiatives including Sandbox Entrepreneurial Centre, Permanent Market, Meridian Square, Five Points Theatre, Fisher Auditorium and Events Centre, Downtown Entertainment District, potential Makerspace, Pop-Up Retail, Digital Mainstreet, public art program and arts venues; develop strategic collaborative partnerships with stakeholders for the development and promotion of the creative hub model (BIA, Cultural Groups, Chamber, Tourism Barrie, other City departments); develop sustainable collaborative operating models.
- Continue to refine key messages and targeted marketing for select creative industry sectors, in particular, film, food entrepreneurship and digital media.
- Grow @CreativeBarrie community - key messages, business engagement and online channels.
- Continue to incorporate innovation and entrepreneurship themes throughout events
- Grow usage of volunteer management platform
- Continue positioning Barrie as a potential hub for the Manufacturing Supercluster
- Continue to monitor and track developments and best practices regarding Smart Cities

New

- Contribute to development of Tourism Master Plan and Official Plan; lay groundwork for the development of a new Creative Economy Strategic Plan in the future.
- Implement new software tools - eproval for event permitting functions, new ticketing and bookings system for venue management, Hubspot for managing social content.
- Implement new venue team structure
- Successful delivery of Culture Grows Here conference (bi-annual)
- Cross-train staff with Business Development Officers to enhance company engagement and data gathering activities for Invest Barrie
- Ensure strong engagement between businesses, community and external networks with the Advanced Technology Centre
- Report and recommendations for ongoing management, development and programming of Meridian Square, in partnership with the BIA
- Begin design of Fisher capital campaign; pending Council full approval, launch campaign and pursue grant opportunities where applicable
- Conduct assessment of event safety and security, making recommendations for policies, procedures to align with best practices; to be implemented in conjunction with first responders.
- Finalize third party not for profit model for Fisher

Major Initiatives/Issues

- Creative Economy - Business Development - Strengthening Collaboration
 - Implementing strategies to enhance cross-functional collaborations, cross-training and data sharing
 - Reviewing team structure to ensure optimization for event planning, marketing, program and partnership development, data measurement and community engagement
 - Stronger integration of theatre team with rest of Creative Economy and Invest Barrie - ensuring that there are cross-linkages and opportunities for development
- Start-Up Ecosystem
 - Update and continue implementation of Start-up Commons Roadmap
 - Ongoing engagement of Start-Up Stakeholders and Start-Up Ecosystem model
 - Development of sustainable model for Start-Up Barrie
 - Engage in first year of programming with Sandbox Entrepreneurship Centre and their corporate partners/members
 - Grow Pop Up retail programs to provide platforms for entrepreneurs to get to market quickly in Barrie
- Creative Industries
 - Continuing to develop and grow engagement channels - online, through partners, to identify

- and grow individuals and businesses in the Creative Economy
 - Review and assessment of marketing and community engagement resources to determine effectiveness in reaching targeted markets/audiences, degree of integration across creative industries and key messages; review and rationalization of current marketing spends
 - Developing data collection and aggregation measures to track growth of Creative Industries in Barrie
 - Support ongoing development of key Creative Industries stakeholders to assist with alignment across culture, innovation and entrepreneurship, build integrated communities, develop capacity with local groups and create strong brand engagement within the community and beyond
 - Culture Grows Here Conference (bi-annual)
- Venue Infrastructure and Resources - Optimization and Growth Focus
 - Implementing new staffing model, growing utilization rates and establishing revenue generation models for venues and corporate events, to identify opportunities for infrastructure to deliver efficiencies and improvements; rationalizing the number of events delivered and strategic reasons for delivering them, and exploring potential for community partnerships to maintain service levels
 - Reviewing programming plans to ensure strategic objectives of growing audience beyond Barrie and area (tracking ticket sales by postal code to measure progress, explore new methods of tracking metric)
 - Development of Special Events Strategy and associated policies including commercial events on the waterfront, streamlining of permitting process and potential of using IT Infrastructure to optimize cross departmental reviews and approvals, aligned to Tourism Master Plan
 - Review of Cultural Grants allocations in terms of supports for existing organizations and supports for new projects, emerging groups and prioritized areas for development; developing assessment and reporting frameworks to ensure alignment to strategic objectives; exploring innovative funding models to create sustainability
 - Development of operational agreement with the BIA to align policies, by-laws and objectives in how programming is planned and delivered in the new Meridian Square
- Strategic Partnerships
 - Identification and implementation of strategic partnerships with key stakeholder organizations in order to advance shared objectives. The partnerships will be based on alignment of priorities, will identify roles and responsibilities, and provide opportunities for stronger engagement between stakeholders and the City of Barrie. Examples of partnerships include the operating model for with the BIA, Saint Elizabeth, LifeLabs Innovation Lab, Lakehead University and others
- Cluster Development Activities
 - Film - populate the OMDC database used by film site selectors, with pictures and keywords developed in 2017, to better promote Barrie as a filming location; develop a microsite (web) through Tourism Barrie to undertake targeted marketing activities for promoting Barrie; review and update film permitting fee structure to align with best practices from other municipalities
 - Food - continue development of Sprout program, continue engagement with Simcoe County, OMAFRA, and Georgian College regarding asset mapping, talent development, programming and metrics
 - Music - Continue collaboration with Simcoe County to implement an overarching Music strategy that will support emerging musicians, develop local program programs to support development of a music cluster (events, music incubator, shared resources, marketing)
 - Digital Media - continue to build on Georgian's School of Design and Visual Arts programs to create a strong ecosystem of entrepreneurs, artists and funding resources supporting digital media companies, including those working with augmented and virtual reality, next generation videography and photography, gaming and e-sports, and immersive, experiential products and theatre. Grow the Game On event, and expand engagement with local Barrie companies.
 - Advanced Manufacturing - build on the growing advanced manufacturing cluster in conjunction with the Business Development Department, by continuing the Manufacturing Innovation Summit, working to identify growth challenges in existing companies (talent, equipment, connectivity infrastructure) and collaborating with partner organizations to implement solutions

- Strategic Innovation
 - Healthy Barrie
 - Engaging businesses with local presences in strategic health innovation pilot projects and initiatives (Saint Elizabeth, Life Labs, LEO iLABs), stakeholders (City, RVH, Barrie Family Health Team) and start-up companies
 - Tracking project and funding opportunities
 - Programs and opportunities to link art/culture to healthy communities
 - Linkages to Smart Cities
- Civic & Open Innovation - identifying and implementing programs to engage high potential start-ups with City departments and local businesses to drive innovation in service delivery, planning and operations and grow competitiveness of companies in targeted sectors
- Intrapreneurship and Innovation Programs for established businesses
 - Consolidate program model and metrics
 - Implement open innovation challenge with one large local business
 - Develop a road map for expansion
 - Expand program with other Barrie businesses
- Creating a Culture of Innovation - Across the Community
 - Continue developing key messages and stories highlighting Barrie based innovators and entrepreneurs
 - Creating opportunities for residents and businesses to harness innovation to address specific Barrie challenges, for example, hackathon for affordable housing, new approaches to transit, healthy communities at a neighbourhood/postal code level. These opportunities mix skill sets and areas of expertise from a broad cross-section of the community, all of whom share an objective of finding new solutions to Barrie challenges.

Key Issues:

1) Need for a CRM system - this remains a challenge, as contact lists are still on excel spreadsheets and inboxes. Alignment with a corporate CRM as core infrastructure would be a strategic long term goal.

2) Venue Infrastructure Planning - A key activity regarding funding of necessary infrastructure in the Theatres and Meridian Place will be dependent on Council decisions regarding the Fisher Auditorium. A key funding opportunity with the federal Cultural Space program is dependent on determination of either Fisher proceeding, or a satisfactory partnership and lease agreement with Georgian College regarding the Georgian Theatre. Ongoing requirements to upgrade infrastructure in order for venues to deliver on the expected outcomes. Linking these to the overall capital planning process is necessary.

3) Effective partnership models - still require accepted frameworks that allow for effective partnerships while meeting municipal obligations and managing risk.

Key Performance Indicators

Increase use of Innovation throughout the economy

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of Businesses that engage in one or more of the City's innovation programs	22	20	27	30

Grow the Start-Up Ecosystem

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives	135	85	140	150

To provide opportunities for corporate and other stakeholders to participate in and contribute to Barrie's culture sector and to the creative industries.

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
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Number of organizations and businesses engaged at Corporate Events	N/A	N/A	N/A	25
Total value of sponsorships from all corporate events	53,500	40,000	50,000	55,000
% of out of town visitors (from greater than 40 km away) at city events	17%	23%	23%	23%
Number of events in the downtown that engage business and the creative sector, and where the two can intersect	19	18	20	20
Number of Strategic Partnerships with Stakeholders	N/A	3	3	5

Grow cultural entrepreneurship by increasing the number of participants in educational workshops and partnered programs (workshops, Artrepreneur, bi-annual conference, pop up retail, digital main street, event activations)

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of participants	478	520	520	520
Number of participants 19 and under	N/A	N/A	155	170

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of special event permits issued	112	140	140	150
Number of film permits issued	8	8	8	10
Number of events/activities permitted/held in Meridian Place	N/A	N/A	26	40

Track Economic Impact and Community Benefit for Permitted Events

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Funding raised by community organizations through permitted events on municipal property	2.27 M	N/A	2.8 M	3.0 M
Volunteer hours through permitted events (hours)	3,408	N/A	3,500	4,000

Provide economic resources to arts organizations

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Arts grants as a percentage of arts organizations' gross revenue	9%	9%	9%	9%
Arts grants as a percentage of arts organizations' revenue from government sources	23%	23%	23%	23%

Manage physical infrastructure/venues such as performing arts centres, art displays, Meridian

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Rental revenue - Five Points	60,000	70,000	70,000	80,000
Rental revenue - Georgian	125,000	125,000	125,000	130,000
Days of use - Five Points	160	200	180	200

Days of use - Georgian	135	140	153	140
Number of Programs Scheduled in Meridian Place	N/A	N/A	25	45
Attendance at Meridian Place	N/A	N/A	35,000	100,000

Social Media Channels - grow audience, reach and engagement

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Average growth rate across three @CreativeBarrie channels	N/A	N/A	18.2%	20%
Average engagement rate across three @CreativeBarrie channels	N/A	N/A	4.2%	8%
Total Impressions	N/A	N/A	85,000	200,000

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Invest Barrie

Department of Creative Economy

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$1,318,666	\$1,452,572	\$1,398,147	\$1,362,788	\$1,442,683	\$1,507,076	\$1,524,245
	Materials & Supplies	\$67,165	\$57,757	\$63,969	\$81,901	\$74,439	\$89,700	\$76,865
	Equipment & Capital Purchases	\$41,808	\$45,836	\$35,711	\$46,641	\$47,366	\$48,102	\$48,849
	Contracted & Other Services	\$919,191	\$658,980	\$705,890	\$790,284	\$802,098	\$842,248	\$827,690
	Rents & Other Expenses	\$145,750	\$131,437	\$134,194	\$140,340	\$142,540	\$144,776	\$147,048
	Grant Expenses & Transfers	\$407,750	\$394,696	\$463,656	\$460,150	\$416,302	\$422,546	\$428,885
	Sub-Total	\$2,900,329	\$2,741,277	\$2,801,568	\$2,882,105	\$2,925,429	\$3,054,448	\$3,053,581
Revenues	User Fees, Service Charges, & Rentals	(\$656,331)	(\$417,945)	(\$548,395)	(\$547,695)	(\$579,632)	(\$562,375)	(\$494,334)
	Other Revenues	(\$2,050)	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$87,104)	(\$30,477)	(\$12,000)	(\$10,200)	(\$10,353)	(\$10,508)	(\$10,666)
	Interdepartmental Transfers	\$180,848	\$218,418	\$201,652	\$228,085	\$232,328	\$236,250	\$240,243
	Sub-Total	(\$564,637)	(\$230,004)	(\$358,743)	(\$329,810)	(\$357,658)	(\$336,633)	(\$264,757)
Net Operating (Expense)/Revenue		\$2,335,692	\$2,511,273	\$2,442,825	\$2,552,294	\$2,567,771	\$2,717,815	\$2,788,825

2019 - BASE BUDGET CHANGE REPORT

Invest Barrie

Department of Creative Economy

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$1,318,666	\$1,452,572	\$1,398,147	\$1,362,788	\$112,698	\$1,475,486	(\$89,784)	-6.18%	\$22,914	1.58%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$67,165	\$57,757	\$63,969	\$81,901	\$8,000	\$89,901	\$24,144	41.80%	\$32,144	55.65%
	Equipment & Capital Purchases	\$41,808	\$45,836	\$35,711	\$46,641	\$0	\$46,641	\$805	1.76%	\$805	1.76%
	Services	\$919,191	\$658,980	\$705,890	\$790,284	\$47,000	\$837,284	\$131,305	19.93%	\$178,305	27.06%
	Rents & Other Expenses	\$145,750	\$131,437	\$134,194	\$140,340	\$0	\$140,340	\$8,904	6.77%	\$8,904	6.77%
	Grant Expenses & Transfers	\$407,750	\$394,696	\$463,656	\$460,150	\$0	\$460,150	\$65,454	16.58%	\$65,454	16.58%
	Total	\$2,900,329	\$2,741,277	\$2,801,568	\$2,882,105	\$167,698	\$3,049,802	\$140,827	5.14%	\$308,525	11.25%
Revenues	User Fees, Service Charges, & Rentals	(\$656,331)	(\$417,945)	(\$548,395)	(\$547,695)	\$0	(\$547,695)	(\$129,750)	31.04%	(\$129,750)	31.04%
	Other Revenues	(\$2,050)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	(\$87,104)	(\$30,477)	(\$12,000)	(\$10,200)	(\$167,698)	(\$177,898)	\$20,277	-66.53%	(\$147,421)	483.72%
	Interdepartmental Transfers	\$180,848	\$218,418	\$201,652	\$228,085	\$0	\$228,085	\$9,667	4.43%	\$9,667	4.43%
	Total	(\$564,637)	(\$230,004)	(\$358,743)	(\$329,810)	(\$167,698)	(\$497,508)	(\$99,806)	43.39%	(\$267,504)	116.30%
Net Operating Expense/(Revenue)		\$2,335,692	\$2,511,273	\$2,442,825	\$2,552,294	\$0	\$2,552,294	\$41,021	1.63%	\$41,021	1.63%

Comments:**Salaries and Benefits**

Decrease in base salaries expenses due to a change in roles applied to FTE, from Manager to Supervisor. Increase in salaries associated with new investments associated with 2 Intake forms: (1) Intake #367 - New Temporary Project Manager for Fisher Auditorium and Conference Centre, to be transitioned to an Executive Director position within the Not for Profit Corporation that will lead the operational functions of the Fisher facility once the operations of the facility are transferred from the City to the Not for Profit organization, as per Staff Report CE001-18 (2) Intake #356 - Temporary Full Time role to implement important event safety and security plan, as well as support increased volume of activity at Meridian Square. The operating cost for this position is partially offset by funding from existing Temporary Full Time position.

Materials and Supplies

Increases driven by (a) increase in supply costs (barge, fireworks) for events such as Canada Day ; (b) Transfer of existing budget from Recreation Dept. that was allocated for the woodshop program, and which is being pursued by Creative Economy as part of a broader makerspace initiative) – no net new dollars; (c) Transfer of existing budget from Communications for advertising and marketing – no net new dollars; (d) The “Culture Grows Here” conference is a Bi-Annual event, and therefore funding for this event is included in the Creative Economy budget only every other year (2019, 2021, etc.)

Equipment and Capital

Increases driven by greater than expected budget for previously approved software application for online event permitting and venue booking, due to higher than anticipated software procurement cost.

Services

Increases driven by (a) Increase in supplier costs due to bill 148; (b) Transfer of existing budget from Recreation Dept. that was allocated for the woodshop program, and which is being pursued by Creative Economy as part of a broader makerspace initiative) – no net new dollars; (c) Transfer of existing budget from Communications for advertising and marketing – no net new dollars; (d) The “Culture Grows Here” conference is a Bi-Annual event, and therefore funding for this event is included in the Creative Economy budget only every other year (2019, 2021, etc.); (e) Annual City operating contribution to the Sandbox Entrepreneurship Centre, as defined in the Sandbox staff report CE006-17.

Grant Expenses and Transfers and User Fees, Services Charges and Rental

Increase in revenue and offsetting increase in transfers to reserves (shown as expense in the budget) associated with Pratt Homes and Pratt Developments’ sponsorship of the Five Points Theatre.

Grant Revenues & Contributions

Reduction in revenues due to: broader sponsorship pledges for the Five Points Theatre (from original campaign) are mostly fulfilled.



ORGANIZATIONAL CHART

Community and Corporate Services Division



Performance Plan 2019 – COMMUNITY AND CORPORATE SERVICES DIVISION

Division Goals

- To reduce the risk of harm or loss of life by providing timely Fire and Emergency services, prevention education, and Building Code review and enforcement;
- To provide inclusive recreation facilities and programming that maximize community engagement, increases social and health benefits of recreation and ensure all residents have the opportunity to participate;
- 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 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 develop and maintain financial policies and plans that support Council's strategic goals and protect the City's creditworthiness;
- 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
- 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

- 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;
- Continuous improvement of our upgraded recreation registration system to expand capability of providing services online to our community and leveraging the system to enhance processes and controls and perform data analysis to guide operational decisions;
- Continue the multi-year process of becoming an accredited High Five organization, a Provincially Accredited Program that ensures all programs for children ages 6-12 meet the Principles of Health Child Development;
- Monitor response time benchmarking including call taking, turnout time, and road response on a quarterly basis to identify and implement enhancements
- Continue to train all staff to be NFPA 1035 certified public educators;
- Continue to provide at risk neighbourhoods with information and education regarding smoke and CO alarms;
- Implement a modern, Physician directed Peer Support Program committed to proactively supporting the mental health of all employees
- Operationalize new joint back-up communications centre with Barrie Police Service
- Assess the impact of next generation 9-1-1 and the associated changes to the emergency dispatch system
- Support design development initiatives related to strategic and operational projects such as 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, Barrie Simcoe Emergency Services Campus move planning, Ferndale Operations Centre and Environmental Centre upgrades, and ongoing growth planning

- Successfully deliver strategic and growth related facility projects identified in the 2019 Capital Plan as well as LED conversion projects, water conservation and energy recovery projects
- Complete the implementation of the Facility Information Management System - Archibus/FM to the Environmental, Marina and Recreation portfolios.
- Continue to implement best practice service delivery models and streamline operations to improve efficiency of Corporate Facility Services based on measurable outcomes and performance.
- Refresh and update the City's Energy Management Plan to establish new five year conservation targets and goals
- Continue to support and participate in the implementation of the Enterprise Resource Planning System (ERP)
- Continued implementation of proactive tax base assessment management
- Continue the implementation of the e-tendering platform
- Continued implementation of an active investment and debt management program
- Support growth management team
- Continue to implement the long-range financial plan, incorporating the financial management policies identified in the FIA, and policies to ensure existing assets remain in a state of good repair
- Ensure that 2018 post-election reporting requirements are in compliance with the *Municipal Elections Act, 1996*
- Provide orientation and guidance for the 2018-2022 Term of Council
- 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
- Work with Prosecution Services to expand 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
- 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

- General economic conditions
- Timing of construction and development within the Hewitt's and Salem lands including any associated revenues and expenditures; Federal/Provincial financial condition and the potential for funding impacts from these orders of government
- Federal/Provincial legislative or regulatory changes
- Energy and water consumption trends

Key Performance Indicators

Department	Indicator	2018 Plan	2018 Projected	2019 Plan
Finance	Audited Financial Statements Completed By	May 2018	May 2018	May 2019
	Average Number of Bids received per Bid Process	5	5	5
	Return on investments	2.20%	2.25%	2.25%
	Total Visits to Recreation/Community Centres	2,500,000	2,350,000	2,400,000
	RecPASS Member Visits	300,000	305,000	310,000
	RecACCESS Participation	1,300	1,300	1,400
	# of Camp Registrations	6,000	6,426	7,500
	Recreation Services Operating Cost Recovery Rate	55.0%	55.4%	55.3%
Fire and Emergency Services	Emergency Response Call Volumes – Barrie Only	8,700	9,000	9,100
	Less than 6 minute Road Response – 90% of the time	92%	91%	91%
	Home fire safety visits	10,000	10,500	12,000
	Total Fire Code Inspections	1700	2200	2200
Facilities	Positive customer satisfaction response rate percentage*	80%	n/a	80%
	Maintenance Effectiveness: # preventative maintenance work orders as a percentage of total maintenance work orders (world class 80%)*	65%	n/a	75%
	Facility Maintenance - cost per square foot*	\$8.21	\$8.04	\$7.77
	Facility Energy Consumption per square foot (ekWh/ft2)	28.97	30.78	30.04
Legislative and Court Services/Clerk's Office	% of minutes published within 4 days after the meeting	100%	90%	100%
	# of trial requests processed – Barrie	19,150	18,000	16,350
	Average time to trial – Park I charges	6 months	6 months	6 months
	Volume of By-law Enforcement Files	52,000	63,000	64,000

Department	Indicator	2018 Plan	2018 Projected	2019 Plan
	Percentage cost recovery from fees and fines (Enforcement Service)	68%	68.9%	70%
	% of MFIPPA requests responded to within legislative framework	100%	100%	100%

* Data for 2018 incomplete due to upgrade / implementation of management software

Budget Summary

Department	2019 Net Requested Budget	2019 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the General Manager	\$349,324	2		2
Legislative & Court Services	\$2,126,407	80		80
Finance	\$3,619,973	46		46
Recreation	\$8,126,400	61		61
Fire & Emergency Services	\$26,521,470	181	0.7	181.7
Facilities	\$2,201,666	41		41
Total	\$42,945,240	411	0.7	411.7

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services – Division Summary

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$48,424,638	\$51,960,567	\$51,723,553	\$53,288,019	\$54,666,165	\$55,906,182	\$57,261,692
	Materials & Supplies	\$6,182,166	\$6,763,024	\$6,610,581	\$6,679,546	\$7,006,686	\$7,234,876	\$7,491,313
	Equipment & Capital Purchases	\$845,020	\$1,160,570	\$769,429	\$1,124,766	\$1,049,832	\$1,035,300	\$1,042,794
	Contracted & Other Services	\$7,937,836	\$9,706,447	\$9,192,524	\$9,263,432	\$9,554,311	\$9,843,157	\$10,308,141
	Rents & Other Expenses	\$2,019,132	\$2,058,269	\$1,886,751	\$2,038,233	\$2,063,784	\$2,090,018	\$2,126,826
	Grant Expenses & Transfers	\$2,887,711	\$2,404,460	\$1,871,847	\$1,725,877	\$1,731,897	\$1,737,179	\$1,528,489
	Sub-Total	\$68,296,504	\$74,053,338	\$72,054,685	\$74,119,872	\$76,072,675	\$77,846,712	\$79,759,256
Revenues	User Fees, Service Charges, & Rentals	(\$11,670,949)	(\$11,899,766)	(\$11,775,245)	(\$12,664,996)	(\$12,958,743)	(\$13,244,984)	(\$13,516,709)
	Fines & Penalties	(\$9,892,526)	(\$9,476,125)	(\$8,384,250)	(\$8,243,530)	(\$8,269,530)	(\$8,296,050)	(\$8,323,800)
	Licenses & Permits	(\$1,057,617)	(\$1,088,081)	(\$1,080,000)	(\$1,118,504)	(\$1,132,000)	(\$1,148,730)	(\$1,165,695)
	Other Revenues	(\$5,658)	(\$6,798)	(\$4,530)	(\$3,152)	(\$3,215)	(\$3,279)	(\$3,279)
	Grant Revenues & Contributions	(\$1,584,171)	(\$1,917,120)	(\$1,811,678)	(\$1,937,631)	(\$1,400,485)	(\$1,543,110)	(\$2,006,970)
	Interdepartmental Transfers	(\$5,523,679)	(\$4,776,758)	(\$4,762,606)	(\$4,912,030)	(\$5,036,652)	(\$5,100,308)	(\$5,184,247)
	Intercompany Transfers	(\$19,550)	(\$2,277,344)	(\$2,201,664)	(\$2,300,596)	(\$2,368,527)	(\$2,408,653)	(\$2,451,835)
	Sub-Total	(\$29,754,150)	(\$31,441,991)	(\$30,019,973)	(\$31,180,439)	(\$31,169,152)	(\$31,745,115)	(\$32,652,535)
Net Operating (Expense)/Revenue		\$38,542,354	\$42,611,347	\$42,034,712	\$42,939,433	\$44,903,523	\$46,101,597	\$47,106,721

2019 - BASE BUDGET CHANGE REPORT

Community & Corporate Services – Division Summary

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$49,258,203	\$52,832,983	\$52,592,295	\$54,437,884	\$5,808	\$54,443,691	\$1,604,901	3.04%	\$1,610,708	3.05%
	Recovery from Capital	(\$833,565)	(\$872,416)	(\$868,742)	(\$1,149,865)	\$0	(\$1,149,865)	(\$277,449)	31.80%	(\$277,449)	31.80%
	Materials & Supplies	\$6,182,166	\$6,763,024	\$6,610,581	\$6,679,546	\$0	\$6,679,546	(\$83,478)	-1.23%	(\$83,478)	-1.23%
	Equipment & Capital Purchases	\$845,020	\$1,160,570	\$769,429	\$1,124,766	\$0	\$1,124,766	(\$35,805)	-3.09%	(\$35,805)	-3.09%
	Contracted & Other Services	\$7,937,836	\$9,706,447	\$9,192,524	\$9,263,432	\$0	\$9,263,432	(\$443,016)	-4.56%	(\$443,016)	-4.56%
	Rents & Other Expenses	\$2,019,132	\$2,058,269	\$1,886,751	\$2,038,233	\$0	\$2,038,233	(\$20,037)	-0.97%	(\$20,037)	-0.97%
	Grant Expenses & Transfers	\$2,887,711	\$2,404,460	\$1,871,847	\$1,725,877	\$0	\$1,725,877	(\$678,583)	-28.22%	(\$678,583)	-28.22%
	Total	\$68,296,504	\$74,053,338	\$72,054,685	\$74,119,872	\$5,808	\$74,125,679	\$66,534	0.09%	\$72,342	0.10%
Revenues	User Fees, Service Charges, & Rentals	(\$11,670,949)	(\$11,899,766)	(\$11,775,245)	(\$12,664,996)	\$0	(\$12,664,996)	(\$765,230)	6.43%	(\$765,230)	6.43%
	Fines & Penalties	(\$9,892,526)	(\$9,476,125)	(\$8,384,250)	(\$8,243,530)	\$0	(\$8,243,530)	\$1,232,595	-13.01%	\$1,232,595	-13.01%
	Licenses & Permits	(\$1,057,617)	(\$1,088,081)	(\$1,080,000)	(\$1,118,504)	\$0	(\$1,118,504)	(\$30,423)	2.80%	(\$30,423)	2.80%
	Other Revenues	(\$5,658)	(\$6,798)	(\$4,530)	(\$3,152)	\$0	(\$3,152)	\$3,646	-53.64%	\$3,646	-53.64%
	Grant Revenues & Contributions	(\$1,584,171)	(\$1,917,120)	(\$1,811,678)	(\$1,937,631)	\$0	(\$1,937,631)	(\$20,511)	1.07%	(\$20,511)	1.07%
	Interdepartmental Transfers	(\$5,523,679)	(\$4,776,758)	(\$4,762,606)	(\$4,912,030)	\$0	(\$4,912,030)	(\$135,273)	2.83%	(\$135,273)	2.83%
	Intercompany Transfers	(\$19,550)	(\$2,277,344)	(\$2,201,664)	(\$2,300,596)	\$0	(\$2,300,596)	(\$23,253)	1.02%	(\$23,253)	1.02%
	Total	(\$29,754,150)	(\$31,441,991)	(\$30,019,973)	(\$31,180,439)	\$0	(\$31,180,439)	\$261,552	-0.83%	\$261,552	-0.83%
Net Operating Expense/(Revenue)		\$38,542,354	\$42,611,347	\$42,034,712	\$42,939,433	\$5,808	\$42,945,241	\$328,086	0.77%	\$333,893	0.78%

New Investment details found in New Investments & Services Recommendations section

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

General Manager's Office

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$201,743	\$307,582	\$292,000	\$364,234	\$370,575	\$375,955	\$381,415
	Materials & Supplies	\$6,335	\$10,176	\$5,676	\$6,176	\$6,176	\$19,676	\$7,676
	Contracted & Other Services	\$3,307	\$9,500	\$1,740	\$3,915	\$4,000	\$4,000	\$4,000
	Sub-Total	\$211,385	\$327,258	\$299,416	\$374,324	\$380,751	\$399,631	\$393,091
Revenues	User Fees, Service Charges, & Rentals	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	\$0
	Interdepartmental Transfers	\$13,240	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	(\$11,760)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	\$0
Net Operating (Expense)/Revenue		\$199,625	\$302,258	\$274,416	\$349,324	\$355,751	\$374,631	\$393,091

2019 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

General Manager's Office

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$201,743	\$307,582	\$292,000	\$364,234	\$0	\$364,234	\$56,652	18.42%	\$56,652	18.42%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$6,335	\$10,176	\$5,676	\$6,176	\$0	\$6,176	(\$4,000)	-39.31%	(\$4,000)	-39.31%
	Contracted & Other Services	\$3,307	\$9,500	\$1,740	\$3,915	\$0	\$3,915	(\$5,585)	-58.79%	(\$5,585)	-58.79%
	Total	\$211,385	\$327,258	\$299,416	\$374,324	\$0	\$374,324	\$47,066	14.38%	\$47,066	14.38%
Revenues	User Fees, Service Charges, & Rentals	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	\$0	(\$25,000)	\$0	0.00%	\$0	0.00%
	Interdepartmental Transfers	\$13,240	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Total	(\$11,760)	(\$25,000)	(\$25,000)	(\$25,000)	\$0	(\$25,000)	\$0	0.00%	\$0	0.00%
Net Operating Expense/(Revenue)		\$199,625	\$302,258	\$274,416	\$349,324		\$349,324	\$47,066	15.57%	\$47,066	15.57%

Comments:

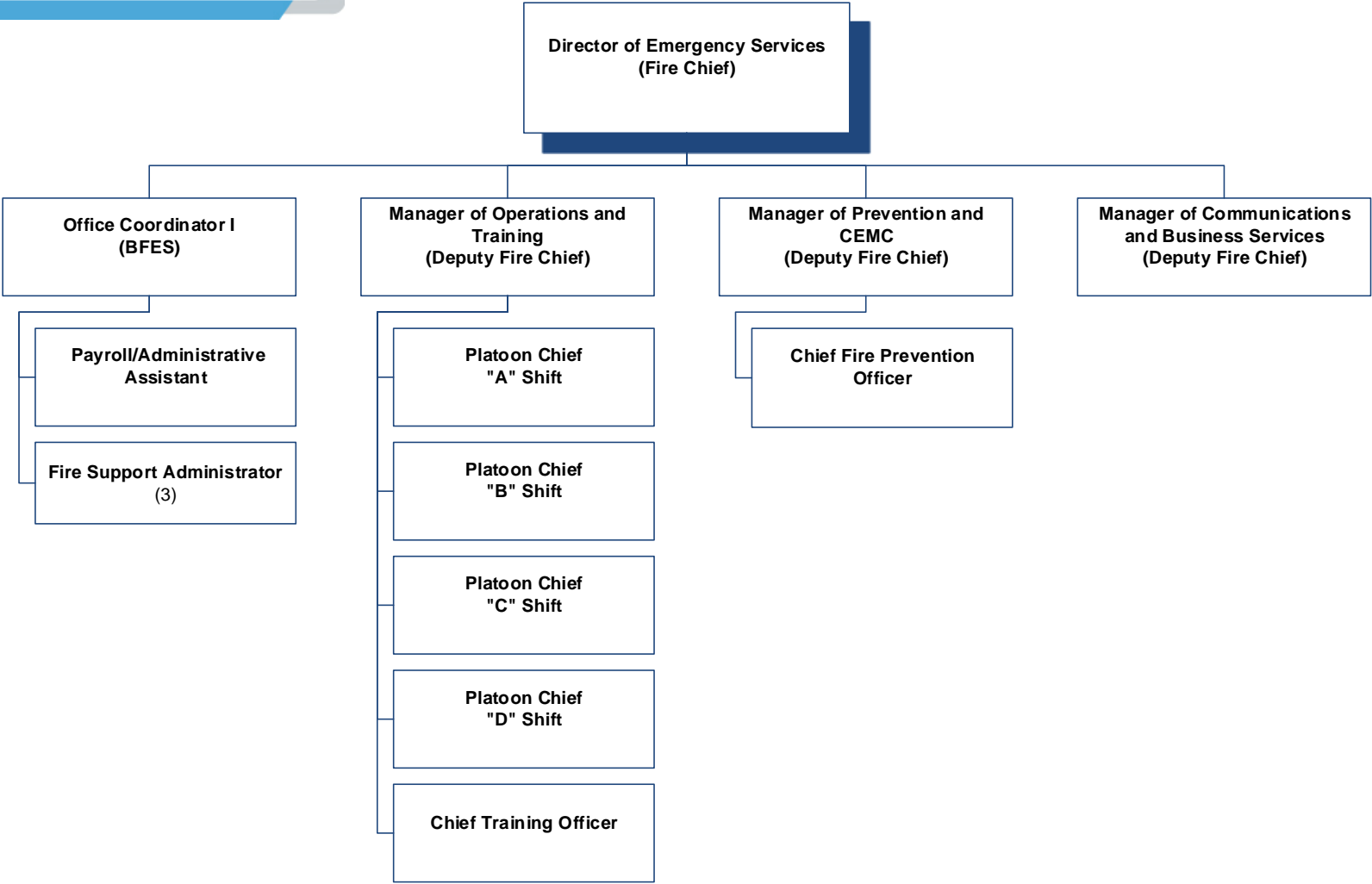
Salaries and Benefits

Includes step increases and benefit rate & cost of living increases



ORGANIZATIONAL CHART

Community and Corporate Services Division
Barrie Fire and Emergency Services Department



Department:
Fire and Emergency Services

Departmental Overview

Barrie Fire & Emergency Service (BFES) is governed by "By-law 2012-200, a By-law to Establish and Regulate the Barrie Fire & Emergency Service." This By-law sets out definitions, the vision, mission and values of the department along with the mandate. The mandate sets out distinct areas of operation for the department, fire suppression, technical rescues, public education programs, public assistance, fire investigation, training and communications and "By-law 2013-142 Emergency Management By-law" sets out the sixth area of operations for the Department. BFES is governed and charged with the responsibilities under several legislative requirements, including, but 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, 3 Deputy Chiefs and administrative staff.

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

- Overall administration of 181 staff in six branches
- Evaluate community fire risk and make recommendations to Council to determine and recommend an appropriate standard of cover considering the OFMEM Three Lines of Defence
- 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 20 external dispatch clients.

The Communications Branch requires approximately 8% of the Department's staff resources to perform the following services:

- Call processing from receipt of call to the dispatching of fire apparatus for Barrie Fire and Emergency 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.
- Participating in projects such as EMS-TIF (project to reduce overall emergency response time to the public for tiered medical responses and motor vehicle collisions) and Text with 9-1-1 for the DHHSI Community

Emergency Management Branch

The Emergency Management Branch is 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.
- Training management and staff to ensure they are ready and able to implement the emergency plans.
- Conducting education programs to ensure the public are able to respond appropriately in an emergency.
- Providing emergency management advice and guidance to City staff and the community.
- Coordinating emergency management efforts 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.
- Maintain a media presence with fire prevention messaging in conjunction with Access Barrie representatives.
- Promote fire safety and fire prevention education at community events and events planned by the fire department.

The second line of defence encompasses the following services:

- Enforcement of the Ontario Fire Code, and applicable City of Barrie By-laws.
- Perform fire safety inspections of buildings to ensure compliance to the Fire Code based on:
 - Complaint about fire safety conditions
 - Requests for inspections
 - Routine inspection schedules based on risk determined by probability and consequence evaluations.
 - Required annual inspections that are mandated by legislation.
- Implement and maintain a fire alarm and carbon monoxide alarm program for City of Barrie required by provincial legislation.
- Assist the Ontario Marshal with the investigation of fires that occur in City of Barrie to determine cause and origin to promote improvements to the first two lines of defense.

Operations Branch

The Operations Branch requires approximately 81% of the Department's staff resources to perform the following services:

- The Operations Branch provides an all hazards emergency response system throughout the City including, but not limited to: fires, fire and CO alarms, technical rescues, hazardous materials responses, motor vehicle collisions, assisting other emergency services and medical emergencies.
- The Operations branch delivers and supports several components of our Fire Prevention, and Public Education Programs.

- The Operations Branch strives to achieve Council's direction of a less than 6 minute road response to all incidents to the 90th percentile.
- BFES responds to medical related incidents through a tiered response agreement, which has resulted in BFES personnel successfully assisting a number of patients with various medical emergencies including cardiac arrest, respiratory issues, anaphylaxis and overdose.
- Over the past number of years, BFES has enhanced its level of training in order to strive towards compliance with the requirements of training under the Occupational Health & Safety Act and numerous NFPA Professional Qualification Standards.
- Operations branch staff maintain and oversee our apparatus, equipment, and facilities.

Training Branch

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

- The Training Branch is responsible for program development and delivery of all training to ensure all operational disciplines as identified in the Establishing and Regulating By-Law 2012-200 are performed effectively and safely.
- The Training branch develops and delivers training related to the mitigation of fires, fire and CO alarms, technical rescue, hazardous materials, medical responses, motor vehicle collisions, ice rescues.
- All programs are governed by numerous pieces of legislation, regulations and standards.
- All training must outline the objectives, the method of delivery and the program outcomes.
- The training branch shall document all training assignments and provide supporting documentation indicating that these assignments have been completed, and are in accordance with the program as developed.
- Provide various types of support training for numerous fire services in Simcoe County, including assistance to departments in meeting the requirements of the County wide HazMat MOU .

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 2012-200.
- 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 risk to our most vulnerable 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.

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

- Review staffing levels in the branches consistent with an organization review of service delivery needs of the department/public and anticipated growth aligned with the annual business planning process.
- Implement and evaluate a modernized deployment strategy dedicated to improving our effective response force assembly times.
- Comprehensive review of our Technical Rescue and Special Operations Programs to ensure a sustainable long term strategy is developed to meet our training and equipment requirements.
- Monitor response time benchmarking including call taking, turnout time, and road response on a quarterly basis and identify areas for enhancements.
- Review, track and monitor emergency service benchmarks established for Emergency Communication Centres in accordance with NFPA 1221.
- Construct and Operationalize new joint back-up communications centre with Barrie City Police
- Assess the impact of next generation 9-1-1 and the associated changes to our dispatch system.
- Operationalize our new pre-plan data collection and storage software to support operations staff with the expansion of our pre-plan data base.
- Implementation of our new adopt a school program to educate children on matters of fire safety with the involvement of prevention and operations staff.
- Continue training all staff to be NFPA 1035 certified public educators.
- Continue our Smoke and CO alarm program delivered by operations staff targeting at risk neighborhoods and implement electronic data collection.
- Expanded medical response capabilities including blood sugar monitoring and expanded symptom relief capacity.
- Significant completion of our fire training prop located at our temp training centre.
- Implementation of modern, Physician directed Peer Support Program committed to proactively supporting the mental health of all employees.

Key Performance Indicators

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Emergency Call Handling Time for NFPA - Barrie Only	96%	95%	95%	95%
Emergency Response Call Volumes - Barrie Only	8,785	8,700	9,000	9,100
Less than 6 Minute Road Response - 90% of the time, all calls	90%	92%	91%	91%
Home Fire Safety Visits (new program in 2017)	N/A	10,000	10,500	12,000
Total Fire Code Inspections - All	1,863	1,700	2,200	2,200

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Barrie Fire & Emergency Services

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$24,503,845	\$25,387,526	\$25,607,799	\$25,741,812	\$26,477,855	\$27,207,001	\$27,749,049
	Materials & Supplies	\$261,718	\$278,025	\$273,025	\$308,325	\$311,325	\$335,050	\$336,750
	Equipment & Capital Purchases	\$225,004	\$247,000	\$244,800	\$214,000	\$222,000	\$231,700	\$239,500
	Contracted & Other Services	\$362,785	\$354,800	\$354,900	\$363,754	\$381,450	\$392,750	\$401,050
	Rents & Other Expenses	\$10,869	\$11,190	\$13,190	\$13,220	\$13,260	\$13,300	\$14,300
	Sub-Total	\$25,364,222	\$26,278,541	\$26,493,714	\$26,641,110	\$27,405,890	\$28,179,801	\$28,740,649
Revenues	User Fees, Service Charges, & Rentals	(\$208,692)	(\$345,000)	(\$261,000)	(\$303,000)	(\$303,000)	(\$305,000)	(\$304,500)
	Grant Revenues & Contributions	(\$812,759)	(\$766,276)	(\$670,830)	(\$880,626)	(\$926,977)	(\$976,138)	(\$1,022,163)
	Interdepartmental Transfers	\$905,693	\$1,011,345	\$976,477	\$1,009,677	\$1,032,982	\$1,054,630	\$1,075,181
	Sub-Total	(\$115,758)	(\$99,931)	\$44,647	(\$173,949)	(\$196,995)	(\$226,508)	(\$251,482)
Net Operating (Expense)/Revenue		\$25,248,464	\$26,178,609	\$26,538,361	\$26,467,162	\$27,208,894	\$27,953,293	\$28,489,168

2019 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

Barrie Fire & Emergency Services

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$24,503,845	\$25,387,526	\$25,607,799	\$25,741,812	\$54,308	\$25,796,119	\$354,286	1.40%	\$408,594	1.61%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$261,718	\$278,025	\$273,025	\$308,325	\$0	\$308,325	\$30,300	10.90%	\$30,300	10.90%
	Equipment & Capital Purchases	\$225,004	\$247,000	\$244,800	\$214,000	\$0	\$214,000	(\$33,000)	-13.36%	(\$33,000)	-13.36%
	Contracted & Other Services	\$362,785	\$354,800	\$354,900	\$363,754	\$0	\$363,754	\$8,954	2.52%	\$8,954	2.52%
	Rents & Other Expenses	\$10,869	\$11,190	\$13,190	\$13,220	\$0	\$13,220	\$2,030	18.14%	\$2,030	18.14%
	Total	\$25,364,222	\$26,278,541	\$26,493,714	\$26,641,110	\$54,308	\$26,695,418	\$362,570	1.38%	\$416,878	1.59%
Revenues	User Fees, Service Charges, & Rentals	(\$208,692)	(\$345,000)	(\$261,000)	(\$303,000)	\$0	(\$303,000)	\$42,000	-12.17%	\$42,000	-12.17%
	Grant Revenues & Contributions	(\$812,759)	(\$766,276)	(\$670,830)	(\$880,626)	\$0	(\$880,626)	(\$114,350)	14.92%	(\$114,350)	14.92%
	Interdepartmental Transfers	\$905,693	\$1,011,345	\$976,477	\$1,009,677	\$0	\$1,009,677	(\$1,667)	-0.16%	(\$1,667)	-0.16%
	Total	(\$115,758)	(\$99,931)	\$44,647	(\$173,949)	\$0	(\$173,949)	(\$74,017)	74.07%	(\$74,017)	74.07%
Net Operating Expense/(Revenue)		\$25,248,464	\$26,178,609	\$26,538,361	\$26,467,162	\$54,308	\$26,521,469	\$288,553	1.10%	\$342,860	1.31%

Comments:

Barrie Fire & Emergency Service has a signed Collective Agreement with the Barrie Fire Fighter's Association that expires December 31, 2018. The current agreement provides for a 1.44% increase effective January 1, 2018. The 2019 budget also contains a provision for a new collective agreement.

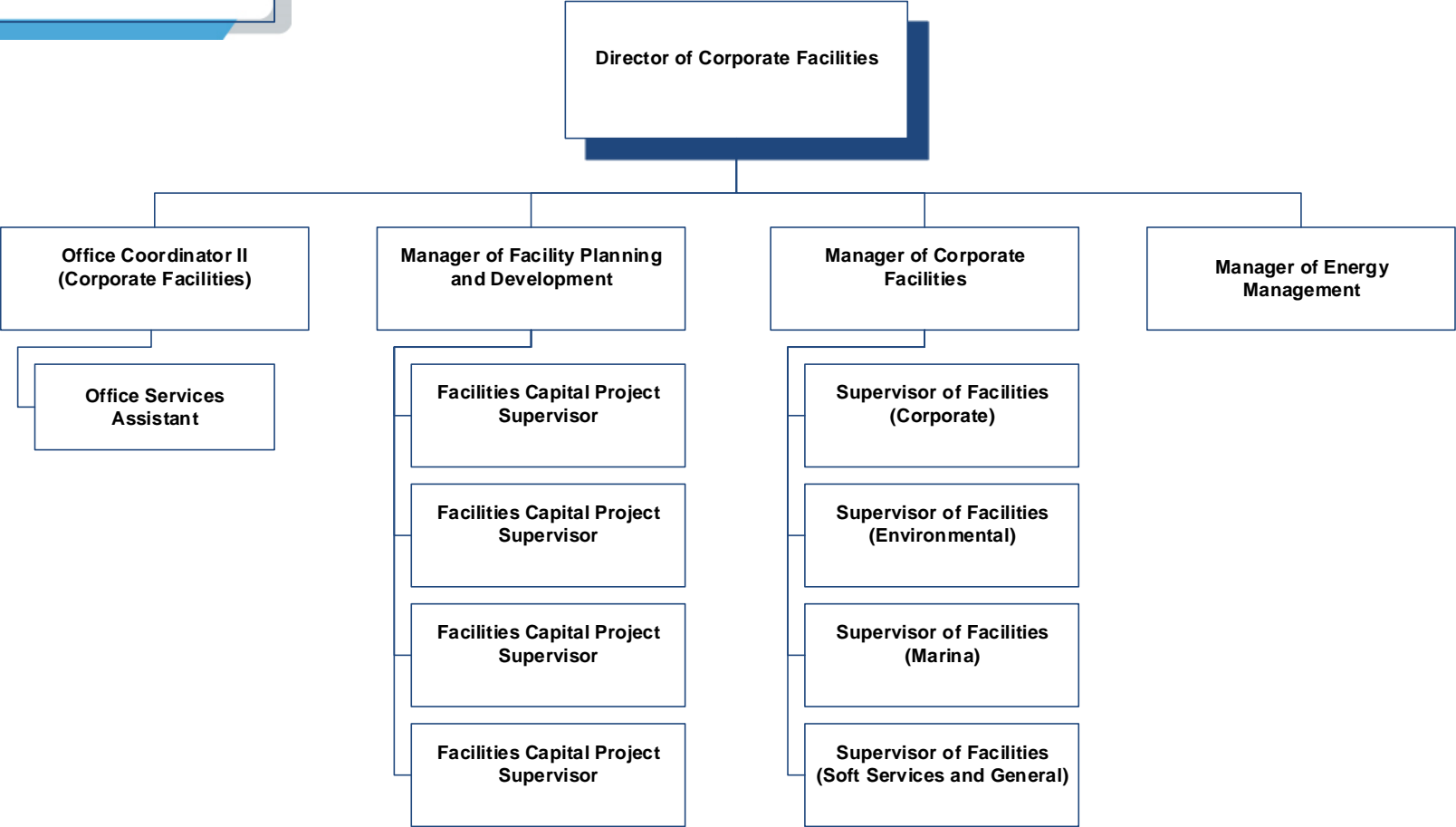
The changes to Materials & Supplies and Equipment & Capital Purchases lines are the result of budget reallocations to better reflect the nature of expenditures.

User Fees & Service Charges have been adjusted for 2019 to reflect a 4yr average historical result. Examples of revenue fees for attending vehicle collisions, burn permits, commercial permits and inspection fees.

Service contracts with outside municipalities are budgeted on the Grant Revenues & Contributions line. These include revenues from technical rescues and communication services. The year-over-year increase results from contract rate increases and charges that are tied to per capita statistics.



ORGANIZATIONAL CHART
Community and Corporate Services Division
Corporate Facilities Department



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

Functions

The Corporate Facility Services Branch provides program support and facility management services to the City's departments and service partners through the coordination of the physical workplace with the people and the services of the organization. The Branch maintains and operates corporate facilities comprising over 1.2 million square feet related to over 60 City facilities including the Barrie Marina with a current replacement value of approximately \$1 billion. The services are provided by a team of facility professionals with expertise in facility operations, preventative and predictive maintenance, facility management, intelligent building systems and service contract management. The lines of business and services provided include:

- Facility Maintenance and Operations
- Facility and Site Security Administration
- Lease Management

- Facility Emergency Preparedness
- Facility Asset Management
- Facility Information and Business Systems

Service Drivers

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

Energy Management

Functions

The Energy Management Branch, formed in 2013, provides leadership and operational support across the organization to manage the City's energy portfolio in a fiscally responsible and sustainable manner. The Branch works with City departments to set energy budgets, establish energy efficiency standards and procedures, and ensures the City remains current with the latest innovations in energy efficient technology. The lines of business and services provided include:

- Energy Services
 - Utilizes energy management software to track, monitor, and report energy consumption through City facilities.
 - Uses data to identify opportunities to reduce energy use through operational optimization and retrofit programs.
 - Builds and monitors consumption/demand profiles to respond to unexpected changes in energy use that require immediate investigation.
 - Conducts energy audits for facilities and processes.
 - Establishes conservation, operator and occupant education programs.
 - Reports to the Province on City conservation programs, targets, and verified reductions in energy use.
- Advisory Services
 - Branch works with Facility Planning and other City departments to provide them with current information about energy efficiency practices and technologies, renewable energy technology, and leading energy and environmental standards that can be applied to new facility construction, retrofits to existing facilities, and to processes/operations.
- Utility Management
 - Provides bill validation and verification services maintaining a complete database of all City energy accounts that contain historical and current energy bill information.
 - Prepares utility budgets for the corporation and administers and approves payments for all utility bills.
- Research and Development
 - Continuous investigation of new technologies and processes leading to innovative ways to reduce energy costs and build a sustainable City.
- Project Management
 - Participates in integrated design process for facility construction.

- Manages retrofit, existing building commissioning, energy audit, and energy master planning programs.
- Researches and manages energy project incentive applications for capital works related to energy conservation.
- Energy Procurement
 - Performs energy procurement services for the City.
 - Administers energy contracts with utility suppliers.
 - Researches alternative energy solutions and procurement strategies to mitigate fluctuations in energy prices and minimize the financial risk.

Service Drivers

- Escalating Energy Costs, especially electrical, which make up 80% of energy costs; rates are anticipated to increase by approximately 2%.
- Leadership in Sustainability and as part of the Corporation's response to climate change.
- Growth; as we develop annexed lands, new facilities will be required and more people will be using existing infrastructure which drives up energy use.
- Regulatory requirements:
 - O.Reg 397/11 requires collection and reporting on energy use in all facilities and water supply and treatment infrastructure, development of energy management plan including targets for reduction over five year period and implementation plan to reach them,
 - Lake Simcoe ACT places stringent requirements on phosphorus levels at WwTF which impacts treatment options and energy use.

Key Departmental Objectives

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

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

Specific Department Objectives:

- Provide excellent customer service to our clients, partners, and stakeholders, while demonstrating effectiveness in the daily operation and preservation of City facilities and properties.
- To ensure the effective delivery of total facility management for our valuable portfolio of facility and property assets, and provide professional advice to Council, Executive Management, clients and service partners.
- Comprehensive review, planning and implementation of facility asset management and maintenance strategies and effective facility/property management solutions to meet the City's short and long-term objectives to contain costs while preserving our assets and maintaining service excellence.
- 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

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

Corporate Facility Services

- Develop and implement an effective and sustainable maintenance and operations strategy using Facility Department's Integrated Workplace Management System.
- Shift the facilities 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.
- Renewed focus on employee and customer safety and security across all City facilities.
- Continue with our workforce planning and training initiatives to ensure we retain knowledgeable and skilled facilities staff in key roles for the facilities team.
- Establish, in collaboration with our clients and partners, SLAs and SLGs to identify realistic and sustainable levels of service for all facility services incorporating the concept of mission critical facility assets.
- Procedure and job role standardization to assist in delivering consistent service.
- Realign and focus management efforts and work to allow for better staff supervision, training and support.
- Continue renewal initiatives at the City of Barrie Marina, at no cost to city taxpayers, to provide improved patron service and amenities while augmenting / beautifying the marina waterfront district

Energy Management

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

Strategic Plan & Other Program Deliverables

Overall

- In coordination and cooperation with other City departments, actively develop and streamline process and reporting tools to maximize productivity and ensure transparency of departmental activities.
- Undertake a strategic workforce planning review across the Corporate Facilities Department.

Facility Planning and Development

- 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 and the Office of Continuous Improvement, a comprehensive process to meet facility asset management and capital planning needs based on information from Facility Condition Assessments and updated master planning documents.
- Support the update / upgrade of the city's Facility Space Management system to provide consistent and reliable data for future space planning use

Corporate Facility Services

- Commence implementation of a reliability group, leading into Predictive Maintenance, and Root Cause Analysis.
- Expand use of the department's renewed and upgraded Integrated Workplace Management System - Archibus/FM - to Environmental and Marina Facilities; provide support for Recreation's future use of the upgraded system and Facility Planning and Development's use 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, development and 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

- Update and renew the city's Energy Management Plan
- Continue to cultivate collaborative partnerships and working groups within the various City departments
- Work towards the incorporation of operational utility costs during the capital budgeting process.
- Continue work towards achieving best-in-class benchmark energy use in facilities.
- Continues to expand Energy Awareness Plan for all city staff.
- Continue to work towards instituting a continuous commissioning program for all City owned facilities.

Major Initiatives/Issues

Facility Planning and Development

Facility Planning

- Support updates to the City's Official Plan and Development Charges Act
- Support design development initiatives related to strategic and operational projects such as:
 - 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
 - Emergency Responders Campus Move Planning
 - Ferndale Operations Centre and Environmental Centre upgrades
 - Ongoing Growth Planning

Facility Development (Design & Construction)

- Successfully deliver the following strategic growth related projects:
 - Emergency Responders Campus
 - Phase 1 of the City Hall Expansion program (renovations to improve efficiency of existing space)
 - Successfully deliver activities related to capital projects identified in the 2019 Capital Plan

Project Management Services

- Promote an awareness of Health & Safety Training and Work Life Balance.

- Continue to develop with FPD staff, standards for project management in keeping with corporate governance and project management industry standards and best practices.
- Improve customer service through post-occupancy evaluations and client post-project close-out surveys.
- Provide effective and timely project communication to our partners.

Staffing

- 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 Environmental, Marina and Recreation portfolios.
- Continue to implement best practice service delivery models 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

- Refresh and update the City's Energy Management Plan to establish new five year conservations targets and goals
- Implementation of approved 2019 Capital plan focusing on LED conversion projects, water conservation within the Wastewater Branch and energy recovery projects within the Waste Management and Wastewater Branches.
- 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 Membrane Installation
 - Emergency Response Campus
 - Wastewater Biogas Optimization Solution
 - Holly Community Centre Building Automation System Renewal
- Investigate and examine opportunities for the provision of community focused sustainability implementation.

Key Performance Indicators

Corporate Facility Services

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Positive customer satisfaction response rate percentage*	75%	80%	n/a	80%
Maintenance effectiveness: # preventative maintenance work orders as a percentage of total maintenance work orders (world class is 80%)*	53%	65%	n/a	75%
Average number of back logged work requests per month*	n/a	n/a	n/a	15/month
Back log in weeks*	--	--	n/a	12 weeks

Average number of work requests per month*	586	n/a	590	1100
Facility Maintenance - \$ per square foot*	\$7.45*	\$8.21	\$8.04	\$7.77
Portfolio percentage included*	--	--	47%	100%
* Data for 2018 incomplete due to upgrade / implementation of management software				

Energy Management

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Facility Energy Consumption per square foot (ekWh/ft ²)	30.17	28.97	30.78	30.04
Cost avoidance dollars per year	\$552,210	\$346,041	n/a	\$241,435
Wastewater Energy Consumption per Megalitre (ekWh/mL)	388	372.4	382	371
Water Energy Consumption per Megalitre (ekWh/mL)	1080	1037	1149	1089

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Corporate Facilities Department

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$3,275,700	\$3,823,945	\$3,564,417	\$3,934,087	\$4,062,709	\$4,127,708	\$4,192,877
	Materials & Supplies	\$2,084,710	\$2,403,405	\$2,350,714	\$2,364,180	\$2,455,452	\$2,529,015	\$2,583,749
	Equipment & Capital Purchases	\$382,813	\$463,330	\$96,376	\$426,800	\$385,685	\$361,307	\$364,477
	Contracted & Other Services	\$3,566,856	\$4,959,900	\$4,653,513	\$4,886,783	\$4,994,451	\$5,167,006	\$5,239,928
	Rents & Other Expenses	\$1,299,132	\$1,347,022	\$1,197,791	\$1,347,205	\$1,368,189	\$1,389,750	\$1,411,017
	Grant Expenses & Transfers	\$268,292	\$281,367	\$205,008	\$431,905	\$452,252	\$479,106	\$512,455
	Sub-Total	\$10,877,502	\$13,278,969	\$12,067,820	\$13,390,961	\$13,718,737	\$14,053,892	\$14,304,503
Revenues	User Fees, Service Charges, & Rentals	(\$1,217,719)	(\$1,360,974)	(\$1,167,547)	(\$1,510,053)	(\$1,508,205)	(\$1,518,470)	(\$1,551,502)
	Grant Revenues & Contributions	(\$298,161)	(\$279,200)	(\$206,306)	(\$79,200)	(\$79,263)	(\$179,327)	(\$179,392)
	Interdepartmental Transfers	(\$7,622,307)	(\$7,182,905)	(\$7,040,260)	(\$7,299,445)	(\$7,485,546)	(\$7,614,607)	(\$7,746,417)
	Intercompany Transfers	(\$19,550)	(\$2,277,344)	(\$2,201,664)	(\$2,300,596)	(\$2,368,527)	(\$2,408,653)	(\$2,451,835)
	Sub-Total	(\$9,157,738)	(\$11,100,423)	(\$10,615,777)	(\$11,189,295)	(\$11,441,541)	(\$11,721,057)	(\$11,929,146)
Net Operating (Expense)/Revenue		\$1,719,764	\$2,178,546	\$1,452,043	\$2,201,666	\$2,277,196	\$2,332,835	\$2,375,357

2019 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

Facilities Department

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$4,079,776	\$4,669,361	\$4,421,159	\$4,821,080	\$0	\$4,821,080	\$151,719	3.25%	\$151,719	3.25%
	Recovery from Capital	(\$804,076)	(\$845,416)	(\$856,742)	(\$886,993)	\$0	(\$886,993)	(\$41,577)	4.92%	(\$41,577)	4.92%
	Materials & Supplies	\$2,084,710	\$2,403,405	\$2,350,714	\$2,364,180	\$0	\$2,364,180	(\$39,225)	-1.63%	(\$39,225)	-1.63%
	Equipment & Capital Purchases	\$382,813	\$463,330	\$96,376	\$426,800	\$0	\$426,800	(\$36,530)	-7.88%	(\$36,530)	-7.88%
	Contracted & Other Services	\$3,566,856	\$4,959,900	\$4,653,513	\$4,886,783	\$0	\$4,886,783	(\$73,117)	-1.47%	(\$73,117)	-1.47%
	Rents & Other Expenses	\$1,299,132	\$1,347,022	\$1,197,791	\$1,347,205	\$0	\$1,347,205	\$182	0.01%	\$182	0.01%
	Grant Expenses & Transfers	\$268,292	\$281,367	\$205,008	\$431,905	\$0	\$431,905	\$150,539	53.50%	\$150,539	53.50%
	Total	\$10,877,502	\$13,278,969	\$12,067,820	\$13,390,961	\$0	\$13,390,961	\$111,992	0.84%	\$111,992	0.84%
Revenues	User Fees, Service Charges, & Rentals	(\$1,217,719)	(\$1,360,974)	(\$1,167,547)	(\$1,510,053)	\$0	(\$1,510,053)	(\$149,079)	10.95%	(\$149,079)	10.95%
	Grant Revenues & Contributions	(\$298,161)	(\$279,200)	(\$206,306)	(\$79,200)	\$0	(\$79,200)	\$200,000	-71.63%	\$200,000	-71.63%
	Interdepartmental Transfers	(\$7,622,307)	(\$7,182,905)	(\$7,040,260)	(\$7,299,445)	\$0	(\$7,299,445)	(\$116,540)	1.62%	(\$116,540)	1.62%
	Intercompany Transfers	(\$19,550)	(\$2,277,344)	(\$2,201,664)	(\$2,300,596)	\$0	(\$2,300,596)	(\$23,253)	1.02%	(\$23,253)	1.02%
	Total	(\$9,157,738)	(\$11,100,423)	(\$10,615,777)	(\$11,189,295)	\$0	(\$11,189,295)	(\$88,872)	0.80%	(\$88,872)	0.80%
Net Operating Expense/(Revenue)		\$1,719,764	\$2,178,546	\$1,452,043	\$2,201,666		\$2,201,666	\$23,120	1.06%	\$23,120	1.06%

Comments:

While slightly lower for 2019 overall, significant impacts on the 2019 Corporate Facilities budget include increased snow clearing costs due to the implementation of the Smart About Salt program first implemented in 2018 as well as increased Security costs due to the implementation of Ontario's Bill 148, *'Fairer Workplaces, Better Jobs Act 2017'*. Staff have been able to offset some of these expected increases via improved efficiencies gained through in-sourcing previously contracted work. Utility cost savings achieved through energy conservation measures have also helped to offset increases, not only within the Corporate Facilities budget but most other portfolios and service partner budgets as well.

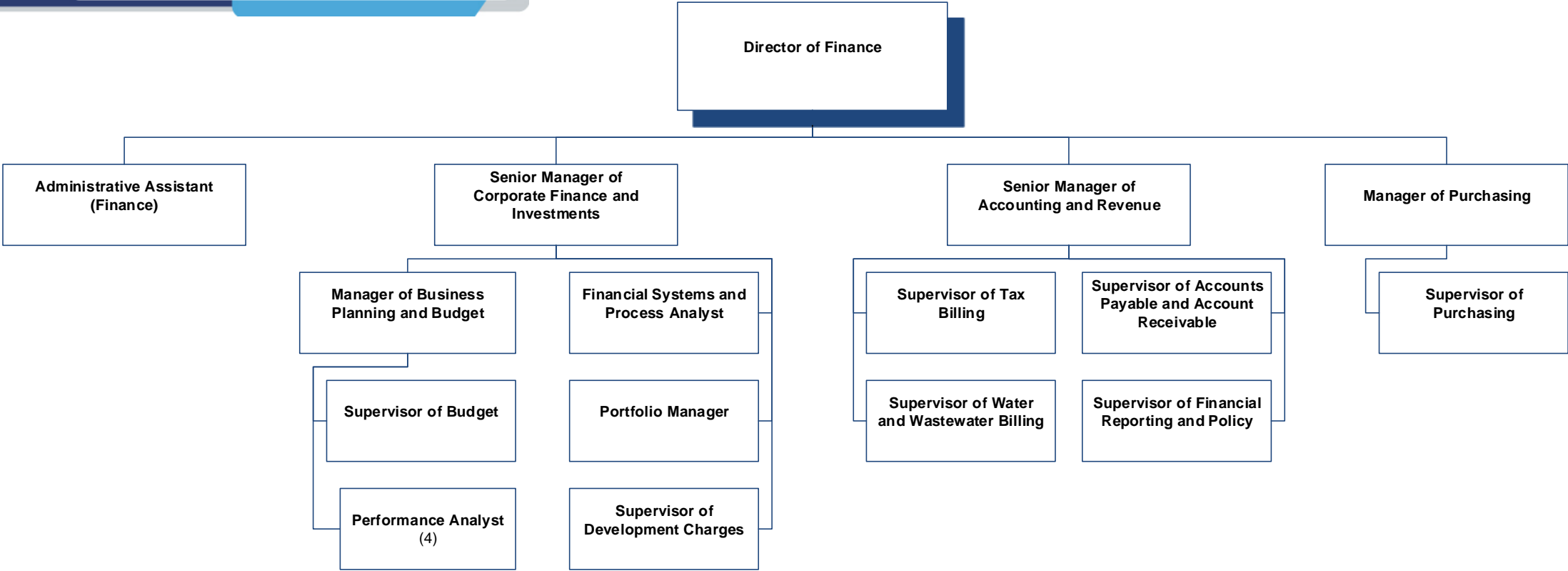
The Facilities Planning and Development minor capital budget has been reduced by \$40k for 2019 since some planned work will now be funded through the City Hall Expansion capital project.

Incentive program revenue forecasts for the Energy Management branch have been reduced by \$100k. While incentive revenue is expected it is not guaranteed as various government programs are in flux. Nevertheless, staff have identified and still recommend proceeding with such studies and investigations. The energy management branch cost centre funds various investigations and studies across the organization that may lead to future capital energy conservation projects. Ongoing utility cost savings achieved to date as a result of these early studies exceed the original investigation investment by more than 10x and continue to pay dividends annually.



ORGANIZATIONAL CHART

Community and Corporate Services Division
Finance Department



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 three branches: Accounting and Revenue Services, Corporate Finance and Investments, and Procurement. The department's main deliverables include the audited financial statements, coordinating the annual business plan and budget, treasury and debt management, procurement administration and support, property tax revenue management, and water and wastewater revenue management

Accounting & Revenue

- Compile draft consolidated financial statements, Financial Information Return, and all related working schedules for external audit
- Compile and submit all mandatory external financial reporting documents and facilitate related audit requirements
- Develop and maintain appropriate internal control policies and practices
- 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 19,000 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 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 long range financial plans and strategies to ensure that operating and capital plans are sustainable.
- Provides financial support to departments and senior management in the areas of financial management, performance management, budget development and special projects.
- Provides quarterly performance reporting based on the annual business plan, semi annual reporting on the Capital Plan which includes project status, additional capital funding requirements and project closures.
- Treasury management which includes the execution of all cash, investment and debt transactions

Corporate Procurement

- Provide professional support to city departments with regards to developing and executing annual procurement plans.
- Work with Client departments to develop and facilitate a projected 175 procurement documents that will attract competitive bids from qualified suppliers.

- Internal training offered semi-annually to the corporation
- Compliance monitoring and regular reporting to the City's Executive Management Team.
- Policy analysis including monitoring legislation and researching best practices for the City of Barrie

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

- Continue to support and participate in the implementation of the Enterprise Resource Planning System (ERP)
- Continued implementation of proactive tax base assessment management
- Continue implementation of an e-tendering platform
- Continued implementation of an active investment and debt management program
- Support growth management team

Key Performance Indicators

Financial Information - accurate, complete, timely

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Audited Financial Statement Completion Date	May	May	May	May
Quarterly Reports	3	3	3	3

Promoting Innovation

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Days to complete a procurement process	75	80	80	70
Percentage of invoices paid in 30 days	65%	65%	65%	65%

Identifying Business Opportunities

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Average number of bids received per bid process	5	5	5	5
Tax arrears as a per cent of current year levy	6.5%	6.5%	6.5%	6.5%
Water wastewater arrears as a percentage of last 12 months of billing	3%	3%	3%	3%
Return on Investments	2.21%	2.20%	2.25%	2.25%

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Finance Department

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$4,558,620	\$4,712,651	\$4,654,679	\$4,915,137	\$5,026,272	\$5,127,198	\$5,209,270
	Materials & Supplies	\$298,924	\$323,100	\$318,271	\$327,700	\$329,250	\$329,550	\$329,650
	Equipment & Capital Purchases	\$5,500	\$6,500	\$10,350	\$10,900	\$11,000	\$11,100	\$11,200
	Contracted & Other Services	\$405,034	\$433,818	\$431,492	\$464,777	\$526,450	\$532,950	\$490,500
	Rents & Other Expenses	\$14,632	\$1,500	\$6,050	\$5,900	\$5,900	\$5,900	\$5,900
	Sub-Total	\$5,282,710	\$5,477,569	\$5,420,842	\$5,724,414	\$5,898,872	\$6,006,698	\$6,046,520
Revenues	User Fees, Service Charges, & Rentals	(\$729,586)	(\$786,500)	(\$694,000)	(\$855,200)	(\$872,614)	(\$897,515)	(\$915,600)
	Licenses & Permits	(\$207,410)	(\$270,000)	(\$270,000)	(\$293,004)	(\$295,000)	(\$300,000)	(\$305,000)
	Grant Revenues & Contributions	(\$228,987)	(\$133,500)	(\$133,500)	(\$137,500)	(\$184,500)	(\$186,500)	(\$143,500)
	Interdepartmental Transfers	(\$637,265)	(\$727,479)	(\$808,549)	(\$818,737)	(\$827,323)	(\$827,699)	(\$829,533)
	Sub-Total	(\$1,803,248)	(\$1,917,479)	(\$1,906,049)	(\$2,104,441)	(\$2,179,437)	(\$2,211,715)	(\$2,193,634)
Net Operating (Expense)/Revenue		\$3,479,461	\$3,560,089	\$3,514,793	\$3,619,973	\$3,719,435	\$3,794,983	\$3,852,886

2019 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

Finance Department

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$4,570,620	\$4,724,651	\$4,666,679	\$5,178,009	\$0	\$5,178,009	\$453,358	9.60%	\$453,358	9.60%
	Recovery from Capital	(\$12,000)	(\$12,000)	(\$12,000)	(\$262,872)	\$0	(\$262,872)	(\$250,872)	2090.60%	(\$250,872)	2090.60%
	Materials & Supplies	\$298,924	\$323,100	\$318,271	\$327,700	\$0	\$327,700	\$4,600	1.42%	\$4,600	1.42%
	Equipment & Capital Purchases	\$5,500	\$6,500	\$10,350	\$10,900	\$0	\$10,900	\$4,400	67.69%	\$4,400	67.69%
	Contracted & Other Services	\$405,034	\$433,818	\$431,492	\$464,777	\$0	\$464,777	\$30,959	7.14%	\$30,959	7.14%
	Rents & Other Expenses	\$14,632	\$1,500	\$6,050	\$5,900	\$0	\$5,900	\$4,400	293.33%	\$4,400	293.33%
	Total	\$5,282,710	\$5,477,569	\$5,420,842	\$5,724,414	\$0	\$5,724,414	\$246,846	4.51%	\$246,846	4.51%
Revenues	User Fees, Service Charges, & Rentals	(\$729,586)	(\$786,500)	(\$694,000)	(\$855,200)	\$0	(\$855,200)	(\$68,700)	8.73%	(\$68,700)	8.73%
	Licenses & Permits	(\$207,410)	(\$270,000)	(\$270,000)	(\$293,004)	\$0	(\$293,004)	(\$23,004)	8.52%	(\$23,004)	8.52%
	Grant Revenues & Contributions	(\$228,987)	(\$133,500)	(\$133,500)	(\$137,500)	\$0	(\$137,500)	(\$4,000)	3.00%	(\$4,000)	3.00%
	Interdepartmental Transfers	(\$637,265)	(\$727,479)	(\$808,549)	(\$818,737)	\$0	(\$818,737)	(\$91,258)	12.54%	(\$91,258)	12.54%
	Total	(\$1,803,248)	(\$1,917,479)	(\$1,906,049)	(\$2,104,441)	\$0	(\$2,104,441)	(\$186,962)	9.75%	(\$186,962)	9.75%
Net Operating Expense/(Revenue)		\$3,479,461	\$3,560,089	\$3,514,793	\$3,619,973		\$3,619,973	\$59,884	1.68%	\$59,884	1.68%

Comments:**Salaries and Benefits**

Increase in salaries is driven by market adjustments and a reorganization within the purchasing branch. Recent vacancies within the purchasing branch could not be filled because salaries being offered were not competitive in the current market. As well, a reorganization was completed within the purchasing branch to better position the branch for success in supporting the Corporation's needs. The salary costs increase related to the reorganization are partially offset by recoveries from Capital Projects.

Contracted & Other Services

Service contract cost increases relate primarily to water and wastewater billing services. Additional budget cost increases relate to audit fees for 2018.

User Fees, Service Charges and Rentals

Increase relates to expected new water and wastewater account fees due to new residential builds in 2019. As well, additional rebate fees expected from recently renegotiated Pcard provider contract.

Licenses & Permits

Tax certificate revenues increased slightly based on current volumes.

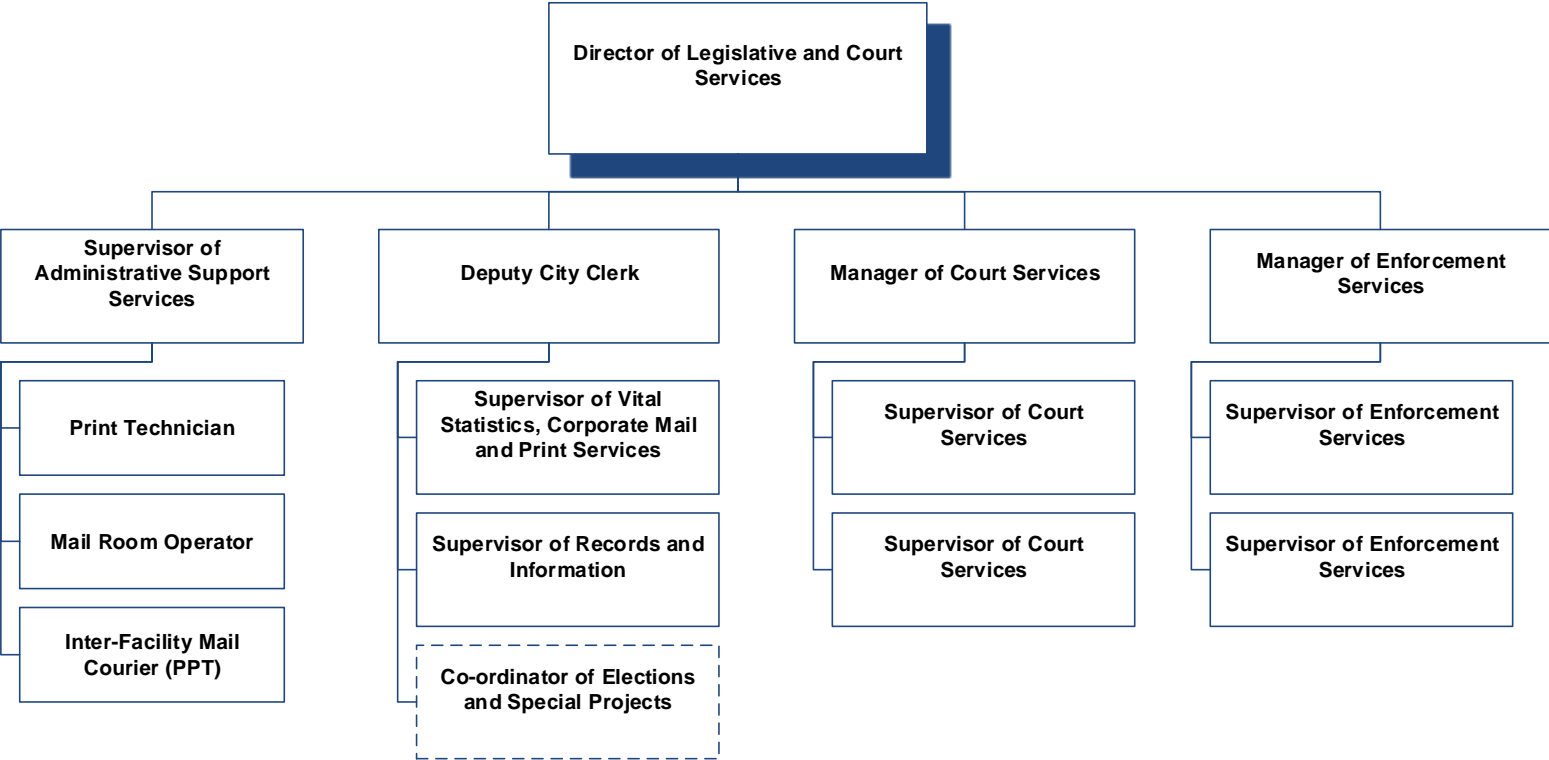
Interdepartmental Transfers

Recoveries adjusted to reflect prior year reorganization that moved stores staff to operations.



ORGANIZATIONAL CHART

Community and Corporate Services Division
Legislative and Court Services Department



Indicates temporary position

Department:
Legislative and Court Services

Departmental Overview

The Legislative and Court Services Department is comprised of three branches; Legislative Services (which includes Council Secretariat, Corporate Mail and Print Services, Vital Statistics and Access and Privacy Services), Court Services (which is responsible for the administration of justice within two court service areas in compliance with the Provincial Offences Act, the Memorandum of Understanding and Inter-municipal Service Agreements) and Enforcement Services which is responsible for administering and enforcing several municipal by-laws including but not limited to regulations related to the parking of vehicles, pet controls, property maintenance, business licensing, and sign placement).

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

Legislative Services

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

- Plan, administer and distribute material for approximately 120 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.
- Register over 900 deaths and over 600 marriage licences.
- 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 38% of the Department's staff resources to perform the following services:

- Provincial Offences court administration on behalf of the Barrie and Orillia Court Service Area Partners
- Process 56,650 charging documents
- Process over 40,000 walk in clients, representing 70,000 individual matters
- Receive and process \$8.6 million in payments
- Schedule 610 trial courts

- Prepare 220 transcripts (or DVDs of court recordings) and 1,340 dockets (court plus Fail to Respond)
- Process 38,000 charges in trial courts and 10,000 matters in intake courts
- Transfer 360 appeal matters to the appeal courts
- Suspend drivers (as required) and manage multiple collection agencies to enforce court orders and collect past due unpaid fines.

Enforcement Services Branch

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

- Patrol to monitor 2,353 paid parking areas within the Downtown Core.
- Patrol to monitor Waterfront paid/permit parking areas
- Respond to approximately 60,000 enforcement files annually
- Process and or issue approximately 9,000 administrative functions/files annually.

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.
- Increase the rate of electronic payment for court fines
- Enhance collection of overdue, unpaid court fines
- Implement recommendations from the Records and Information Management Review
- Increase use of web site, newspaper, social media and pamphlets to educate the public related to municipal laws
- Regular and frequent patrols of the metered parking spaces
- Regular patrols, including evenings, of street parking and fire routes
- Easily accessible applications with prompt processing for licenses, permits and other approvals
- Regular inspections and prompt complaint investigations for licensed businesses and activities
- Knowledgeable staff for the subject matter of assigned by-laws, with the skills and abilities to evaluate applications and situations for by-law compliance, communicate deficiencies tactfully to appropriate parties, and use enforcement tools to obtain by-law compliance when necessary

Major Initiatives/Issues

- Ensure that 2018 post-election reporting requirements are in compliance with the *Municipal Elections Act, 1996*
- Orientation and guidance for the 2018-2022 Term of Council
- 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 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
- Determine the feasibility of implementing video conferencing for interpreters and video testimony for officers
- Work with prosecution Services to expand 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	2017 Actual	2018 Plan	2018 Projected	2019 Plan
# marriage licences issued	856	704	866	840
# deaths registered	1683	1200	1350	1400
# of formal MFIPPA requests received	72	55	60	60
% 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	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of meetings supported	123	118	75	118
% of minutes published within 4 days after the meeting	95%	100%	90%	100%

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	2017 Actual	2018 Plan	2018 Projected	2019 Plan
# of customers served at court services counter – Barrie	35,760	40,000	35,000	35,000
Average customer processing time	3:59 min/defendant	3:50 min/defendant	4:00 min/defendant	4:00 min/defendant

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
# of trial requests processed - Barrie	18,881	19,150	18,000	16,350
Average time to trial - Part I charges	5 months	6 months	6 months	6 months

To increase voluntary compliance with municipal regulations

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Percent of Business Licenses Renewed by Due Date	81.83%	85%	79.36%	80%
Volume of By-law Administration Files	9,535	9,300	4,500	4,600

Volume of By-law Enforcement Files	59,794	52,000	63,000	64,000
To ensure timely and cost effective delivery of enforcement services				
Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Percentage of Cost Recovery from Fees and Fines (Enforcement Services)	68.78%	68%	68.9%	70%

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Legislative & Court Services

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$5,624,808	\$6,580,217	\$6,115,284	\$6,334,242	\$6,490,835	\$6,629,942	\$7,072,791
	Materials & Supplies	\$403,825	\$416,313	\$418,372	\$384,230	\$391,055	\$394,870	\$447,878
	Equipment & Capital Purchases	\$28,562	\$90,665	\$64,828	\$82,566	\$52,147	\$43,692	\$39,610
	Contracted & Other Services	\$1,713,825	\$1,970,623	\$1,794,103	\$1,570,285	\$1,568,829	\$1,567,674	\$1,891,193
	Rents & Other Expenses	\$221,862	\$185,335	\$164,736	\$159,212	\$160,560	\$161,967	\$173,396
	Grant Expenses & Transfers	\$2,619,420	\$2,123,093	\$1,666,839	\$1,293,972	\$1,279,645	\$1,258,073	\$1,016,034
	Sub-Total	\$10,612,303	\$11,366,246	\$10,224,162	\$9,824,507	\$9,943,070	\$10,056,218	\$10,640,901
Revenues	User Fees, Service Charges, & Rentals	(\$143,038)	(\$127,166)	(\$137,904)	(\$137,300)	(\$139,140)	(\$141,017)	(\$143,451)
	Fines & Penalties	(\$9,892,526)	(\$9,476,125)	(\$8,384,250)	(\$8,243,530)	(\$8,269,530)	(\$8,296,050)	(\$8,323,800)
	Licenses & Permits	(\$850,207)	(\$818,081)	(\$810,000)	(\$825,500)	(\$837,000)	(\$848,730)	(\$860,695)
	Grant Revenues & Contributions	(\$32,992)	(\$571,209)	(\$544,328)	(\$662,970)	(\$32,410)	(\$23,810)	(\$484,580)
	Interdepartmental Transfers	\$1,780,857	\$2,097,502	\$2,084,947	\$2,171,200	\$2,217,450	\$2,261,073	\$2,289,702
	Sub-Total	(\$9,137,906)	(\$8,895,078)	(\$7,791,535)	(\$7,698,100)	(\$7,060,630)	(\$7,048,533)	(\$7,522,825)
Net Operating (Expense)/Revenue		\$1,474,397	\$2,471,168	\$2,432,627	\$2,126,407	\$2,882,441	\$3,007,684	\$3,118,077

2019 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

Legislative & Court Services

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget	Change in 2019 Requested Budget to 2018 Approved Budget		
Expenses	Salaries & Benefits	\$5,642,297	\$6,580,217	\$6,115,284	\$6,334,242	\$0	\$6,334,242	(\$245,975)	-3.74%	(\$245,975)	-3.74%
	Recovery from Capital	(\$17,489)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$403,825	\$416,313	\$418,372	\$384,230	\$0	\$384,230	(\$32,083)	-7.71%	(\$32,083)	-7.71%
	Equipment & Capital Purchases	\$28,562	\$90,665	\$64,828	\$82,566	\$0	\$82,566	(\$8,100)	-8.93%	(\$8,100)	-8.93%
	Contracted & Other Services	\$1,713,825	\$1,970,623	\$1,794,103	\$1,570,285	\$0	\$1,570,285	(\$400,338)	-20.32%	(\$400,338)	-20.32%
	Rents & Other Expenses	\$221,862	\$185,335	\$164,736	\$159,212	\$0	\$159,212	(\$26,123)	-14.09%	(\$26,123)	-14.09%
	Grant Expenses & Transfers	\$2,619,420	\$2,123,093	\$1,666,839	\$1,293,972	\$0	\$1,293,972	(\$829,121)	-39.05%	(\$829,121)	-39.05%
	Total	\$10,612,303	\$11,366,246	\$10,224,162	\$9,824,507	\$0	\$9,824,507	(\$1,541,739)	-13.56%	(\$1,541,739)	-13.56%
Revenues	User Fees, Service Charges, & Rentals	(\$143,038)	(\$127,166)	(\$137,904)	(\$137,300)	\$0	(\$137,300)	(\$10,134)	7.97%	(\$10,134)	7.97%
	Fines & Penalties	(\$9,892,526)	(\$9,476,125)	(\$8,384,250)	(\$8,243,530)	\$0	(\$8,243,530)	\$1,232,595	-13.01%	\$1,232,595	-13.01%
	Licenses & Permits	(\$850,207)	(\$818,081)	(\$810,000)	(\$825,500)	\$0	(\$825,500)	(\$7,419)	0.91%	(\$7,419)	0.91%
	Grant Revenues & Contributions	(\$32,992)	(\$571,209)	(\$544,328)	(\$662,970)	\$0	(\$662,970)	(\$91,761)	16.06%	(\$91,761)	16.06%
	Interdepartmental Transfers	\$1,780,857	\$2,097,502	\$2,084,947	\$2,171,200	\$0	\$2,171,200	\$73,698	3.51%	\$73,698	3.51%
	Total	(\$9,137,906)	(\$8,895,078)	(\$7,791,535)	(\$7,698,100)	\$0	(\$7,698,100)	\$1,196,978	-13.46%	\$1,196,978	-13.46%
Net Operating Expense/(Revenue)		\$1,474,397	\$2,471,168	\$2,432,627	\$2,126,407		\$2,126,407	(\$344,761)	-13.95%	(\$344,761)	-13.95%

Comments:

Salaries and Benefits

- A reduction of \$64K reflects the movement of a Committee Support position being allocated to Service Barrie
- Funding for staffing and overtime related to the 2018 Municipal Election offset by contributions from the Election Reserve will not continue in 2019, with exception of the salary for the Coordinator of Elections and Special Project position, which is included as part of the current complement
- All other changes relate to regular step increases, benefit rate and cost of living increases.

Materials and Supplies

- A \$23K decrease in postage related to the costs associated to the voter notice cards which will not be required in 2019 as it is not an election year.

Contracted & Other Services

- Decrease in contracted service costs related to the election that are not anticipated to continue in 2019 (\$170K).
- Decrease in collection fees associated with reduced charge volumes and current collection activity in Court Services (\$73K)

Grant Expenses and Transfers

- Transfer to the election reserve of \$130K that was not done in 2018 due to it being an election year.

Fines and Penalties

- Charge volume in the Barrie Court Service area started to decrease in the latter part of 2017 and has continued to decrease in the first part of 2018, specifically with a decrease an average of 33% over the same period (1st eight months) in 2017. This unanticipated decrease in charge volume is anticipated to result in \$2,391K decrease in POA fine revenues not just for Barrie, but all partners.
- An increase in parking fine revenues of \$258K is identified to bring the amount in line with final actuals received in 2017.

Grant Revenue Contributions

- \$500,000 was transferred from the election reserve for the conduct of the 2018 Municipal Election which will not be required in 2019 as it is not an election year.

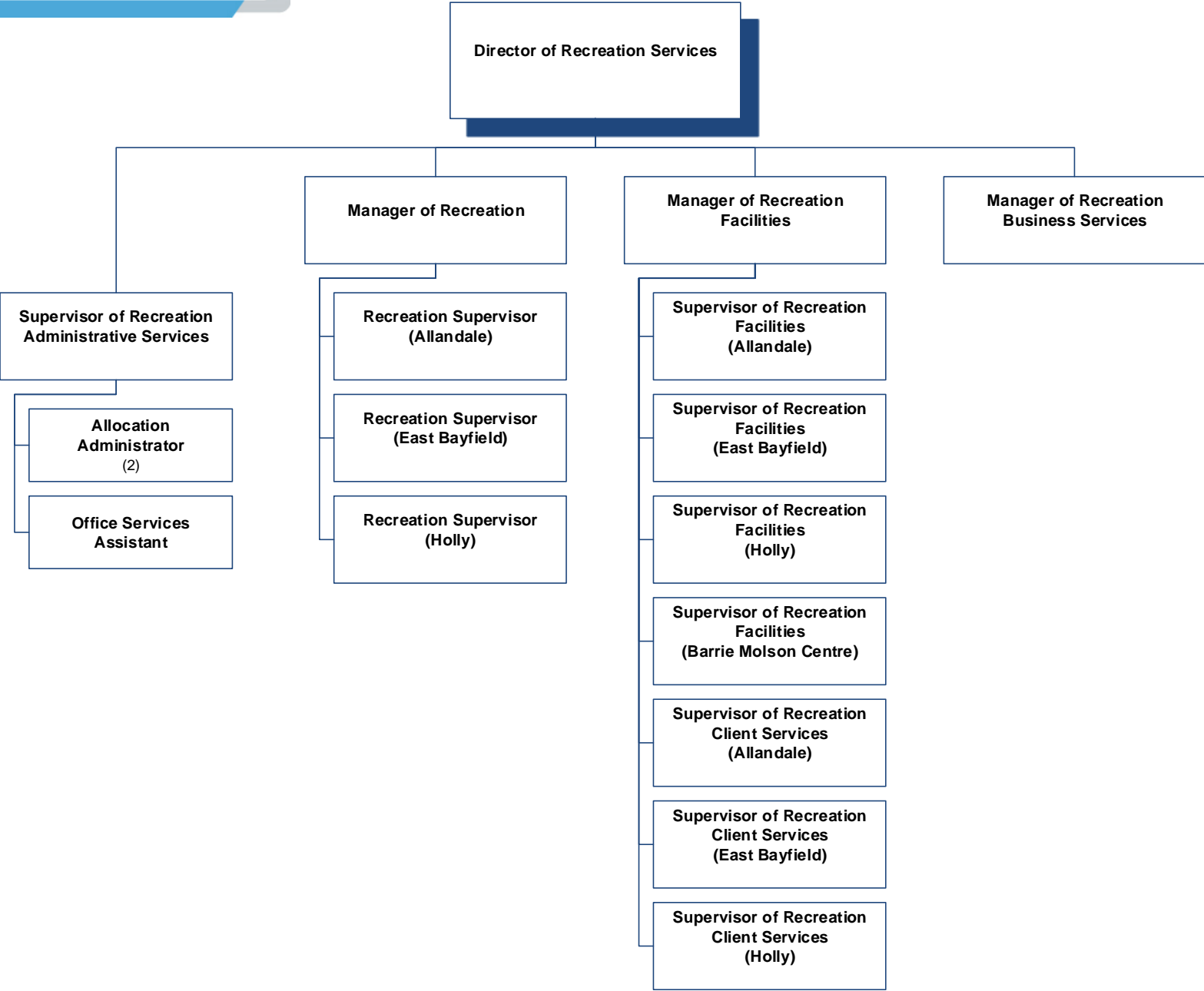
Interdepartmental Transfers

- Cost increases associated with higher costs from other internal departments for their services.



ORGANIZATIONAL CHART

Community and Corporate Services Division
Recreation Services Department



Department:
Recreation

Departmental Overview

Recreation Services builds vibrant, healthy, active and connected communities by providing facilities and programs that give all Barrie residents an opportunity to participate in recreational activities. Key responsibilities include identifying community recreation needs and interests, developing and delivering recreation opportunities which meet these needs and interests, maintaining and operating recreational facilities to provide a setting for these activities, and managing the provision of space to external community recreation providers and groups.

Recreation Programs

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

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

Recreation Facilities

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

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

The branch ensures that all recreation facilities and sport fields are operated and maintained in a safe and cost-efficient manner, in full compliance with all relevant codes, regulations, and legislation. Facilities collaborates with Parks Operations to improve communication and sports field maintenance. These

activities involve the development, ongoing implementation, monitoring, and review of the following plans and programs:

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

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

Lastly, the branch is responsible for Client Services Staff at the City's recreation facilities including Holly Community Centre, East Bayfield Community Centre, and Allandale Recreation Centre. Client Services strives to ensure the highest level of customer service is provided to all members of the community by:

- Providing accurate, current, and helpful information for inquires and concerns.
- Processing customer transactions in an efficient, accurate, and caring manner.

The Client Service desk processes all in-person registered program enrolments and transfers, RecPASS membership signups, public facility bookings, and sale of department and corporate merchandise.

Administration & Business Services

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

The branch leads the development of the Department's annual business plan and operating budget, and coordinates 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 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 and opportunities, and to better anticipate community needs and interests.

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

Maximizing Community Engagement

Increase and maximize community engagement by:

- Assessing community needs and developing programs, activities and special events which meet

these needs and reflect the latest in recreation trends.

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

Increasing Social and Health Benefits of Recreation

Improve the quality of life for all Barrie residents through:

- Providing opportunities for all Barrie residents to access recreation by identifying and seeking to eliminate barriers to participation including financial limitations, physical and mental abilities, and other social and cultural barriers.
- Developing programs and community partnerships which will maximize the health benefits of recreation and increase the awareness with residents of recreation opportunities and the associated benefits.

Responsible Financial Management

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

- Monitoring and managing programs and facilities so as to minimize expenses while maximizing utilization of recreation facilities and programs.
- Identifying and implementing innovative new ways to deliver services and programs to 1) minimize and control costs and 2) protect and enhance revenue streams.
- Pursuing energy conservation initiatives for electricity, natural gas, and water.

Strategic Plan & Other Program Deliverables

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

Major Initiatives/Issues

- Continuous improvement of our recreation registration system to expand capability of providing services online to our community and leveraging the system to enhance processes and controls and perform data analysis to guide operational decisions.
- Support the corporate wide implementation of the Enterprise Resource Planning (ERP) system with a significant focus on payroll, procurement, and budgeting.
- Contribute towards the strategic planning of recreation services to identify current trends and community needs for programming and facilities over the next 5-10 years as the City of Barrie experiences population growth in both the built boundaries and the Hewitt's and Salem lands.
- Partner with Facility Planning and Development to ensure the efficient and timely delivery of approved recreation capital projects, and continuing to work with Corporate Facilities and Capital Asset Management to effectively identify and plan for future capital needs.
- Collaborate with Energy Management to implement energy initiatives which will ensure the efficient operation of Recreation facilities.
- Collaborate with Facility Planning & Development and Parks Operations in revising the corporate DC Bylaw.

- Implement a multi-year sports field analysis in collaboration with Sports Turf Canada to assess turf conditions, management processes, and user satisfaction with the goal of improving overall field quality.
- Recreation is working towards being a HIGH FIVE Accredited organization. This program typically takes 4-5 years to complete. HIGH FIVE is a national quality standard that ensures all programs for children aged 6-12 are creating 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. In late 2018, Recreation Services will undergo the Accreditation Verification and we will receive the results in early 2019. Any additional requirements identified through the verification process will be implemented with the goal of achieving the High Five Certification in 2019. We will then go through another verification process in 2021 as part of our maintenance of standards.
- Supporting the corporate wide implementation of the Customer Service Strategy and CRM software.

Key Performance Indicators

Maximizing Community Engagement

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Community Group Usage of Recreation Facilities (Total Hours)	44,909	42,000	45,500	46,000
Total Visits to Recreation/Community Centres	2,330,939	2,500,000	2,350,000	2,400,000
RecPASS Member Visits	283,415	300,000	305,000	310,000

Increasing Social and Health Benefits of Recreation

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
RecACCESS Participation	1,488	1,300	1,300	1,400
# of Camp Registrations	4,144	6,000	6,426	7,500

Responsible Financial Management

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Recreation Services Operating Cost Recovery Rate	59.7%	55.0%	55.4%	54.4%

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Community & Corporate Services

Recreation Services

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$10,259,921	\$11,148,646	\$11,489,373	\$11,998,506	\$12,237,920	\$12,438,379	\$12,656,290
	Materials & Supplies	\$3,126,654	\$3,332,005	\$3,244,523	\$3,288,934	\$3,513,428	\$3,626,716	\$3,785,610
	Equipment & Capital Purchases	\$203,141	\$353,075	\$353,075	\$390,500	\$379,000	\$387,500	\$388,008
	Contracted & Other Services	\$1,886,030	\$1,977,807	\$1,956,776	\$1,973,917	\$2,079,131	\$2,178,777	\$2,281,470
	Rents & Other Expenses	\$472,636	\$513,222	\$504,984	\$512,696	\$515,876	\$519,102	\$522,213
	Sub-Total	\$15,948,382	\$17,324,755	\$17,548,730	\$18,164,554	\$18,725,355	\$19,150,473	\$19,633,591
Revenues	User Fees, Service Charges, & Rentals	(\$9,346,914)	(\$9,255,126)	(\$9,489,795)	(\$9,834,442)	(\$10,110,784)	(\$10,357,982)	(\$10,601,656)
	Other Revenues	(\$5,658)	(\$6,798)	(\$4,530)	(\$3,152)	(\$3,215)	(\$3,279)	(\$3,279)
	Grant Revenues & Contributions	(\$211,272)	(\$166,935)	(\$256,714)	(\$177,335)	(\$177,335)	(\$177,335)	(\$177,335)
	Interdepartmental Transfers	\$36,104	\$24,780	\$24,780	\$25,275	\$25,785	\$26,295	\$26,821
	Sub-Total	(\$9,527,740)	(\$9,404,079)	(\$9,726,259)	(\$9,989,654)	(\$10,265,549)	(\$10,512,301)	(\$10,755,449)
Net Operating (Expense)/Revenue		\$6,420,643	\$7,920,676	\$7,822,472	\$8,174,900	\$8,459,806	\$8,638,171	\$8,878,142

2019 - BASE BUDGET CHANGE REPORT

Community & Corporate Services

Recreation Services

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$10,259,921	\$11,163,646	\$11,489,373	\$11,998,506	(\$48,500)	\$11,950,006	\$834,860	7.48%	\$786,360	7.04%
	Recovery from Capital	\$0	(\$15,000)	\$0	\$0	\$0	\$0	\$15,000	-100.00%	\$15,000	-100.00%
	Materials & Supplies	\$3,126,654	\$3,332,005	\$3,244,523	\$3,288,934	\$0	\$3,288,934	(\$43,071)	-1.29%	(\$43,071)	-1.29%
	Equipment & Capital Purchases	\$203,141	\$353,075	\$353,075	\$390,500	\$0	\$390,500	\$37,425	10.60%	\$37,425	10.60%
	Contracted & Other Services	\$1,886,030	\$1,977,807	\$1,956,776	\$1,973,917	\$0	\$1,973,917	(\$3,889)	-0.20%	(\$3,889)	-0.20%
	Rents & Other Expenses	\$472,636	\$513,222	\$504,984	\$512,696	\$0	\$512,696	(\$526)	-0.10%	(\$526)	-0.10%
	Total	\$15,948,382	\$17,324,755	\$17,548,730	\$18,164,554	(\$48,500)	\$18,116,054	\$839,799	4.85%	\$791,299	4.57%
Revenues	User Fees, Service Charges, & Rentals	(\$9,346,914)	(\$9,255,126)	(\$9,489,795)	(\$9,834,442)	\$0	(\$9,834,442)	(\$579,317)	6.26%	(\$579,317)	6.26%
	Other Revenues	(\$5,658)	(\$6,798)	(\$4,530)	(\$3,152)	\$0	(\$3,152)	\$3,646	-53.64%	\$3,646	-53.64%
	Grant Revenues & Contributions	(\$211,272)	(\$166,935)	(\$256,714)	(\$177,335)	\$0	(\$177,335)	(\$10,400)	6.23%	(\$10,400)	6.23%
	Interdepartmental Transfers	\$36,104	\$24,780	\$24,780	\$25,275	\$0	\$25,275	\$495	2.00%	\$495	2.00%
	Total	(\$9,527,740)	(\$9,404,079)	(\$9,726,259)	(\$9,989,654)	\$0	(\$9,989,654)	(\$585,575)	6.23%	(\$585,575)	6.23%
Net Operating Expense/(Revenue)		\$6,420,643	\$7,920,676	\$7,822,472	\$8,174,900	(\$48,500)	\$8,126,400	\$254,223	3.21%	\$205,723	2.60%

Comments:

Salaries and Benefits

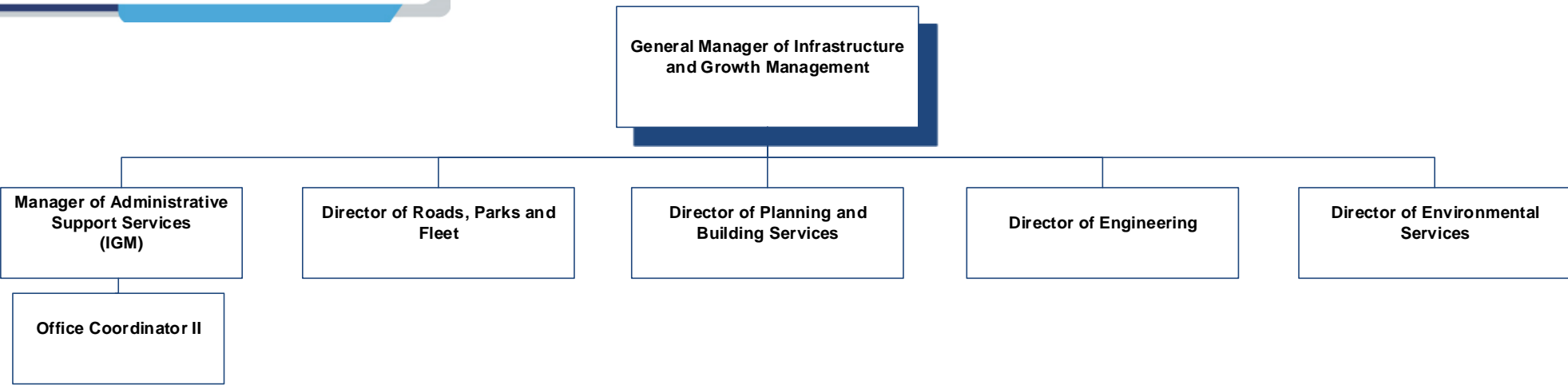
Primarily due to new corporate part-time pay grids based on the impact of Bill 148 and market conditions (\$419k) and legislated changes through Bill 148 (\$262k) plus full-time salary step increases (\$154k).

User Fees, Service Charges and Rentals

Incremental revenues from growth in volume of memberships, registrations and rental bookings (\$369k) and user fee increases (\$216k).



ORGANIZATIONAL CHART
Infrastructure and Growth Management Division



Performance Plan 2019 - INFRASTRUCTURE AND GROWTH MANAGEMENT DIVISION

Division Goals

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

Key Division Service Delivery Initiatives

- Oversee the implementation of development in the Secondary Plan Areas;
- Continue with the implementation of the Affordable Housing Strategy;
- Continue with the preparation of a new Official Plan;
- Develop a Council-endorsed Strategic Asset Management Policy to comply with new Provincial regulation;
- Continue implementation of sustainable waste management strategy including residential multi-unit waste diversion;
- Complete the pre-design for the Wastewater Advanced Nutrient Management project;
- Implement Milestone 5 of the Climate Change Adaptation Strategy; and,
- Advance designs for key arterial roads and servicing projects to alleviate congestion and support growth in and around the Secondary Plan Area.

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.

Key Performance Indicators

Department	Indicator	2018 Plan	2018 Projected	2019 Plan
Environmental Services	Solid waste residential diversion rate	53	55	57
	Collection, treatment and disposal of wastewater: <ul style="list-style-type: none"> Percent time treatment effluent limits met all requirements 	100%	100%	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. 	1.8	1.2	1.6
Roads, Parks, and Fleet	Traffic Collisions per lane KM	1.6	Ongoing	1.5
	Winter Control Service Level Compliance	95%	95%	96%
Engineering	Change Orders as a % of Total Tender Value	7%	6%	7%
	Percent of Parks and Trails capital projects completed on schedule	100%	100%	100%
	Capital expenditures as a % of forecasted expenditures	100%	90%	90%
Planning & Building Services	Number of Ward Meetings held for development applications	16	9	13
	Number of New Housing Units included in approved development proposals that meet the City's definition of affordable housing	80	9	80
	Average # of inspections to approve occupancy for new dwelling units	1.6	1.45	1.5
	Percentage of Building Permit applications reviewed within legislated timeframes	92%	90%	93%

Budget Summary

Tax Rate

Department	2019 Net Requested Budget	2019 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the General Manager	\$479,333	2		2
Engineering	\$2,039,779	66	2	68
Environmental Services	\$7,468,832	28		28
Planning & Building Services	\$657,317	48	8.3	56.3
Roads, Parks and Fleet	\$28,780,046	110		110
Total	\$39,425,707	254	10.3	264.3

User Rate

Department	2019 Net Requested Budget	2019 Staffing		
		Base Complement	Service Level Changes	Total Requested
Water Operations	(\$4,610,173)	68		68
Wastewater Operations	(\$14,257,131)	36	1	37
Parking	\$554,533	3		3
Total	(\$18,312,771)	107	1	108

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management – Division Summary

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$23,265,162	\$25,358,086	\$25,034,906	\$27,187,680	\$27,727,698	\$28,298,347	\$28,776,131
	Materials & Supplies	\$5,143,879	\$5,053,964	\$5,581,813	\$5,301,281	\$5,455,654	\$5,608,266	\$5,694,836
	Equipment & Capital Purchases	\$351,634	\$709,398	\$688,208	\$716,365	\$736,671	\$735,551	\$711,858
	Contracted & Other Services	\$17,568,656	\$19,341,821	\$22,557,400	\$20,542,594	\$21,994,636	\$22,460,040	\$23,125,601
	Rents & Other Expenses	\$565,558	\$679,175	\$837,713	\$700,415	\$609,672	\$637,334	\$645,797
	Grant Expenses & Transfers	\$2,837,792	\$1,547,077	\$1,487,545	\$1,210,327	\$1,443,350	\$1,649,388	\$827,337
	Sub-Total	\$49,732,681	\$52,689,522	\$56,187,585	\$55,658,662	\$57,967,681	\$59,388,926	\$59,781,560
Revenues	User Fees, Service Charges, & Rentals	(\$5,373,720)	(\$4,174,355)	(\$4,165,139)	(\$4,977,385)	(\$3,955,043)	(\$3,871,459)	(\$3,522,447)
	Licenses & Permits	(\$4,432,487)	(\$4,384,471)	(\$3,982,000)	(\$5,305,311)	(\$5,754,936)	(\$6,206,185)	(\$6,449,139)
	Other Revenues	(\$74,277)	(\$100,000)	(\$100,000)	(\$117,000)	(\$32,300)	(\$33,606)	(\$35,918)
	Grant Revenues & Contributions	(\$2,297,227)	(\$2,312,199)	(\$3,350,607)	(\$2,099,249)	(\$2,126,206)	(\$2,143,669)	(\$2,160,140)
	Interdepartmental Transfers	(\$3,105,033)	(\$3,305,527)	(\$3,553,215)	(\$4,464,315)	(\$3,952,443)	(\$4,013,991)	(\$4,039,347)
	Sub-Total	(\$15,282,745)	(\$14,276,551)	(\$15,150,961)	(\$16,963,259)	(\$15,820,927)	(\$16,268,910)	(\$16,206,990)
Net Operating (Expense)/Revenue		\$34,449,936	\$38,412,971	\$41,036,624	\$38,695,403	\$42,146,755	\$43,120,016	\$43,574,569

2019 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management – Division Summary

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$26,607,050	\$28,798,777	\$27,968,997	\$31,057,143	\$1,270,244	\$32,327,387	\$2,258,366	7.84%	\$3,528,610	12.25%
	Recovery from Capital	(\$3,341,888)	(\$3,440,691)	(\$2,934,090)	(\$3,869,463)	(\$506,496)	(\$4,375,959)	(\$428,772)	12.46%	(\$935,268)	27.18%
	Materials & Supplies	\$5,143,879	\$5,053,964	\$5,581,813	\$5,301,281	\$2,160	\$5,303,441	\$247,317	4.89%	\$249,477	4.94%
	Equipment & Capital Purchases	\$351,634	\$709,398	\$688,208	\$716,365	\$0	\$716,365	\$6,967	0.98%	\$6,967	0.98%
	Contracted & Other Services	\$17,568,656	\$19,341,821	\$22,557,400	\$20,542,594	\$161,000	\$20,703,594	\$1,200,773	6.21%	\$1,361,773	7.04%
	Rents & Other Expenses	\$565,558	\$679,175	\$837,713	\$700,415	\$0	\$700,415	\$21,240	3.13%	\$21,240	3.13%
	Grant Expenses & Transfers	\$2,837,792	\$1,547,077	\$1,487,545	\$1,210,327	\$450,000	\$1,660,327	(\$336,750)	-21.77%	\$113,250	7.32%
	Total	\$49,732,681	\$52,689,522	\$56,187,585	\$55,658,662	\$1,376,909	\$57,035,571	\$2,969,140	5.64%	\$4,346,049	8.25%
Revenues	User Fees, Service Charges, & Rentals	(\$5,373,720)	(\$4,174,355)	(\$4,165,139)	(\$4,977,385)	\$0	(\$4,977,385)	(\$803,030)	19.24%	(\$803,030)	19.24%
	Licenses & Permits	(\$4,432,487)	(\$4,384,471)	(\$3,982,000)	(\$5,305,311)	(\$586,605)	(\$5,891,916)	(\$920,840)	21.00%	(\$1,507,444)	34.38%
	Other Revenues	(\$74,277)	(\$100,000)	(\$100,000)	(\$117,000)	\$0	(\$117,000)	(\$17,000)	17.00%	(\$17,000)	17.00%
	Grant Revenues & Contributions	(\$2,297,227)	(\$2,312,199)	(\$3,350,607)	(\$2,099,249)	(\$60,000)	(\$2,159,249)	\$212,950	-9.21%	\$152,950	-6.61%
	Interdepartmental Transfers	(\$3,105,033)	(\$3,305,527)	(\$3,553,215)	(\$4,464,315)	\$0	(\$4,464,315)	(\$1,158,788)	35.06%	(\$1,158,788)	35.06%
	Total	(\$15,282,745)	(\$14,276,551)	(\$15,150,961)	(\$16,963,259)	(\$646,605)	(\$17,609,864)	(\$2,686,708)	18.82%	(\$3,333,313)	23.35%
Net Operating Expense/(Revenue)		\$34,449,936	\$38,412,971	\$41,036,624	\$38,695,403	\$730,304	\$39,425,707	\$282,432	0.74%	\$1,012,736	2.64%

New Investment details found in New Investments & Services Recommendations section

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

General Manager's Office

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$338,471	\$350,842	\$322,648	\$467,801	\$479,917	\$486,879	\$493,946
	Materials & Supplies	\$7,316	\$7,676	\$5,990	\$7,810	\$8,033	\$8,153	\$8,275
	Contracted & Other Services	(\$33,995)	\$4,100	\$3,750	\$4,122	\$4,142	\$4,204	\$4,267
	Sub-Total	\$311,792	\$362,618	\$332,388	\$479,733	\$492,091	\$499,236	\$506,489
Net Operating (Expense)/Revenue		\$311,792	\$362,618	\$332,388	\$479,733	\$492,091	\$499,236	\$506,489

2019 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

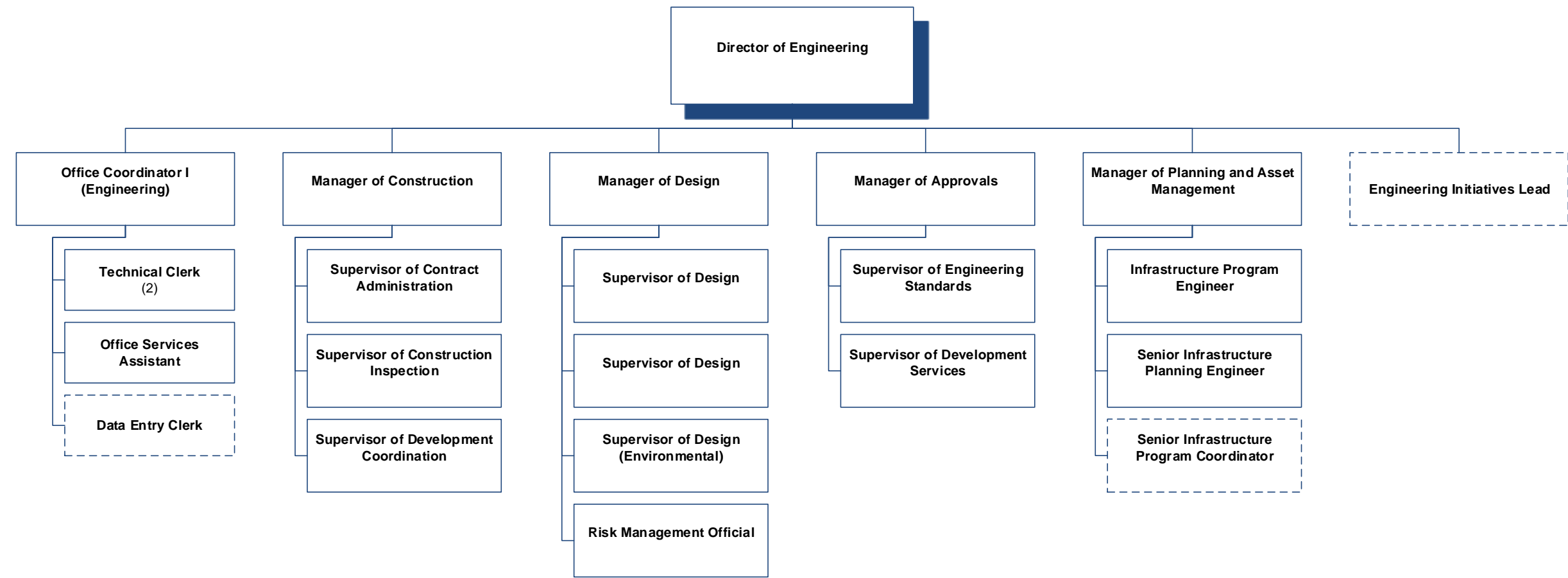
General Manager's Office

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$338,471	\$350,842	\$322,648	\$467,801	\$0	\$467,801	\$116,959	33.34%	\$116,959	33.34%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$7,316	\$7,676	\$5,990	\$7,810	\$0	\$7,810	\$134	1.74%	\$134	1.74%
	Contracted & Other Services	(\$33,995)	\$4,100	\$3,750	\$4,122	\$0	\$4,122	\$22	0.54%	\$22	0.54%
	Total	\$311,792	\$362,618	\$332,388	\$479,733	\$0	\$479,733	\$117,114	32.30%	\$117,114	32.30%
Net Operating Expense/(Revenue)		\$311,792	\$362,618	\$332,388	\$479,733		\$479,733	\$117,114	32.30%	\$117,114	32.30%



ORGANIZATIONAL CHART

Infrastructure and Growth Management Division
Engineering Department



Indicates temporary position

Department:
Engineering

Departmental Overview

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

Our mission is: "The Engineering Department will:

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

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

Planning & Asset Management Branch

The Planning & Asset Management Branch provides the following services:

- Master Plans/studies for transportation, drainage, water, nutrient loading, wastewater and parks
- Class Environmental Assessments for infrastructure
- Develop implementation plans for Master Plans and Environmental Assessments, including input into design process
- Water, sanitary and storm water models (update, maintain, analyze)
- Macro and micro transportation models (update, maintain, analyze)
- Inflow and Infiltration Reduction Program
- Planning application reviews for master plan/modelling
- Condition assessment for transportation, drainage, water, wastewater, parks
- Development of renewal plans for linear infrastructure
- Asset Management Plan coordination for all corporate assets
- Compliance with O.Reg. 588/17 Asset Management Planning for Municipal infrastructure
- Participation in coordinating the City's corporate capital plan
- Partnerships related to parks and trails

Construction Branch

The Construction Branch provides the following services:

- Capital project contract administration and oversight including liaison with contractors, public, media, Council and approval agencies
- Site inspection services on municipal infrastructure projects (water, wastewater, stormwater, roads, bridges, sidewalks, parking lots, culverts, traffic signals, airport, marina, landfill and recycling facilities)
- Site Plan and subdivision development construction coordination between developers and builders and the public, media, Council and approval agencies
- Inspections for work completed as part of Right of Way Activity permitting process
- Maintain Engineering records

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
- Reviews and issues Municipal Consents and Right of Way Activity Permits
- Administers Anti Graffiti Program
- Provides railway specific technical oversight of matters related to the Barrie Collingwood Railway
- Administers Boulevard Garden Policy
- Manages Commemorative Program for benches, trees and plaques

Design Branch

The Design Branch provides the following services:

- Provides engineering services and management for projects 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 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, proposal calls specifications and cost estimates
- Evaluates requests for capital program projects and recommends solutions based on sound engineering principles
- Liaises with other levels of Government, utility companies and community groups on engineering issues
- Drinking Water Source Protection

Key Departmental Objectives

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

Strategic Plan & Other Program Deliverables

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

Major Initiatives/Issues

- Harvie Road/Big Bay Point Road/Highway 400 Crossing
- Advanced Nutrient Removal (Wastewater Treatment Facility upgrade)
- Secondary Plan Area Infrastructure Projects
- Asset Management Plans and compliance with Provincial Regulation
- Master Plan updates for: water & wastewater, drainage & stormwater, transportation and sports fields

Key Performance Indicators

Planning & Asset Management Branch

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Percent of Class Environmental studies completed on schedule	90%	80%	0%	80%

Construction Branch

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Change Orders as a % of total tender value	7%	7%	6%	7%
Percent Satisfaction based on construction customer survey	72%	80%	80%	80%
Capital expenditures as a % of forecasted expenditures	74%	100%	90%	90%

Approvals Branch

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Average Pre-consultation review time 1st submission (days)	22 days	20 days	21 days	20 days
Average Site Plan review time 1st submission (days)	22 days	25 days	26 days	25 days
Average Subdivision review time (days)	72 days	30 days	90 days	90 days
MC Permit - initial review within 5 days	96%	100%	97%	100%
MC Permit - Approval within 15 days	95%	100%	100%	100%
ROWAP Inspection fees % spent vs collected	126%	100%	125%	100%
Percent of parks and trails capital projects completed on schedule	64%	100%	100%	100%

Design Branch

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Percent of capital project designs completed on schedule	73%	100%	95%	100%
Percent of capital projects tendered on schedule	60%	100%	90%	100%
Percent of total Risk Management Plans completed	22%	50%	50%	75%

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Engineering Department

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$4,028,992	\$4,659,670	\$4,342,832	\$4,390,168	\$4,365,120	\$4,465,960	\$4,557,001
	Materials & Supplies	\$74,679	\$59,005	\$57,864	\$76,760	\$61,948	\$72,050	\$63,933
	Equipment & Capital Purchases	\$26,486	\$57,960	\$5,720	\$10,005	\$6,817	\$6,881	\$6,945
	Contracted & Other Services	\$685,581	\$638,263	\$635,122	\$741,757	\$742,312	\$760,273	\$775,851
	Rents & Other Expenses	\$7,777	\$35,450	\$11,000	\$13,500	\$16,250	\$19,000	\$22,000
	Grant Expenses & Transfers	\$74,167	\$75,280	\$75,280	\$76,409	\$77,555	\$78,000	\$0
	Sub-Total	\$4,897,683	\$5,525,628	\$5,127,818	\$5,308,599	\$5,270,002	\$5,402,163	\$5,425,729
Revenues	User Fees, Service Charges, & Rentals	(\$685,690)	(\$637,080)	(\$640,779)	(\$644,033)	(\$654,929)	(\$666,067)	(\$678,156)
	Licenses & Permits	(\$546,971)	(\$744,471)	(\$342,000)	(\$729,311)	(\$762,936)	(\$798,185)	(\$835,139)
	Other Revenues	(\$9,335)	(\$15,000)	(\$15,000)	(\$15,000)	(\$15,300)	(\$15,606)	(\$15,918)
	Grant Revenues & Contributions	(\$176,854)	(\$97,000)	(\$97,000)	(\$100,000)	(\$101,000)	(\$102,500)	(\$104,000)
	Interdepartmental Transfers	(\$1,603,117)	(\$1,867,283)	(\$1,170,574)	(\$1,802,336)	(\$1,524,730)	(\$1,561,883)	(\$1,573,471)
	Sub-Total	(\$3,021,968)	(\$3,360,833)	(\$2,265,353)	(\$3,290,680)	(\$3,058,895)	(\$3,144,241)	(\$3,206,684)
Net Operating (Expense)/Revenue		\$1,875,715	\$2,164,794	\$2,862,465	\$2,017,919	\$2,211,107	\$2,257,922	\$2,219,045

2019 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Engineering Department

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$7,370,880	\$8,100,360	\$7,276,922	\$8,259,631	\$528,356	\$8,787,987	\$159,270	1.97%	\$687,626	8.49%
	Recovery from Capital	(\$3,341,888)	(\$3,440,691)	(\$2,934,090)	(\$3,869,463)	(\$506,496)	(\$4,375,959)	(\$428,772)	12.46%	(\$935,268)	27.18%
	Materials & Supplies	\$74,679	\$59,005	\$57,864	\$76,760	\$0	\$76,760	\$17,755	30.09%	\$17,755	30.09%
	Equipment & Capital Purchases	\$26,486	\$57,960	\$5,720	\$10,005	\$0	\$10,005	(\$47,955)	-82.74%	(\$47,955)	-82.74%
	Contract & Other Services	\$685,581	\$638,263	\$635,122	\$741,757	\$0	\$741,757	\$103,493	16.21%	\$103,493	16.21%
	Rents & Other Expenses	\$7,777	\$35,450	\$11,000	\$13,500	\$0	\$13,500	(\$21,950)	-61.92%	(\$21,950)	-61.92%
	Grant Expenses & Transfers	\$74,167	\$75,280	\$75,280	\$76,409	\$0	\$76,409	\$1,129	1.50%	\$1,129	1.50%
	Total	\$4,897,683	\$5,525,628	\$5,127,818	\$5,308,599	\$21,860	\$5,330,459	(\$217,029)	-3.93%	(\$195,169)	-3.53%
Revenues	User Fees, Service Charges, & Rentals	(\$685,690)	(\$637,080)	(\$640,779)	(\$644,033)	\$0	(\$644,033)	(\$6,953)	1.09%	(\$6,953)	1.09%
	Licenses & Permits	(\$546,971)	(\$744,471)	(\$342,000)	(\$729,311)	\$0	(\$729,311)	\$15,160	-2.04%	\$15,160	-2.04%
	Other Revenues	(\$9,335)	(\$15,000)	(\$15,000)	(\$15,000)	\$0	(\$15,000)	\$0	0.00%	\$0	0.00%
	Grant Revenues & Contributions	(\$176,854)	(\$97,000)	(\$97,000)	(\$100,000)	\$0	(\$100,000)	(\$3,000)	3.09%	(\$3,000)	3.09%
	Interdepartmental Transfers	(\$1,603,117)	(\$1,867,283)	(\$1,170,574)	(\$1,802,336)	\$0	(\$1,802,336)	\$64,947	-3.48%	\$64,947	-3.48%
	Total	(\$3,021,968)	(\$3,360,833)	(\$2,265,353)	(\$3,290,680)	\$0	(\$3,290,680)	\$70,154	-2.09%	\$70,154	-2.09%
Net Operating Expense/(Revenue)		\$1,875,715	\$2,164,794	\$2,862,465	\$2,017,919	\$21,860	\$2,039,779	(\$146,875)	-6.78%	(\$125,015)	-5.77%

Comments:

Salaries & Benefits: Refer to intake forms 384, 404 and 407 – additional resources to deliver capital plan; largely recovered from capital projects

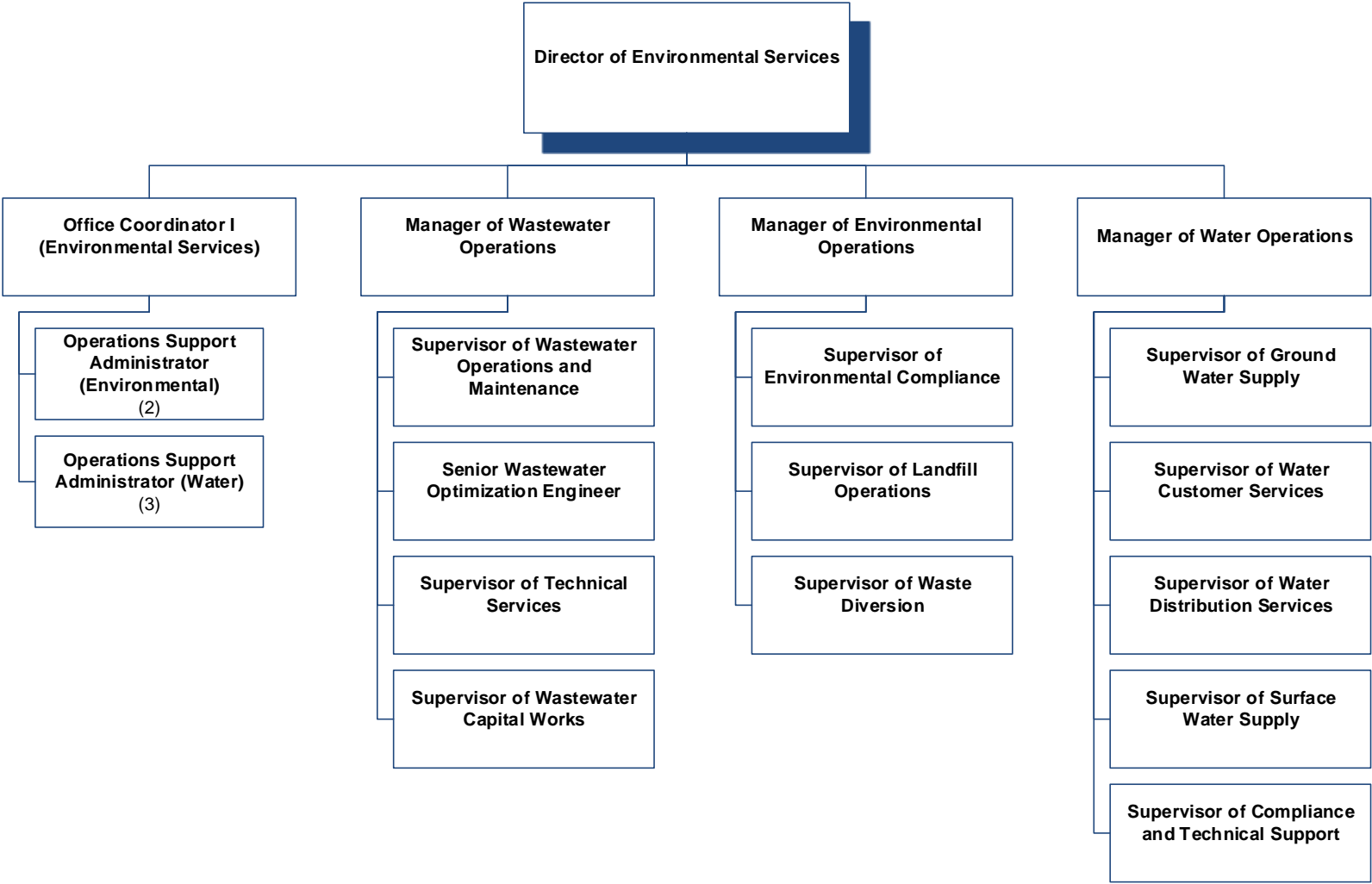
Recovery from Capital: Adjustments to more appropriately reflect cost recoveries from water and wastewater rates, and capital projects.

Materials & Supplies: Public education program required for Source Water Protection compliance

Equipment & Capital Purchases: Parks fencing and morality lighting programs transferred to RPF Department; reduction in Engineering is offset by increase in RPF

Contracted & Other Services: Increased investment in staff training required to assist in capital plan delivery, increase in field oversight of development projects in secondary plan areas, inclusion of consulting fees for proactive service delivery.

Rents & Other Expenses: Adjustment to capture costs in more appropriate cost centres



Department:
Environmental Services

Departmental Overview

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

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

All three Branches, continued to strive in 2018 to implement the recommendations of the respective Service Area Reviews undertaken for each of the Branches in 2011 with a focus on improving efficiencies/economies and enhancing service delivery. The Department participates in the National Benchmarking Initiatives annual exercises to aid in identifying opportunities for improvement.

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

Environmental Operations Branch (EOB)

The Environmental Operations Branch requires approximately 17% of the Department's financial resources and 21% of the Department's staff resources to perform the following services: landfill operations, non-hazardous solid waste disposal, household hazardous waste receiving and disposal; leaf and yard waste disposal and composting; solid waste collection and disposal; municipal waste diversion/recycling programs including delivery of recycling containers and retailing back yard composters; environmental investigation, emergency response, monitoring and compliance; environmental education programs & promotion all in accordance with the Environmental Protection Act (EPA).

The Landfill Re-Engineering Project continues to proceed on time and on budget with an anticipated completion in 2018. The Branch is working towards implementing various elements of the Sustainable Waste Management Plan which has received approval in principle and emphasized increased diversion and waste reduction opportunities.

Wastewater Operations Branch (WWOB)

The Wastewater Operations Branch requires approximately 48% of the Department's financial resources and 27% of the Department's staff resources to perform the following services: collection and treatment of wastewater; operation and maintenance of the Wastewater Treatment Facility (WwTF); 13 Remote Wastewater Pumping Stations; the Oro Biosolids Storage Facility plus 3 additional pumping stations at the Barrie Sports Complex; and the operation and maintenance of the Lake Simcoe Regional Airport (LSRA) sewage system. All works are performed in accordance with the Environmental Protection Act (EPA), Ontario Water Resources Act (OWRA), Lake Simcoe Protection Act (LSPA), Nutrient Management Act (NMA), etc.

Barrie has a 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 competently achieve the new limits on an on-going basis. Related improvements /

additions include potential construction of new works with an expected cost ranging from \$40 million to \$100 million. In the interim, 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 (WOB)

The Water Operations Branch requires approximately 35% of the Department's financial resources and 51% of the Department's staff resources to perform the following services: ensuring the delivery of a safe and adequate supply of potable water through the management of the Municipal Drinking Water System within (applicable) regulatory requirements (OWRA & Safe Drinking Water Act (SDWA), etc.). This includes the repair and maintenance of drinking water treatment systems, water mains, valves, hydrants, residential main shut off valves, repair and replacement and water meters for service billing; the inspection of water mains and services; the installation of Industrial / Commercial / Institutional water services and meters, new home meters and hydrant metered gate valves; the Backflow Prevention Program; the resolution of water quality or water pressure issues/complaints; the maintenance of City standard drawing details for water specifications; and the prevention of infrastructure damage through the locating services for all of the City of Barrie's buried infrastructure in accordance with "One Call" legislation.

Key Departmental Objectives

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

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

Strategic Plan & Other Program Deliverables

- 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.
- Validate and monitor customer satisfaction.
- Adjust expenditures/ revenues to maintain targets.
- Ongoing review of processes to improve efficiencies.
- Track details of non-compliance incidents, implement corrective measures.
- Develop a framework for Standard Operating Procedures / Standard Operating Guidelines (SOP/SOG) development and training. Train staff on SOP/SOGs.
- Improve percentage of preventative maintenance (employ/optimize Computerized Maintenance Management System (CMMS) / City Works functionality).

Key Performance Indicators

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Solid Waste management and environmental protection:				
• Residential Diversion Rate	55.61	57	55	57
• Service Complaints - Curbside Collections / 1,000 serviced units	12.30	10	10	25

Collection, treatment and disposal of wastewater:				
<ul style="list-style-type: none"> Percent time treatment effluent limits met all requirements 	100%	100%	100%	100%
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. 	0.99	1.8	1.2	1.6

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Environmental Services

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$2,546,783	\$2,826,327	\$2,808,091	\$2,859,021	\$2,936,309	\$2,993,300	\$3,039,724
	Materials & Supplies	\$337,792	\$480,238	\$496,931	\$587,343	\$633,773	\$688,557	\$696,399
	Equipment & Capital Purchases	\$65,307	\$174,088	\$174,088	\$78,390	\$178,443	\$178,497	\$178,552
	Contracted & Other Services	\$6,125,058	\$7,555,894	\$8,183,990	\$7,128,402	\$8,496,781	\$8,780,727	\$9,181,900
	Rents & Other Expenses	\$40,285	\$10,900	\$139,700	\$89,753	\$39,830	\$39,910	\$39,990
	Grant Expenses & Transfers	\$415,096	\$456,606	\$456,606	\$502,266	\$552,493	\$607,742	\$0
	Sub-Total	\$9,530,321	\$11,504,053	\$12,259,407	\$11,245,175	\$12,837,629	\$13,288,732	\$13,136,565
Revenues	User Fees, Service Charges, & Rentals	(\$1,881,632)	(\$1,727,925)	(\$1,780,425)	(\$1,669,875)	(\$1,675,800)	(\$1,686,050)	(\$1,706,600)
	Other Revenues	\$0	\$0	\$0	(\$7,000)	(\$7,000)	(\$8,000)	(\$10,000)
	Grant Revenues & Contributions	(\$1,334,427)	(\$1,546,199)	(\$1,296,199)	(\$1,301,299)	(\$1,306,299)	(\$1,306,299)	(\$1,306,299)
	Interdepartmental Transfers	(\$814,198)	(\$759,751)	(\$702,956)	(\$798,169)	(\$765,542)	(\$775,835)	(\$782,292)
	Sub-Total	(\$4,030,258)	(\$4,033,875)	(\$3,779,580)	(\$3,776,343)	(\$3,754,641)	(\$3,776,184)	(\$3,805,191)
Net Operating (Expense)/Revenue		\$5,500,064	\$7,470,178	\$8,479,826	\$7,468,832	\$9,082,989	\$9,512,548	\$9,331,374

2019 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management Environmental Services Department (Tax)

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget	Change in 2019 Requested Budget to 2018 Approved Budget		
Expenses	Salaries & Benefits	\$2,546,783	\$2,826,327	\$2,808,091	\$2,859,021	\$0	\$2,859,021	\$32,695	1.16%	\$32,695	1.16%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$337,792	\$480,238	\$496,931	\$587,343	\$0	\$587,343	\$107,105	22.30%	\$107,105	22.30%
	Equipment & Capital Purchases	\$65,307	\$174,088	\$174,088	\$78,390	\$0	\$78,390	(\$95,698)	-54.97%	(\$95,698)	-54.97%
	Contracted & Other Services	\$6,125,058	\$7,555,894	\$8,183,990	\$7,128,402	\$0	\$7,128,402	(\$427,493)	-5.66%	(\$427,493)	-5.66%
	Rents & Other Expenses	\$40,285	\$10,900	\$139,700	\$89,753	\$0	\$89,753	\$78,853	723.42%	\$78,853	723.42%
	Grant Expenses & Transfers	\$415,096	\$456,606	\$456,606	\$502,266	\$0	\$502,266	\$45,661	10.00%	\$45,661	10.00%
	Total	\$9,530,321	\$11,504,053	\$12,259,407	\$11,245,175	\$0	\$11,245,175	(\$258,878)	-2.25%	(\$258,878)	-2.25%
Revenues	User Fees, Service Charges, & Rentals	(\$1,881,632)	(\$1,727,925)	(\$1,780,425)	(\$1,669,875)	\$0	(\$1,669,875)	\$58,050	-3.36%	\$58,050	-3.36%
	Other Revenues	\$0	\$0	\$0	(\$7,000)	\$0	(\$7,000)	(\$7,000)	-	(\$7,000)	-
	Grant Revenues & Contributions	(\$1,334,427)	(\$1,546,199)	(\$1,296,199)	(\$1,301,299)	\$0	(\$1,301,299)	\$244,900	-15.84%	\$244,900	-15.84%
	Interdepartmental Transfers	(\$814,198)	(\$759,751)	(\$702,956)	(\$798,169)	\$0	(\$798,169)	(\$38,418)	5.06%	(\$38,418)	5.06%
	Total	(\$4,030,258)	(\$4,033,875)	(\$3,779,580)	(\$3,776,343)	\$0	(\$3,776,343)	\$257,532	-6.38%	\$257,532	-6.38%
Net Operating Expense/(Revenue)		\$5,500,064	\$7,470,178	\$8,479,826	\$7,468,832		\$7,468,832	(\$1,346)	-0.02%	(\$1,346)	-0.02%

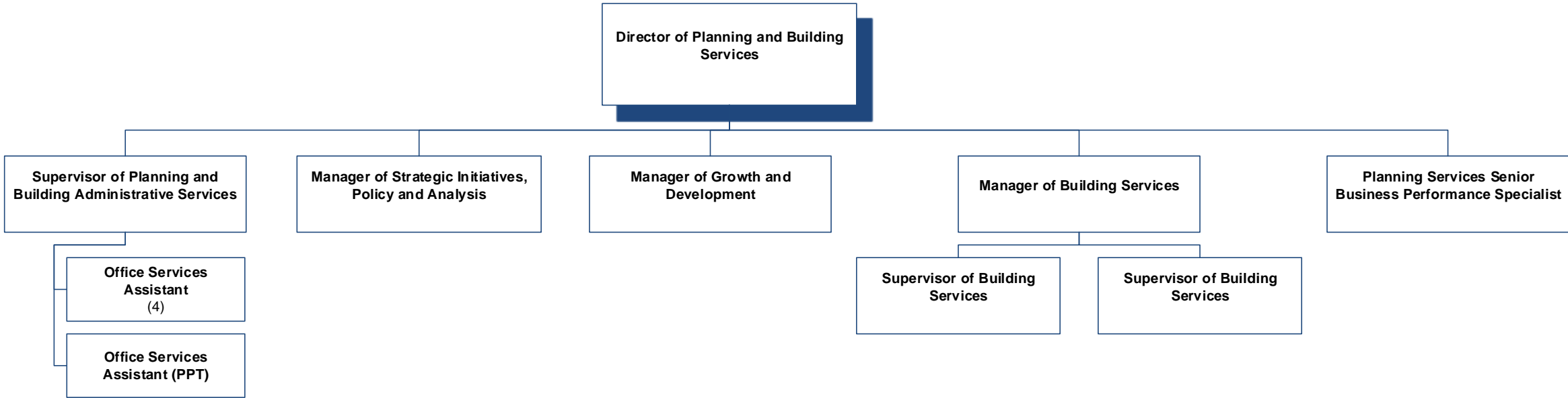
Comments:

There has been a reduction in budgeted grant revenues & contributions due to the fact that Environmental Operations received a one-time \$250,000 contribution from the Landfill Development Reserve in 2018 to help support landfill operations going "in-house" after previously being taken care of by a third party. Contracted services amounts have also been reduced to reflect estimated collections cost for 2019.



ORGANIZATIONAL CHART

Infrastructure and Growth Management Division
Planning and Building Services Department



Department:
Planning and Building Services

Departmental Overview

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

Community Branch Planning

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

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

- Maintain internal and external website for the Planning and Building Services Department.
- Make presentations to Council, special interest groups and the public on specific policy initiatives, development updates and building statistics.
- Administers street naming function for the Municipality.
- Provide Zoning Enforcement of Zoning By-law infractions.
 - Oversee the implementation of a comprehensive approach to land use, infrastructure and financial planning as identified in the Memorandum of Understanding (MOU) with landowners in the 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.
- Co-ordinates the analysis of data related to growth and reporting on same.
- 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.

Building Services Branch

This branch requires approximately 100% of the Branch resources. Based on historical data and future expectations, the Building Services Branch will deliver the following services in 2019:

- Process 1,550 permits for construction of approximately 1,000 dwelling units and approximately 78,000m² of industrial, commercial and institutional floor area with a total construction value of \$400 million.
 - Conduct approximately 13,000 site inspections of construction projects.
 - Respond to 140 complaints/enquiries about building construction and grading.

Key Departmental Objectives

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

- Completing timely reviews and well thought out 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 reducing reliance on the private automobile.
 - Protecting and enhancing the City's Natural Heritage features and reducing climatic and environmental impacts while improving the "greening" of the City.
 - Creation of new policies, and review of existing policies, to address emerging issues and identifying trends that affect the livability of the City including affordable housing, safety, job creation, fiscal responsibility, 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.
 - Providing a timely, efficient and professional review of building plans and construction.

Strategic Plan & Other Program Deliverables

- Continue to deliver on the core business throughout 2019 in the context of senior government policy initiatives and *The Planning Act*.
 - Continue to support growth management initiatives such as the completion of the Mid-rise buildings Urban Design Guidelines and Intensification policies, review and update of the existing Community Improvement Plan areas and commence implementation of the City's newly approved Cultural Heritage Strategy.
 - Focus on initiatives that contribute to creating a vibrant and healthy City Centre, in

particular in the Urban Growth Centre, through timely processing of development application approvals and new policy development.

- Promote appropriate intensification projects to address density targets.
- Promote good building practices and ensure that buildings adhere to plans and Ontario Building Code.

Major Initiatives/Issues

- Substantive work towards Official Plan review and the update of a corresponding comprehensive zoning by-law.
 - Continued implementation of the Affordable Housing Strategies.
 - Completion of the Essa Road Intensification Review and establishing implementation tasks associated with the recommendations.
 - Continue receipt 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.
 - Initiate the comprehensive 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 recommendation to Council within the timelines required by the Planning Act.
 - Continue to review development applications within the parameters of the Planning Act as it relates to the Local Planning Appeals Tribunal (LPAT) transition from the Ontario Municipal Board, in particular as it relates to the "official record" to state the City's position on a development application.
 - Implementation of a new Community Improvement Plan which offer incentives to key objectives: affordable housing; brownfields; and intensification.
 - Create continued awareness on registering second suite units through public engagement, support sessions and consistent zoning enforcement to increase public safety and increase the amount of safe rental accommodation within the City.
 - Implement enhancements for continued public engagement, including website improvements and the use of the website to provide detailed information on planning applications.
 - Continued use of the online engagement platform: Building Barrie to engage members of the community on planning initiatives.
 - Review process improvements for planning applications through the use of APLI and digital submissions, starting with Committee of Adjustment and Site Plan.
 - Encourage the development community to continue to strive for the highest quality buildings and developments for the City.

Key Performance Indicators

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Average number or working days for issuance of draft site plan approval conditions (days)	269	45	45	45
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium)	20	90	90	90

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of development applications approved that incorporate denser residential and/or mixed use development	5	10	7	10

in the Intensification Areas				
Percent of site plan applications approved that incorporate improved streetscape, including street oriented buildings and boulevard amenities such as gardens, patios, benches and bicycle racks.	95	95	95	95

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha)	n/a	18	9	18

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of new policies, amendments to Planning documents and/or special studies approved by Council.	0	3	9	4

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of Open Houses/Ward Meetings Held for Policy Planning Projects	8	25	7	25
Number of Ward Meetings Held for Development Applications	15	16	9	13
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings	418	400	300	400
Number of Special Interest Group Presentations (i.e. BILD)	n/a	10	7	10

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

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)	n/a	80	9	80
Number of Second Suite Zoning Registrations Issued by the Planning Services Department	153	65	65	65
Percentage of Low, Medium and High Density Housing Units Approved through Development Proposals	2/1/97	60/20/20	3/6/90	60/20/20
Percentage of Ownership and Rental Units Approved through Development Proposals	n/a	75/25	85/15	75/25

Objective: Timely Delivery of Services

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Percentage of Building Permit applications reviewed within legislated timeframes	90%	92%	90	93%

Objective: Increased voluntary compliance

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Average # of inspections to approve occupancy for new dwelling units	n/a	1.6	1.45	1.5

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Planning Services

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$1,864,659	\$2,009,182	\$2,060,395	\$2,078,440	\$2,146,089	\$2,194,696	\$2,236,613
	Materials & Supplies	\$27,058	\$16,720	\$17,320	\$16,145	\$15,170	\$14,195	\$12,720
	Equipment & Capital Purchases	\$13,260	\$200	\$1,600	\$10,000	\$200	\$200	\$200
	Contracted & Other Services	\$134,806	\$91,200	\$111,300	\$218,266	\$91,700	\$91,700	\$93,800
	Rents & Other Expenses	\$627	\$675	\$0	\$0	\$0	\$0	\$0
	Grant Expenses & Transfers	\$1,947,896	\$921,000	\$900,000	\$808,385	\$700,000	\$600,000	\$400,000
	Sub-Total	\$3,988,307	\$3,038,977	\$3,090,615	\$3,131,237	\$2,953,159	\$2,900,791	\$2,743,333
Revenues	User Fees, Service Charges, & Rentals	(\$2,347,198)	(\$1,518,300)	(\$1,518,300)	(\$2,335,031)	(\$1,284,470)	(\$1,168,084)	(\$775,000)
	Grant Revenues & Contributions	(\$380,358)	(\$259,000)	(\$246,000)	(\$257,500)	(\$268,000)	(\$273,500)	(\$278,000)
	Interdepartmental Transfers	(\$35,321)	(\$112,000)	(\$112,000)	(\$84,833)	(\$119,929)	(\$141,099)	(\$153,646)
	Sub-Total	(\$2,762,877)	(\$1,889,300)	(\$1,876,300)	(\$2,677,364)	(\$1,672,400)	(\$1,582,682)	(\$1,206,646)
Net Operating (Expense)/Revenue		\$1,225,430	\$1,149,677	\$1,214,315	\$453,873	\$1,280,759	\$1,318,109	\$1,536,687

2019 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Planning Services

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$1,864,659	\$2,009,182	\$2,060,395	\$2,078,440	\$203,444	\$2,281,884	\$69,258	3.45%	\$272,702	13.57%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$27,058	\$16,720	\$17,320	\$16,145	\$0	\$16,145	(\$575)	-3.44%	(\$575)	-3.44%
	Equipment & Capital Purchases	\$13,260	\$200	\$1,600	\$10,000	\$0	\$10,000	\$9,800	4900.00%	\$9,800	4900.00%
	Contracted & Other Services	\$134,806	\$91,200	\$111,300	\$218,266	\$0	\$218,266	\$127,066	139.33%	\$127,066	139.33%
	Rents & Other Expenses	\$627	\$675	\$0	\$0	\$0	\$0	(\$675)	-100.00%	(\$675)	-100.00%
	Grant Expenses & Transfers	\$1,947,896	\$921,000	\$900,000	\$808,385	\$0	\$808,385	(\$112,615)	-12.23%	(\$112,615)	-12.23%
	Total	\$3,988,307	\$3,038,977	\$3,090,615	\$3,131,237	\$203,444	\$3,334,681	\$92,260	3.04%	\$295,704	9.73%
Revenues	User Fees, Service Charges, & Rentals	(\$2,347,198)	(\$1,518,300)	(\$1,518,300)	(\$2,335,031)	\$0	(\$2,335,031)	(\$816,731)	53.79%	(\$816,731)	53.79%
	Grant Revenues & Contributions	(\$380,358)	(\$259,000)	(\$246,000)	(\$257,500)	\$0	(\$257,500)	\$1,500	-0.58%	\$1,500	-0.58%
	Interdepartmental Transfers	(\$35,321)	(\$112,000)	(\$112,000)	(\$84,833)	\$0	(\$84,833)	\$27,167	-24.26%	\$27,167	-24.26%
	Total	(\$2,762,877)	(\$1,889,300)	(\$1,876,300)	(\$2,677,364)	\$0	(\$2,677,364)	(\$788,064)	41.71%	(\$788,064)	41.71%
Net Operating Expense/(Revenue)		\$1,225,430	\$1,149,677	\$1,214,315	\$453,873	\$203,444	\$657,317	(\$695,804)	-60.52%	(\$492,360)	-42.83%

Comments:

Planning Services has proposed a base budget reduction of \$695k or -60.52% over 2018 on lower transfers to reserves and higher planning fee revenues. Planning Services has submitted new investment requests consisting of a conversion of a permanent part time position zoning officer to full time in order to provide consistent service level with anticipated growth and the addition of one full time Urban Design Planning position to address service level demand. The offset for these roles is minimal based on reductions in other areas of the budget and the forecasted increase in planning fees. The increase in Equipment and Capital purchases is noted due to a low budget of \$200 for 2018, whereas new software packages for new staff must be provided. There is not a significant change in the year over year budget.

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Building Services

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$2,467,238	\$2,321,281	\$2,420,000	\$3,305,251	\$3,437,887	\$3,529,058	\$3,593,194
	Materials & Supplies	\$19,381	\$18,664	\$4,350	\$19,617	\$20,610	\$21,743	\$23,043
	Equipment & Capital Purchases	\$20,855	\$10,000	\$0	\$84,000	\$10,000	\$12,000	\$14,000
	Contracted & Other Services	\$81,008	\$75,000	\$89,000	\$126,720	\$147,564	\$172,487	\$202,303
	Rents & Other Expenses	\$8,380	\$26,000	\$4,652	\$11,200	\$13,224	\$15,648	\$18,553
	Grant Expenses & Transfers	\$372,943	\$54,192	\$15,659	(\$216,733)	\$72,703	\$322,437	\$385,510
	Sub-Total	\$2,969,805	\$2,505,137	\$2,533,661	\$3,330,055	\$3,701,988	\$4,073,373	\$4,236,603
Revenues	User Fees, Service Charges, & Rentals	(\$175,149)	(\$145,000)	(\$145,000)	(\$181,800)	(\$191,000)	(\$200,200)	(\$209,400)
	Licenses & Permits	(\$3,882,137)	(\$3,640,000)	(\$3,640,000)	(\$4,576,000)	(\$4,992,000)	(\$5,408,000)	(\$5,614,000)
	Grant Revenues & Contributions	(\$4,702)	\$0	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	\$66,434	\$1,251,339	\$1,251,339	\$1,427,745	\$1,481,012	\$1,534,827	\$1,586,797
	Sub-Total	(\$3,995,554)	(\$2,533,661)	(\$2,533,661)	(\$3,330,055)	(\$3,701,988)	(\$4,073,373)	(\$4,236,603)
Net Operating (Expense)/Revenue		(\$1,025,749)	(\$28,524)	\$0	\$0	\$0	\$0	\$0

2019 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Building Services

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$2,467,238	\$2,321,281	\$2,420,000	\$3,305,251	\$538,445	\$3,843,695	\$983,969	42.39%	\$1,522,414	65.59%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$19,381	\$18,664	\$4,350	\$19,617	\$2,160	\$21,777	\$953	5.11%	\$3,113	16.68%
	Equipment & Capital Purchases	\$20,855	\$10,000	\$0	\$84,000	\$0	\$84,000	\$74,000	740.00%	\$74,000	740.00%
	Contracted & Other Services	\$81,008	\$75,000	\$89,000	\$126,720	\$46,000	\$172,720	\$51,720	68.96%	\$97,720	130.29%
	Rents & Other Expenses	\$8,380	\$26,000	\$4,652	\$11,200	\$0	\$11,200	(\$14,800)	-56.92%	(\$14,800)	-56.92%
	Grant Expenses & Transfers	\$372,943	\$54,192	\$15,659	(\$216,733)	\$0	(\$216,733)	(\$270,925)	-499.94%	(\$270,925)	-499.94%
	Total	\$2,969,805	\$2,505,137	\$2,533,661	\$3,330,055	\$586,605	\$3,916,659	\$824,918	32.93%	\$1,411,522	56.35%
Revenues	User Fees, Service Charges, & Rentals	(\$175,149)	(\$145,000)	(\$145,000)	(\$181,800)	\$0	(\$181,800)	(\$36,800)	25.38%	(\$36,800)	25.38%
	Licenses & Permits	(\$3,882,137)	(\$3,640,000)	(\$3,640,000)	(\$4,576,000)	(\$586,605)	(\$5,162,605)	(\$936,000)	25.71%	(\$1,522,605)	41.83%
	Grant Revenues & Contributions	(\$4,702)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Interdepartmental Transfers	\$66,434	\$1,251,339	\$1,251,339	\$1,427,745	\$0	\$1,427,745	\$176,406	14.10%	\$176,406	14.10%
	Total	(\$3,995,554)	(\$2,533,661)	(\$2,533,661)	(\$3,330,055)	(\$586,605)	(\$3,916,659)	(\$796,394)	31.43%	(\$1,382,998)	54.58%
Net Operating Expense/(Revenue)		(\$1,025,749)	(\$28,524)	\$0	\$0	\$0	\$0	\$28,524	-100.00%	\$28,524	-100.00%

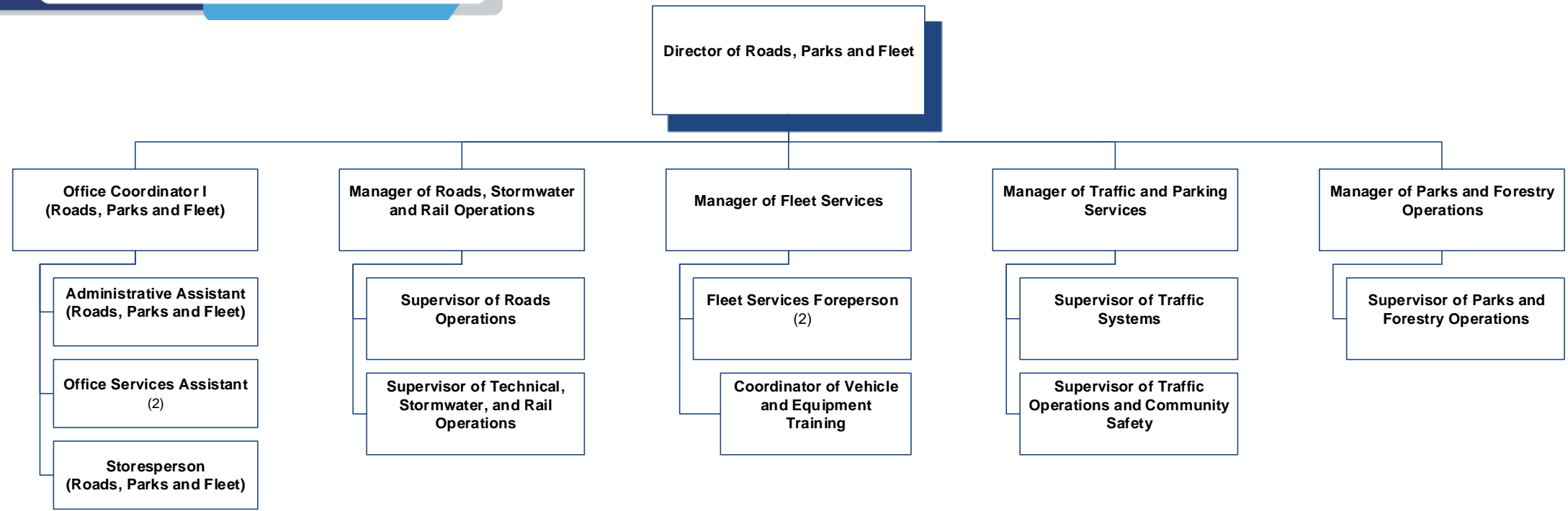
Comments:

Overall, Building Services expects to see a significant increase in permit activity within the City of Barrie. In particular, significant growth is expected within Secondary Plan Areas (Hewitts & Salem) as well as intensification within the built boundary. As new investments, we have requested up to six new generating staff positions to allow us to efficiently process the expected growth in permit activity. These positions were added, and will only be hired if needed, based on actual demand forecasts.



ORGANIZATIONAL CHART

Infrastructure and Growth Management Division
Roads, Parks and Fleet Department



Department:
Roads, Parks and Fleet

Departmental Overview

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

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

Parks & Forestry Operations

The Parks & Forestry Branch requires approximately 20% of the Department's financial resources and 20% of the Department's staff resources. The Branch is responsible for the management, maintenance and ongoing care of over 3,100 acres of waterfront, parkland and open space including 127 parks and 145 kilometers of trails. Services include horticulture displays and maintenance, turf management, shoreline maintenance, maintenance of parks amenities such as playgrounds, playcourts, picnic shelters, and spray pads, waste collection, landscape construction, City's outdoor rink program, greenhouse operations, trails maintenance, and winter snow removal operations.

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

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

stormwater ponds. This section also maintains natural watercourses and addresses drainage concerns. During the winter months this section performs sanding and salting operations on roads.

The Technical Services section of the Branch provides supporting engineering, information technology and technical activities. This section is responsible for developing, administering and overseeing the implementation of operation and maintenance programs and work plans to create efficiencies in asset management and to enhance services. It conducts research, investigation of innovative opportunities and new technologies, develops, implements and assesses the success of pilot initiatives and transitions them into operational programs. The section reviews proposals for new or modified assets to be added to the City's inventory such as new subdivisions, road reconstruction, new materials, devices and operational requirements and makes recommendations and comments to Engineering, Planning and other departments to ensure operational efficiencies and effective service delivery. Additionally this section develops contracts for various activities in the Branch and oversees contract execution and payment. This section has oversight of continuous improvement and administration of Cityworks, and other information technology software and hardware and related processes Department wide. The Technical Services section is responsible for the safe and efficient operation the Barrie Collingwood Railway.

Traffic & Parking Operations

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

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

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, et. 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

The Administration Branch consists of the Director of Roads, Parks and Fleet, 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. In January 2018 Stores Operations moved from the Finance Department to the operational departments and at RPF stores became the responsibility of the Administrative Branch. 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 . The system will allow for accurate and appropriate inventory levels as well as at a glance dollar amounts of inventory.

Key Departmental Objectives

- The adoption of best practices in the operation, maintenance and management of park, trail and open space facilities and assets.
- Deliver quality operation and maintenance activities for roads, sidewalks, wastewater collection, storm water, traffic controls, street lighting, parking.
- Maintain and manage City of Barrie's corporate fleet and equipment.
- Timely review of land development applications.
- Manage and maintain 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
 - Parking Management of single space, multi space machines and permit parking.
- Meet or exceed regulatory compliance with provincial legislation

Major Initiatives/Issues

- The development and implementation of a formal training and development program with enhanced succession planning for the Parks & Forestry Branch to build a multi-disciplinary workforce in preparation for the growth lands development.
 - Continue with implementation of Cityworks functionality, asset data collection associated with processes for RPF assets including mobility for field use.
 - Implement the System Wide Environmental Compliance pilot project for Stormwater and Wastewater Collection with MOECC.
 - Provide vehicle and equipment training, including communicating number of incidents with staff

Key Performance Indicators

Indicator	2017 Actual	2018 Plan	2018 Projected	2019 Plan
Street Trees Planted	1,200	1,200	1,200	1,200
Trees Planted Through Community Planting Partnerships	800	750	750	800
Number of Playground Inspections Completed	1,536	1,536	1,536	1,536
Traffic Signal Timing Review	50	50	55	60
Traffic Collisions per Population	59	59	Ongoing	50
Traffic Collisions per Lane KM	1.6	1.6	Ongoing	1.5
Well Planned Transportation - Safer Roads Winter Control Service Level Compliance (to Municipal Act Regulations)	94.5%	95%	95%	96%
Maintain and Manage City of Barrie's Corporate Fleet & Equipment	20	20	20	18

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Roads, Parks, & Fleet (Tax)

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$12,019,018	\$13,190,785	\$13,080,940	\$14,086,999	\$14,362,377	\$14,628,455	\$14,855,653
	Materials & Supplies	\$4,677,652	\$4,471,661	\$4,999,357	\$4,593,607	\$4,716,120	\$4,803,568	\$4,890,466
	Equipment & Capital Purchases	\$225,726	\$467,150	\$506,800	\$533,970	\$541,211	\$537,973	\$512,161
	Contracted & Other Services	\$10,576,198	\$10,977,364	\$13,534,239	\$12,323,328	\$12,512,136	\$12,650,649	\$12,867,480
	Rents & Other Expenses	\$508,489	\$606,150	\$682,361	\$585,962	\$540,368	\$562,775	\$565,254
	Grant Expenses & Transfers	\$27,690	\$40,000	\$40,000	\$40,000	\$40,600	\$41,209	\$41,827
	Sub-Total	\$28,034,773	\$29,753,109	\$32,843,697	\$32,163,864	\$32,712,811	\$33,224,630	\$33,732,842
Revenues	User Fees, Service Charges, & Rentals	(\$284,050)	(\$146,050)	(\$80,635)	(\$146,646)	(\$148,843)	(\$151,058)	(\$153,291)
	Licenses & Permits	(\$3,380)	\$0	\$0	\$0	\$0	\$0	\$0
	Other Revenues	(\$64,942)	(\$85,000)	(\$85,000)	(\$95,000)	(\$10,000)	(\$10,000)	(\$10,000)
	Grant Revenues & Contributions	(\$400,887)	(\$410,000)	(\$1,711,408)	(\$440,450)	(\$450,907)	(\$461,370)	(\$471,841)
	Interdepartmental Transfers	(\$718,830)	(\$1,817,832)	(\$2,819,024)	(\$3,206,722)	(\$3,023,253)	(\$3,070,001)	(\$3,116,735)
	Sub-Total	(\$1,472,088)	(\$2,458,882)	(\$4,696,067)	(\$3,888,818)	(\$3,633,003)	(\$3,692,429)	(\$3,751,866)
Net Operating (Expense)/Revenue		\$26,562,685	\$27,294,227	\$28,147,630	\$28,275,046	\$29,079,808	\$29,532,201	\$29,980,975

2019 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Roads, Parks, & Fleet (Tax)

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$12,019,018	\$13,190,785	\$13,080,940	\$14,086,999	\$0	\$14,086,999	\$896,214	6.79%	\$896,214	6.79%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$4,677,652	\$4,471,661	\$4,999,357	\$4,593,607	\$0	\$4,593,607	\$121,946	2.73%	\$121,946	2.73%
	Equipment & Capital Purchases	\$225,726	\$467,150	\$506,800	\$533,970	\$0	\$533,970	\$66,820	14.30%	\$66,820	14.30%
	Contracted & Other Services	\$10,576,198	\$10,977,364	\$13,534,239	\$12,323,328	\$115,000	\$12,438,328	\$1,345,964	12.26%	\$1,460,964	13.31%
	Rents & Other Expenses	\$508,489	\$606,150	\$682,361	\$585,962	\$0	\$585,962	(\$20,188)	-3.33%	(\$20,188)	-3.33%
	Grant Expenses & Transfers	\$27,690	\$40,000	\$40,000	\$40,000	\$450,000	\$490,000	\$0	0.00%	\$450,000	1125.00%
	Total	\$28,034,773	\$29,753,109	\$32,843,697	\$32,163,864	\$565,000	\$32,728,864	\$2,410,755	8.10%	\$2,975,755	10.00%
Revenues	User Fees, Service Charges, & Rentals	(\$284,050)	(\$146,050)	(\$80,635)	(\$146,646)	\$0	(\$146,646)	(\$596)	0.41%	(\$596)	0.41%
	Licenses & Permits	(\$3,380)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Other Revenues	(\$64,942)	(\$85,000)	(\$85,000)	(\$95,000)	\$0	(\$95,000)	(\$10,000)	11.76%	(\$10,000)	11.76%
	Grant Revenues & Contributions	(\$400,887)	(\$410,000)	(\$1,711,408)	(\$440,450)	(\$60,000)	(\$500,450)	(\$30,450)	7.43%	(\$90,450)	22.06%
	Interdepartmental Transfers	(\$718,830)	(\$1,817,832)	(\$2,819,024)	(\$3,206,722)	\$0	(\$3,206,722)	(\$1,388,890)	76.40%	(\$1,388,890)	76.40%
	Total	(\$1,472,088)	(\$2,458,882)	(\$4,696,067)	(\$3,888,818)	(\$60,000)	(\$3,948,818)	(\$1,429,936)	58.15%	(\$1,489,936)	60.59%
Net Operating Expense/(Revenue)		\$26,562,685	\$27,294,227	\$28,147,630	\$28,275,046	\$505,000	\$28,780,046	\$980,819	3.59%	\$1,485,819	5.44%

Comments:

The 2019 contracted & other services expense has been increased to reflect additional costs associated with the sewer lateral pilot project, stormwater catch basin & sediment clean-out requirements by the MOECC, and Winter Control Costs for road and sidewalk clearing being based on the 5 year historical actuals. The sewer lateral pilot project costs will be offset by additional wastewater rate funding, and the stormwater costs will be partially offset by water rate funding (internal transfers).

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

Corporate Transactions

Corporate Expenses

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$290,745	(\$909,033)	\$350,000	(\$900,000)	(\$800,000)	(\$800,000)	(\$800,000)
	Materials & Supplies	\$12,196	\$12,000	\$18,500	\$12,000	\$12,000	\$12,000	\$12,000
	Contracted & Other Services	\$2,013,789	\$1,810,000	\$1,810,000	\$1,840,000	\$2,080,000	\$2,230,000	\$2,390,000
	Rents & Other Expenses	\$27,324,205	\$31,761,132	\$31,262,436	\$34,439,458	\$38,420,963	\$44,384,122	\$47,930,166
	Grant Expenses & Transfers	\$30,163,540	\$39,963,540	\$38,543,920	\$44,205,660	\$47,825,263	\$51,061,051	\$53,834,465
	Sub-Total	\$59,804,475	\$72,637,639	\$71,984,856	\$79,597,118	\$87,538,226	\$96,887,173	\$103,366,631
Revenues	User Fees, Service Charges, & Rentals	(\$175,585)	(\$7,058,756)	(\$5,680,380)	(\$8,189,620)	(\$8,804,220)	(\$9,032,500)	(\$9,295,900)
	Other Revenues	(\$580)	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	\$1,338,078	(\$1,885,379)	(\$18,075,985)	(\$18,866,924)	(\$20,071,313)	(\$22,654,986)	(\$24,917,846)
	Interdepartmental Transfers	(\$14,987,786)	(\$16,652,924)	(\$225,961)	(\$269,742)	(\$386,862)	(\$566,616)	(\$905,179)
	Sub-Total	(\$13,825,873)	(\$25,597,059)	(\$23,982,326)	(\$27,326,286)	(\$29,262,395)	(\$32,254,102)	(\$35,118,925)
Net Operating (Expense)/Revenue		\$45,978,602	\$47,040,580	\$48,002,530	\$52,270,832	\$58,275,831	\$64,633,071	\$68,247,706

2019 - BASE BUDGET CHANGE REPORT

Corporate Transactions

Corporate Expenses

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$290,745	(\$909,033)	\$350,000	(\$900,000)	\$0	(\$900,000)	\$9,033	-0.99%	\$9,033	-0.99%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$12,196	\$12,000	\$18,500	\$12,000	\$0	\$12,000	\$0	0.00%	\$0	0.00%
	Contracted & Other Services	\$2,013,789	\$1,810,000	\$1,810,000	\$1,840,000	\$0	\$1,840,000	\$30,000	1.66%	\$30,000	1.66%
	Rents & Other Expenses	\$27,324,205	\$31,761,132	\$31,262,436	\$34,439,458	\$0	\$34,439,458	\$2,678,326	8.43%	\$2,678,326	8.43%
	Grant Expenses & Transfers	\$30,163,540	\$39,963,540	\$38,543,920	\$44,205,660	\$3,000,000	\$47,205,660	\$4,242,120	10.61%	\$7,242,120	18.12%
	Total	\$59,804,475	\$72,637,639	\$71,984,856	\$79,597,118	\$3,000,000	\$82,597,118	\$6,959,479	9.58%	\$9,959,479	13.71%
Revenues	User Fees, Service Charges, & Rentals	(\$175,585)	(\$7,058,756)	(\$5,680,380)	(\$8,189,620)	\$0	(\$8,189,620)	(\$1,130,864)	16.02%	(\$1,130,864)	16.02%
	Other Revenues	(\$580)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Revenues & Contributions	\$1,338,078	(\$1,885,379)	(\$18,075,985)	(\$18,866,924)	(\$3,000,000)	(\$21,866,924)	(\$16,981,545)	900.70%	(\$19,981,545)	1059.82%
	Interdepartmental Transfers	(\$14,987,786)	(\$16,652,924)	(\$225,961)	(\$269,742)	\$0	(\$269,742)	\$16,383,182	-98.38%	\$16,383,182	-98.38%
	Total	(\$13,825,873)	(\$25,597,059)	(\$23,982,326)	(\$27,326,286)	(\$3,000,000)	(\$30,326,286)	(\$1,729,227)	6.76%	(\$4,729,227)	18.48%
Net Operating Expense/(Revenue)		\$45,978,602	\$47,040,580	\$48,002,530	\$52,270,832	\$0	\$52,270,832	\$5,230,252	11.12%	\$5,230,252	11.12%

Comments:

The salaries and benefits line consists of salary gapping and various labour related contingencies. For 2019, salary gapping has been held at \$1.1M.

Contracted service costs consist primarily of MPAC fees.

Debt servicing costs will increase \$2.6M in 2019. \$2M of the increase will be funded from the tax levy with the remaining \$600K funded from a combination of development charges and user rates. The year-over-year changes on the Grant Revenue & Contributions and Interdepartmental Transfers are almost entirely the result of drawing development charges used to fund debt servicing costs directly in to the tax fund starting in 2019. In prior years, these draws were budgeted in the user rate funds and recovered to the tax fund through interdepartmental transfers. The change does not impact the tax or user rates.

Transfers to reserves will increase \$4.2M in 2019. \$3.8M of the increase pertains to an increased transfer to the tax capital reserve consisting of \$2.5M from the Dedicated Infrastructure Renewal Fund with the remainder funded from the anticipated Barrie Hydro Holding Dividend. 2019 will reintroduce contributions to the WSIB Reserve and Elections Reserve with a contributions of \$200K and \$130K respectively. In addition, the contribution to the Legal Contingencies Reserve will increase by \$50K.

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

**CITY OF BARRIE
2019 - OPERATING
BUDGET
EXPENDITURES**

Corporate Transactions

Corporate Revenues

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Rents & Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Expenses & Transfers	\$192,193	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$192,193	\$0	\$0	\$0	\$0	\$0	\$0
Revenues	Property Taxes	(\$221,251,219)	(\$232,559,589)	(\$240,391,316)	(\$243,802,579)	(\$259,586,855)	(\$271,108,437)	(\$280,584,122)
	User Fees, Service Charges, & Rentals	(\$851,281)	(\$77,500)	\$0	\$0	\$0	\$0	\$0
	Fines & Penalties	(\$2,289,648)	(\$2,390,000)	(\$2,353,765)	(\$2,257,030)	(\$2,173,082)	(\$2,092,299)	(\$2,014,561)
	Other Revenues	(\$1,902,588)	(\$1,565,511)	(\$1,407,615)	(\$1,385,487)	(\$1,401,688)	(\$1,402,081)	(\$1,402,081)
	Grant Revenues & Contributions	(\$455,785)	\$0	(\$455,785)	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	(\$3,665,395)	(\$4,623,940)	(\$4,626,540)	(\$4,672,203)	(\$4,707,389)	(\$4,730,582)	(\$4,756,980)
	Sub-Total	(\$230,415,917)	(\$241,216,540)	(\$249,235,021)	(\$252,117,299)	(\$267,869,013)	(\$279,333,399)	(\$288,757,744)
Net Operating (Expense)/Revenue		(\$230,223,724)	(\$241,216,540)	(\$249,235,021)	(\$252,117,299)	(\$267,869,013)	(\$279,333,399)	(\$288,757,744)

2019 - BASE BUDGET CHANGE REPORT

Corporate Transactions

Corporate Revenues

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Contracted & Other Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Rents & Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Grant Expenses & Transfers	\$192,193	\$0	\$0	\$0	\$25,000	\$25,000	\$0	-	\$25,000	-
	Total	\$192,193	\$0	\$0	\$0	\$25,000	\$25,000	\$0	-	\$25,000	-
Revenues	Property Taxes	(\$221,251,219)	(\$232,559,589)	(\$240,391,316)	(\$243,802,579)	(\$1,081,553)	(\$244,884,132)	(\$11,242,990)	4.83%	(\$12,324,543)	5.30%
	User Fees, Service Charges, & Rentals	(\$851,281)	(\$77,500)	\$0	\$0	(\$25,000)	(\$25,000)	\$77,500	- 100.00%	\$52,500	- 67.74%
	Fines & Penalties	(\$2,289,648)	(\$2,390,000)	(\$2,353,765)	(\$2,257,030)	\$0	(\$2,257,030)	\$132,970	-5.56%	\$132,970	-5.56%
	Other Revenues	(\$1,902,588)	(\$1,565,511)	(\$1,407,615)	(\$1,385,487)	\$0	(\$1,385,487)	\$180,024	-11.50%	\$180,024	- 11.50%
	Grant Revenues & Contributions	(\$455,785)	\$0	(\$455,785)	\$0	(\$55,000)	(\$55,000)	\$0	-	(\$55,000)	-
	Interdepartmental Transfers	(\$3,665,395)	(\$4,623,940)	(\$4,626,540)	(\$4,672,203)	\$0	(\$4,672,203)	(\$48,264)	1.04%	(\$48,264)	1.04%
	Total	(\$230,415,917)	(\$241,216,540)	(\$249,235,021)	(\$252,117,299)	(\$1,161,553)	(\$253,278,852)	(\$10,900,760)	4.52%	(\$12,062,313)	5.00%
Net Operating Expense/(Revenue)		(\$230,223,724)	(\$241,216,540)	(\$249,235,021)	(\$252,117,299)	(\$1,136,553)	(\$253,253,852)	(\$10,900,760)	4.52%	(\$12,037,313)	4.99%

Comments:

The year-over-year change in property taxes is directly linked to the required tax levy increase associated with the 2019 tax funded budget. The net tax levy impact of recommended 2019 investment and service recommendations is also included on this line. Fines and penalties are primarily tied to taxes in arrears.

Other revenue consists of revenue from active investment, bank interest, and interest on the Barrie Hydro Holdings note receivable. These revenue streams are offset by associated transfers to obligatory reserve funds as required by legislation.

**CITY OF BARRIE
2019 - OPERATING BUDGET
EXPENDITURES**

City Council & Committees

		2017 Actuals	2018 Budget	2018 - In Year Forecast	2019 - Base Budget	2020 - Forecast	2021 - Forecast	2022 - Forecast
Expenses	Salaries & Benefits	\$441,176	\$456,110	\$454,336	\$541,355	\$549,619	\$557,752	\$580,008
	Materials & Supplies	\$65,363	\$149,589	\$134,950	\$143,791	\$145,244	\$146,697	\$155,409
	Contracted & Other Services	\$135,482	\$108,900	\$96,169	\$104,960	\$138,170	\$136,870	\$106,880
	Sub-Total	\$642,021	\$714,599	\$685,455	\$790,107	\$833,033	\$841,319	\$842,297
Revenues	User Fees, Service Charges, & Rentals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	\$1,574	\$2,640	\$2,640	\$2,772	\$2,814	\$2,856	\$2,899
	Sub-Total	\$1,574	\$2,640	\$2,640	\$2,772	\$2,814	\$2,856	\$2,899
Net Operating (Expense)/Revenue		\$643,595	\$717,239	\$688,095	\$792,879	\$835,846	\$844,175	\$845,195

2019 - BASE BUDGET CHANGE REPORT

City Council & Committees

		2017 Actuals	2018 Budget	In Year Forecast	2019 Base Budget	New Investments	2019 Requested Budget	Change in 2019 Base Budget to 2018 Approved Budget		Change in 2019 Requested Budget to 2018 Approved Budget	
Expenses	Salaries & Benefits	\$443,930	\$463,110	\$447,336	\$548,355	\$0	\$548,355	\$85,246	18.41%	\$85,246	18.41%
	Recovery from Capital	(\$2,754)	(\$7,000)	\$7,000	(\$7,000)	\$0	(\$7,000)	\$0	0.00%	\$0	0.00%
	Materials & Supplies	\$65,363	\$149,589	\$134,950	\$143,791	\$0	\$143,791	(\$5,797)	-3.88%	(\$5,797)	-3.88%
	Contracted & Other Services	\$135,482	\$108,900	\$96,169	\$104,960	\$0	\$104,960	(\$3,940)	-3.62%	(\$3,940)	-3.62%
	Total	\$642,021	\$714,599	\$685,455	\$790,107	\$0	\$790,107	\$75,508	10.57%	\$75,508	10.57%
Revenues	User Fees, Service Charges, & Rentals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Interdepartmental Transfers	\$1,574	\$2,640	\$2,640	\$2,772	\$0	\$2,772	\$132	5.00%	\$132	5.00%
	Total	\$1,574	\$2,640	\$2,640	\$2,772	\$0	\$2,772	\$132	5.00%	\$132	5.00%
Net Operating Expense/(Revenue)		\$643,595	\$717,239	\$688,095	\$792,879		\$792,879	\$75,640	10.55%	\$75,640	10.55%

Comments

The Federal government eliminated the one-third tax free allowance on remuneration paid to the elected Members of Council and its local boards. In accordance with motion 17-G-171, the base rate of compensation has been adjusted for members of Council to ensure that the same net compensation amount (take home compensation) is received.

The reductions in materials & supplies and contracted & other services categories relate to costs associated with the 2018 inaugural ceremony and training for new members that would not be required in 2019.