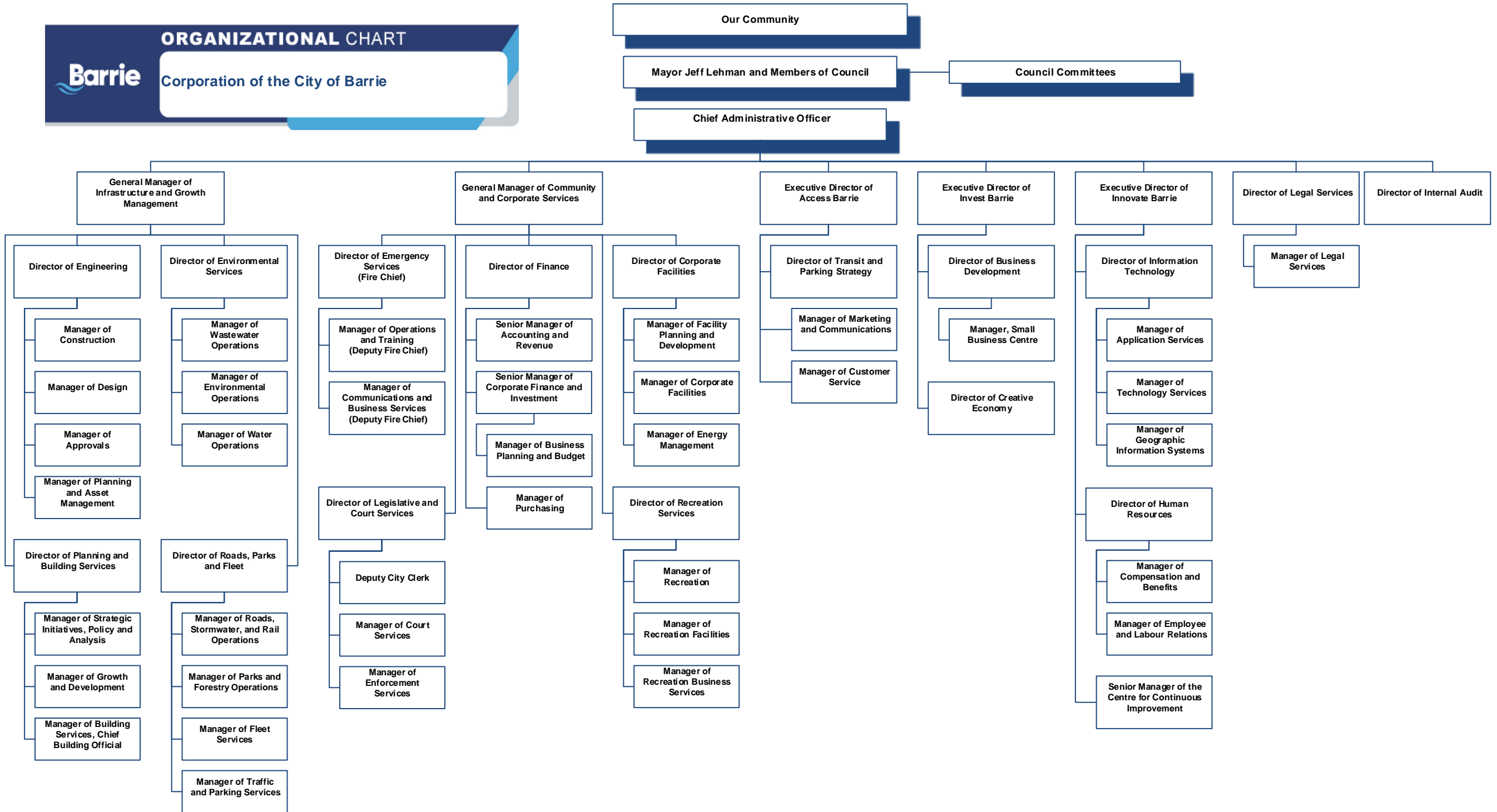


# ORGANIZATIONAL CHART

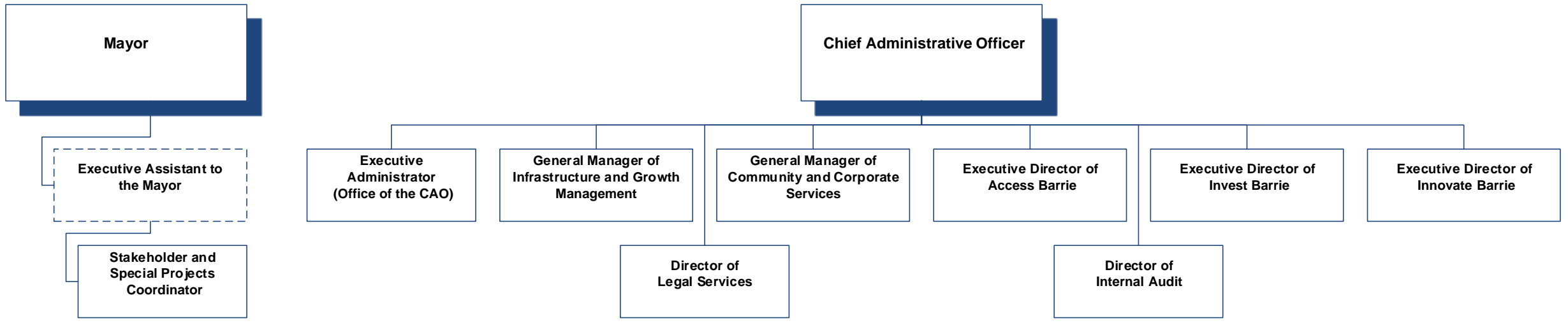
**Barrie** Corporation of the City of Barrie





# ORGANIZATIONAL CHART

Office of the Mayor & Chief Administrative Officer



Indicates temporary position

# Performance Plan 2020 - 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	2020 Net Requested Budget	2020 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the CAO	\$677,730	2		2
Office of the Mayor	\$297,235	2		2
Legal Services	\$1,803,504	19		19
Internal Audit	\$345,779	2		2
<b>Total</b>	<b>\$3,124,287</b>	<b>25</b>		<b>25</b>

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Office of the CAO & Mayor**

**Division Summary**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,803,730	\$3,244,731	\$3,234,327	\$3,281,805	\$3,355,375	\$3,424,800	\$3,493,206
	<b>Materials &amp; Supplies</b>	\$44,319	\$76,077	\$67,077	\$66,877	\$67,552	\$67,937	\$68,322
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$1,000	\$1,000	\$1,015	\$1,030	\$1,045	\$1,060
	<b>Services</b>	\$535,015	\$1,380,010	\$1,385,305	\$1,390,635	\$1,394,669	\$1,398,745	\$1,307,731
	<b>Sub-Total</b>	<b>\$3,383,065</b>	<b>\$4,701,819</b>	<b>\$4,687,709</b>	<b>\$4,740,332</b>	<b>\$4,818,626</b>	<b>\$4,892,527</b>	<b>\$4,870,319</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$162,873)	(\$167,598)	(\$167,598)	(\$164,750)	(\$164,875)	(\$165,000)	(\$165,125)
	<b>Grant Revenues &amp; Contributions</b>	(\$52,372)	(\$485,000)	(\$485,000)	(\$485,000)	(\$485,000)	(\$415,000)	(\$415,000)
	<b>Interdepartmental Transfers</b>	(\$801,892)	(\$960,539)	(\$957,443)	(\$996,295)	(\$1,017,413)	(\$1,043,509)	(\$1,060,896)
	<b>Sub-Total</b>	<b>(\$1,017,137)</b>	<b>(\$1,613,137)</b>	<b>(\$1,610,041)</b>	<b>(\$1,646,045)</b>	<b>(\$1,667,288)</b>	<b>(\$1,623,509)</b>	<b>(\$1,641,021)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,365,928</b>	<b>\$3,088,681</b>	<b>\$3,077,669</b>	<b>\$3,094,287</b>	<b>\$3,151,338</b>	<b>\$3,269,018</b>	<b>\$3,229,298</b>

## 2020 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office – Division Summary

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$0	\$1,000	\$1,000	\$1,015	\$0	\$1,015	\$15	1.50%	\$15	1.50%
	<b>Materials &amp; Supplies</b>	\$44,319	\$76,077	\$67,077	\$66,877	\$0	\$66,877	(\$9,200)	-12.09%	(\$9,200)	-12.09%
	<b>Salaries &amp; Benefits</b>	\$2,920,562	\$3,305,484	\$3,295,080	\$3,342,558	\$0	\$3,342,558	\$37,074	1.12%	\$37,074	1.12%
	<b>Recovery from Capital</b>	(\$116,832)	(\$60,753)	(\$60,753)	(\$60,753)	\$0	(\$60,753)	\$0	0.00%	\$0	0.00%
	<b>Services</b>	\$535,015	\$1,380,010	\$1,385,305	\$1,390,635	\$105,000	\$1,390,635	\$10,625	0.77%	\$10,625	0.77%
	<b>Total</b>	<b>\$3,383,065</b>	<b>\$4,701,819</b>	<b>\$4,687,709</b>	<b>\$4,740,332</b>	<b>\$105,000</b>	<b>\$4,845,332</b>	<b>\$38,514</b>	<b>0.82%</b>	<b>\$143,514</b>	<b>3.05%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$52,372)	(\$485,000)	(\$485,000)	(\$485,000)	(\$75,000)	(\$560,000)	\$0	0.00%	(\$75,000)	15.46%
	<b>Interdepartmental Transfers</b>	(\$801,892)	(\$960,539)	(\$957,443)	(\$996,295)	\$0	(\$996,295)	(\$35,756)	3.72%	(\$35,756)	3.72%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$162,873)	(\$167,598)	(\$167,598)	(\$164,750)	\$0	(\$164,750)	\$2,848	-1.70%	\$2,848	-1.70%
	<b>Total</b>	<b>(\$1,017,137)</b>	<b>(\$1,613,137)</b>	<b>(\$1,610,041)</b>	<b>(\$1,646,045)</b>	<b>(\$75,000)</b>	<b>(\$1,721,045)</b>	<b>(\$32,908)</b>	<b>2.04%</b>	<b>(\$107,908)</b>	<b>6.69%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,365,928</b>	<b>\$3,088,681</b>	<b>\$3,077,669</b>	<b>\$3,094,287</b>	<b>\$30,000</b>	<b>\$3,124,287</b>	<b>\$5,605</b>	<b>0.18%</b>	<b>\$35,605</b>	<b>1.15%</b>

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**CAO & Mayor's Office**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$633,184	\$667,519	\$657,114	\$682,346	\$693,869	\$705,593	\$717,523
	<b>Materials &amp; Supplies</b>	\$32,375	\$58,200	\$49,200	\$49,545	\$49,890	\$50,245	\$50,600
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$1,000	\$1,000	\$1,015	\$1,030	\$1,045	\$1,060
	<b>Services</b>	\$36,983	\$299,851	\$305,000	\$308,059	\$311,158	\$314,299	\$222,350
	<b>Sub-Total</b>	<b>\$702,542</b>	<b>\$1,026,569</b>	<b>\$1,012,314</b>	<b>\$1,040,965</b>	<b>\$1,055,947</b>	<b>\$1,071,182</b>	<b>\$991,533</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$26,800)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)	(\$26,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$12,517)	(\$70,000)	(\$70,000)	(\$70,000)	(\$70,000)	\$0	\$0
	<b>Sub-Total</b>	<b>(\$39,317)</b>	<b>(\$96,000)</b>	<b>(\$96,000)</b>	<b>(\$96,000)</b>	<b>(\$96,000)</b>	<b>(\$26,000)</b>	<b>(\$26,000)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$663,225</b>	<b>\$930,569</b>	<b>\$916,314</b>	<b>\$944,965</b>	<b>\$959,947</b>	<b>\$1,045,182</b>	<b>\$965,533</b>

## 2020 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

#### Office of the CAO and Mayor's Office

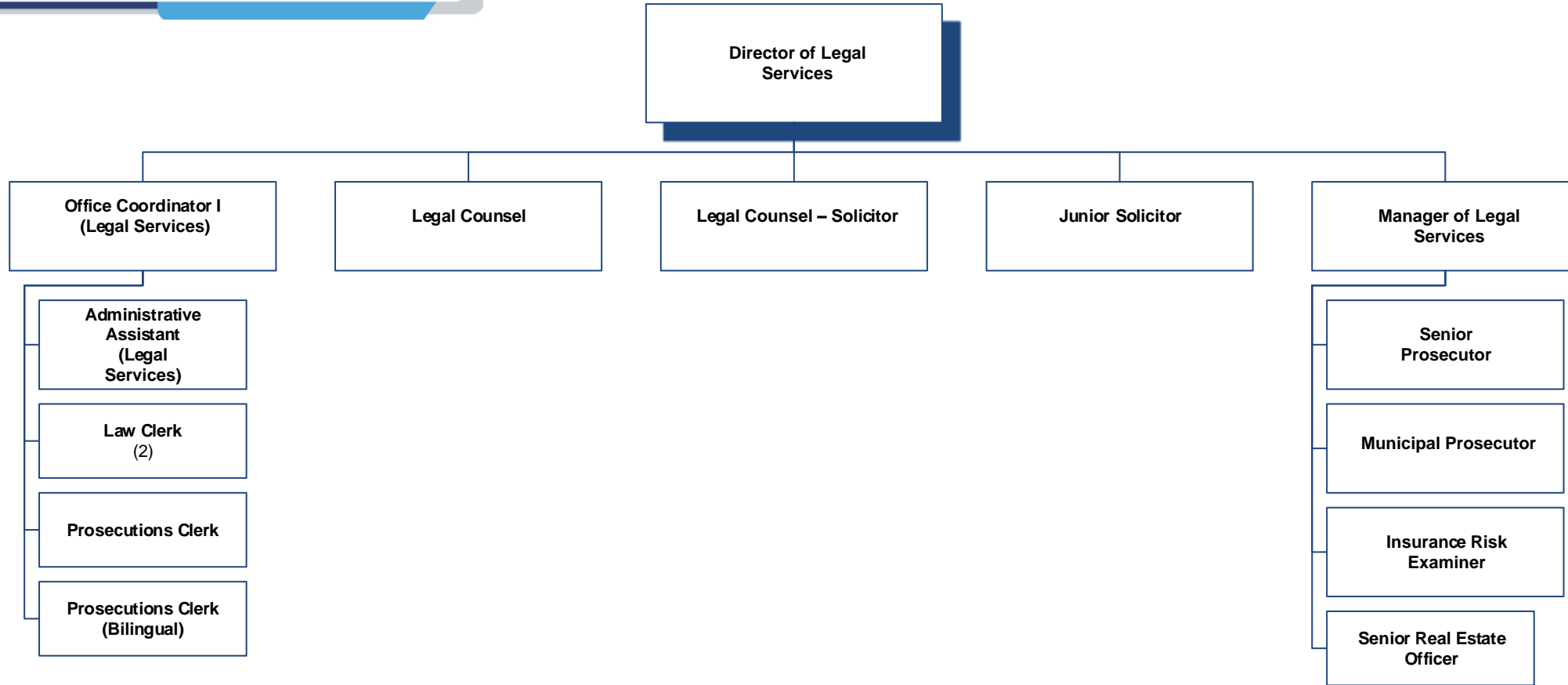
		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$0	\$1,000	\$1,000	\$1,015	\$0	\$1,015	\$15	1.50%	\$15	1.50%
	<b>Materials &amp; Supplies</b>	\$32,375	\$58,200	\$49,200	\$49,545	\$0	\$49,545	(\$8,655)	-14.87%	(\$8,655)	-14.87%
	<b>Salaries &amp; Benefits</b>	\$633,184	\$667,519	\$657,114	\$682,346	\$0	\$682,346	\$14,827	2.22%	\$14,827	2.22%
	<b>Services</b>	\$36,983	\$299,851	\$305,000	\$308,059	\$105,000	\$308,059	\$8,208	2.74%	\$8,208	2.74%
	<b>Total</b>	<b>\$702,542</b>	<b>\$1,026,569</b>	<b>\$1,012,314</b>	<b>\$1,040,965</b>	<b>\$105,000</b>	<b>\$1,145,965</b>	<b>\$14,396</b>	<b>1.40%</b>	<b>\$119,396</b>	<b>11.63%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$12,517)	(\$70,000)	(\$70,000)	(\$70,000)	(\$75,000)	(\$145,000)	\$0	0.00%	(\$75,000)	107.14%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$26,800)	(\$26,000)	(\$26,000)	(\$26,000)	\$0	(\$26,000)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$39,317)</b>	<b>(\$96,000)</b>	<b>(\$96,000)</b>	<b>(\$96,000)</b>	<b>(\$75,000)</b>	<b>(\$171,000)</b>	<b>\$0</b>	<b>0.00%</b>	<b>(\$75,000)</b>	<b>78.13%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$663,225</b>	<b>\$930,569</b>	<b>\$916,314</b>	<b>\$944,965</b>	<b>\$30,000</b>	<b>\$974,965</b>	<b>\$14,396</b>	<b>1.55%</b>	<b>\$44,396</b>	<b>4.77%</b>





# ORGANIZATIONAL CHART

Office of the Mayor & Chief Administrative Officer  
Legal Services Department





## Performance Plan 2020

**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:

- 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 ongoing matters before the courts

### Insurance Services

Insurance staff

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

**Key Departmental Objectives**

- timely and cost effective acquisition of property for City purposes and Council priorities and other transaction support
- high quality and timely legal advice provided in a cost effective manner
- accurate and timely real estate advice
- successful prosecution of charges laid under the Provincial Offences Act
- appropriate management and response to insurance claims received including proactive training and communication to mitigate future exposure
- ongoing assessment of optimal insurance coverage in accordance with industry best standards
- timely preparation and registration of development agreements

**Strategic Plan & Other Program Deliverables**

- improved oversight of legal services leading to better financial management of legal expenses and more effective legal representation for the City
- support of City priorities through the acquisition of property in a timely and cost effective manner
- 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) increase the level of customer service (ii) reduce costs incurred with court proceedings
- update existing encroachment agreements to current form which will result in: (i) reduction in staff time spent tracking certificates of insurance (ii) mitigation of City's risk arising from the encroachment
- investigate total costs and benefits to directly providing insurance to city construction projects. The aim will be to greatly improve satisfaction with insurance coverage and administration at less cost
- implement ClearRisk insurance software program which will allow i) streamlined on-line claims intake forms to be submitted by claimants, ii) better monitoring, reporting and responding to claims with simplified processes, iii) trend implementation and instillation of effective risk mitigation
- conduct factual and legal review of major loss incidents (e.g. watermain break)
- collaborate with affected departments on an approach to risk identification and mitigation of claim exposure including: (i) provision of information on claims history, (ii) regular reviews of information with affected departments and (iii) development of remedial strategies
- continued input into development processes and policies to achieve overall objectives with respect to infill and greenfield development
- provide a high level of legal and real estate support to corporate strategic priorities, e.g. Invest Barrie, Harvie Road crossing Phase II and III growth in the annexed lands, affordable housing initiatives
- enhanced litigation and administrative tribunal support to Human resources Department
- develop expertise and provide internal support to (i) expropriation process and (ii) handling of liability and cost issues on remediation and sale of environmentally contaminated property (PS3260 policy)

**Key Performance Indicators**

Timely and cost effective completion of property agreements

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
# of property transactions completed (acquisition, disposition, expropriation, access, easement, lease and encroachment)	73	30	30	30
% of properties acquired by negotiation vs expropriation	57%	60%	60%	60%

Accurate, timely and cost effective legal advice

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan

External legal costs inclusive of consultants	401,721	910,000	x	910,000
Effective prosecution of Provincial Offences Act charges				
Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
% of prosecutorial success (Trial Convictions)	75%	70%	75%	75%
% of trial requests resolved by XRP (Barrie Court Service Area)	9%	9%	11%	10%
Accurate, timely and cost effective managing/processing of insurance claims/incidents				
Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
% of insurance claims/incidents handled in-house	98%	90%	95%	95%
Ratio of closed to opened files	.89:1	.95:1	.90:1	.90:1

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**CAO & Mayor's Office**

**Legal Services Department**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,856,452	\$2,259,962	\$2,259,962	\$2,275,118	\$2,331,698	\$2,383,836	\$2,434,652
	<b>Materials &amp; Supplies</b>	\$11,679	\$16,827	\$16,827	\$16,882	\$17,212	\$17,242	\$17,272
	<b>Services</b>	\$484,408	\$1,059,118	\$1,058,918	\$1,061,589	\$1,062,524	\$1,063,459	\$1,064,394
	<b>Sub-Total</b>	<b>\$2,352,539</b>	<b>\$3,335,908</b>	<b>\$3,335,708</b>	<b>\$3,353,589</b>	<b>\$3,411,434</b>	<b>\$3,464,537</b>	<b>\$3,516,318</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$136,073)	(\$141,598)	(\$141,598)	(\$138,750)	(\$138,875)	(\$139,000)	(\$139,125)
	<b>Grant Revenues &amp; Contributions</b>	(\$39,855)	(\$415,000)	(\$415,000)	(\$415,000)	(\$415,000)	(\$415,000)	(\$415,000)
	<b>Interdepartmental Transfers</b>	(\$801,892)	(\$960,539)	(\$957,443)	(\$996,295)	(\$1,017,413)	(\$1,043,509)	(\$1,060,896)
	<b>Sub-Total</b>	<b>(\$977,820)</b>	<b>(\$1,517,137)</b>	<b>(\$1,514,041)</b>	<b>(\$1,550,045)</b>	<b>(\$1,571,288)</b>	<b>(\$1,597,509)</b>	<b>(\$1,615,021)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,374,719</b>	<b>\$1,818,771</b>	<b>\$1,821,667</b>	<b>\$1,803,544</b>	<b>\$1,840,145</b>	<b>\$1,867,028</b>	<b>\$1,901,297</b>

## 2020 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

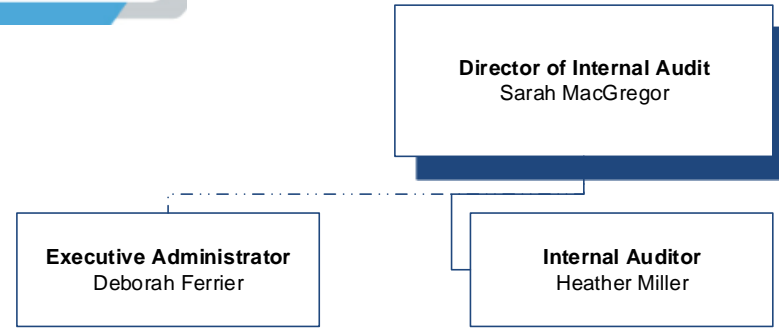
### Legal Services Department

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
	<b>Materials &amp; Supplies</b>	\$11,679	\$16,827	\$16,827	\$16,882	\$0	\$16,882	\$55	0.33%	\$55	0.33%
	<b>Salaries &amp; Benefits</b>	\$1,973,284	\$2,320,715	\$2,320,715	\$2,335,871	\$0	\$2,335,871	\$15,156	0.65%	\$15,156	0.65%
	<b>Recovery from Capital</b>	(\$116,832)	(\$60,753)	(\$60,753)	(\$60,753)	\$0	(\$60,753)	\$0	0.00%	\$0	0.00%
	<b>Services</b>	\$484,408	\$1,059,118	\$1,058,918	\$1,061,589	\$0	\$1,061,589	\$2,471	0.23%	\$2,471	0.23%
	<b>Total</b>	<b>\$2,352,539</b>	<b>\$3,335,908</b>	<b>\$3,335,708</b>	<b>\$3,353,589</b>	<b>\$0</b>	<b>\$3,353,589</b>	<b>\$17,681</b>	<b>0.53%</b>	<b>\$17,681</b>	<b>0.53%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$39,855)	(\$415,000)	(\$415,000)	(\$415,000)	\$0	(\$415,000)	\$0	0.00%	\$0	0.00%
	<b>Interdepartmental Transfers</b>	(\$801,892)	(\$960,539)	(\$957,443)	(\$996,295)	\$0	(\$996,295)	(\$35,756)	3.72%	(\$35,756)	3.72%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$136,073)	(\$141,598)	(\$141,598)	(\$138,750)	\$0	(\$138,750)	\$2,848	-2.01%	\$2,848	-2.01%
	<b>Total</b>	<b>(\$977,820)</b>	<b>(\$1,517,137)</b>	<b>(\$1,514,041)</b>	<b>(\$1,550,045)</b>	<b>\$0</b>	<b>(\$1,550,045)</b>	<b>(\$32,908)</b>	<b>2.17%</b>	<b>(\$32,908)</b>	<b>2.17%</b>
	<b>Net Operating Expense/(Revenue)</b>	<b>\$1,374,719</b>	<b>\$1,818,771</b>	<b>\$1,821,667</b>	<b>\$1,803,544</b>		<b>\$1,803,544</b>	<b>(\$15,227)</b>	<b>-0.84%</b>	<b>(\$15,227)</b>	<b>-0.84%</b>



# ORGANIZATIONAL CHART

Office of the Mayor & Chief Administrative Officer  
Internal Audit Department



Indicates indirect reporting relationship



# Performance Plan 2020

**Department:**  
**Internal Audit**

## Departmental Overview

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

## Key Departmental Objectives

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

## Strategic Plan & Other Program Deliverables

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

## Major Initiatives/Issues

- Develop and obtain Council approval for an internal audit plan which incorporates Council and EMT priorities
- Conduct audits to achieve the objectives set out in the approved internal audit plan
- Advise and educate Council and the corporation about risks associated with its programs and services
- Plan and execute a communication campaign to assist City staff in understanding the internal audit function
- Develop effective relationships to ensure engagement, cooperation and collaboration necessary to achieve audit plan objectives
- Establish a program to solicit and measure client satisfaction with Internal Audit performance
- Develop innovative audit strategies to proactively identify areas for improvement in the organization

## Key Performance Indicators

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
% of projects completed from approved plan	65	100	80	100
% of recommendations accepted	100	100	100	100
% of recommendations implemented	N/A	90	50	80



**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**CAO & Mayor's Office**

**Internal Audit**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$314,094	\$317,250	\$317,250	\$324,342	\$329,808	\$335,371	\$341,031
	<b>Materials &amp; Supplies</b>	\$266	\$1,050	\$1,050	\$450	\$450	\$450	\$450
	<b>Services</b>	\$13,624	\$21,041	\$21,387	\$20,987	\$20,987	\$20,987	\$20,987
	<b>Sub-Total</b>	<b>\$327,984</b>	<b>\$339,342</b>	<b>\$339,687</b>	<b>\$345,779</b>	<b>\$351,245</b>	<b>\$356,808</b>	<b>\$362,468</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$327,984</b>	<b>\$339,342</b>	<b>\$339,687</b>	<b>\$345,779</b>	<b>\$351,245</b>	<b>\$356,808</b>	<b>\$362,468</b>

## 2020 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

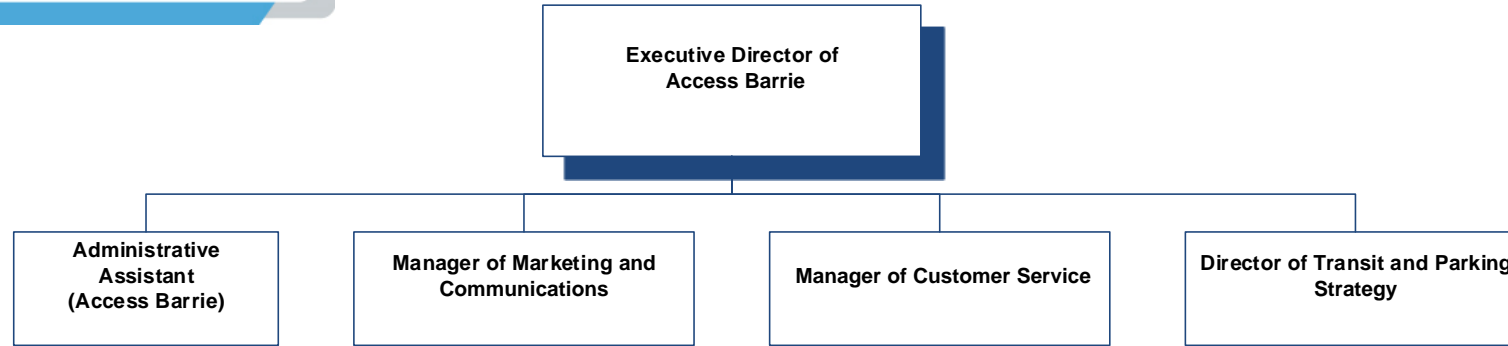
### Internal Audit

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Materials &amp; Supplies</b>	\$266	\$1,050	\$1,050	\$450	\$0	\$450	(\$600)	-57.14%	(\$600)	-57.14%
	<b>Salaries &amp; Benefits</b>	\$314,094	\$317,250	\$317,250	\$324,342	\$0	\$324,342	\$7,091	2.24%	\$7,091	2.24%
	<b>Services</b>	\$13,624	\$21,041	\$21,387	\$20,987	\$0	\$20,987	(\$54)	-0.26%	(\$54)	-0.26%
	<b>Total</b>	<b>\$327,984</b>	<b>\$339,342</b>	<b>\$339,687</b>	<b>\$345,779</b>	<b>\$0</b>	<b>\$345,779</b>	<b>\$6,437</b>	<b>1.90%</b>	<b>\$6,437</b>	<b>1.90%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$327,984</b>	<b>\$339,342</b>	<b>\$339,687</b>	<b>\$345,779</b>		<b>\$345,779</b>	<b>\$6,437</b>	<b>1.90%</b>	<b>\$6,437</b>	<b>1.90%</b>



# ORGANIZATIONAL CHART

Access Barrie Portfolio



# Performance Plan 2020 - 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 proactive marketing and communications with the community on City initiatives, programs and services through the development of promotional materials including brochures, publications, posters etc. and digital design including web, video, social media graphics and infographics.
- Support Human Resources in the development and implementation of the next phase of the Staff Strategic Plan including physiological health and safety.
- Lead community engagement opportunities about City services, programs and initiatives; support City staff in their efforts to keep community members informed and ensure opportunity for all to participate in engagement opportunities.
- Continued support for the Official Plan Update engagement and communications strategy through reallocation of a communications resource.
- Provide strategic direction and governance for the City's audience-specific social media accounts including content and creative on Twitter, Facebook, Instagram and YouTube.
- 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.
- Optimize Citizen Engagement Management (CEM) technology to more effectively track and monitor customer interactions.



- Improve and optimize telephone access for customers through Service Barrie and develop effective monitoring and metrics for the system.
- Continue to submit all eligible and strategic capital projects for transit to provincial and federal programs to maximize available funding including the Investing in Canada Infrastructure Program (ICIP).
- Upon successful provincial and federal funding approval partner with Corporate Facilities in the design and eventual build of the relocated transit terminal to the Allandale Waterfront GO station.
- Finalize 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 a pilot program for Transit on Demand in low ridership areas of the City to determine the feasibility as a viable option as development occurs in the annexed lands.
- Undertake a comprehensive technology review with a primary focus on the eventual implementation of a smart card program for transit.

### External Factors Influencing Activities & Outcomes

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

### Key Performance Indicators

Department	Indicator	2019 Plan	2019 Forecast	2020 Plan
Communications	Media exposure (number of times City of Barrie appears in media stories)	625	640	650
Communications	Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	54.92	55%
Communications	Positive/neutral media coverage	75%	80.6%	80%
Marketing	% increase in the number of visitors to Barrie.ca	3%	2.75%	3%
Marketing	Total number of impressions on Facebook and Twitter	5M	5M	5M
Marketing	Engagement rate for Facebook and Twitter (clicks, likes, shares, comments, favourites, retweets, follows etc in relation to impressions)	2.5%	2.5%	2.5%
Marketing	Total # of impressions on Instagram	300,000	350,000	400,000

<b>Customer Service</b>	# of Service Barrie customer interactions (Phone, email, counter)	200,000	195,000	200,000
<b>Customer Service</b>	% of Customer Satisfaction rated as moderately high to high	72%	70%	72%
<b>Transit</b>	Transit Revenue to Cost Ratio	33.5%	33.5%	34.0%
<b>Transit</b>	On Time Performance	85%	85%	85%
<b>Transit</b>	% of Bus Stops that are Accessible	55.0%	55%	56%
<b>Transit</b>	Annual Ridership	3.6M	3.5M	3.6M
<b>Transit</b>	KM's of Transit Service per 100,000 population	2,217,804	2,217,804	2,162,508
<b>Transit</b>	Transit Trips per Capita	23.2	22.6	22.6

## Budget Summary

Department	2020 Net Requested Budget	2020 Staffing		
		Base Complement	Service Level Changes	Total Requested
Access Barrie Admin	\$346,474	2	0	2
Customer Service	\$1,180,840	18	0	18
Marketing & Communications	\$1,077,800	6	1	7
Transit	\$13,723,497	9	0	9
<b>Total</b>	<b>\$16,329,060</b>	<b>35</b>	<b>1</b>	<b>36</b>



## Performance Plan 2020

**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 communications programs, community engagement, managing critical communications issues, managing the use of the InSite, barrie.ca, social media and digital communications. Conducting all aspects of media relations, including the preparation of media releases, advisories, advertising, and media monitoring. Marketing involves managing the corporate brand identity including paid advertising (radio, print, digital), design and web work. 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. Phase 4 which will include Curbside Collection and several other services will begin in 2020. For technology, in 2020 the focus will be the optimization of both the new phone system and the Customer Experience Management system (CEM). Through the CEM Service Barrie will launch a Customer Portal to allow Citizens to do online submission of service requests and interactions with the City. Additional responsibilities include management of the After Hours call service contract.

### **Key Departmental Objectives**

- Develop proactive marketing and communications with the community on City initiatives, programs and services through the development of promotional materials including brochures, publications, posters etc. and digital design including web, video, social media graphics and infographics.

-Proactively communicate with staff Council's strategic direction, and the corporate strategic and operational initiatives.

-To advance the City's interests at all levels of Government both as the City of Barrie and collectively with other municipalities. This includes advocacy meetings with officials of other governments, the Large Urban Mayors Caucus of Ontario (LUMCO), the Association of Municipalities of Ontario and/or Federation of Canadian Municipalities.

- Lead community engagement opportunities about City services, programs and initiatives; support City staff in their efforts to keep community members informed and ensure opportunity for all to participate in engagement opportunities.

- Implementation of the Customer Service Plan to provide new methods of delivery and services that increase 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 City 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 and priorities, protect the City's corporate identity.

-Execute the Emergency Information Officer and Public Information Centre role within the City's Emergency Plan, as required.

-Development of the Citizen Experience Management (CEM) system with integrated knowledge to support Service Barrie operations and provide a high level of Customer Service to citizens.

-Ongoing development of Service Barrie to increase the number of services available to the public.

### **Major Initiatives/Issues**

- Lead community engagement opportunities about City services, programs and initiatives; support City staff in their efforts to keep community members informed and ensure opportunity for all to participate in engagement opportunities.

-Continued support of the Official Plan Update engagement and communications strategy through reallocation of communications resource.

- Proactive marketing and communications with the community on City initiatives, programs and services. Marketing and communications support for various projects and new initiatives.

- Communications support for the marketing of the 2018-2022 Council Strategic Priorities

- Development and implementation of additional phases of Service Barrie.

- Development of Customer Service standards and service levels for Service Barrie.

- Implementation of the CEM and integration with key corporate technology.

- Monitor and lead ongoing enhancements of the After Hours call handling system.

- Advocacy for Provincial and Federal Funding for Barrie

### **Key Performance Indicators**



Proactive communications with the community on City initiatives

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Media exposure for the City of Barrie	600	625	640	650
Positive/neutral media coverage	70%	75%	80.6%	80%
Average open rate of Barrie Digest (avg. gov't rate 26%)	55%	55%	54.92%	55%

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

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
% increase in the number of visitors to Barrie.ca	2%	3%	2.75%	3%
Total # of impressions on Facebook and Twitter	7.5 M	5 M	5 M	5 M
Engagement rate for Facebook and Twitter	2.2%	2.5%	2.5%	2.5%
Total # of impressions on Instagram	150,000	350,000	350,000	400,000

Customer Contact Centre Services

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
# Ping St. "report a problem" submitted	1,000	1,100	1,100	will be replaced by CEM
# of Phone calls received in Service Barrie	105,000	110,000	95,000	100,000
# Counter Transactions Received in Service Barrie	50,000	55,000	50,000	50,000
# of Email interactions managed in Service Barrie	25,000	27,000	38,000	40,000
New CEM Customer Portal Service Requests	n/a	n/a	n/a	10,000
% of Customer Satisfaction rated as moderately high to high	70%	72%	72%	72%
% of Service Barrie phone calls answered with 30 seconds	new	75%	75%	80%

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Access Barrie – Portfolio Summary**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$3,478,045	\$3,865,943	\$3,903,995	\$4,149,053	\$4,217,644	\$4,312,134	\$4,400,449
	<b>Materials &amp; Supplies</b>	\$2,709,169	\$3,029,332	\$2,683,396	\$3,047,490	\$3,177,296	\$3,542,834	\$3,758,955
	<b>Equipment &amp; Capital Purchases</b>	\$30,541	\$92,210	\$91,210	\$64,500	\$64,500	\$67,750	\$67,770
	<b>Services</b>	\$16,339,005	\$17,606,270	\$17,284,701	\$17,898,022	\$18,327,122	\$20,490,652	\$21,410,109
	<b>Rents &amp; Other Expenses</b>	\$44,972	\$62,700	\$64,200	\$63,697	\$64,692	\$65,696	\$66,703
	<b>Grant Expenses &amp; Transfers</b>	\$57,285	\$57,286	\$57,286	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$22,659,017</b>	<b>\$24,713,741</b>	<b>\$24,084,788</b>	<b>\$25,222,762</b>	<b>\$25,851,254</b>	<b>\$28,479,066</b>	<b>\$29,703,986</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$6,644,963)	(\$6,550,190)	(\$6,434,500)	(\$6,699,729)	(\$6,823,054)	(\$7,298,845)	(\$7,777,152)
	<b>Licenses &amp; Permits</b>	\$0	\$0	\$0	(\$136,000)	(\$138,000)	(\$140,500)	(\$143,000)
	<b>Other Revenues</b>	(\$24,407)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$2,384,968)	(\$2,287,848)	(\$2,292,848)	(\$1,950,000)	(\$1,950,000)	(\$1,950,000)	(\$1,950,000)
	<b>Interdepartmental Transfers</b>	(\$104,273)	(\$418,749)	(\$406,433)	(\$450,193)	(\$343,254)	(\$343,925)	(\$346,162)
	<b>Intercompany Transfers</b>	\$0	(\$1,000)	(\$1,000)	(\$1,100)	(\$1,200)	(\$1,300)	(\$1,400)
	<b>Sub-Total</b>	<b>(\$9,158,610)</b>	<b>(\$9,257,787)</b>	<b>(\$9,134,781)</b>	<b>(\$9,237,022)</b>	<b>(\$9,255,508)</b>	<b>(\$9,734,569)</b>	<b>(\$10,217,714)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$13,500,407</b>	<b>\$15,455,955</b>	<b>\$14,950,007</b>	<b>\$15,985,739</b>	<b>\$16,595,746</b>	<b>\$18,744,496</b>	<b>\$19,486,272</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Access Barrie – Portfolio Summary

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$30,541	\$92,210	\$91,210	\$64,500	\$0	\$64,500	(\$27,710)	-30.05%	(\$27,710)	-30.05%
	<b>Grant Expenses &amp; Transfers</b>	\$57,285	\$57,286	\$57,286	\$0	\$0	\$0	(\$57,286)	-100.00%	(\$57,286)	-100.00%
	<b>Materials &amp; Supplies</b>	\$2,709,169	\$3,029,332	\$2,683,396	\$3,047,490	\$0	\$3,047,490	\$18,158	0.60%	\$18,158	0.60%
	<b>Rents &amp; Other Expenses</b>	\$44,972	\$62,700	\$64,200	\$63,697	\$0	\$63,697	\$997	1.59%	\$997	1.59%
	<b>Salaries &amp; Benefits</b>	\$3,478,045	\$3,915,470	\$3,918,431	\$4,163,488	\$93,321	\$4,256,810	\$248,018	6.33%	\$341,339	8.72%
	<b>Recovery from Capital</b>	\$0	(\$49,527)	(\$14,436)	(\$14,436)	\$0	(\$14,436)	\$35,091	-70.85%	\$35,091	-70.85%
	<b>Services</b>	\$16,339,005	\$17,606,270	\$17,284,701	\$17,898,022	\$250,000	\$17,898,022	\$291,752	1.66%	\$291,752	1.66%
	<b>Total</b>	<b>\$22,659,017</b>	<b>\$24,713,741</b>	<b>\$24,084,788</b>	<b>\$25,222,762</b>	<b>\$343,321</b>	<b>\$25,566,083</b>	<b>\$509,020</b>	<b>2.06%</b>	<b>\$852,341</b>	<b>3.45%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$2,384,968)	(\$2,287,848)	(\$2,292,848)	(\$1,950,000)	\$0	(\$1,950,000)	\$337,848	-14.77%	\$337,848	-14.77%
	<b>Intercompany Transfers</b>	\$0	(\$1,000)	(\$1,000)	(\$1,100)	\$0	(\$1,100)	(\$100)	10.00%	(\$100)	10.00%
	<b>Interdepartmental Transfers</b>	(\$104,273)	(\$418,749)	(\$406,433)	(\$450,193)	\$0	(\$450,193)	(\$31,445)	7.51%	(\$31,445)	7.51%
	<b>Licenses &amp; Permits</b>	\$0	\$0	\$0	(\$136,000)	\$0	(\$136,000)	(\$136,000)	-	(\$136,000)	-
	<b>Other Revenues</b>	(\$24,407)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$6,644,963)	(\$6,550,190)	(\$6,434,500)	(\$6,699,729)	\$0	(\$6,699,729)	(\$149,539)	2.28%	(\$149,539)	2.28%
	<b>Total</b>	<b>(\$9,158,610)</b>	<b>(\$9,257,787)</b>	<b>(\$9,134,781)</b>	<b>(\$9,237,022)</b>	<b>\$0</b>	<b>(\$9,237,022)</b>	<b>\$20,764</b>	<b>-0.22%</b>	<b>\$20,764</b>	<b>-0.22%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$13,500,407</b>	<b>\$15,455,955</b>	<b>\$14,950,007</b>	<b>\$15,985,739</b>	<b>\$343,321</b>	<b>\$16,329,060</b>	<b>\$529,785</b>	<b>3.43%</b>	<b>\$873,106</b>	<b>5.65%</b>

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Access Barrie**

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

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,261,864	\$2,464,782	\$2,505,795	\$2,646,540	\$2,662,796	\$2,710,438	\$2,763,956
	<b>Materials &amp; Supplies</b>	\$24,419	\$31,775	\$29,275	\$74,525	\$76,325	\$80,591	\$84,215
	<b>Equipment &amp; Capital Purchases</b>	\$13,183	\$11,500	\$9,500	\$9,500	\$9,500	\$12,750	\$12,770
	<b>Services</b>	\$256,845	\$335,632	\$319,996	\$345,450	\$356,900	\$345,275	\$353,180
	<b>Rents &amp; Other Expenses</b>	\$18,071	\$32,200	\$32,200	\$32,697	\$33,192	\$33,696	\$34,203
	<b>Sub-Total</b>	<b>\$2,574,382</b>	<b>\$2,875,888</b>	<b>\$2,896,765</b>	<b>\$3,108,712</b>	<b>\$3,138,713</b>	<b>\$3,182,750</b>	<b>\$3,248,324</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$13,579)	(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)
	<b>Licenses &amp; Permits</b>	\$0	\$0	\$0	(\$136,000)	(\$138,000)	(\$140,500)	(\$143,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$138,434)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	(\$246,342)	(\$385,197)	(\$385,197)	(\$454,820)	(\$346,561)	(\$345,856)	(\$349,465)
	<b>Intercompany Transfers</b>	\$0	(\$1,000)	(\$1,000)	(\$1,100)	(\$1,200)	(\$1,300)	(\$1,400)
	<b>Sub-Total</b>	<b>(\$398,355)</b>	<b>(\$391,197)</b>	<b>(\$391,197)</b>	<b>(\$596,920)</b>	<b>(\$490,761)</b>	<b>(\$492,656)</b>	<b>(\$498,865)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,176,027</b>	<b>\$2,484,692</b>	<b>\$2,505,569</b>	<b>\$2,511,792</b>	<b>\$2,647,952</b>	<b>\$2,690,094</b>	<b>\$2,749,459</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Access Barrie

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

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$13,183	\$11,500	\$9,500	\$9,500	\$0	\$9,500	(\$2,000)	-17.39%	(\$2,000)	-17.39%
	<b>Materials &amp; Supplies</b>	\$24,419	\$31,775	\$29,275	\$74,525	\$0	\$74,525	\$42,750	134.54%	\$42,750	134.54%
	<b>Rents &amp; Other Expenses</b>	\$18,071	\$32,200	\$32,200	\$32,697	\$0	\$32,697	\$497	1.54%	\$497	1.54%
	<b>Salaries &amp; Benefits</b>	\$2,261,864	\$2,514,309	\$2,520,231	\$2,660,976	\$93,321	\$2,754,297	\$146,667	5.83%	\$239,989	9.54%
	<b>Recovery from Capital</b>	\$0	(\$49,527)	(\$14,436)	(\$14,436)	\$0	(\$14,436)	\$35,091	-70.85%	\$35,091	-70.85%
	<b>Services</b>	\$256,845	\$335,632	\$319,996	\$345,450	\$0	\$345,450	\$9,818	2.93%	\$9,818	2.93%
	<b>Total</b>	<b>\$2,574,382</b>	<b>\$2,875,888</b>	<b>\$2,896,765</b>	<b>\$3,108,712</b>	<b>\$93,321</b>	<b>\$3,202,033</b>	<b>\$232,824</b>	<b>8.10%</b>	<b>\$326,145</b>	<b>11.34%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$138,434)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Intercompany Transfers</b>	\$0	(\$1,000)	(\$1,000)	(\$1,100)	\$0	(\$1,100)	(\$100)	10.00%	(\$100)	10.00%
	<b>Interdepartmental Transfers</b>	(\$246,342)	(\$385,197)	(\$385,197)	(\$454,820)	\$0	(\$454,820)	(\$69,623)	18.07%	(\$69,623)	18.07%
	<b>Licenses &amp; Permits</b>	\$0	\$0	\$0	(\$136,000)	\$0	(\$136,000)	(\$136,000)	-	(\$136,000)	-
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$13,579)	(\$5,000)	(\$5,000)	(\$5,000)	\$0	(\$5,000)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$398,355)</b>	<b>(\$391,197)</b>	<b>(\$391,197)</b>	<b>(\$596,920)</b>	<b>\$0</b>	<b>(\$596,920)</b>	<b>(\$205,723)</b>	<b>52.59%</b>	<b>(\$205,723)</b>	<b>52.59%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,176,027</b>	<b>\$2,484,692</b>	<b>\$2,505,569</b>	<b>\$2,511,792</b>	<b>\$93,321</b>	<b>\$2,605,114</b>	<b>\$27,101</b>	<b>1.09%</b>	<b>\$120,422</b>	<b>4.85%</b>

**Comments:**

**Salaries & Benefits**

Salary changes are mainly driven by regular step increases, benefit rates and cost of living increases. In Customer Service there was a re-evaluation of a manager position.

The new investment (intake form #470) is a request for a permanent Communications Advisor due to the increasing number of projects that will need to be communicated to residents, partners, media and shared through various forms of communications from print to digital platforms (website, social media)

**Recovery from Capital**

Recoveries of a Community Engagement Advisor decreased as a result of Planning requesting only 3 months of support in 2020

**Services**

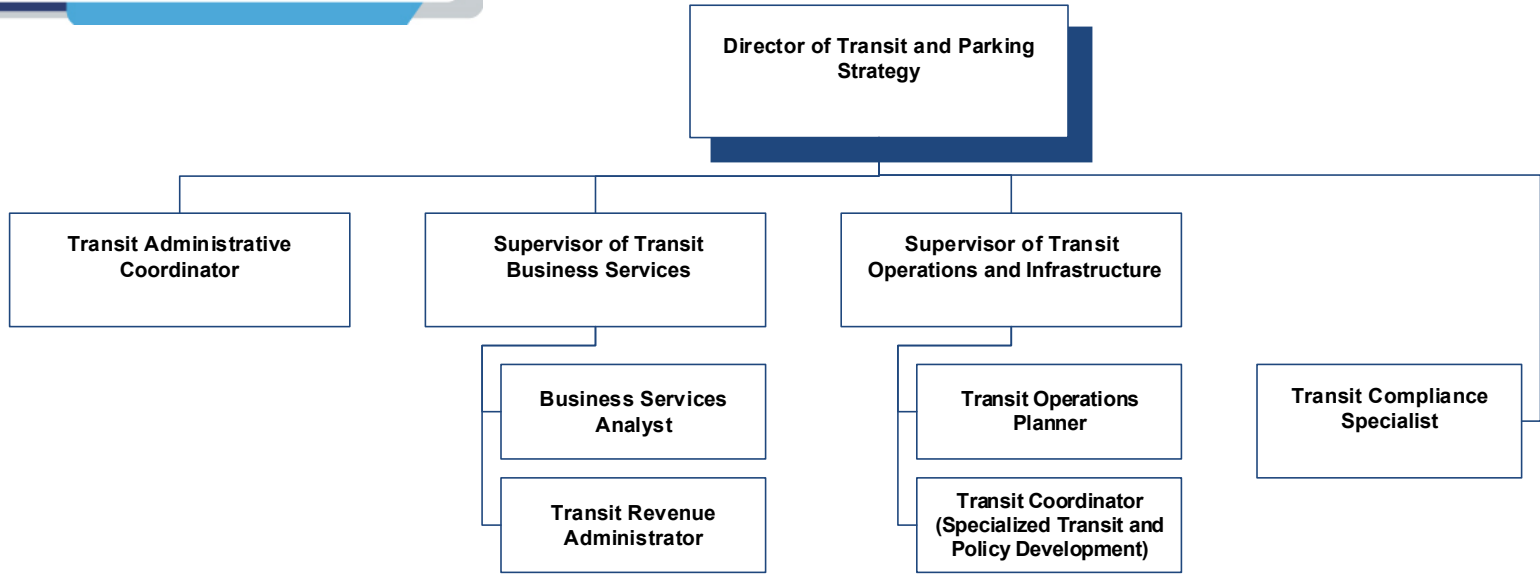
An increase in contracted services of \$15k is due to the expected go live of the new Customer Experience Management (CEM) System. Once the system is stable Service Barrie will be moving into phase 4 with the transition of additional city services which will require additional work from the vendor to build and support these new services

**Licenses and Permits**

Marriage Licence Revenue of \$136 k was transferred from Legislative Services Administration to Customer Service since the deliver is executed by Service Barrie

**Interdepartmental Transfers**

The level of support to IGM for a Community Engagement Advisor increased to 100% for full year in 2020 (existing temp)





## Performance Plan 2020

### 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 48 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 3.0% modal share to a future planning state of 7.0% reducing our reliance and need for large linear infrastructure to support vehicular traffic and congestion.

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

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**



- 1 Provide a public transportation system that is a viable alternative to the automobile in the City of Barrie.
- 1 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.
- 1 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**

- 1 Monitor the new Investing in Canada Infrastructure Program (ICIP) 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.
- 1 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**

- 1 Continue to submit all eligible and strategic capital projects to provincial and federal programs to maximize available funding including the Investing in Canada Infrastructure Program (ICIP).
- 1 Upon successful provincial and federal funding approval partner with Corporate Facilities in the design and eventual build of the relocated transit terminal to the Allandale Waterfront GO station.
- 1 Finalize 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.
- 1 Continue the License Plate Recognition Technology (LPR) pilot program for parking enforcement with existing systems and hardware to identify future capabilities and opportunities.
- 1 Develop a pilot program for Transit on Demand in low ridership areas of the City to determine the feasibility as a viable option as development occurs in the annexed lands.
- 1 Undertake a comprehensive technology review with a primary focus on the eventual implementation of a smart card program for transit.
- 1 Development of bus stop infrastructure improvement plan to meet AODA requirements and streamline access points for transit riders.
- 1 Review of alternative fuel vehicle opportunities including bio-diesel, ethanol, electric, hydrogen fuel cell and hybrid vehicles.
- 1 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.
- 1 Implement recommendations from the Transit Business Plan to guide the strategic planning and growth of the system.
- 1 Ongoing development of planning standards and guiding principles for future transit growth.
- 1 Continue to establish policies, practices and procedures to ensure transit is AODA compliant.
- 1 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.
- 1 Continuous process review to improve the transit service, customer experience, and find new efficiencies.

**Key Performance Indicators**

Transit Service				
Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Transit Revenue to Cost Ratio	35.2%	33.5%	33.5%	34.0%
Annual Ridership	3.3M	3.6M	3.5M	3.6M
On Time Performance	85.0%	85.0%	85.0%	85.0%
Percentage of Bus Stops that are Accessible	54.0%	55.0%	55.0%	56.0%
KMs of Transit Service per 100,000 Population	2,322,095	2,217,804	2,217,804	2,162,508
Transit Trips per Capita	21.9	23.2	22.6	22.6

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Access Barrie**

**Transit & Parking Strategy**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,216,181	\$1,401,162	\$1,398,200	\$1,502,512	\$1,554,848	\$1,601,696	\$1,636,493
	<b>Materials &amp; Supplies</b>	\$2,684,750	\$2,997,557	\$2,654,121	\$2,972,965	\$3,100,971	\$3,462,243	\$3,674,740
	<b>Equipment &amp; Capital Purchases</b>	\$17,358	\$80,710	\$81,710	\$55,000	\$55,000	\$55,000	\$55,000
	<b>Services</b>	\$16,082,160	\$17,270,638	\$16,964,705	\$17,552,572	\$17,970,222	\$20,145,377	\$21,056,929
	<b>Rents &amp; Other Expenses</b>	\$26,901	\$30,500	\$32,000	\$31,000	\$31,500	\$32,000	\$32,500
	<b>Grant Expenses &amp; Transfers</b>	\$57,285	\$57,286	\$57,286	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$20,084,635</b>	<b>\$21,837,853</b>	<b>\$21,188,022</b>	<b>\$22,114,049</b>	<b>\$22,712,541</b>	<b>\$25,296,315</b>	<b>\$26,455,662</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$6,631,384)	(\$6,545,190)	(\$6,429,500)	(\$6,694,729)	(\$6,818,054)	(\$7,293,845)	(\$7,772,152)
	<b>Other Revenues</b>	(\$24,407)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$2,246,533)	(\$2,287,848)	(\$2,292,848)	(\$1,950,000)	(\$1,950,000)	(\$1,950,000)	(\$1,950,000)
	<b>Interdepartmental Transfers</b>	\$142,069	(\$33,552)	(\$21,236)	\$4,626	\$3,306	\$1,931	\$3,303
	<b>Sub-Total</b>	<b>(\$8,760,255)</b>	<b>(\$8,866,590)</b>	<b>(\$8,743,584)</b>	<b>(\$8,640,103)</b>	<b>(\$8,764,747)</b>	<b>(\$9,241,913)</b>	<b>(\$9,718,848)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$11,324,380</b>	<b>\$12,971,263</b>	<b>\$12,444,438</b>	<b>\$13,473,947</b>	<b>\$13,947,794</b>	<b>\$16,054,402</b>	<b>\$16,736,813</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Access Barrie

### Transit & Parking Strategy

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$17,358	\$80,710	\$81,710	\$55,000	\$0	\$55,000	(\$25,710)	-31.85%	(\$25,710)	-31.85%
	<b>Grant Expenses &amp; Transfers</b>	\$57,285	\$57,286	\$57,286	\$0	\$0	\$0	(\$57,286)	-100.00%	(\$57,286)	-100.00%
	<b>Materials &amp; Supplies</b>	\$2,684,750	\$2,997,557	\$2,654,121	\$2,972,965	\$0	\$2,972,965	(\$24,592)	-0.82%	(\$24,592)	-0.82%
	<b>Rents &amp; Other Expenses</b>	\$26,901	\$30,500	\$32,000	\$31,000	\$0	\$31,000	\$500	1.64%	\$500	1.64%
	<b>Salaries &amp; Benefits</b>	\$1,216,181	\$1,401,162	\$1,398,200	\$1,502,512	\$0	\$1,502,512	\$101,351	7.23%	\$101,351	7.23%
	<b>Services</b>	\$16,082,160	\$17,270,638	\$16,964,705	\$17,552,572	\$250,000	\$17,552,572	\$281,934	1.63%	\$281,934	1.63%
	<b>Total</b>	<b>\$20,084,635</b>	<b>\$21,837,853</b>	<b>\$21,188,022</b>	<b>\$22,114,049</b>	<b>\$250,000</b>	<b>\$22,364,049</b>	<b>\$276,196</b>	<b>1.26%</b>	<b>\$526,196</b>	<b>2.41%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$2,246,533)	(\$2,287,848)	(\$2,292,848)	(\$1,950,000)	\$0	(\$1,950,000)	\$337,848	-14.77%	\$337,848	-14.77%
	<b>Interdepartmental Transfers</b>	\$142,069	(\$33,552)	(\$21,236)	\$4,626	\$0	\$4,626	\$38,178	-113.79%	\$38,178	-113.79%
	<b>Other Revenues</b>	(\$24,407)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$6,631,384)	(\$6,545,190)	(\$6,429,500)	(\$6,694,729)	\$0	(\$6,694,729)	(\$149,539)	2.28%	(\$149,539)	2.28%
	<b>Total</b>	<b>(\$8,760,255)</b>	<b>(\$8,866,590)</b>	<b>(\$8,743,584)</b>	<b>(\$8,640,103)</b>	<b>\$0</b>	<b>(\$8,640,103)</b>	<b>\$226,487</b>	<b>-2.55%</b>	<b>\$226,487</b>	<b>-2.55%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$11,324,380</b>	<b>\$12,971,263</b>	<b>\$12,444,438</b>	<b>\$13,473,947</b>	<b>\$250,000</b>	<b>\$13,723,947</b>	<b>\$502,684</b>	<b>3.88%</b>	<b>\$752,684</b>	<b>5.80%</b>

**Comments:**

**Salaries & Benefits**

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

**Services**

Year over year increase is a result of the annual projected CPI increase that is applied to the transit service contract, offset by the reduction in expenditures from the discontinuation of Essa Borden Transit Services.

New Investments include the Community Bus Pilot Project (Intake Form #467) which connects customers to a variety of popular destinations along a unique neighbourhood route. It is designed to stop at the front-door of various buildings and landmarks, including retail locations, community centres, health care facilities and senior residences (Costs \$50k).

The Transit on Demand Pilot Project (Intake Form #460) replaces conventional transit services typically used during low demand periods. Technology combines mobile applications, web-based portals and artificial intelligence algorithms, so that riders can request trips in real time or future dates/times. A route optimization algorithm is used when collecting the booking information to ensure the bus operators are operating efficiently. (Cost \$250k).

**Grant Expenses & Transfers**

The change is due to the discontinuation of Essa Borden Transit Services

**User Fees, Service Charges & Rentals**

The increased revenue is a result of transit's new fare strategy and growth of the U-Pass program with Georgian College

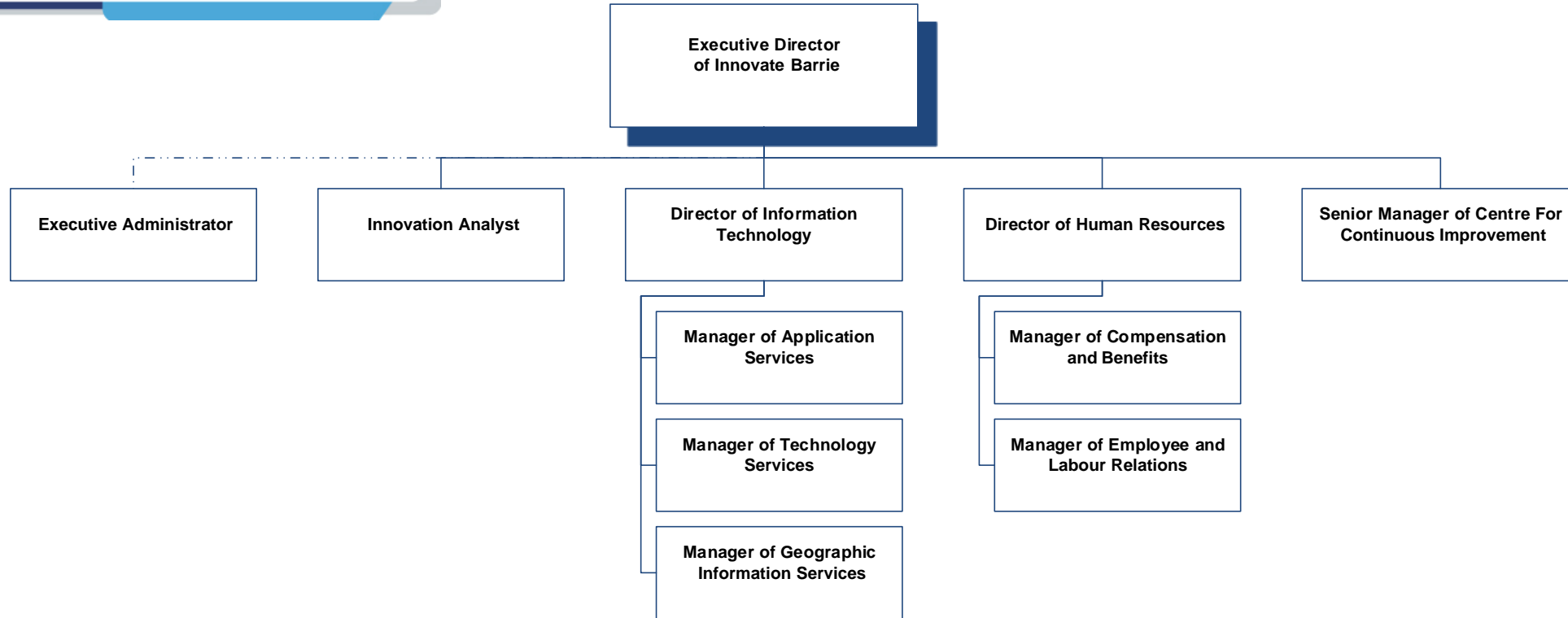
**Grant Revenues & Contributions**

The decrease in grant revenues is a result of the discontinuation of Essa Borden Transit Services. The reduction in funding is offset by a reduction in Services expenditures



# ORGANIZATIONAL CHART

Innovate Barrie Portfolio



Indicates indirect reporting relationship

# Performance Plan 2020 - 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:

- Foster innovation, creativity and ingenuity throughout the corporation through the sharing of training, tools and best practices related to facilitation and change management
- Grow the Innovatology program at the City to build internal capacity for innovation and continuous improvement; Lead the national Municipal Innovation Community Program and work in collaboration with other municipalities to share innovative solutions to solve city issues;
- Execute transformational projects and continuous improvement initiatives that empower improved service delivery;
- Encourage improved project delivery throughout the corporation through the sharing of training, tools and best practices related to project management methodologies;
- 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 SAP; enhancements to the applications, permit, licence and inspections system, customer experience management and computerized maintenance management implementations focused on delivering transformational business
- Deliver the technology infrastructure that supports the City's path to better integrate processes and systems with real-time communication and data;
- Build a positive, engaged and productive workplace culture;
- Develop an energetic and inspiring leadership group along with attracting and retaining top talent;
- Provide reliable and secure connectivity to City systems for smart phones and tablets, reducing unforeseen service disruptions and enabling the City to respond to service requests more efficiently;
- Manage the Corporation's investment in technology so that its total cost of ownership is minimized; and,

## Key Portfolio Service Delivery Initiatives

- Lead the Innovatology program for 2020, 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 Employee Wellness Program; implementing the CSA Standard for Psychologically Safe Workplaces
- Review total rewards at the City;
- Provide reliable and secure connectivity to City systems for smart phones and tablets; enabling faster response times to service requests and reducing unforeseen service disruptions;
- Ensure technology systems and equipment support new project readiness regarding network performance, data storage and server stability; "Always Available" and business continuity initiatives;



- Maintain compatibility matrices that ensure the City's applications are secure and current; enabling the latest software innovations for delivering City services;
- Provide secure, accessible technology services to the Corporation that align with the City's operational and strategic objectives;
- Provide enhanced public access to services through online (web) applications;
- 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 to provide enhanced municipal data to the business community enabling a diverse and resilient economy
- Work with internal and external stakeholder departments to improve and transform business systems and processes through our business technologies, such as our Enterprise Resource Management system (SAP); Computerized Maintenance Management System; Applications, Licensing, Permits and Inspections (APLI through Accela) and our Customer Experience Management system.

## External Factors Influencing Activities & Outcomes

- General economic conditions.

## Key Performance Indicators

Department	Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Human Resources	Corporate training \$ spent per permanent employee	\$59	\$75	\$75	\$75
	% Departmental training budget spent	84%	100%	85%	100%
	# lost time incidents	22	30	25	25
	Total days Lost time Incidents / quarter (excl. OSIs)	N/A	30	30	30
	Cost of lost time incidents	\$431,800	\$500,000	\$480,000	\$500,000
	Avg. # sick/STD/LTD days per employee	10.7	9	9	9
	Quarterly % EFAP usage	26%	25%	25%	25%
	% turnover in first 2 years of employment	0.65%	0.0%	0.0%	0.0%
IT	Number of City of Barrie eServices	14	17	17	19
	City of Barrie Website availability (includes planned outages)	99.4%	99.9%	99.9%	99.9%
	Number of Technology Related Service Delivery Interruptions	12	10	12	10
CCI	Number of manual business processes that are automated, digitally transformed, or made mobile	NEW	NEW	250	500

	Number of business processes reviewed and improved	NEW	NEW	5	10
	Number of staff engagements in innovation, creativity and ingenuity activities	NEW	NEW	4	12
	Number of tools and templates downloaded/accessed	NEW	NEW	N/A	30
	Compliance with dashboard reporting	85%	100%	100%	100%

## Budget Summary

Department	2020 Net Requested Budget	2020 Staffing		
		Base Complement	Service Level Changes	Total Requested
Innovate Barrie Admin	\$418,951	2		2
Centre for Continuous Improvement	\$808,915	8		8
Human Resources	\$2,947,302	17		17
Information Technology	\$7,984,424	42	2	44
<b>Total</b>	<b>\$12,159,592</b>	<b>69</b>	<b>2</b>	<b>71</b>



**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Innovate Barrie**

**Portfolio Summary**

		<b>2018 Actuals</b>	<b>2019 Budget</b>	<b>2019 - In Year Forecast</b>	<b>2020 - Base Budget</b>	<b>2021 - Forecast</b>	<b>2022 - Forecast</b>	<b>2023 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$7,828,269	\$8,363,112	\$8,324,587	\$8,558,443	\$8,760,254	\$8,922,496	\$9,077,923
	<b>Materials &amp; Supplies</b>	\$96,404	\$104,808	\$106,717	\$105,320	\$109,757	\$114,123	\$104,471
	<b>Equipment &amp; Capital Purchases</b>	\$190,346	\$200,508	\$194,096	\$270,455	\$276,138	\$283,033	\$288,092
	<b>Services</b>	\$4,142,463	\$4,585,712	\$4,330,072	\$4,736,452	\$5,084,818	\$5,246,282	\$5,414,057
	<b>Rents &amp; Other Expenses</b>	\$13,936	\$15,618	\$35,590	\$50,885	\$51,090	\$51,300	\$51,800
	<b>Sub-Total</b>	<b>\$12,271,419</b>	<b>\$13,269,759</b>	<b>\$12,991,062</b>	<b>\$13,721,556</b>	<b>\$14,282,056</b>	<b>\$14,617,234</b>	<b>\$14,936,342</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$58,470)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$599,496)	(\$579,103)	(\$543,503)	(\$545,003)	(\$553,503)	(\$559,003)	(\$562,503)
	<b>Interdepartmental Transfers</b>	(\$1,072,644)	(\$1,235,887)	(\$1,125,756)	(\$1,179,376)	(\$1,225,230)	(\$1,246,966)	(\$1,269,603)
	<b>Sub-Total</b>	<b>(\$1,730,609)</b>	<b>(\$1,874,990)</b>	<b>(\$1,729,259)</b>	<b>(\$1,784,379)</b>	<b>(\$1,838,733)</b>	<b>(\$1,865,969)</b>	<b>(\$1,892,106)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$10,540,809</b>	<b>\$11,394,769</b>	<b>\$11,261,803</b>	<b>\$11,937,176</b>	<b>\$12,443,323</b>	<b>\$12,751,264</b>	<b>\$13,044,236</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Innovate Barrie – Portfolio Summary

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$190,346	\$200,508	\$194,096	\$270,455	\$3,383	\$273,838	\$69,947	34.88%	\$73,330	36.57%
	<b>Materials &amp; Supplies</b>	\$96,404	\$104,808	\$106,717	\$105,320	\$0	\$105,320	\$512	0.49%	\$512	0.49%
	<b>Rents &amp; Other Expenses</b>	\$13,936	\$15,618	\$35,590	\$50,885	\$0	\$50,885	\$35,267	225.81%	\$35,267	225.81%
	<b>Salaries &amp; Benefits</b>	\$8,784,714	\$9,124,601	\$9,163,341	\$9,397,197	\$203,313	\$9,600,511	\$272,596	2.99%	\$475,910	5.22%
	<b>Recovery from Capital</b>	(\$956,445)	(\$761,489)	(\$838,755)	(\$838,755)	\$0	(\$838,755)	(\$77,266)	10.15%	(\$77,266)	10.15%
	<b>Services</b>	\$4,142,463	\$4,585,712	\$4,330,072	\$4,736,452	\$15,720	\$4,739,702	\$150,740	3.29%	\$153,990	3.36%
	<b>Total</b>	<b>\$12,271,419</b>	<b>\$13,269,759</b>	<b>\$12,991,062</b>	<b>\$13,721,556</b>	<b>\$222,416</b>	<b>\$13,943,972</b>	<b>\$451,797</b>	<b>3.40%</b>	<b>\$674,213</b>	<b>5.08%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$599,496)	(\$579,103)	(\$543,503)	(\$545,003)	\$0	(\$545,003)	\$34,100	-5.89%	\$34,100	-5.89%
	<b>Interdepartmental Transfers</b>	(\$1,072,644)	(\$1,235,887)	(\$1,125,756)	(\$1,179,376)	\$0	(\$1,179,376)	\$56,511	-4.57%	\$56,511	-4.57%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$58,470)	(\$60,000)	(\$60,000)	(\$60,000)	\$0	(\$60,000)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$1,730,609)</b>	<b>(\$1,874,990)</b>	<b>(\$1,729,259)</b>	<b>(\$1,784,379)</b>	<b>\$0</b>	<b>(\$1,784,379)</b>	<b>\$90,611</b>	<b>-4.83%</b>	<b>\$90,611</b>	<b>-4.83%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$10,540,809</b>	<b>\$11,394,769</b>	<b>\$11,261,803</b>	<b>\$11,937,176</b>	<b>\$222,416</b>	<b>\$12,159,593</b>	<b>\$542,408</b>	<b>4.76%</b>	<b>\$764,824</b>	<b>6.71%</b>

Comments:

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Innovate Barrie**

**Innovate Barrie Administration**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$396,973	\$377,541	\$395,900	\$385,971	\$392,517	\$399,177	\$405,953
	<b>Materials &amp; Supplies</b>	\$2,533	\$10,000	\$10,000	\$10,150	\$10,300	\$10,450	\$0
	<b>Services</b>	\$8,829	\$22,393	\$22,500	\$22,830	\$23,185	\$23,530	\$0
	<b>Sub-Total</b>	<b>\$408,335</b>	<b>\$409,935</b>	<b>\$428,400</b>	<b>\$418,951</b>	<b>\$426,002</b>	<b>\$433,157</b>	<b>\$405,953</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$408,335</b>	<b>\$409,935</b>	<b>\$428,400</b>	<b>\$418,951</b>	<b>\$426,002</b>	<b>\$433,157</b>	<b>\$405,953</b>

## 2020 - BASE BUDGET CHANGE REPORT

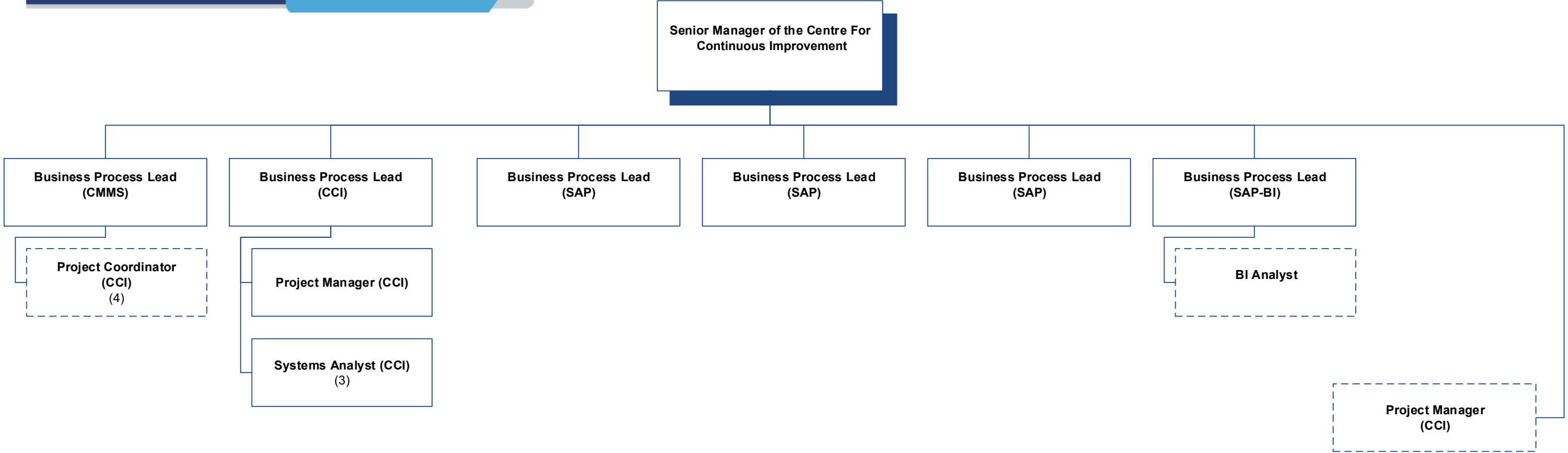
### Innovate Barrie

### Innovate Barrie Administration

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Materials &amp; Supplies</b>	\$2,533	\$10,000	\$10,000	\$10,150	\$0	\$10,150	\$150	1.50%	\$150	1.50%
	<b>Salaries &amp; Benefits</b>	\$483,812	\$377,541	\$395,900	\$385,971	\$0	\$385,971	\$8,430	2.23%	\$8,430	2.23%
	<b>Recovery from Capital</b>	(\$86,839)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Services</b>	\$8,829	\$22,393	\$22,500	\$22,830	\$0	\$22,830	\$437	1.95%	\$437	1.95%
	<b>Total</b>	<b>\$408,335</b>	<b>\$409,935</b>	<b>\$428,400</b>	<b>\$418,951</b>	<b>\$0</b>	<b>\$418,951</b>	<b>\$9,017</b>	<b>2.20%</b>	<b>\$9,017</b>	<b>2.20%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$408,335</b>	<b>\$409,935</b>	<b>\$428,400</b>	<b>\$418,951</b>		<b>\$418,951</b>	<b>\$9,017</b>	<b>2.20%</b>	<b>\$9,017</b>	<b>2.20%</b>

#### Comments:

No notable changes made for the 2020 budget year.



Indicates temporary position



## Performance Plan 2020

**Department:**  
Centre for Continuous Improvement

### Departmental Overview

The Centre for Continuous Improvement, a part of the Innovate Barrie Division, works with operating departments across the Corporation to help them identify and implement opportunities to deliver their services more effectively, through innovation, process improvement, and system/application enhancements.

CCI provides leadership to the organization for transformational project and continuous improvement initiatives for systems and processes which span across multiple operational areas. Current key projects include SAP; the Applications, Permits, Licenses and Inspections (APLI) Project; the CMMS Improvement Program; and the Citizen Experience Management Implementation.

CCI also acts as a corporate resource for innovation, ingenuity, and project delivery excellence by sharing training and tools and promoting best practices in project management, change management, process improvement, and innovation facilitation.

### Key Departmental Objectives

- Execute transformational projects and continuous improvement initiatives that empower improved service delivery
- Encourage improved project delivery throughout the corporation through the sharing of training, tools and best practices related to project management methodologies
- Foster innovation, creativity, and ingenuity throughout the corporation through the sharing of training, tools and best practices related to facilitation and change management

### Strategic Plan & Other Program Deliverables

- Deliver innovation and continuous improvement initiatives through the delivery of corporate technology that automates, mobilizes, or digitally transforms service delivery and business processes.

### Major Initiatives/Issues

- **SAP Initiatives:** Working with internal and external stakeholder departments for improvement of systems and processes as they relate to Finance (including Purchasing) and Human Resources functions in SAP.
- **CMMS Initiatives:** Working with Environmental Services, Roads Parks & Fleet, Corporate Facilities, and Recreation to identify and implement enhancements to the CMMS systems which support work in these areas – including digital transformation of manual process, introduction of mobile technologies, and process improvements.
- **APLI Initiatives:** Working with Building, Planning, Bylaw and other areas of the city to identify and implement enhancements to the Accela system which supports work related to applications, permits, licensing and inspections at the City. These enhancements include digital transformation of manual process, introduction of mobile technologies, introduction of citizen-facing access points, and process improvements.
- **CEM Project:** Working with Service Barrie to design, build and implement a new electronic application for tracking and managing citizen engagements with the City, including digital transformation of manual processes, introduction of an online citizen portal, and improving the experience of citizens communicating with the City through multiple channels.

### Key Performance Indicators

Execute transformational projects and continuous improvement initiatives that empower improved service delivery

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of manual business processes that are automated, digitally transformed, or made mobile	NEW	NEW	250	500
Number of business processes reviewed and improved	NEW	NEW	5	10

Foster innovation, creativity, and ingenuity through sharing of best practices, in facilitation, change management expertise

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of staff engagements in innovation, creativity and ingenuity activities	NEW	NEW	4	12

Provide project management expertise to the corporation

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of tools and templates downloaded/accessed	NEW	NEW	N/A	30
Compliance with dashboard reporting	85%	100%	100%	100%



**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Innovate Barrie**

**Centre for Continuous Improvement**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$956,568	\$990,119	\$1,043,184	\$1,004,838	\$1,050,015	\$1,073,971	\$1,091,432
	<b>Materials &amp; Supplies</b>	\$5,340	\$7,550	\$7,953	\$7,850	\$7,900	\$7,900	\$7,900
	<b>Equipment &amp; Capital Purchases</b>	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
	<b>Services</b>	\$13,565	\$28,188	\$26,700	\$30,700	\$92,000	\$117,000	\$142,000
	<b>Sub-Total</b>	<b>\$975,473</b>	<b>\$1,025,857</b>	<b>\$1,077,837</b>	<b>\$1,048,388</b>	<b>\$1,154,915</b>	<b>\$1,203,871</b>	<b>\$1,246,332</b>
<b>Revenues</b>	<b>Interdepartmental Transfers</b>	(\$214,415)	(\$244,039)	(\$231,157)	(\$239,473)	(\$250,598)	(\$255,935)	(\$260,226)
	<b>Sub-Total</b>	<b>(\$214,415)</b>	<b>(\$244,039)</b>	<b>(\$231,157)</b>	<b>(\$239,473)</b>	<b>(\$250,598)</b>	<b>(\$255,935)</b>	<b>(\$260,226)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$761,058</b>	<b>\$781,818</b>	<b>\$846,680</b>	<b>\$808,915</b>	<b>\$904,317</b>	<b>\$947,936</b>	<b>\$986,106</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Innovate Barrie

### Centre for Continuous Improvement

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$0	\$0	\$0	\$5,000	\$0	\$5,000	\$5,000	-	\$5,000	-
	<b>Materials &amp; Supplies</b>	\$5,340	\$7,550	\$7,953	\$7,850	\$0	\$7,850	\$300	3.97%	\$300	3.97%
	<b>Salaries &amp; Benefits</b>	\$1,742,065	\$1,654,960	\$1,782,836	\$1,744,490	\$0	\$1,744,490	\$89,530	5.41%	\$89,530	5.41%
	<b>Recovery from Capital</b>	(\$785,497)	(\$664,840)	(\$739,651)	(\$739,651)	\$0	(\$739,651)	(\$74,811)	11.25%	(\$74,811)	11.25%
	<b>Services</b>	\$13,565	\$28,188	\$26,700	\$30,700	\$0	\$30,700	\$2,512	8.91%	\$2,512	8.91%
	<b>Total</b>	<b>\$975,473</b>	<b>\$1,025,857</b>	<b>\$1,077,837</b>	<b>\$1,048,388</b>	<b>\$0</b>	<b>\$1,048,388</b>	<b>\$22,531</b>	<b>2.20%</b>	<b>\$22,531</b>	<b>2.20%</b>
<b>Revenues</b>	<b>Interdepartmental Transfers</b>	(\$214,415)	(\$244,039)	(\$231,157)	(\$239,473)	\$0	(\$239,473)	\$4,566	-1.87%	\$4,566	-1.87%
	<b>Total</b>	<b>(\$214,415)</b>	<b>(\$244,039)</b>	<b>(\$231,157)</b>	<b>(\$239,473)</b>	<b>\$0</b>	<b>(\$239,473)</b>	<b>\$4,566</b>	<b>-1.87%</b>	<b>\$4,566</b>	<b>-1.87%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$761,058</b>	<b>\$781,818</b>	<b>\$846,680</b>	<b>\$808,915</b>		<b>\$808,915</b>	<b>\$27,097</b>	<b>3.47%</b>	<b>\$27,097</b>	<b>3.47%</b>

#### Comments:

#### Salaries & Benefits

The increase in full-time salaries and fringe benefits is due to annual step increases.

The increase in casual salaries is due to the annualization of a Project Manager who is working on the CMMS project, which is entirely offset by an increase in the recovery from capital budget.

#### Equipment & Capital Purchases

The addition of minor capital of \$5,000 is required in the operational budget to reflect the transition from capital projects to operating budgets for the SAP full-time staff.

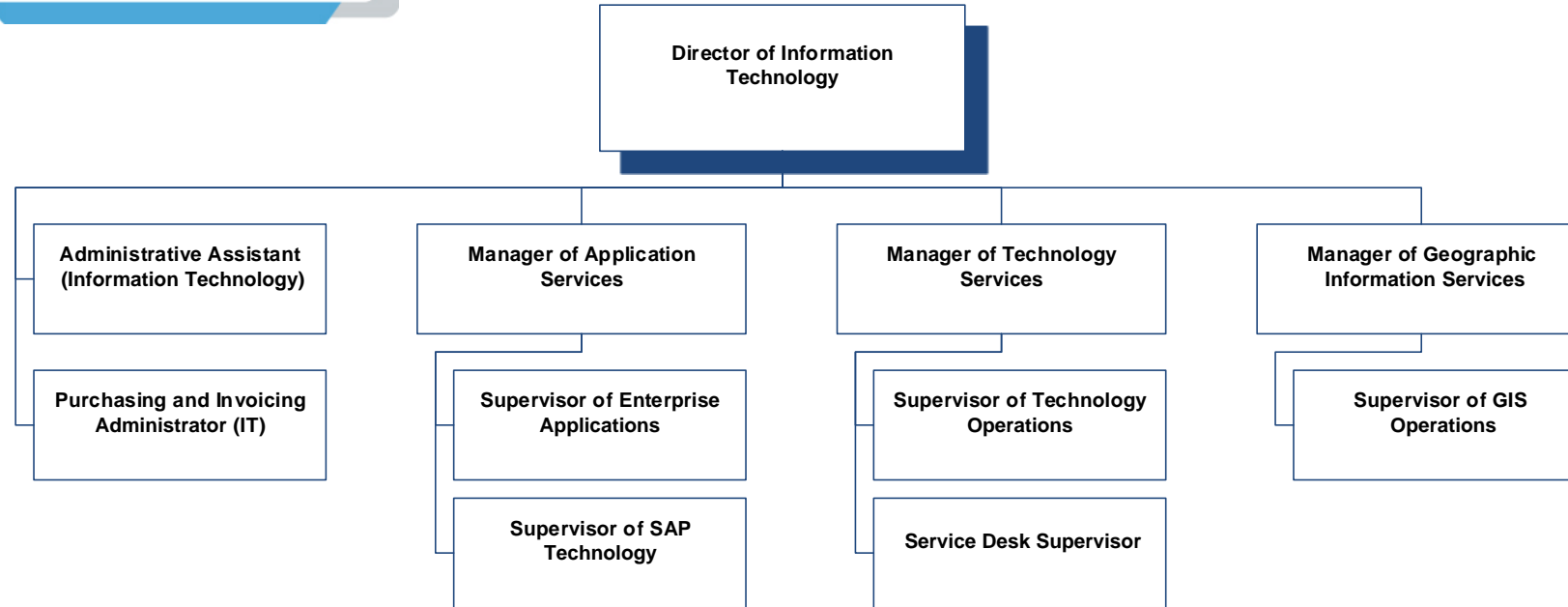
#### Services

The increase of \$2,500 to the training budget is required in the operational budget to reflect the transition from capital projects to operating budgets for the SAP full-time staff.



# ORGANIZATIONAL CHART

Innovate Barrie Portfolio  
Information Technology Department





## Performance Plan 2020

**Department:**

IT

### Departmental Overview

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

IT delivers technology infrastructure through four main service areas.

#### Communication Infrastructure

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

#### Data Management and Service

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

#### Application and Geographic Information Services

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

#### Business Support

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

### Key Departmental Objectives

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

### Strategic Plan & Other Program Deliverables

- Data Centre Cloud Integration
- Tiered Storage & Data Recover Strategy
- Open GIS/Data

### Major Initiatives/Issues

- Network Revitalization (multi-year) - Year 2 - Replace network core with Smart Software Defined Network Foundation
- Emergency Services Campus project support
  - Complete 911 changes and backup move
  - Barrie Fire and Emergency Services data centre technology refresh
- Next Generation 911 Planning
- Expanding IT Security Program
- Next Evolution of GIS - Leverage features available in the new Discover Barrie GeoHub, redesign the GIS system architecture, and further embed GIS into existing and new systems

### Key Performance Indicators

#### Use Technology To Deliver Services More Effectively

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of City of Barrie eServices	14	17	17	19
City of Barrie Website Availability (includes planned outages)	99.4	99.9	99.9	99.9
Number of Technology Related Service Delivery Interruptions	12	10	12	10

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Innovate Barrie**

**Information Technology**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,425,834	\$4,910,099	\$4,801,564	\$5,005,754	\$5,103,317	\$5,193,037	\$5,279,307
	<b>Materials &amp; Supplies</b>	\$55,553	\$45,883	\$45,543	\$46,020	\$46,547	\$47,053	\$47,565
	<b>Equipment &amp; Capital Purchases</b>	\$188,867	\$195,008	\$188,596	\$257,455	\$263,138	\$268,033	\$273,092
	<b>Services</b>	\$3,635,918	\$3,743,882	\$3,480,773	\$3,925,872	\$4,162,182	\$4,271,800	\$4,431,588
	<b>Rents &amp; Other Expenses</b>	\$13,936	\$15,618	\$35,590	\$50,885	\$51,090	\$51,300	\$51,800
	<b>Sub-Total</b>	<b>\$8,320,108</b>	<b>\$8,910,490</b>	<b>\$8,552,066</b>	<b>\$9,285,987</b>	<b>\$9,626,274</b>	<b>\$9,831,223</b>	<b>\$10,083,351</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$58,470)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$598,987)	(\$579,103)	(\$543,503)	(\$545,003)	(\$553,503)	(\$559,003)	(\$562,503)
	<b>Interdepartmental Transfers</b>	(\$776,502)	(\$837,315)	(\$809,783)	(\$849,849)	(\$879,507)	(\$894,324)	(\$911,059)
	<b>Sub-Total</b>	<b>(\$1,433,958)</b>	<b>(\$1,476,418)</b>	<b>(\$1,413,286)</b>	<b>(\$1,454,852)</b>	<b>(\$1,493,010)</b>	<b>(\$1,513,327)</b>	<b>(\$1,533,562)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$6,886,150</b>	<b>\$7,434,072</b>	<b>\$7,138,780</b>	<b>\$7,831,135</b>	<b>\$8,133,264</b>	<b>\$8,317,896</b>	<b>\$8,549,789</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Innovate Barrie

### Information Technology

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$188,867	\$195,008	\$188,596	\$257,455	\$3,383	\$260,838	\$62,447	32.02%	\$65,830	33.76%
	<b>Materials &amp; Supplies</b>	\$55,553	\$45,883	\$45,543	\$46,020	\$0	\$46,020	\$137	0.30%	\$137	0.30%
	<b>Rents &amp; Other Expenses</b>	\$13,936	\$15,618	\$35,590	\$50,885	\$0	\$50,885	\$35,267	225.81%	\$35,267	225.81%
	<b>Salaries &amp; Benefits</b>	\$4,509,944	\$5,006,747	\$4,900,667	\$5,104,857	\$134,186	\$5,239,043	\$98,110	1.96%	\$232,296	4.64%
	<b>Recovery from Capital</b>	(\$84,110)	(\$96,648)	(\$99,103)	(\$99,103)	\$0	(\$99,103)	(\$2,455)	2.54%	(\$2,455)	2.54%
	<b>Services</b>	\$3,635,918	\$3,743,882	\$3,480,773	\$3,925,872	\$15,720	\$3,929,122	\$181,990	4.86%	\$185,240	4.95%
	<b>Total</b>	<b>\$8,320,108</b>	<b>\$8,910,490</b>	<b>\$8,552,066</b>	<b>\$9,285,987</b>	<b>\$153,289</b>	<b>\$9,439,276</b>	<b>\$375,497</b>	<b>4.21%</b>	<b>\$528,786</b>	<b>5.93%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$598,987)	(\$579,103)	(\$543,503)	(\$545,003)	\$0	(\$545,003)	\$34,100	-5.89%	\$34,100	-5.89%
	<b>Interdepartmental Transfers</b>	(\$776,502)	(\$837,315)	(\$809,783)	(\$849,849)	\$0	(\$849,849)	(\$12,533)	1.50%	(\$12,533)	1.50%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$58,470)	(\$60,000)	(\$60,000)	(\$60,000)	\$0	(\$60,000)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$1,433,958)</b>	<b>(\$1,476,418)</b>	<b>(\$1,413,286)</b>	<b>(\$1,454,852)</b>	<b>\$0</b>	<b>(\$1,454,852)</b>	<b>\$21,567</b>	<b>-1.46%</b>	<b>\$21,567</b>	<b>-1.46%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$6,886,150</b>	<b>\$7,434,072</b>	<b>\$7,138,780</b>	<b>\$7,831,135</b>	<b>\$153,289</b>	<b>\$7,984,424</b>	<b>\$397,063</b>	<b>5.34%</b>	<b>\$550,352</b>	<b>7.40%</b>

**Comments:**

**Equipment & Capital Purchases**

The increase in this line is due to the following: new cloud application subscription costs, including a new claim management system with a Citizen Portal that make this service available on line; additional licenses, including the software used to review and annotate digital submissions coming through APLI, which reduced manual paper submissions; and, security software costs included in the IT Security Program approved in 2019 (Intake Form 373).

**Services**

The increase in Services is related to maintenance fees to extend Server Hardware warranties. Equipment comes with a three year manufacturer's warranty. The lifecycle of the equipment is up to seven years. The warranty extensions ensure parts and technicians are available to quickly replace any failed components. This minimizes any service delivery impacts of hardware failures.

Additional increases relate to changes to backup and restore processes to mitigate tactics used in recent Cyber attacks against municipalities.

**Rents & Other Expenses**

Increase related to the IT Security Program approved in 2019 (Intake Form 373).





# ORGANIZATIONAL CHART

Innovate Barrie Portfolio  
Human Resources Department

**Director of Human Resources**

**Manager of Compensation and Benefits**

**Manager of Employee and Labour Relations**

**Wellness and Abilities Management Specialist**

**Accessibility Coordinator**

**HR Analyst – Performance Management**

**Senior Health and Safety Advisor**

**Strategic Workforce Planning Specialist**



# Performance Plan 2020

**Department:**  
Human Resources

## Departmental Overview

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

### Accessibility & Diversity

- 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, acts as the primary staff support for the AAC, and manages all accessibility complaints.
- Engages with all employee groups to promote equality, diversity, and inclusion within the Corporation, while providing guidance to reduce discrimination and the perception of discrimination within our internal policies, procedures, programs, and services.

### Recruitment

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

### Payroll

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

### Workforce Planning and Learning & Development

- Provides expert guidance, advice and leadership on all matters related to organizational design Provides support for Human Resource Planning including but not limited to organizational design, restructuring, HR strategic workforce planning and succession planning.
- Leads the assessment, design, and development of training programs and other performance interventions to enhance the capabilities of individuals and teams within the Corporation.
- Collects, analyses, and reports on data related to organizational performance, productivity, and demographics.

### **Job Evaluation & Descriptions**

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

### **Performance Management**

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

### **Labour Relations**

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

### **Wellness and Health & Safety**

- Provides expert guidance, advice, and leadership on occupational health and safety, disability management (accommodation, WSIB, sick leave, short-term disability, long-term disability, attendance management), Employee Assistance Program oversight, and workplace violence.
- Coordinates the Joint Health and Safety Committee.
- Provides and/or coordinates health and safety related training.
- Investigates and/or assists in the coordination of investigations under the Violence in the Workplace Program.
- Provides support in occupational health and safety and disability management, including accident prevention, WSIB claims management, and modified work arrangements.

### **Compensation & Benefits**

- Provides expert guidance, advice, and leadership in the area of compensation and benefits. This includes administration of HR policies and procedures as well as Collective agreements' provisions regarding salary, benefits, promotions, transfers, and premiums.
- Provides oversight for all benefit related contracts. This includes extended health and dental, life,

- AD&D, and long-term disability insurance coverage.
- Provides oversight and guidance for all pension related items, including legislative compliance, labour relations, and process improvements.

### Key Departmental Objectives

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

- Invest in staff to improve workforce effectiveness
- Develop an energetic and inspiring leadership group
- Attract and retain top talent
- Ensure employee well-being

### Strategic Plan & Other Program Deliverables

- Provide Tools to Get The Job Done
- Engaging Workplace
- Trusted Partnerships

### Major Initiatives/Issues

- Mental Health Strategy Development
- HR Business Partner Roll Out
- Total Rewards Review
- Leadership Development

### Key Performance Indicators

Invest in staff to improve workforce effectiveness

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Corporate training \$ spent per permanent employee	\$59	\$75	\$75	\$75
% Departmental training budget spent	84	100	85	100

Attract and retain top employees

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
% turnover in first 2 years of employment	0.65	0.0	0.0	0.0

Ensure employee well-being

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
# lost time Incidents	22	30	25	25
Total days lost time incidents / quarter (excl.OSIs)	N/A	30	30	30
Cost of lost time incidents	\$431,800	\$500,000	\$480,000	\$500,000
Average # sick/STD/LTD/WSIB days per employee	10.7	9	9	9
Quarterly % EFAP usage	26	25	25	25

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Innovate Barrie**

**Human Resources**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,048,893	\$2,085,353	\$2,083,939	\$2,161,879	\$2,214,404	\$2,256,311	\$2,301,230
	<b>Materials &amp; Supplies</b>	\$32,979	\$41,375	\$43,221	\$41,300	\$45,010	\$48,720	\$49,006
	<b>Equipment &amp; Capital Purchases</b>	\$1,479	\$5,500	\$5,500	\$8,000	\$8,000	\$10,000	\$10,000
	<b>Services</b>	\$484,151	\$791,249	\$800,099	\$757,050	\$807,451	\$833,952	\$840,469
	<b>Sub-Total</b>	<b>\$2,567,502</b>	<b>\$2,923,477</b>	<b>\$2,932,758</b>	<b>\$2,968,229</b>	<b>\$3,074,865</b>	<b>\$3,148,983</b>	<b>\$3,200,705</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$509)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	(\$81,727)	(\$154,532)	(\$84,816)	(\$90,055)	(\$95,125)	(\$96,707)	(\$98,318)
	<b>Sub-Total</b>	<b>(\$82,236)</b>	<b>(\$154,532)</b>	<b>(\$84,816)</b>	<b>(\$90,055)</b>	<b>(\$95,125)</b>	<b>(\$96,707)</b>	<b>(\$98,318)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,485,266</b>	<b>\$2,768,945</b>	<b>\$2,847,942</b>	<b>\$2,878,175</b>	<b>\$2,979,740</b>	<b>\$3,052,276</b>	<b>\$3,102,387</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Innovate Barrie

### Human Resources

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$1,479	\$5,500	\$5,500	\$8,000	\$0	\$8,000	\$2,500	45.45%	\$2,500	45.45%
	<b>Materials &amp; Supplies</b>	\$32,979	\$41,375	\$43,221	\$41,300	\$0	\$41,300	(\$75)	-0.18%	(\$75)	-0.18%
	<b>Salaries &amp; Benefits</b>	\$2,048,893	\$2,085,353	\$2,083,939	\$2,161,879	\$69,127	\$2,231,007	\$76,526	3.67%	\$145,654	6.98%
	<b>Services</b>	\$484,151	\$791,249	\$800,099	\$757,050	\$0	\$757,050	(\$34,199)	-4.32%	(\$34,199)	-4.32%
	<b>Total</b>	<b>\$2,567,502</b>	<b>\$2,923,477</b>	<b>\$2,932,758</b>	<b>\$2,968,229</b>	<b>\$69,127</b>	<b>\$3,037,357</b>	<b>\$44,753</b>	<b>1.53%</b>	<b>\$113,880</b>	<b>3.90%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$509)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Interdepartmental Transfers</b>	(\$81,727)	(\$154,532)	(\$84,816)	(\$90,055)	\$0	(\$90,055)	\$64,478	-41.72%	\$64,478	-41.72%
	<b>Total</b>	<b>(\$82,236)</b>	<b>(\$154,532)</b>	<b>(\$84,816)</b>	<b>(\$90,055)</b>	<b>\$0</b>	<b>(\$90,055)</b>	<b>\$64,478</b>	<b>-41.72%</b>	<b>\$64,478</b>	<b>-41.72%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,485,266</b>	<b>\$2,768,945</b>	<b>\$2,847,942</b>	<b>\$2,878,175</b>	<b>\$69,127</b>	<b>\$2,947,302</b>	<b>\$109,230</b>	<b>3.94%</b>	<b>\$178,358</b>	<b>6.44%</b>

#### Comments:

#### Salaries and Benefits

3.67% of the increase is due to regular step increases, re-evaluation of roles, and cost of living adjustments (COLA).

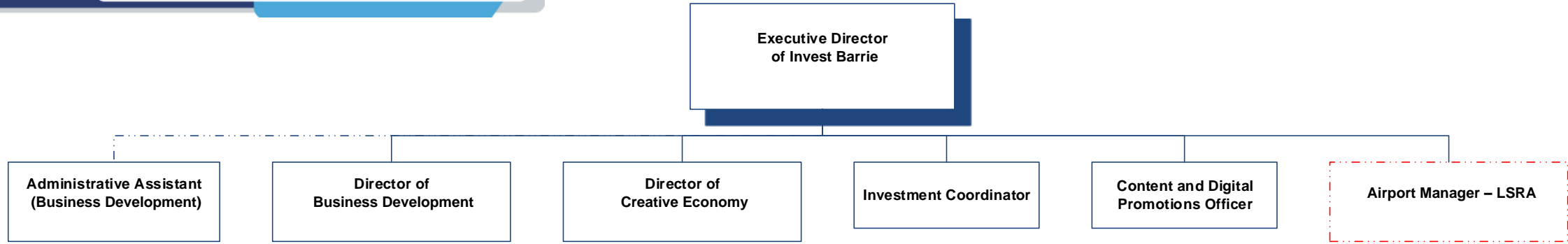
#### Equipment and Capital Purchases

The 45.45% increase is due to the increasing need for specialized office equipment for accommodations.



# ORGANIZATIONAL CHART

Invest Barrie Portfolio



Indicates that position exists outside of City of Barrie Staff Complement

Indicates Indirect reporting relationship

# Performance Plan 2020 - 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

### GROWTH

- Business Retention & Expansion (BRE) – Continuous delivery of BRE outreach program that proactively completes 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 enhance company growth and resiliency. Connect companies with meaningful resources and leverage the collected information to inform the development of strategic programs and high-value services in key areas such as workforce, innovation, market diversification, growth, etc. Utilize the data collected through the outreach program to track employment and economic trending on a year-over-year basis.
- Investment Attraction – Pursue FDI (Foreign Direct Investment) opportunities in alignment and partnership with the County of Simcoe, including trade and investment missions. Continue targeted business attraction efforts in key and emerging sectors. Leverage site selectors, realtors, Provincial/Federal FDI representatives and other key attraction influencers, and collaborate with existing employers where appropriate, to drive opportunities where Barrie's value proposition and proposed strategic focus most closely aligns with the business drivers/needs/challenges within specific business sectors.
- 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.

### DIVERSIFICATION



- Startup Ecosystem – Continue to collaborate with partner organizations (Sandbox, HBEC, Georgian College, County of Simcoe, Lakehead University and others), 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.
- Creative and Knowledge-Based Industries - Promote the development and growth of targeted creative and knowledge-based industry clusters, and increase the contributions of these industries to Barrie's economic prosperity. Develop targeted strategies, programs and partnerships aimed at creating the conditions needed to support growth in these industries.
- 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).
- Promote the growth of a diverse and sustainable cultural community by:
  - Creating an inventory of cultural-related enterprises and creative industry firms in Barrie; monitor and track their growth and development as part of the diversification mandate.
  - Developing the capacity of cultural and creative industries to support strategic economic objectives, particularly, talent attraction/retention and tourism growth.
  - Reviewing 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.
  - Continuing 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 strategic efforts (such as talent attraction and retention, tourism development, and building the downtown creative hub).
  - Ensuring availability of supportive frameworks, and accessible channels, for young and emerging artists/creatives.
- 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, 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).

- Based upon the outcomes and recommendations of the Downtown Parking Lot Strategy, assess and update disposition program for downtown parking lots.

## RESILIENCY

- Business Innovation - 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.
- Mitigating Business Risks – Work with partners at the County of Simcoe, the Sandbox, Federal/Provincial Governments, and other enabling organizations to develop and deliver programs and services aimed and supporting business resilience and risk mitigation. Programs for businesses to be considered include export development, expanding sales to new industries, leveraging government grants/funding, succession planning, etc.

## MACRO OBJECTIVES

- 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.
- Tourism Strategic Alignment – Deliver the results and associated recommendations of the Tourism Master Plan. Execute elements of the action plan that align with the key components of the Invest Barrie strategy, such as talent attraction, ensuring a vibrant waterfront experience, and promoting investment attraction into the tourism space.
- Venues
  - Continue leveraging our municipally-owned venues, such as the Five Points Theatre, the Waterfront, Meridian, as incubators for supporting growth of creative, knowledge-based and cultural industries via partnered events and programming, and supporting growth of tourism sector.
  - Continue to evolve metrics 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.
  - In alignment with the Tourism Master Plan, 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.

- Sponsorship – Continue implementation of a 2 year pilot sponsorship program, focusing on both revenue generation and development of internal sponsorship capabilities.
- Strategic Transportation Assets – Continue to collaborate with partners, as well as engage with stakeholders and prospects, to build on economic opportunities for the Lake Simcoe Regional Airport and Barrie Collingwood Railway (short-line). Implement the key recommendations from studies and strategic plans (based on short, medium and long-term timelines, priorities and strategic fit), to support their vitality and leverage business opportunities.

### **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
- Timing and pace of intensification and development projects in Barrie

## Key Performance Indicators

Department	Indicator	2019 Plan	2019 Projected	2020 Plan
Business Development	Number of Businesses started, attracted or grown where Business Development and/or Small Business Centre have been engaged	150	120	120
	Number of Investment/Development Projects facilitated by Business Development	15	15	15
Creative Economy	Number of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives	150	150	200
	Number of Businesses that engage in one or more of the City's innovation programs	30	30	35

## Budget Summary

Department	2020 Net Requested Budget	2020 Staffing		
		Base Complement	Service Level Changes	Total Requested
Invest Barrie Admin	\$337,425	3	0	3
Business Development	\$935,507	7	0	7
Department of Creative Economy	\$2,828,253	8	0	8
<b>Total</b>	<b>\$4,101,185</b>	<b>18</b>	<b>0</b>	<b>18</b>

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Invest Barrie Portfolio Summary**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,548,161	\$2,786,960	\$2,834,620	\$2,975,766	\$2,908,861	\$2,951,079	\$3,019,641
	<b>Materials &amp; Supplies</b>	\$239,781	\$274,021	\$264,734	\$251,836	\$265,142	\$267,351	\$272,618
	<b>Equipment &amp; Capital Purchases</b>	\$85,307	\$46,641	\$54,382	\$49,376	\$50,116	\$50,868	\$51,631
	<b>Services</b>	\$1,044,508	\$1,190,221	\$1,324,976	\$1,011,474	\$1,042,964	\$1,032,034	\$1,037,298
	<b>Rents &amp; Other Expenses</b>	\$91,306	\$140,340	\$133,344	\$128,511	\$130,439	\$132,396	\$134,382
	<b>Grant Expenses &amp; Transfers</b>	\$744,334	\$525,150	\$701,250	\$756,309	\$548,678	\$458,393	\$418,630
	<b>Sub-Total</b>	<b>\$4,753,396</b>	<b>\$4,963,332</b>	<b>\$5,313,307</b>	<b>\$5,173,273</b>	<b>\$4,946,202</b>	<b>\$4,892,121</b>	<b>\$4,934,199</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$702,730)	(\$838,150)	(\$1,082,000)	(\$889,750)	(\$689,376)	(\$496,102)	(\$476,928)
	<b>Other Revenues</b>	(\$187,441)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$449,617)	(\$576,791)	(\$746,485)	(\$608,588)	(\$323,652)	(\$146,433)	(\$74,430)
	<b>Interdepartmental Transfers</b>	\$183,369	\$228,085	\$227,808	\$252,259	\$257,163	\$261,654	\$266,332
	<b>Statistical Accounts</b>	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$1,126,419)</b>	<b>(\$1,186,856)</b>	<b>(\$1,600,676)</b>	<b>(\$1,246,080)</b>	<b>(\$755,865)</b>	<b>(\$380,881)</b>	<b>(\$285,027)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$3,626,977</b>	<b>\$3,776,476</b>	<b>\$3,712,631</b>	<b>\$3,927,194</b>	<b>\$4,190,336</b>	<b>\$4,511,240</b>	<b>\$4,649,173</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Invest Barrie – Portfolio Summary

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$85,307	\$46,641	\$54,382	\$49,376	\$0	\$49,376	\$2,735	5.86%	\$2,735	5.86%
	<b>Grant Expenses &amp; Transfers</b>	\$744,334	\$525,150	\$701,250	\$756,309	\$0	\$756,309	\$231,160	44.02%	\$231,160	44.02%
	<b>Materials &amp; Supplies</b>	\$239,781	\$274,021	\$264,734	\$251,836	\$0	\$251,836	(\$22,185)	-8.10%	(\$22,185)	-8.10%
	<b>Rents &amp; Other Expenses</b>	\$91,306	\$140,340	\$133,344	\$128,511	\$0	\$128,511	(\$11,829)	-8.43%	(\$11,829)	-8.43%
	<b>Salaries &amp; Benefits</b>	\$2,548,161	\$2,786,960	\$2,912,179	\$3,053,324	\$108,992	\$3,162,316	\$266,365	9.56%	\$375,357	13.47%
	<b>Recovery from Capital</b>	\$0	\$0	(\$77,559)	(\$77,559)	\$0	(\$77,559)	(\$77,559)	-	(\$77,559)	-
	<b>Services</b>	\$1,044,508	\$1,190,221	\$1,324,976	\$1,011,474	\$65,000	\$1,011,474	(\$178,747)	-15.02%	(\$178,747)	-15.02%
	<b>Total</b>	<b>\$4,753,396</b>	<b>\$4,963,332</b>	<b>\$5,313,307</b>	<b>\$5,173,273</b>	<b>\$173,992</b>	<b>\$5,347,265</b>	<b>\$209,941</b>	<b>4.23%</b>	<b>\$383,933</b>	<b>7.74%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$449,617)	(\$576,791)	(\$746,485)	(\$608,588)	\$0	(\$608,588)	(\$31,797)	5.51%	(\$31,797)	5.51%
	<b>Interdepartmental Transfers</b>	\$183,369	\$228,085	\$227,808	\$252,259	\$0	\$252,259	\$24,174	10.60%	\$24,174	10.60%
	<b>Other Revenues</b>	(\$187,441)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Statistical Accounts</b>	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$702,730)	(\$838,150)	(\$1,082,000)	(\$889,750)	\$0	(\$889,750)	(\$51,600)	6.16%	(\$51,600)	6.16%
	<b>Total</b>	<b>(\$1,126,419)</b>	<b>(\$1,186,856)</b>	<b>(\$1,600,676)</b>	<b>(\$1,246,080)</b>	<b>\$0</b>	<b>(\$1,246,080)</b>	<b>(\$59,224)</b>	<b>4.99%</b>	<b>(\$59,224)</b>	<b>4.99%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$3,626,977</b>	<b>\$3,776,476</b>	<b>\$3,712,631</b>	<b>\$3,927,194</b>	<b>\$173,992</b>	<b>\$4,101,185</b>	<b>\$150,717</b>	<b>3.99%</b>	<b>\$324,709</b>	<b>8.60%</b>

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Invest Barrie**

**Invest Barrie Administration**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$401,104	\$509,245	\$397,992	\$540,149	\$492,984	\$447,419	\$454,931
	<b>Materials &amp; Supplies</b>	\$40,290	\$56,250	\$56,250	\$56,340	\$57,122	\$57,916	\$58,722
	<b>Services</b>	\$11,237	\$49,124	\$44,730	\$47,936	\$48,655	\$49,385	\$50,126
	<b>Sub-Total</b>	<b>\$452,631</b>	<b>\$614,619</b>	<b>\$498,972</b>	<b>\$644,425</b>	<b>\$598,762</b>	<b>\$554,720</b>	<b>\$563,779</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	\$0	(\$289,954)	(\$289,954)	(\$307,000)	(\$150,000)	\$0	\$0
	<b>Sub-Total</b>	<b>\$0</b>	<b>(\$289,954)</b>	<b>(\$289,954)</b>	<b>(\$307,000)</b>	<b>(\$150,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$452,631</b>	<b>\$324,665</b>	<b>\$209,018</b>	<b>\$337,425</b>	<b>\$448,762</b>	<b>\$554,720</b>	<b>\$563,779</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Invest Barrie

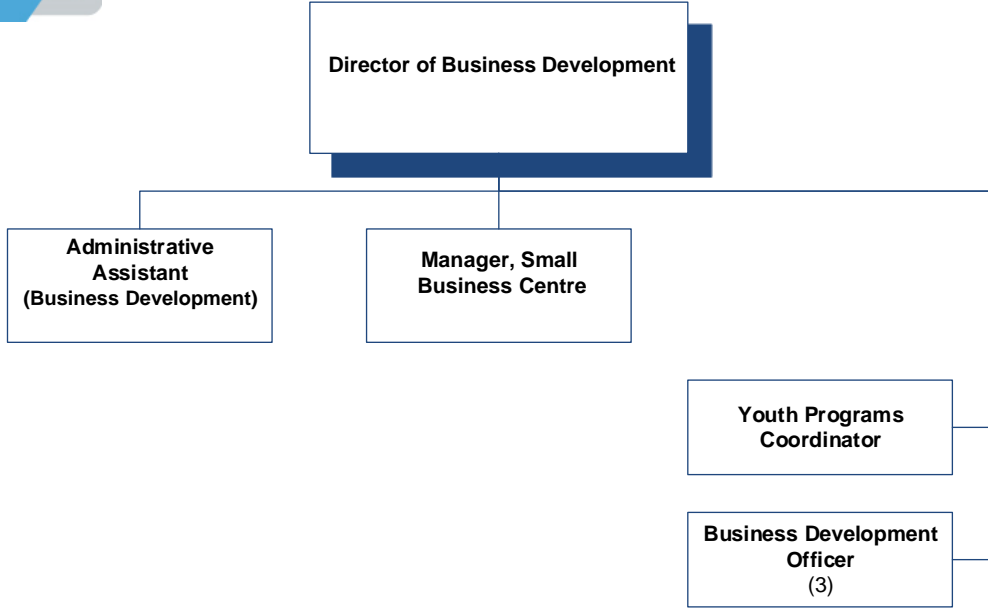
### Invest Barrie Administration

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Materials &amp; Supplies</b>	\$40,290	\$56,250	\$56,250	\$56,340	\$0	\$56,340	\$90	0.16%	\$90	0.16%
	<b>Salaries &amp; Benefits</b>	\$401,104	\$509,245	\$397,992	\$540,149	\$0	\$540,149	\$30,904	6.07%	\$30,904	6.07%
	<b>Services</b>	\$11,237	\$49,124	\$44,730	\$47,936	\$0	\$47,936	(\$1,188)	-2.42%	(\$1,188)	-2.42%
	<b>Total</b>	<b>\$452,631</b>	<b>\$614,619</b>	<b>\$498,972</b>	<b>\$644,425</b>	<b>\$0</b>	<b>\$644,425</b>	<b>\$29,806</b>	<b>4.85%</b>	<b>\$29,806</b>	<b>4.85%</b>
	<b>User Fees, Service Charges, &amp; Rentals</b>	\$0	(\$289,954)	(\$289,954)	(\$307,000)	\$0	(\$307,000)	(\$17,046)	5.88%	(\$17,046)	5.88%
	<b>Total</b>	<b>\$0</b>	<b>(\$289,954)</b>	<b>(\$289,954)</b>	<b>(\$307,000)</b>	<b>\$0</b>	<b>(\$307,000)</b>	<b>(\$17,046)</b>	<b>5.88%</b>	<b>(\$17,046)</b>	<b>5.88%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$452,631</b>	<b>\$324,665</b>	<b>\$209,018</b>	<b>\$337,425</b>		<b>\$337,425</b>	<b>\$12,760</b>	<b>3.93%</b>	<b>\$12,760</b>	<b>3.93%</b>

Comments:



**Barrie** **ORGANIZATIONAL CHART**  
Invest Barrie Portfolio  
Business Development Branch





## Performance Plan 2020

**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 and support the strategic goals of a growing, diverse and resilient economy.

These activities and actions are delivered in the key operational areas of:

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

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 complement. 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**

## Major Initiatives/Issues

Major Initiatives:

### **Business Retention & Expansion**

Proactively complete company visits with top employers and targeted sector employers, to drive company engagement, assess overall economic health, understand key issues, barriers to growth, talent needs, and business opportunities.

Implement key action items out of the Manufacturing Sector Study and leverage a 'tool box' of key resources in areas of funding, talent attraction and retention, R&D, innovation, supply chain development, international/global trade to provide meaningful growth tools to business.

Business Development will continue to facilitate resolution in response to company identified issues/challenges/opportunities related to development, policy and process.

### **Talent Attraction & Development:**

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

Use City and County-wide development tools to promote and showcase job opportunities within the area, including Job Central, CTV Job Works, Job Fairs, and events such as Explore the Trades, and leveraging Barrie's unique value proposition (including quality of place), to attract and better retain talent as a competitive advantage for new business attraction efforts.

### **Strategic Transportation Assets:**

The movement of goods and people is critical to the retention and attraction of investment in the community. The City is an owner of a short-line rail asset, the BCRY and part owner of the Lake Simcoe Regional Airport.

Business Development continues to support both transportation assets from an economic development lens, including the continued implementation of actions/recommendations as a result of the market analysis study completed for the BCRY in collaboration with the County of Simcoe.

The Lake Simcoe Regional Airport represents a significant opportunity to drive new investment and new sectors to the area. Business Development continues to play a key role with the County in investment attraction.

### **Tourism as an Economic Driver:**

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

### **Investment Services**

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. Business Development will continue to bring together relevant staff/departments in a joint effort to expedite development processes and business issue resolution while identifying opportunities to improve customer service and internal processes.

Strong data collection practices are also key to ensuring up-to-date land inventory and key economic data drives the value proposition for investment attraction, key trending and analysis to identify local issues. Business Development will continue to build its relationships with the ICI community, both local and GTA,

and vacant industrial landowners to gather local land development data, business intelligence and identify investment opportunities.

### Small Business Support

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

The Small Business Centre is located within the Sandbox continues to focus on its core service delivery of business consultations to pre and early start businesses, programming to support small business growth, Summer Company and Starter Company entrepreneur training and grant programs, and its signature Xcelerate Summit conference series in partnership with Georgian College Henry Bernick Entrepreneurship Centre.

### Investment Attraction:

Business Development continues to focus on attraction efforts with the site selector, realtor, Provincial/Federal FDI representatives and other key attraction influencers where Barrie's general value proposition and proposed strategic focus most closely aligns with the business drivers within targeted business sectors.

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

Business Development continues 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, promoting the City's value proposition and making key connections to development opportunities.

### Downtown Parking Lots:

Upon completion and recommendations under the Parking strategy, a review of the Disposition of Downtown Parking Lots strategy and process will be completed. 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.

### Key Performance Indicators

#### Entrepreneurship and Growth

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of Businesses started, attracted, or grown where Business Development and/or Small Business Centre have been engaged	126	150	120	120

#### Investment Attraction & Servicing

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of Investment/Development Projects facilitated/supported by Business Development	33	15	15	15
Number of square feet occupied by investment/development projects facilitated/supported by Business Development	n/a	n/a	n/a	100,000
Number of new jobs created by investment/development projects facilitated/supported by Business	n/a	n/a	n/a	100

Development

Number of local companies participating in talent attraction events/initiatives delivered by Invest Barrie Business Retention & Expansion

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of local companies pro-actively engaged for BR+E activities	110	120	100	100
Number of talent attraction events/initiatives delivered or participated in	12	6	8	8
Number of local companies participating in talent attraction events/initiatives delivered by Invest Barrie	81	65	65	65

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Invest Barrie**

**Business Development**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$800,063	\$802,228	\$881,383	\$874,833	\$902,131	\$922,793	\$944,196
	<b>Materials &amp; Supplies</b>	\$119,505	\$127,870	\$127,120	\$116,250	\$127,585	\$127,794	\$131,030
	<b>Services</b>	\$199,329	\$303,812	\$176,144	\$87,859	\$104,975	\$116,492	\$107,023
	<b>Grant Expenses &amp; Transfers</b>	\$282,941	\$65,000	\$240,865	\$240,865	\$74,000	\$24,000	\$0
	<b>Sub-Total</b>	<b>\$1,401,838</b>	<b>\$1,298,911</b>	<b>\$1,425,511</b>	<b>\$1,319,807</b>	<b>\$1,208,691</b>	<b>\$1,191,079</b>	<b>\$1,182,249</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$41,321)	(\$500)	(\$40,000)	(\$500)	(\$500)	(\$500)	(\$500)
	<b>Other Revenues</b>	(\$187,441)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$413,555)	(\$398,893)	(\$433,785)	(\$383,800)	(\$216,935)	(\$73,940)	(\$1,150)
	<b>Statistical Accounts</b>	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>(\$612,316)</b>	<b>(\$399,393)</b>	<b>(\$473,785)</b>	<b>(\$384,300)</b>	<b>(\$217,435)</b>	<b>(\$74,440)</b>	<b>(\$1,650)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$789,522</b>	<b>\$899,517</b>	<b>\$951,726</b>	<b>\$935,507</b>	<b>\$991,256</b>	<b>\$1,116,639</b>	<b>\$1,180,599</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Invest Barrie

### Business Development

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Grant Expenses &amp; Transfers</b>	\$282,941	\$65,000	\$240,865	\$240,865	\$0	\$240,865	\$175,865	270.56%	\$175,865	270.56%
	<b>Materials &amp; Supplies</b>	\$119,505	\$127,870	\$127,120	\$116,250	\$0	\$116,250	(\$11,620)	-9.09%	(\$11,620)	-9.09%
	<b>Salaries &amp; Benefits</b>	\$800,063	\$802,228	\$881,383	\$874,833	\$0	\$874,833	\$72,605	9.05%	\$72,605	9.05%
	<b>Services</b>	\$199,329	\$303,812	\$176,144	\$87,859	\$0	\$87,859	(\$215,953)	-71.08%	(\$215,953)	-71.08%
	<b>Total</b>	<b>\$1,401,838</b>	<b>\$1,298,911</b>	<b>\$1,425,511</b>	<b>\$1,319,807</b>	<b>\$0</b>	<b>\$1,319,807</b>	<b>\$20,896</b>	<b>1.61%</b>	<b>\$20,896</b>	<b>1.61%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$413,555)	(\$398,893)	(\$433,785)	(\$383,800)	\$0	(\$383,800)	\$15,094	-3.78%	\$15,094	-3.78%
	<b>Other Revenues</b>	(\$187,441)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Statistical Accounts</b>	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$41,321)	(\$500)	(\$40,000)	(\$500)	\$0	(\$500)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$612,316)</b>	<b>(\$399,393)</b>	<b>(\$473,785)</b>	<b>(\$384,300)</b>	<b>\$0</b>	<b>(\$384,300)</b>	<b>\$15,094</b>	<b>-3.78%</b>	<b>\$15,094</b>	<b>-3.78%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$789,522</b>	<b>\$899,517</b>	<b>\$951,726</b>	<b>\$935,507</b>		<b>\$935,507</b>	<b>\$35,990</b>	<b>4.00%</b>	<b>\$35,990</b>	<b>4.00%</b>

**Comments:**

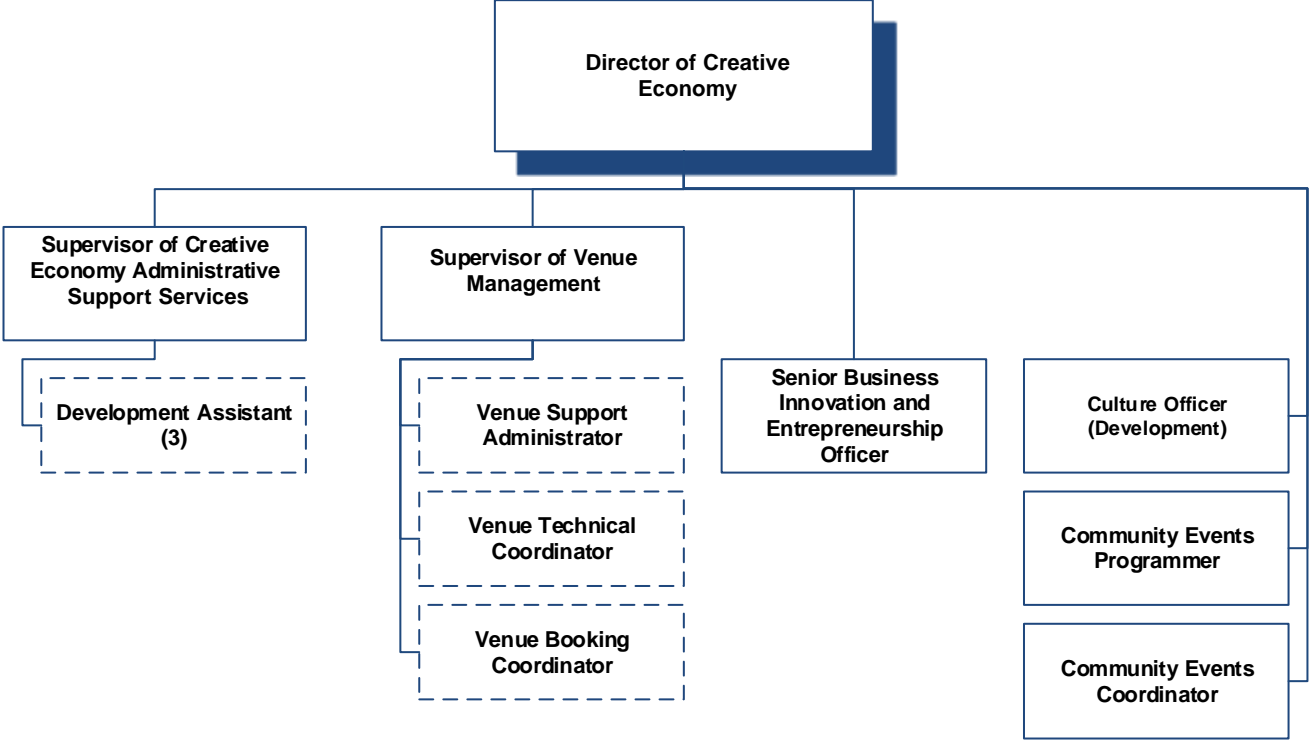
Expenses:

- Salaries: 9% increase (\$72K). That consists of:
  - (a) \$41K increase in Small Business Enterprise Centres (SBEC) salaries (22% increase in overall SBEC budget), stemming from the Council approved conversion of 2 employees to permanent full-time, as well as the step increases and annual increases for SBEC staff.
  - (b) \$31K increase to Business Development salaries (4.97% budget increase for the business development department cost centre) due to annual salary increases.
- Materials and Supplies: Reduced operating budget by \$10K from the Business Development Department SBEC cost centres.
- Services: Multiple impacts:
  - (a) Reduced Contracted Services operating budget in Business Development cost centre by \$14K
  - (b) Budget dollars (\$166K) related to Land Dispositions moved to Grant Expenses & Transfers.
  - (c) Reduced SBEC program expenditures by \$10K due to reduced funding from the Province.
  - (d) Removed \$25K from consulting services budget and transferred the funding to SBEC. This is to formally allocate BDD contribution to SBEC program.
- Grant Expense and Transfers:
  - (a) Increased Transfer to Reserves by \$166K. This represents funding from reserves for downtown parking lots (consultants for EA, appraisals, etc) that will be transferred back to reserves.
  - (b) \$9K increase in the grant funding awarded to entrepreneurs through Starter Company and Summer Company. While from a budget-to-budget perspective this reflects a \$9K increase (from 2019 to 2020) in available grants, from a program perspective there is a significant decrease in funding compared to previous years (there are fewer grants available for entrepreneurs in both starter and summer company). The reasons for the perceived increase is that in the 2019 business, staff did not include a budget for summer company, as the Province had not indicated whether the programs would continue at the time of budget creation. Therefore in the 2020 budget (which is based on communications about 2020 funding levels from the Province), it appears as a year-over-year increase.

Revenues:

- Grant Revenues and Contributions: Overall \$15K reduction in revenue. This represents a decrease in both the administrative funding from the Province to deliver Summer Company, Starter Company and the Core Small Business Centre service, as well as the grants funding for entrepreneurs (grants for summer and starter company). The decrease in revenue from the Province is understated in the rollup view. The reduction in Provincial grants operating funding to run the programs is \$25K. In addition, the number of grants for both summer and starter company have been reduced over the period of the contract.





Indicates temporary position



## Performance Plan 2020

**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, and in support of the City's overall growth agenda. The Department of Creative Economy will engage in strategic initiatives that are conducive to the growth of a broad range of knowledge-based and creative industry sectors that directly engages businesses and entrepreneurs of all stages, while building a strongly connected ecosystem of partners and stakeholders for long term sustainability of initiatives. The Department will work with stakeholders to plan, develop and manage key programs and infrastructure assets in support of the growth of a vibrant, downtown economic corridor, implement talent attraction and retention strategies, grow tourism and provide input into the City's growth plans. The department will foster the growth of sustainable cultural organizations while engaging them in the contribution to a vibrant, culturally-inclusive community. The department will lead 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 knowledge-based and creative industry sectors and communities.

The Department consists of the Venues Team, Events Team and Development Team. The Venues Team is responsible for the optimization of use and management of the Five Points, Georgian Theatre and Meridian Place. The Development Team is comprised of the Senior Innovation and Entrepreneurship Officer and the Cultural Officer, who work in tandem to link and grow the arts, business, innovation and entrepreneurship sectors. The Events Team is responsible for planning and delivering four major events per year (Downtown Countdown, Winterfest, Celebrate Barrie and Canada Day), as well as managing the event permitting process for the City. All teams are charged with ensuring that activities, programs and plans incorporate strategic economic objectives related to tourism development, talent attraction/retention, showcasing Barrie businesses and entrepreneurs and building a cohesive and connected community.

The teams are responsible for both strategic and operational service delivery areas.

Strategic areas 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. Harnessing the Events to attract people to experience the community and change perceptions about the City.

**Tourism Development** - providing input on the aspects of Tourism Development related to cultural and entrepreneurial tourism, leveraging community infrastructure assets (Waterfront, Five Points, Meridian Place) and brand assets such as Festivals and Events. Pending the completion of the Tourism Master Plan, there may be operational elements allocated to Creative Economy, including identification of target markets, implementation of marketing strategies, measuring impact and supporting investments in brand and infrastructure development.

**Downtown Economic Corridor of the Invest Barrie Strategy** - the model brings together efforts regarding downtown residential and office employment density, particularly in regards to creating a concentration of knowledge-based businesses and businesses in the creative industries sector, 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 resources and physical infrastructure required by the knowledge and creative sectors - (Five Points, Meridian, Sandbox Entrepreneurship Centre, broadband/wifi, Fisher), and weaving in cultural initiatives that directly contribute to a vibrant downtown. The natural assets and infrastructure in the downtown are also a catalyst for tourism growth. Communicating the vision for the downtown economic and tourism corridor and working with the BIA, Tourism Barrie and Business Development, the department supports the attraction of businesses to locate downtown and to provide an integrated visitor experience.

**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.

#### Operational

The department of Creative Economy is responsible for delivering core services which support the community as well as the creative industries and arts communities (fine arts, visual arts, film, gaming, 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, processing Special Events Permits, Programming in venues and parks, Managing rental and operations of Venue facilities, Operating and Assessment Development and Education programs, 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 Areas**

Creative Industries

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

#### Development, Education and Grants Administration

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.
- Using the established grants process to support strategic grants as directed by Council (LGABTQIA2+ in 2019).
- 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.
- 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 and pop up retail programs featuring local Barrie products.

#### 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 maximizing utilization of the facilities, marketing and supporting 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, such as gaming. Data analytics and impact measurement will inform programming decisions and strategies.
- 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. Community murals and the process of tracking opportunities for murals, coordinating with Planning and Facilities, commissioning, installing and evaluating community murals are also part of the portfolio.
- 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.

#### Placemaking through Public Art and Community Murals

Working with the Barrie Public Art Committee to develop and implement a five year strategy, manage and maintain the existing inventory of public art in the City's ownership, support campaigns to commission new works of public art, manage funding and investments, market and promote the City's public art and collaborate with other City departments on implementing community mural programs.

#### Downtown Economic Corridor (Cross Functional with BDD)

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 knowledge-based sectors and creative 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 (Cross-Functional)

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 Start-up Roadmap, developed 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, particularly with respect to significant changes by the provincial and federal governments. For 2020, priority functions will be to support the expansion of programming at the Sandbox Entrepreneurship Centre, re-establish targeted programming in support of mentorship and investment funding, 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 (Cross-Functional)

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 (Cross-Functional)

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, software development, 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.

With the competitive labour market anticipated to extend for the next decade, Creative Economy will ensure that Events and programs are designed to attract potential talent to Barrie, to experience our community and to showcase opportunities locally.

#### Content and Promotion (Cross-Functional)

This function is focused on creating and curating specific content to highlight and promote Barrie's Knowledge-based and 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, gaming, 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.
- Continue leveraging our Creative Economy venues such as the Five Points Theatre, as incubators for not solely arts based programming but Pop Up market initiatives featuring Barrie based products.

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

Existing

- Start-up Ecosystem Road Map - update based on changes within the ecosystem, and broaden stakeholder engagement;
- Innovation Program - further develop KPIs for program impact with existing businesses; Support the growth of programs at the Sandbox Entrepreneurship Centre through it's first full year of programming, ensuring opportunities for startup ecosystem and existing businesses to interact; supporting Peer groups and mentorship opportunities. Create an well defined and integrated process with Business Development to identify innovation needs and interests within the business community, and to provide feedback on direction of program development.
- 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 gaming/digital media.

- Grow @CreativeBarrie community - key messages, business engagement and online channels, with increased engagement with influencers outside of Barrie.
- 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

## Major Initiatives/Issues

New for 2020

Implementation of Recommendations from Tourism Master Plan  
 Review and re-structure of Cultural Grants Program (if approved)  
 Exploring options for funding channels through Barrie Community Foundation

Communications/Marketing

- Support the implementation of a CRM system for Invest Barrie
- Support the development of the Invest Barrie website

Events

- Implement new Events team structure
- Implement streamlined Events team planning processes
- Work with other departments to identify other venues for permitted events, curating what takes place on the waterfront
- Work with Parks to explore permitting in Parks (new revenues)

## Key Performance Indicators

Increase use of Innovation throughout the economy

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of businesses engaged in one or more of the City's innovation programs.	27	30	30	35
Total R&D/Innovation/Investment Funding Raised (reported annually)	\$3.27M	\$3.4M	\$3.4M	\$3.5M

Grow StartUp Ecosystem

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives (incl. incubator programs)	140	150	150	200

Growing Events as Engagement - Business and Community

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Total value of sponsorships from all corporate events	50,000	55,000	55,000	70,000
Total funds raised through 3rd party events	2.1 M	2.5 M	2.5 M	2.5 M
Volunteer Hours through permitted events	3,500	4,000	4,000	5,000
Number of Special Events Permits Issued (incl Film)	140	160	160	150
Number of Events At Meridian	37	40	50	60
Attendees at Meridian Events	43,000	50,000	50,000	60,000



Manage physical infrastructure/venues and optimize utilization and revenues

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Rental revenue - Five Points	70,000	80,000	80,000	85,000
Rental revenue - Georgian	121,000	130,000	125,000	125,000
Days of Use - Five Points	224	200	235	240
Days of Use - Georgian	138	140	140	145

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Invest Barrie**

**Department of Creative Economy**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$1,346,994	\$1,475,486	\$1,555,245	\$1,560,784	\$1,513,746	\$1,580,866	\$1,620,514
	<b>Materials &amp; Supplies</b>	\$79,986	\$89,901	\$81,364	\$79,246	\$80,435	\$81,641	\$82,866
	<b>Equipment &amp; Capital Purchases</b>	\$85,307	\$46,641	\$54,382	\$49,376	\$50,116	\$50,868	\$51,631
	<b>Services</b>	\$833,942	\$837,284	\$1,104,102	\$875,679	\$889,334	\$866,157	\$880,149
	<b>Rents &amp; Other Expenses</b>	\$91,306	\$140,340	\$133,344	\$128,511	\$130,439	\$132,396	\$134,382
	<b>Grant Expenses &amp; Transfers</b>	\$461,393	\$460,150	\$460,386	\$515,445	\$474,678	\$434,393	\$418,630
	<b>Sub-Total</b>	<b>\$2,898,927</b>	<b>\$3,049,802</b>	<b>\$3,388,824</b>	<b>\$3,209,041</b>	<b>\$3,138,749</b>	<b>\$3,146,321</b>	<b>\$3,188,172</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$661,409)	(\$547,695)	(\$752,046)	(\$582,250)	(\$538,876)	(\$495,602)	(\$476,428)
	<b>Grant Revenues &amp; Contributions</b>	(\$36,063)	(\$177,898)	(\$312,700)	(\$224,789)	(\$106,717)	(\$72,493)	(\$73,280)
	<b>Interdepartmental Transfers</b>	\$183,369	\$228,085	\$227,808	\$252,259	\$257,163	\$261,654	\$266,332
	<b>Sub-Total</b>	<b>(\$514,103)</b>	<b>(\$497,508)</b>	<b>(\$836,938)</b>	<b>(\$554,780)</b>	<b>(\$388,430)</b>	<b>(\$306,441)</b>	<b>(\$283,377)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,384,825</b>	<b>\$2,552,294</b>	<b>\$2,551,886</b>	<b>\$2,654,261</b>	<b>\$2,750,319</b>	<b>\$2,839,880</b>	<b>\$2,904,795</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Invest Barrie

### Department of Creative Economy

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$85,307	\$46,641	\$54,382	\$49,376	\$0	\$49,376	\$2,735	5.86%	\$2,735	5.86%
	<b>Grant Expenses &amp; Transfers</b>	\$461,393	\$460,150	\$460,386	\$515,445	\$0	\$515,445	\$55,295	12.02%	\$55,295	12.02%
	<b>Materials &amp; Supplies</b>	\$79,986	\$89,901	\$81,364	\$79,246	\$0	\$79,246	(\$10,655)	-11.85%	(\$10,655)	-11.85%
	<b>Rents &amp; Other Expenses</b>	\$91,306	\$140,340	\$133,344	\$128,511	\$0	\$128,511	(\$11,829)	-8.43%	(\$11,829)	-8.43%
	<b>Salaries &amp; Benefits</b>	\$1,346,994	\$1,475,486	\$1,632,804	\$1,638,342	\$108,992	\$1,747,334	\$162,856	11.04%	\$271,848	18.42%
	<b>Recovery from Capital</b>	\$0	\$0	(\$77,559)	(\$77,559)	\$0	(\$77,559)	(\$77,559)	-	(\$77,559)	-
	<b>Services</b>	\$833,942	\$837,284	\$1,104,102	\$875,679	\$65,000	\$875,679	\$38,395	4.59%	\$38,395	4.59%
	<b>Total</b>	<b>\$2,898,927</b>	<b>\$3,049,802</b>	<b>\$3,388,824</b>	<b>\$3,209,041</b>	<b>\$173,992</b>	<b>\$3,383,033</b>	<b>\$159,239</b>	<b>5.22%</b>	<b>\$333,231</b>	<b>10.93%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$36,063)	(\$177,898)	(\$312,700)	(\$224,789)	\$0	(\$224,789)	(\$46,891)	26.36%	(\$46,891)	26.36%
	<b>Interdepartmental Transfers</b>	\$183,369	\$228,085	\$227,808	\$252,259	\$0	\$252,259	\$24,174	10.60%	\$24,174	10.60%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$661,409)	(\$547,695)	(\$752,046)	(\$582,250)	\$0	(\$582,250)	(\$34,555)	6.31%	(\$34,555)	6.31%
	<b>Total</b>	<b>(\$514,103)</b>	<b>(\$497,508)</b>	<b>(\$836,938)</b>	<b>(\$554,780)</b>	<b>\$0</b>	<b>(\$554,780)</b>	<b>(\$57,272)</b>	<b>11.51%</b>	<b>(\$57,272)</b>	<b>11.51%</b>
	<b>Net Operating Expense/(Revenue)</b>	<b>\$2,384,825</b>	<b>\$2,552,294</b>	<b>\$2,551,886</b>	<b>\$2,654,261</b>	<b>\$173,992</b>	<b>\$2,828,253</b>	<b>\$101,967</b>	<b>4.00%</b>	<b>\$275,959</b>	<b>10.81%</b>

**Comments:**

Notable changes:

Expenses

- Salaries and Benefits -- \$85K represents standard increases under the CUPE agreement, role change due to re-org, and impacts of policies changes pertaining to development status.
- Services -- Contracted services associated with MIX Project. City contribution to project funding in 2020 is \$35K.
- Rents and Other Expenses - Reduction in credit card fees for both theatres (\$11K)
- Grant Expense and Transfers -- \$50K increase in funds transferred to tax capital reserve for five point's theatre sponsorship revenue.

Revenues

- User Fees, Service Charges, & Rentals -- Increase in fundraising revenue for Five Points theatre (\$50K for sponsorship), increase in special event rentals at Five Points Theatre (\$12,500), reduction in Meridian Special Event Revenue (\$25K), Increase in revenue for other corporate events \$11K, removal of revenue for culture grows here conference (\$15K)
- Grant Revenues & Contributions - Contribution from Reserves for MIX project (\$35K), as well as smaller increases such as 2nd year of the Fisher Project Manager funding (\$5K)
- Interdepartmental Transfers - Increase in transfers to facilities for Georgian Theatre (\$21.6K)

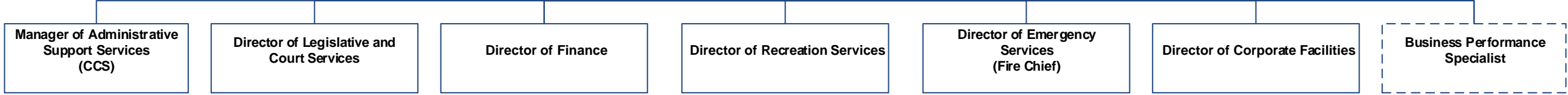
Details of new investments can be found in the appendices.



# ORGANIZATIONAL CHART

## Community and Corporate Services Division

**General Manager of Community and Corporate Services**



Indicates a temporary position

# Performance Plan 2020 – COMMUNITY AND CORPORATE SERVICES DIVISION

## Division Goals

- To improve the timeliness, relevance and accuracy of financial reporting to the Corporation to support decision making
- To prevent or reduce the risk of harm, loss of life and/or property damage by providing timely Fire and Emergency services including dispatch for Barrie Fire and Emergency Service Department as well as 20 external dispatch clients, prevention, education, and Ontario Fire Code review and enforcement;
- To provide inclusive recreation facilities, sports fields and programming that maximize community engagement, increase 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 planning, design and management for the City's valuable portfolio of facility and property assets through comprehensive facility asset management and maintenance strategies that contain costs and control energy use while preserving assets that allow for the delivery of programs through City facilities;
- To 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 the Corporation's financial information; and
- To deliver Provincial Offence Administration services to members of the public, enforcement stakeholders, judicial and court service partners in accordance with established service level standards

## Key Division Service Delivery Initiatives

- 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;
- Maintain our HIGH FIVE Accreditation which reflects the highest standard of recreational programming quality and safety, apply for Play Work's recognition as a Youth Friendly Community Gold designation and achieve the Safer Spaces designation.
- Monitor Barrie Fire and Emergency Services department response time benchmarking including call taking, turnout time, and road response on a quarterly basis to identify and implement enhancements
- Continue to train all Barrie Fire and Emergency Services department 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 the new back-up communications centre at the Barrie Simcoe Emergency Services Campus shared with Barrie Police Service
- Continued research and development of the next generation 911 emergency dispatch/communications system, including procurement preparation, and system implementation
- 
- Review and update City Emergency Plan to include business continuity, as well as new/emerging risks

- 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 2020 Capital Plan as well as LED conversion projects, water conservation and energy recovery projects
- Develop and implement an effective and sustainable maintenance and operations strategy using Facility Department's Integrated Workplace Management System.
- Continue to implement best practice service delivery models and streamline operations to improve efficiency of Corporate Facility Services based on measurable outcomes and performance.
- Strive for continuous improvement to optimize the City's Energy Management Program
- Continue to support and participate in the implementation of the Enterprise Resource Planning System (ERP) and Citizen Experience Management (CEM) system
- Continued implementation of proactive tax base assessment management and the e-tendering platform
- Establishment and implementation of Prudent Investor Board
- 
- Update long range financial plan and related policies, incorporating impact of Bill 108, growth targets and updated master plans
- Continue the implementation of recommendations from the Corporate Records and Information Program Review/Strategy to increase corporate awareness of the *Municipal Freedom of Information and Protection of Privacy Act* provisions, corporate records management and access and privacy requirements including the replacement of the RMAIS system.
- Continue the implementation of the collection policy for unpaid, overdue POA fines
- 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 funding impacts from these orders of government
- Federal/Provincial legislative or regulatory changes
- Energy and water consumption trends
- Portfolio age of City facilities and components therein

## Key Performance Indicators

Department	Indicator	2019 Plan	2019 Projected	2020 Plan
Finance	Audited Financial Statements Completed By	May 2019	May 2019	May 2020
	Average Number of Bids received per Bid Process	5	5	5
	Return on investments	2.25%	2.75%	2.75%
Recreation Services	Total Visits to Recreation/Community Centres	2,400,000	2,375,000	2,400,000
	RecPASS Member Visits	310,000	280,000	290,000
	RecACCESS Participation Rate as a % of Low-Income Population		9.5%	10.1%
	# of Camp Registrations	7,500	7,500	8,000
	Recreation Services Operating Cost Recovery Rate	55.3%	55.5%	55.2%
Fire and Emergency Services	Emergency Response Call Volumes – Barrie Only	9,100	9,000	9,000
	Less than 6 minute Road Response – 90% of the time	91%	91%	91%
	Home fire safety visits	12,000	11,000	11,000
	Total Fire Code Inspections	2,200	2,200	3,000
	Average Emergency Incident Response Time (minutes)	5.30	5.30	5.30
Corporate Facilities	Positive customer satisfaction response rate percentage*	80%	80%	
	Maintenance Effectiveness: # preventative maintenance work orders as a percentage of total maintenance work orders (world class 80%)*	75%	65%	70%
	Facility Maintenance - cost per square foot*	\$7.77	\$7.75	\$7.80
	Facility Energy Consumption per square foot (ekWh/ft2)	30.04	30.1	29.2
Legislative and Court Services/Clerk's Office	% of minutes published within 4 days after the meeting	100%	90%	98%
	# of trial requests processed – Barrie	16,350	17,000	17,000
	Average time to trial – Part I charges	6 months	5 months	5 months
	Volume of By-law Enforcement Files	64,000	68,000	68,000



Department	Indicator	2019 Plan	2019 Projected	2020 Plan
	Percentage cost recovery from fees and fines (Enforcement Service)	70%	68%	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	2020 Net Requested Budget	2020 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the General Manager	\$448,366	2		2
Legislative & Court Services	\$2,239,655	80		80
Finance	\$3,675,892	46		46
Recreation	\$8,295,536	61		61
Fire & Emergency Services	\$27,142,687	182		182
Facilities	\$2,226,656	41	1	41
<b>Total</b>	<b>\$44,028,792</b>	<b>412</b>	<b>1</b>	<b>413</b>

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services – Division Summary**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$51,032,016	\$53,293,826	\$52,419,336	\$54,722,621	\$56,063,627	\$57,492,319	\$58,026,659
	<b>Materials &amp; Supplies</b>	\$6,282,124	\$6,679,546	\$6,389,438	\$6,585,262	\$6,663,724	\$6,841,747	\$6,921,752
	<b>Equipment &amp; Capital Purchases</b>	\$1,041,634	\$1,137,266	\$1,129,809	\$1,259,016	\$1,291,254	\$1,283,546	\$1,291,957
	<b>Services</b>	\$9,375,316	\$9,263,432	\$9,439,260	\$10,507,302	\$10,596,741	\$10,988,847	\$10,835,538
	<b>Rents &amp; Other Expenses</b>	\$2,004,957	\$2,038,233	\$2,039,520	\$1,853,681	\$1,781,365	\$1,820,179	\$1,676,458
	<b>Grant Expenses &amp; Transfers</b>	\$2,400,821	\$1,725,877	\$1,847,224	\$1,696,237	\$1,698,127	\$1,457,861	\$1,617,232
	<b>Sub-Total</b>	<b>\$72,136,869</b>	<b>\$74,138,179</b>	<b>\$73,264,587</b>	<b>\$76,624,120</b>	<b>\$78,094,838</b>	<b>\$79,884,501</b>	<b>\$80,369,597</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$12,448,174)	(\$12,664,996)	(\$12,646,081)	(\$13,084,895)	(\$13,245,077)	(\$13,527,340)	(\$13,723,328)
	<b>Fines &amp; Penalties</b>	(\$8,165,443)	(\$8,243,530)	(\$8,122,818)	(\$8,426,500)	(\$8,453,020)	(\$8,480,070)	(\$8,507,662)
	<b>Licenses &amp; Permits</b>	(\$1,155,223)	(\$1,118,504)	(\$982,504)	(\$1,102,240)	(\$1,115,975)	(\$1,129,972)	(\$1,144,235)
	<b>Other Revenues</b>	(\$9,328)	(\$3,152)	(\$4,600)	(\$6,000)	(\$6,000)	(\$6,120)	(\$6,242)
	<b>Grant Revenues &amp; Contributions</b>	(\$2,254,785)	(\$1,950,131)	(\$1,733,699)	(\$1,920,586)	(\$1,577,091)	(\$1,998,778)	(\$1,583,188)
	<b>Interdepartmental Transfers</b>	(\$4,901,516)	(\$4,912,030)	(\$4,734,431)	(\$4,937,234)	(\$5,026,593)	(\$5,114,011)	(\$5,170,010)
	<b>Intercompany Transfers</b>	(\$1,944,076)	(\$2,300,596)	(\$2,289,975)	(\$3,120,351)	(\$2,867,102)	(\$2,922,495)	(\$2,976,787)
	<b>Sub-Total</b>	<b>(\$30,878,545)</b>	<b>(\$31,192,939)</b>	<b>(\$30,514,107)</b>	<b>(\$32,597,806)</b>	<b>(\$32,290,858)</b>	<b>(\$33,178,786)</b>	<b>(\$33,111,453)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$41,258,325</b>	<b>\$42,945,241</b>	<b>\$42,750,479</b>	<b>\$44,026,314</b>	<b>\$45,803,981</b>	<b>\$46,705,714</b>	<b>\$47,258,144</b>

## 2020 - BASE BUDGET CHANGE REPORT

### CAO & Mayor's Office

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$2,464,893	\$3,038,179	\$2,905,418	\$2,839,520	\$91,291	\$2,930,811	(\$198,659)	-6.54%	(\$107,368)	-3.53%
	<b>Grant Expenses &amp; Transfers</b>	\$146,057,350	\$154,893,169	\$156,625,610	\$167,092,338	(\$362,630)	\$166,729,708	\$12,199,168	7.88%	\$11,836,539	7.64%
	<b>Materials &amp; Supplies</b>	\$22,134,363	\$23,207,742	\$22,415,185	\$22,801,297	\$55,500	\$24,729,306	(\$406,446)	-1.75%	\$1,521,564	6.56%
	<b>Rents &amp; Other Expenses</b>	\$34,642,405	\$38,025,448	\$35,887,645	\$38,904,167	(\$8,221)	\$38,895,946	\$878,719	2.31%	\$870,498	2.29%
	<b>Salaries &amp; Benefits</b>	\$111,636,177	\$118,163,185	\$114,120,014	\$121,069,859	\$1,927,010	\$122,997,869	\$2,906,674	2.46%	\$4,834,684	4.09%
	<b>Recovery from Capital</b>	(\$5,251,522)	(\$6,522,227)	(\$6,304,476)	(\$6,304,476)	(\$202,192)	(\$6,506,668)	\$217,751	-3.34%	\$15,559	-0.24%
	<b>Services</b>	\$58,598,490	\$63,028,890	\$65,441,303	\$63,406,268	\$359,617	\$63,418,018	\$377,378	0.60%	\$389,128	0.62%
	<b>Total</b>	<b>\$370,282,156</b>	<b>\$393,834,386</b>	<b>\$391,090,698</b>	<b>\$409,808,973</b>	<b>\$1,860,375</b>	<b>\$411,669,348</b>	<b>\$15,974,587</b>	<b>4.06%</b>	<b>\$17,834,962</b>	<b>4.53%</b>
<b>Revenues</b>	<b>Fines &amp; Penalties</b>	(\$10,900,373)	(\$10,660,560)	(\$11,288,746)	(\$11,324,873)	\$0	(\$11,324,873)	(\$664,313)	6.23%	(\$664,313)	6.23%
	<b>Grant Revenues &amp; Contributions</b>	(\$27,964,625)	(\$31,727,260)	(\$31,491,695)	(\$33,266,631)	(\$211,684)	(\$33,478,315)	(\$1,539,371)	4.85%	(\$1,751,055)	5.52%
	<b>Intercompany Transfers</b>	(\$1,944,076)	(\$2,301,596)	(\$2,290,975)	(\$3,121,451)	\$0	(\$3,121,451)	(\$819,855)	35.62%	(\$819,855)	35.62%
	<b>Interdepartmental Transfers</b>	(\$101,731)	\$0	\$0	\$0	\$0	\$0	\$0	268.70%	\$0	268.70%
	<b>Licenses &amp; Permits</b>	(\$4,128,213)	(\$9,113,109)	(\$8,062,252)	(\$7,819,236)	\$0	(\$7,819,236)	\$1,293,873	-14.20%	\$1,293,873	-14.20%
	<b>Other Revenues</b>	(\$4,333,588)	(\$1,505,639)	(\$2,412,020)	(\$2,021,882)	\$0	(\$2,021,882)	(\$516,243)	34.29%	(\$516,243)	34.29%
	<b>Property Taxes</b>	(\$232,030,071)	(\$243,780,246)	(\$242,156,685)	(\$253,927,562)	(\$1,648,692)	(\$255,576,254)	(\$10,147,316)	4.16%	(\$11,796,008)	4.84%
	<b>Statistical Accounts</b>	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-

<b>User Fees, Service Charges, &amp; Rentals</b>	(\$94,212,413)	(\$94,745,976)	(\$93,388,325)	(\$98,327,337)	\$0	(\$98,327,337)	(\$3,581,362)	3.78%	(\$3,581,362)	3.78%
<b>Total</b>	<b>(\$375,585,090)</b>	<b>(\$393,834,386)</b>	<b>(\$391,090,698)</b>	<b>(\$409,808,973)</b>	<b>(\$1,860,375)</b>	<b>(\$411,669,348)</b>	<b>(\$15,974,587)</b>	<b>4.06%</b>	<b>(\$17,834,962)</b>	<b>4.53%</b>
<b>Net Operating Expense/(Revenue)</b>	<b>(\$5,302,933)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-90.38%</b>	<b>\$0</b>	<b>- 405.07%</b>

Comments:

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**GM of Community & Corporate Services**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$265,711	\$364,234	\$364,233	\$462,120	\$398,267	\$405,028	\$411,907
	<b>Materials &amp; Supplies</b>	\$5,228	\$6,176	\$5,176	\$5,376	\$5,576	\$5,576	\$5,576
	<b>Services</b>	\$4,701	\$3,915	\$5,320	\$5,870	\$6,000	\$6,125	\$6,300
	<b>Sub-Total</b>	<b>\$275,640</b>	<b>\$374,324</b>	<b>\$374,729</b>	<b>\$473,366</b>	<b>\$409,843</b>	<b>\$416,729</b>	<b>\$423,783</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
	<b>Sub-Total</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$250,640</b>	<b>\$349,324</b>	<b>\$349,729</b>	<b>\$448,366</b>	<b>\$384,843</b>	<b>\$391,729</b>	<b>\$398,783</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

#### GM of Community & Corporate Services

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Materials &amp; Supplies</b>	\$5,228	\$6,176	\$5,176	\$5,376	\$0	\$5,376	(\$800)	-12.95%	(\$800)	-12.95%
	<b>Salaries &amp; Benefits</b>	\$265,711	\$364,234	\$364,233	\$462,120	\$0	\$462,120	\$97,886	26.87%	\$97,886	26.87%
	<b>Services</b>	\$4,701	\$3,915	\$5,320	\$5,870	\$0	\$5,870	\$1,955	49.95%	\$1,955	49.95%
	<b>Total</b>	<b>\$275,640</b>	<b>\$374,324</b>	<b>\$374,729</b>	<b>\$473,366</b>	<b>\$0</b>	<b>\$473,366</b>	<b>\$99,041</b>	<b>26.46%</b>	<b>\$99,041</b>	<b>26.46%</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	\$0	(\$25,000)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>(\$25,000)</b>	<b>\$0</b>	<b>(\$25,000)</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$250,640</b>	<b>\$349,324</b>	<b>\$349,729</b>	<b>\$448,366</b>		<b>\$448,366</b>	<b>\$99,041</b>	<b>28.35%</b>	<b>\$99,041</b>	<b>28.35%</b>

#### Comments:

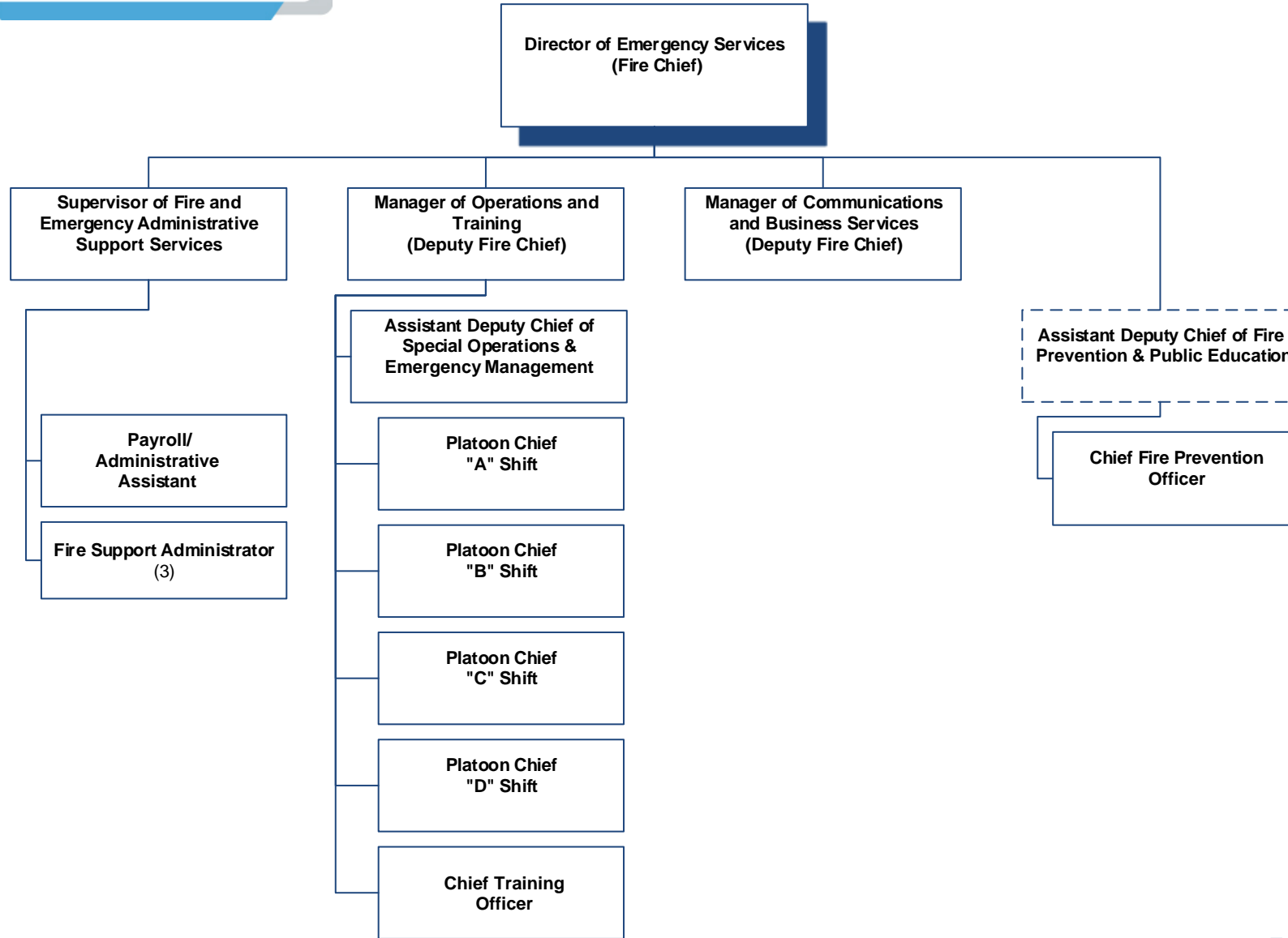
#### Salaries and Benefits

The increase is attributable to the transfer of a position from Legislative and Court Services to the General Manager's budget on a temporary basis to undertake business process improvement initiatives as well as cost of living adjustments (COLA) and step increases.



# ORGANIZATIONAL CHART

Community and Corporate Services Division  
Barrie Fire and Emergency Services Department



Indicates temporary position



## Performance Plan 2020

**Department:**  
Fire and Emergency Services

### Departmental Overview

Barrie Fire & Emergency Service (BFES) is governed by "By-law 2012-200, a By-law to Establish and Regulate the Barrie Fire & Emergency Service." This By-law sets out definitions, the vision, mission and values of the department along with the mandate. The mandate sets out distinct areas of operation for the department, fire suppression, technical rescues, public education programs, public assistance, fire investigation, training and communications and "By-law 2013-142 Emergency Management By-law" sets out the sixth area of operations for the Department. BFES is governed and charged with the responsibilities under several legislative requirements, including, but not limited to the Fire Protection & Prevention Act. An Ontario Fire Marshal's Directive also outlines a mandate implementing and focusing fire department activities under the "three lines of defence". These three lines of defence are:

- public education,
- fire safety standards and enforcement, and
- incident response

### Administration Branch

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

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

- Overall administration of 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
  - Site/Building Plan examination and approvals
- 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.
- Development of safe, inclusive, stigma and barrier free workplace focused on employee wellness safety

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

- Embrace OFMEM's Three Lines of Defence - the model to improve public safety via:
  - I. Public Education
  - II. Code Enforcement/Prevention Inspections
  - III. Incident Response

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

### Major Initiatives/Issues

- Completion of comprehensive community risk assessment in accordance with the FPPA and industry best practice
- Expanded usage of analytics focused on measuring our operational performance to ensure we are meeting our council mandated service levels and meeting the evolving needs of our community
- Implementation of Station specific Special Operations and Technical Rescue training to meet the increased legislated training requirements for these specialized disciplines
- 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
- Complete construction and Operationalize new BFES back-up communications centre located at BSESC
- Continued research and development of the next generation 911 communications system, including procurement preparation, and system implementation
- 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 a operations staff based checklist inspection supported by our Fire Prevention branch
- Completion of NFPA 1035 certified public educator training for all staff
- Initiation of NFPA 1031 Fire Inspector 1 for all operations staff
- Continue to deliver our Smoke and CO alarm program to 1/4 of the city's single family homes per year by operations staff, including electronic data collection.
- Significant completion of our temporary fire training centre
- Implementation of modern clinician directed Peer Support Program committed to proactively supporting the mental health of all employees
- Review and update City Emergency Plan to include business continuity, cyber attacks, and domestic terrorism
- Substantial completion of the review, and revision of all BFES operational and administrative policies and procedures

### Key Performance Indicators

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Emergency Call Handling Time for NFPA - Barrie Only	95%	95%	95%	95%
Emergency Response Call Volumes -	9,000	9,100	9,000	9,000

Barrie Only				
Less than 6 Minute Road Response - 90% of the time, all calls	91%	91%	91%	91%
Home Fire Safety Visits (new program in 2017)	10,500	12,000	11,000	11,000
Total Fire Code Inspections - All	2,200	2,200	2,200	3,000
Average Emergency Incident Response Time	5.37	5.30	5.30	5.30

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Barrie Fire & Emergency Services**

		<b>2018 Actuals</b>	<b>2019 Budget</b>	<b>2019 - In Year Forecast</b>	<b>2020 - Base Budget</b>	<b>2021 - Forecast</b>	<b>2022 - Forecast</b>	<b>2023 - Forecast</b>
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$25,340,291	\$25,796,119	\$25,730,839	\$26,407,266	\$27,126,260	\$27,635,769	\$28,087,664
	<b>Materials &amp; Supplies</b>	\$246,807	\$308,325	\$326,125	\$310,325	\$334,750	\$336,650	\$341,450
	<b>Equipment &amp; Capital Purchases</b>	\$187,627	\$214,000	\$213,000	\$222,000	\$231,300	\$242,300	\$248,000
	<b>Services</b>	\$332,386	\$363,754	\$371,600	\$388,250	\$399,300	\$411,850	\$386,350
	<b>Rents &amp; Other Expenses</b>	\$11,140	\$13,220	\$12,740	\$13,260	\$13,300	\$14,300	\$21,750
	<b>Sub-Total</b>	<b>\$26,118,251</b>	<b>\$26,695,418</b>	<b>\$26,654,304</b>	<b>\$27,341,101</b>	<b>\$28,104,910</b>	<b>\$28,640,869</b>	<b>\$29,085,214</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$287,411)	(\$303,000)	(\$294,000)	(\$303,000)	(\$305,000)	(\$305,000)	(\$305,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$921,969)	(\$880,626)	(\$898,553)	(\$982,653)	(\$1,031,233)	(\$1,031,233)	(\$1,076,875)
	<b>Interdepartmental Transfers</b>	\$910,405	\$1,009,677	\$1,009,820	\$1,087,238	\$1,189,768	\$1,212,796	\$1,230,952
	<b>Sub-Total</b>	<b>(\$298,975)</b>	<b>(\$173,949)</b>	<b>(\$182,733)</b>	<b>(\$198,415)</b>	<b>(\$146,465)</b>	<b>(\$123,437)</b>	<b>(\$150,923)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$25,819,276</b>	<b>\$26,521,469</b>	<b>\$26,471,571</b>	<b>\$27,142,687</b>	<b>\$27,958,444</b>	<b>\$28,517,432</b>	<b>\$28,934,291</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Barrie Fire & Emergency Services

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$187,627	\$214,000	\$213,000	\$222,000	\$0	\$222,000	\$8,000	3.74%	\$8,000	3.74%
	<b>Materials &amp; Supplies</b>	\$246,807	\$308,325	\$326,125	\$310,325	\$0	\$310,325	\$2,000	0.65%	\$2,000	0.65%
	<b>Rents &amp; Other Expenses</b>	\$11,140	\$13,220	\$12,740	\$13,260	\$0	\$13,260	\$40	0.30%	\$40	0.30%
	<b>Salaries &amp; Benefits</b>	\$25,340,291	\$25,796,119	\$25,730,839	\$26,407,266	\$0	\$26,407,266	\$611,147	2.37%	\$611,147	2.37%
	<b>Services</b>	\$332,386	\$363,754	\$371,600	\$388,250	\$0	\$388,250	\$24,496	6.73%	\$24,496	6.73%
	<b>Total</b>	<b>\$26,118,251</b>	<b>\$26,695,418</b>	<b>\$26,654,304</b>	<b>\$27,341,101</b>	<b>\$0</b>	<b>\$27,341,101</b>	<b>\$645,683</b>	<b>2.42%</b>	<b>\$645,683</b>	<b>2.42%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$921,969)	(\$880,626)	(\$898,553)	(\$982,653)	\$0	(\$982,653)	(\$102,027)	11.59%	(\$102,027)	11.59%
	<b>Interdepartmental Transfers</b>	\$910,405	\$1,009,677	\$1,009,820	\$1,087,238	\$0	\$1,087,238	\$77,561	7.68%	\$77,561	7.68%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$287,411)	(\$303,000)	(\$294,000)	(\$303,000)	\$0	(\$303,000)	\$0	0.00%	\$0	0.00%
	<b>Total</b>	<b>(\$298,975)</b>	<b>(\$173,949)</b>	<b>(\$182,733)</b>	<b>(\$198,415)</b>	<b>\$0</b>	<b>(\$198,415)</b>	<b>(\$24,466)</b>	<b>14.07%</b>	<b>(\$24,466)</b>	<b>14.07%</b>
	<b>Net Operating Expense/(Revenue)</b>	<b>\$25,819,276</b>	<b>\$26,521,469</b>	<b>\$26,471,571</b>	<b>\$27,142,687</b>		<b>\$27,142,687</b>	<b>\$621,217</b>	<b>2.34%</b>	<b>\$621,217</b>	<b>2.34%</b>

#### Comments:

#### Salaries & benefits

The 2.37% increase is reflective of costs associated with overtime and temporary employees required to backfill long term absences to maintain minimum staffing levels, as well as cost of living and promotional increases as per the Collective Agreement. The hiring of five Fire Fighters at 5th class to replace retiring staff has mitigated the impact of these increased costs by \$50K.

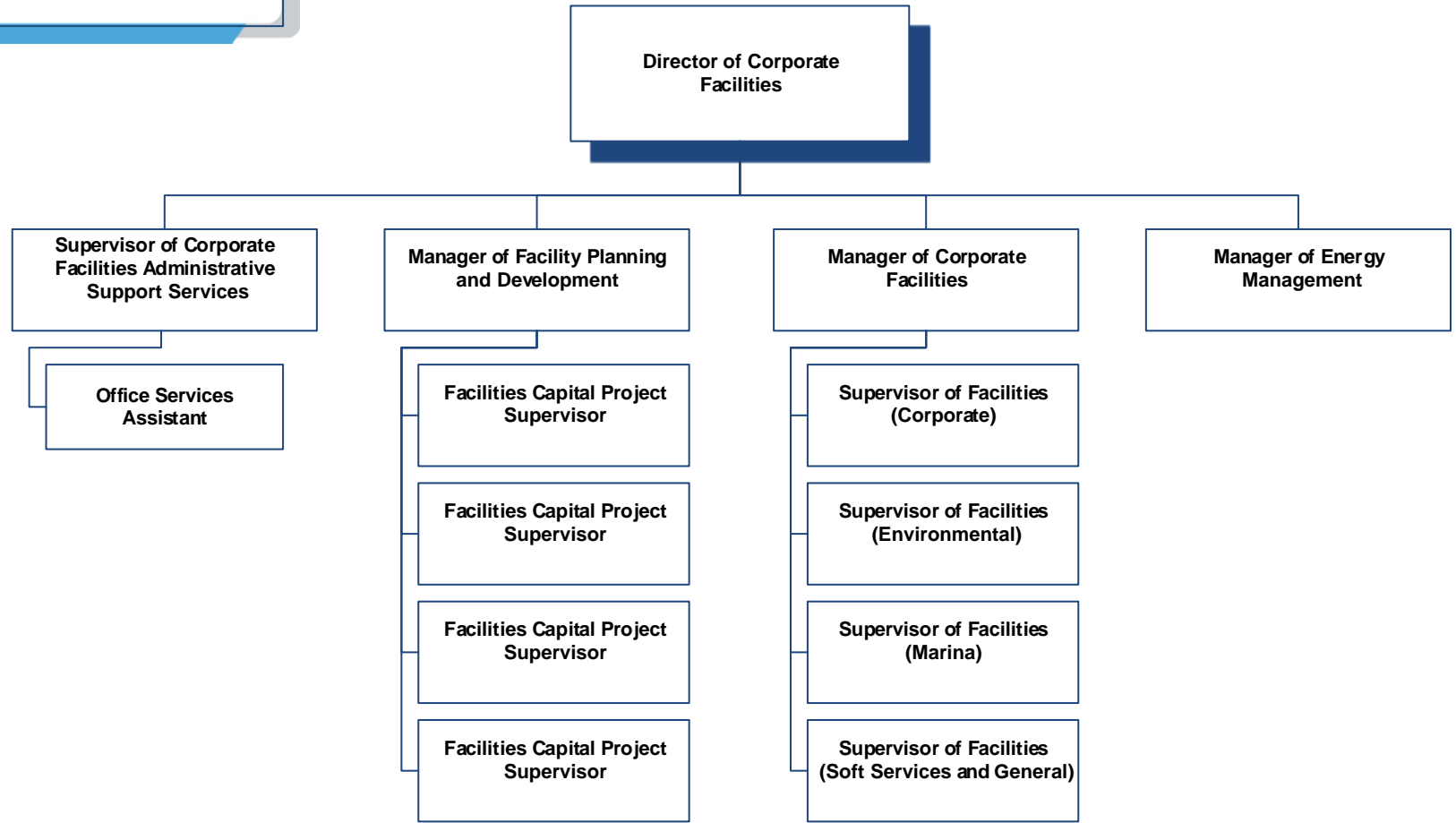
#### Grant Revenues & Contributions

New agreements for the provision of dispatch/communication services to other municipalities has increased revenues projections by \$102K



# ORGANIZATIONAL CHART

Community and Corporate Services Division  
Corporate Facilities Department





## Performance Plan 2020

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

### **Departmental Overview**

Corporate Facilities provides the City of Barrie with expertise in four key service areas: facility planning, design and construction; maintenance and property management, facility asset management and energy management. As a Centre of Excellence for a large and complex inventory of physical assets, the department comprises all the necessary functions and lines of business to ensure the full life-cycle management of the City of Barrie's facility and property portfolios.

The department is organized into 3 branches: Facility Planning and Development, Corporate Facility Services (which includes The City of Barrie Marina) and Energy Management.

### **Facility Planning and Development**

#### **Functions**

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

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

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

- Growth
- Renewal of aging assets
- Sustainability

### **Corporate Facility Services**

#### **Service Drivers**

- Growth Pressures - maintenance, operation and repair of an aging corporate facility portfolio to support the growth of city services and programs
- Cost Pressures - escalating costs for materials, supplies, contracted services and skilled trades are expected to continue for the foreseeable future
- Portfolio age - many of the City's facilities, or components therein, have reached or exceeded their design lifespan with replacement components often no longer manufactured
- Legislative requirements - in addition to best-practice initiatives, regular code and program updated through the Technical Standards and Safety Authority (TSSA), Electrical Safety Authority (ESA) and Ministry of Labour, among others, drive changes and updates in work practices and reporting requirements



## Energy Management

### Functions

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

- Energy Services
  - Utilizing energy management software to track, monitor, and report energy consumption through City facilities
  - Using data to identify opportunities to reduce energy use through operational optimization and retrofit programs
  - Building and monitoring consumption and demand profiles to respond to unexpected changes in energy use that require immediate investigation
  - Conducting energy audits for facilities and processes
  - Establishing conservation, operator and occupant education programs
  - Reporting to the Province on City conservation programs, targets, and verified reductions in energy use
- Advisory Services
  - The branch works with Facility Planning and Development and other City departments to provide current information about energy efficiency practices and technologies, renewable energy technology, and leading energy and environmental standards that can be applied to facility construction and redevelopment projects, plus processes and operations.
- Utility Management
  - Providing bill validation and verification services while maintaining a complete database of all City energy accounts that contain historical and current energy bill information
  - Preparing utility budgets for the corporation and administering and approving payments for all utility bills
- Research and Development
  - Continuous investigation of new technologies and processes leading to innovative ways to reduce energy costs and build a sustainable City
- Project Management
  - Participating in the integrated design process for facility construction and redevelopment
  - Managing energy retrofit and building commissioning projects, energy audits and energy master planning programs
  - Researching and managing energy project incentive applications for capital works related to energy conservation
- Energy Procurement
  - Undertaking energy procurement services for the City
  - Administering energy contracts with utility suppliers
  - Researching alternative energy solutions and procurement strategies to both mitigate fluctuations in energy prices and minimize the financial risk

### Service Drivers

- Escalating Energy Costs, especially electrical costs which account for 80% of the City's utility

spend and are anticipated to increase by 2% in 2020

- Leadership in Sustainability as part of the Corporation's response to climate change
- Growth; City population growth will continue to increase energy use in existing facilities, and new facilities constructed to support this growth
- Regulatory requirements:
  - O.Reg 397/11, *Energy Conservation and Demand Management Plans*, requires the collection and reporting on energy use in all facilities plus the City's water supply and treatment infrastructure, the development of a comprehensive energy management plan including targets for reduction over a five year period, and the implementation plan necessary to achieve these targets
  - The Lake Simcoe Protection Act places stringent requirements on phosphorus levels at the City's wastewater treatment facility. These stringent requirements impact available treatment options, which impact energy use

### **Key Departmental Objectives**

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

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

### **Specific Department Objectives:**

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

### **Key Branch Objectives:**

#### **Facility Planning and Development**

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

- Collaborate and engage with Recreation Facility Operations, in coordination with Energy Management, to ensure their total facility service needs are addressed
- Provide effective Project Management services with emphasis on Communication, Business Continuity, Cost control, Schedule awareness and process adherence
- Develop specifications to support high performing facilities that are energy efficient with an ultimate goal of offsetting all or most of a facilities annual energy consumption (Net Zero)
- Develop facility capital costing with a focus on reducing long term operational and life cycle costing by prioritizing and investing in renewable energy systems, energy performance and building science that reduce total life-span building costs

### **Corporate Facility Services**

- Develop and implement an effective and sustainable maintenance and operations strategy using the Facility Department's Integrated Workplace Management System
- Continue to shift 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
- Maintain focus on employee and customer safety and security across all City facilities
- Update policies and procedures to provide more consistent service to our clients and provide a safer work environment for staff
- Continue with our workforce planning and training initiatives to ensure we retain knowledgeable and skilled facilities staff in key roles for the facilities team.
- Realign and focus management efforts and work to allow for better staff supervision, training and support
- Continue renewal initiative and implement new additional services, to provide funding for improved patron service and amenities while augmenting / beautifying the marina waterfront district at no cost to city taxpayers

### **Energy Management**

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

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

#### **Overall**

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

#### **Facility Planning and Development**

- Continue to expand the department's knowledge of construction and project management processes and methodologies, and implement a continuous improvement, recognition, innovation, safe to fail environment that will better support our clients
- Develop, in partnership with Corporate Asset Management, a comprehensive process to meet facility asset management and capital planning needs based on information from Facility Condition

Assessments and updated master planning documents

- Support the update of the city's Facility Space Management system to provide consistent and reliable data for future space planning use

### **Corporate Facility Services**

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

### **Energy Management**

- 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 utility costs into capital project budget forecasts (operating cost of capital)
- Continue work towards achieving best-in-class benchmark energy use in facilities, with a target of Net-Zero city facilities
- Continue to expand Energy Awareness Plan for all city staff
- Continue to work towards instituting a continuous commissioning program for all City owned facilities
- Complete a comprehensive city-wide greenhouse gas (GHG) management plan including greenhouse gas inventory, baseline emissions and GHG emission reduction strategies

## **Major Initiatives/Issues**

### **Facility Planning and Development**

#### **Facility Planning**

- Support updates to the city's Official Plan and Developer Charge Update
- Support design development initiatives related to strategic and operational projects such as:
  - Allandale Train Station redevelopment
  - Allandale Transit Hub
  - Hewitt's Library and Community Centre New Building Development
  - Salem Library and Community Centre New Building Development
  - Operations Satellite Yard New Building Development
  - Fisher Theatre and Events Centre
  - Permanent Market and Barrie Farmer's Market
  - Waste Water Treatment Plant and Oro biosolids site upgrades
  - City Hall Intensification
  - Emergency Responder's 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:
  - Barrie Simcoe Emergency Services Campus
  - Ferndale Operations Centre - Sand / Salt Dome
  - City Hall Intensification (renovations to improve the efficiency of existing space)
  - Successfully deliver activities related to capital projects identified in the 2020

## Capital Plan

### Project Management Services

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

### Staffing

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

### Corporate Facility Services

- Complete the implementation of the Facility Information Management System - Archibus/FM to the Recreation portfolio, and implement the space planning function to better manage City assets
- 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
  - Barrie Simcoe Emergency Responder's Campus building commissioning
- Investigate and examine opportunities for the provision of community focused sustainability implementation.

### Key Performance Indicators

#### Corporate Facility Services

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Positive customer satisfaction response rate percentage*	80%	80%	80%	85%
Maintenance effectiveness: # preventative	65%	75%	65%	70%

maintenance work orders as a percentage of total maintenance work orders (world class is 80%)*				
Average number of back logged work requests per month	n/a	15/month	50/month	35/month
Back log in weeks*	--	12 weeks	4 weeks	3 weeks
Average number of work requests per month*	586	1,100	975	1,500
Facility Maintenance - \$ per square foot*	\$7.45*	\$7.77	\$7.75	\$7.80
Portfolio percentage included*	--	100%	100%	100%
* Preventive maintenance workorders online 2nd half of 2019.				

#### Energy Management

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Facility Energy Consumption per square foot (ekWh/ft2)	31.2	30.04	30.1	29.2
Cost avoidance dollars per year	\$346,061	\$241,435	\$241,435	\$350,000
Wastewater Energy Consumption per Megalitre (ekWh/mL)	382	371	441	399
Water Energy Consumption per Megalitre (ekWh/mL)	1,208	1,089	1,212	1,097

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Facilities Department**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$3,643,477	\$3,934,087	\$3,912,105	\$4,038,392	\$4,132,742	\$4,223,102	\$4,245,495
	<b>Materials &amp; Supplies</b>	\$2,162,344	\$2,364,180	\$2,246,057	\$2,418,086	\$2,388,456	\$2,435,801	\$2,483,819
	<b>Equipment &amp; Capital Purchases</b>	\$474,364	\$426,800	\$458,375	\$457,809	\$460,786	\$465,383	\$470,064
	<b>Services</b>	\$4,928,874	\$4,886,783	\$4,928,518	\$6,029,337	\$6,040,205	\$6,139,120	\$6,253,403
	<b>Rents &amp; Other Expenses</b>	\$1,353,059	\$1,347,205	\$1,334,410	\$1,139,005	\$1,061,748	\$1,080,851	\$1,100,305
	<b>Grant Expenses &amp; Transfers</b>	\$281,253	\$431,905	\$405,250	\$429,414	\$464,376	\$475,562	\$493,176
	<b>Sub-Total</b>	<b>\$12,843,371</b>	<b>\$13,390,961</b>	<b>\$13,284,715</b>	<b>\$14,512,042</b>	<b>\$14,548,313</b>	<b>\$14,819,819</b>	<b>\$15,046,263</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,396,848)	(\$1,510,053)	(\$1,458,875)	(\$1,581,247)	(\$1,556,718)	(\$1,575,238)	(\$1,594,320)
	<b>Grant Revenues &amp; Contributions</b>	(\$406,586)	(\$79,200)	(\$79,200)	(\$129,263)	(\$129,348)	(\$129,435)	(\$129,524)
	<b>Interdepartmental Transfers</b>	(\$7,166,796)	(\$7,299,445)	(\$7,189,230)	(\$7,457,003)	(\$7,675,592)	(\$7,816,483)	(\$7,914,989)
	<b>Intercompany Transfers</b>	(\$1,944,076)	(\$2,300,596)	(\$2,289,975)	(\$3,120,351)	(\$2,867,102)	(\$2,922,495)	(\$2,976,787)
	<b>Sub-Total</b>	<b>(\$10,914,307)</b>	<b>(\$11,189,295)</b>	<b>(\$11,017,280)</b>	<b>(\$12,287,864)</b>	<b>(\$12,228,760)</b>	<b>(\$12,443,651)</b>	<b>(\$12,615,620)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,929,064</b>	<b>\$2,201,666</b>	<b>\$2,267,435</b>	<b>\$2,224,178</b>	<b>\$2,319,552</b>	<b>\$2,376,167</b>	<b>\$2,430,643</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

#### Facilities Department

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$474,364	\$426,800	\$458,375	\$457,809	\$208	\$458,017	\$31,009	7.27%	\$31,217	7.31%
	<b>Grant Expenses &amp; Transfers</b>	\$281,253	\$431,905	\$405,250	\$429,414	\$0	\$429,414	(\$2,491)	-0.58%	(\$2,491)	-0.58%
	<b>Materials &amp; Supplies</b>	\$2,162,344	\$2,364,180	\$2,246,057	\$2,418,086	\$0	\$2,418,086	\$53,906	2.28%	\$53,906	2.28%
	<b>Rents &amp; Other Expenses</b>	\$1,353,059	\$1,347,205	\$1,334,410	\$1,139,005	\$0	\$1,139,005	(\$208,200)	-15.45%	(\$208,200)	-15.45%
	<b>Salaries &amp; Benefits</b>	\$4,453,124	\$4,821,080	\$4,735,780	\$4,862,067	\$0	\$4,862,067	\$40,986	0.85%	\$40,986	0.85%
	<b>Recovery from Capital</b>	(\$809,647)	(\$886,993)	(\$823,675)	(\$823,675)	\$0	(\$823,675)	\$63,318	-7.14%	\$63,318	-7.14%
	<b>Services</b>	\$4,928,874	\$4,886,783	\$4,928,518	\$6,029,337	\$2,270	\$6,029,337	\$1,142,553	23.38%	\$1,142,553	23.38%
	<b>Total</b>	<b>\$12,843,371</b>	<b>\$13,390,961</b>	<b>\$13,284,715</b>	<b>\$14,512,042</b>	<b>\$2,478</b>	<b>\$14,514,520</b>	<b>\$1,121,081</b>	<b>8.37%</b>	<b>\$1,123,559</b>	<b>8.39%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$406,586)	(\$79,200)	(\$79,200)	(\$129,263)	\$0	(\$129,263)	(\$50,063)	63.21%	(\$50,063)	63.21%
	<b>Intercompany Transfers</b>	(\$1,944,076)	(\$2,300,596)	(\$2,289,975)	(\$3,120,351)	\$0	(\$3,120,351)	(\$819,755)	35.63%	(\$819,755)	35.63%
	<b>Interdepartmental Transfers</b>	(\$7,166,796)	(\$7,299,445)	(\$7,189,230)	(\$7,457,003)	\$0	(\$7,457,003)	(\$157,558)	2.16%	(\$157,558)	2.16%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,396,848)	(\$1,510,053)	(\$1,458,875)	(\$1,581,247)	\$0	(\$1,581,247)	(\$71,194)	4.71%	(\$71,194)	4.71%
	<b>Total</b>	<b>(\$10,914,307)</b>	<b>(\$11,189,295)</b>	<b>(\$11,017,280)</b>	<b>(\$12,287,864)</b>	<b>\$0</b>	<b>(\$12,287,864)</b>	<b>(\$1,098,569)</b>	<b>9.82%</b>	<b>(\$1,098,569)</b>	<b>9.82%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,929,064</b>	<b>\$2,201,666</b>	<b>\$2,267,435</b>	<b>\$2,224,178</b>	<b>\$2,478</b>	<b>\$2,226,656</b>	<b>\$22,511</b>	<b>1.02%</b>	<b>\$24,989</b>	<b>1.14%</b>



**Comments:**

**Salaries & Benefits**

The increase is reasonable at 0.85% as a result of new hires in Facility Planning & Development starting at lower step numbers within the salary level than previous employees which helps offset the increased cost for the reclassification of the facilities administrative supervisor position.

**Recovery from Capital**

With Facility Planning & Development manager's salaries being recovered from Capital projects lower step numbers within the salary level for this year's new hires also reduces the amount of capital recoveries.

**Contracted and Other Services**

The increase of 23.38% is primarily due to the overlap in operating and maintaining the Barrie Simcoe Emergency Services Campus with the existing police headquarters and satellite facility #1. There is also increases in security contract costs at the Downtown library branch.

**Rents & Other Expenses**

The decrease of 15.45% is mainly due to Police Satellite Facility #1 property/rent being down \$235k from 2019. The decrease is due to Barrie Simcoe Emergency Campus coming online. Staff will be moved to the BSEC so the lease will only be required for a couple of months and then be cancelled.

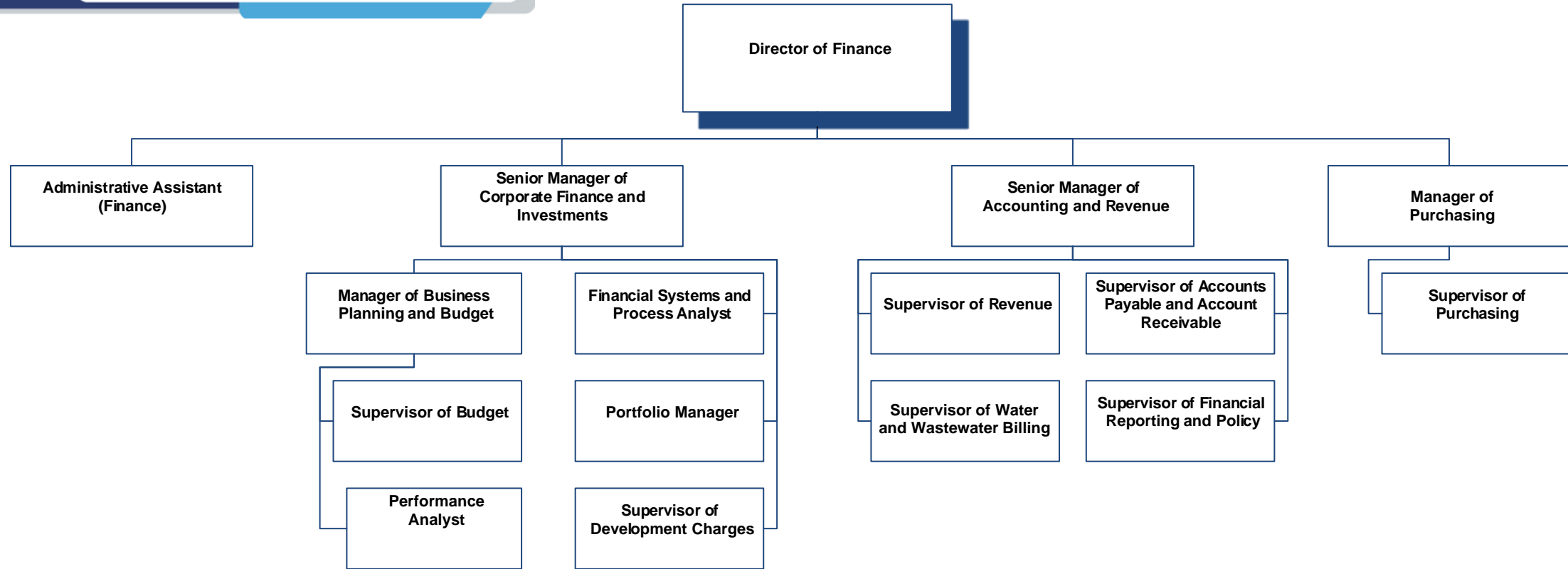
**Intercompany Transfers**

The intercompany transfers of 35.63% is due to Barrie Simcoe Emergency Campus coming online in 2020 which results in \$1.69M. This is partially offset by existing Police Service Headquarter (\$493k) & Police Satellite Facility #1 (\$373k).



# ORGANIZATIONAL CHART

Community and Corporate Services Division  
Finance Department





## Performance Plan 2020

**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 of existing property tax classifications against MPAC tax rolls, and direct involvement and participation in assessment appeals
- Issuance and collection of 290,000 water and wastewater bills annually

### Corporate Finance & Investments

- Coordinates the annual business plan and budget development process
- Recommends key corporate financial policies and strategies including those related to development charges, reserve management, debt management, and investment strategies
- Provides financial support to the Corporation through the development and monitoring of long range financial plans and strategies to ensure that operating and capital plans are sustainable
- Provides financial support to departments and senior management in the areas of financial management, performance management, budget development, and special projects
- Provides quarterly performance reporting based on the annual business plan, and semi-annual reporting on the capital plan, which includes project status, additional capital funding requirements, and project closures
- Treasury management, which includes the execution of all cash, investment, and debt transactions

## Corporate Procurement

- Provide professional support to city departments with regards to developing and executing annual procurement plans
- Work with client departments to develop and facilitate a projected 175 procurement 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

- Update long range financial plan and related policies, incorporating impact of Bill 108, growth targets and updated master plans
- Establishment and implementation of Prudent Investor Board
- Continue to support and participate in the enhancement of the Enterprise Resource Planning System (ERP)
- Continued implementation of proactive tax base assessment management
- Continue implementation of an e-tendering platform

## Key Performance Indicators

Financial Information - accurate, complete, timely

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Audited Financial Statement Completion Date	May	May	May	May
Quarterly Reports	3	3	3	3
Month End Close by 9th Business Day	NA	NA	NA	75%

Promoting Innovation

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Days to complete a procurement process	80	70	90	80

Compliance with new Construction Lien Legislation requiring payments within 28 days	NA	NA	NA	100%
Water and Wastewater Electronic Billing	NA	NA	NA	30%
Percentage of permanent vendors paid by electronic funds transfer (EFT)	NA	NA	NA	20%
Identifying Business Opportunities				
Indicator	2018 Actual	2019 Plan	2019 Projected	2020 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%	6.0%
Water wastewater arrears as a percentage of last 12 months of billing	3%	3%	3%	3%
Return on Investments	2.25%	2.25%	2.40%	2.60%

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Finance Department**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,507,502	\$4,915,137	\$4,600,613	\$5,035,968	\$5,150,021	\$5,246,941	\$5,336,179
	<b>Materials &amp; Supplies</b>	\$315,637	\$327,700	\$333,425	\$342,700	\$353,000	\$363,100	\$373,200
	<b>Equipment &amp; Capital Purchases</b>	\$11,526	\$10,900	\$6,350	\$13,100	\$12,100	\$11,200	\$10,700
	<b>Services</b>	\$361,708	\$464,777	\$462,541	\$516,372	\$518,900	\$473,365	\$473,906
	<b>Rents &amp; Other Expenses</b>	\$1,328	\$5,900	\$6,756	\$6,700	\$6,700	\$6,700	\$6,700
	<b>Sub-Total</b>	<b>\$5,197,702</b>	<b>\$5,724,414</b>	<b>\$5,409,685</b>	<b>\$5,914,840</b>	<b>\$6,040,721</b>	<b>\$6,101,306</b>	<b>\$6,200,685</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$786,928)	(\$855,200)	(\$865,000)	(\$905,000)	(\$895,000)	(\$950,000)	(\$915,000)
	<b>Licenses &amp; Permits</b>	(\$192,562)	(\$293,004)	(\$233,004)	(\$293,000)	(\$293,000)	(\$293,000)	(\$293,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$117,021)	(\$137,500)	(\$137,500)	(\$186,000)	(\$188,000)	(\$145,000)	(\$147,000)
	<b>Interdepartmental Transfers</b>	(\$648,359)	(\$818,737)	(\$767,372)	(\$854,948)	(\$868,980)	(\$884,423)	(\$896,890)
	<b>Sub-Total</b>	<b>(\$1,744,870)</b>	<b>(\$2,104,441)</b>	<b>(\$2,002,875)</b>	<b>(\$2,238,948)</b>	<b>(\$2,244,980)</b>	<b>(\$2,272,423)</b>	<b>(\$2,251,890)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$3,452,832</b>	<b>\$3,619,973</b>	<b>\$3,406,810</b>	<b>\$3,675,892</b>	<b>\$3,795,741</b>	<b>\$3,828,883</b>	<b>\$3,948,795</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Finance Department

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$11,526	\$10,900	\$6,350	\$13,100	\$0	\$13,100	\$2,200	20.18%	\$2,200	20.18%
	<b>Materials &amp; Supplies</b>	\$315,637	\$327,700	\$333,425	\$342,700	\$0	\$342,700	\$15,000	4.58%	\$15,000	4.58%
	<b>Rents &amp; Other Expenses</b>	\$1,328	\$5,900	\$6,756	\$6,700	\$0	\$6,700	\$800	13.56%	\$800	13.56%
	<b>Salaries &amp; Benefits</b>	\$4,520,502	\$5,178,009	\$4,865,613	\$5,300,968	\$0	\$5,300,968	\$122,959	2.37%	\$122,959	2.37%
	<b>Recovery from Capital</b>	(\$13,000)	(\$262,872)	(\$265,000)	(\$265,000)	\$0	(\$265,000)	(\$2,128)	0.81%	(\$2,128)	0.81%
	<b>Services</b>	\$361,708	\$464,777	\$462,541	\$516,372	\$0	\$516,372	\$51,595	11.10%	\$51,595	11.10%
	<b>Total</b>	<b>\$5,197,702</b>	<b>\$5,724,414</b>	<b>\$5,409,685</b>	<b>\$5,914,840</b>	<b>\$0</b>	<b>\$5,914,840</b>	<b>\$190,426</b>	<b>3.33%</b>	<b>\$190,426</b>	<b>3.33%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$117,021)	(\$137,500)	(\$137,500)	(\$186,000)	\$0	(\$186,000)	(\$48,500)	35.27%	(\$48,500)	35.27%
	<b>Interdepartmental Transfers</b>	(\$648,359)	(\$818,737)	(\$767,372)	(\$854,948)	\$0	(\$854,948)	(\$36,211)	4.42%	(\$36,211)	4.42%
	<b>Licenses &amp; Permits</b>	(\$192,562)	(\$293,004)	(\$233,004)	(\$293,000)	\$0	(\$293,000)	\$4	0.00%	\$4	0.00%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$786,928)	(\$855,200)	(\$865,000)	(\$905,000)	\$0	(\$905,000)	(\$49,800)	5.82%	(\$49,800)	5.82%
	<b>Total</b>	<b>(\$1,744,870)</b>	<b>(\$2,104,441)</b>	<b>(\$2,002,875)</b>	<b>(\$2,238,948)</b>	<b>\$0</b>	<b>(\$2,238,948)</b>	<b>(\$134,507)</b>	<b>6.39%</b>	<b>(\$134,507)</b>	<b>6.39%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$3,452,832</b>	<b>\$3,619,973</b>	<b>\$3,406,810</b>	<b>\$3,675,892</b>		<b>\$3,675,892</b>	<b>\$55,919</b>	<b>1.54%</b>	<b>\$55,919</b>	<b>1.54%</b>

**Comments:**

The 2020 budgeted net tax levy impact for the Finance department is \$55,919 or 1.54 per cent.

**Expenses**

Total budgeted expenses increased by \$190 thousand or 3.33 per cent. The main drivers of the increase relate to salaries and benefits, which have increased by \$123 thousand or 2.37 percent. This increase is related to the union contract, step increases, and benefits costs. Contracted services have been budgeted to increase by \$52 thousand related to the 2019 Development Charge By-law appeals. These non-legal costs are recovered through development charge reserves.

**Revenues**

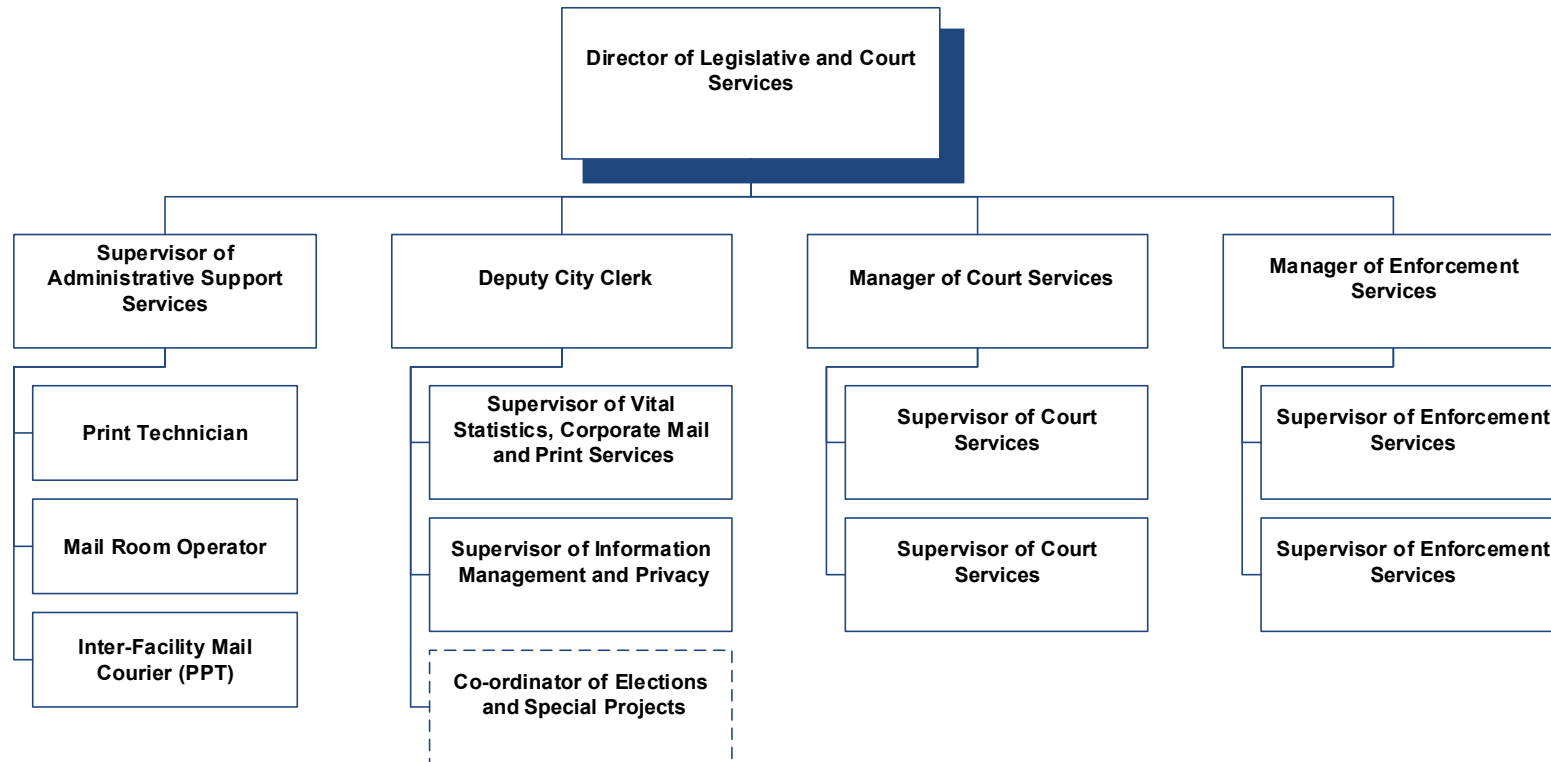
Total budgeted revenues have increased by \$135 thousand or 6.39 per cent. Fees and service charges are budgeted to generate \$49,800 of additional revenues related to volume increases for processing Development Charge applications, Development Charge Credit agreements and setting up new water and wastewater billing accounts. Other revenue increases relate to internal recoveries offsetting some of the salaries and benefit costs increases.





# ORGANIZATIONAL CHART

Community and Corporate Services Division  
Legislative and Court Services Department



Indicates temporary position



## Performance Plan 2020

**Department:**  
Legislative and Court Services

### Departmental Overview

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

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

### Legislative Services

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

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

### Court Services

The Court Services Branch requires approximately 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 67,000 enforcement files annually
- Process and or issue approximately 3,800 administrative functions/files annually
- Receives and responds to approximately 25,000 phone calls annually on average

### **Key Departmental Objectives**

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

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

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

### **Major Initiatives/Issues**

- Continue the 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 training on the replacement of the RMAIS system
- Continue to provide information, documentation, and ongoing training for staff about Council processes and staff report writing
- Continue to determine which outstanding files comply with the policy for unpaid, overdue POA fines deemed uncollectible, and move to write-off status
- 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 request,s 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	2018 Actual	2019 Plan	2019 Projected	2020 Plan
# of formal MFIPPA requests received	69	60	60	60
% of MFIPPA requests responded to within legislative framework	94%	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	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of meetings supported	104	118	130	130
% of minutes published within 4 days after the meeting	90%	100%	90%	98%

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	2018 Actual	2019 Plan	2019 Projected	2020 Plan
# of customers served at court services counter – Barrie	35,000	35,000	29,975	30,000
Average customer processing time	4:00min /defendant	4:00min /defendant	6:00min /defendant	5:00min /defendant

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

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
# of trial requests processed - Barrie	18,000	16,350	17,000	17,000
Average time to trial - Part I charges	6 months	6 months	5 months	5 months

To increase voluntary compliance with municipal regulations

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Percent of business licences renewed by due date	79.89%	80%	80%	80%
Volume of Enforcement Administration files	3,787	4,600	3,800	3,800

Volume of Enforcement files	67,807	64,000	68,000	68,000
To ensure timely and cost effective delivery of enforcement services				
Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Percentage of cost recovery from fees and fines (Enforcement Services)	67.20%	70%	68%	70%

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Legislative & Court Services**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$6,156,583	\$6,334,242	\$5,840,657	\$6,383,684	\$6,616,754	\$7,070,309	\$6,898,864
	<b>Materials &amp; Supplies</b>	\$414,273	\$384,230	\$345,006	\$344,397	\$354,477	\$408,606	\$359,852
	<b>Equipment &amp; Capital Purchases</b>	\$73,673	\$82,566	\$49,084	\$86,707	\$44,638	\$42,003	\$41,201
	<b>Services</b>	\$1,792,119	\$1,570,285	\$1,595,121	\$1,522,198	\$1,530,869	\$1,827,744	\$1,548,736
	<b>Rents &amp; Other Expenses</b>	\$161,220	\$159,212	\$168,814	\$165,686	\$167,017	\$175,868	\$169,507
	<b>Grant Expenses &amp; Transfers</b>	\$2,119,568	\$1,293,972	\$1,441,974	\$1,266,823	\$1,233,751	\$982,300	\$1,124,056
	<b>Sub-Total</b>	<b>\$10,717,436</b>	<b>\$9,824,507</b>	<b>\$9,440,656</b>	<b>\$9,769,496</b>	<b>\$9,947,506</b>	<b>\$10,506,829</b>	<b>\$10,142,216</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$154,742)	(\$137,300)	(\$138,600)	(\$135,150)	(\$137,341)	(\$140,074)	(\$141,849)
	<b>Fines &amp; Penalties</b>	(\$8,165,443)	(\$8,243,530)	(\$8,122,818)	(\$8,426,500)	(\$8,453,020)	(\$8,480,070)	(\$8,507,662)
	<b>Licenses &amp; Permits</b>	(\$962,661)	(\$825,500)	(\$749,500)	(\$809,240)	(\$822,975)	(\$836,972)	(\$851,235)
	<b>Grant Revenues &amp; Contributions</b>	(\$512,299)	(\$662,970)	(\$329,989)	(\$420,670)	(\$23,410)	(\$485,410)	(\$19,410)
	<b>Interdepartmental Transfers</b>	\$1,978,455	\$2,171,200	\$2,187,076	\$2,261,719	\$2,301,936	\$2,347,299	\$2,383,581
	<b>Sub-Total</b>	<b>(\$7,816,690)</b>	<b>(\$7,698,100)</b>	<b>(\$7,153,831)</b>	<b>(\$7,529,841)</b>	<b>(\$7,134,809)</b>	<b>(\$7,595,227)</b>	<b>(\$7,136,575)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$2,900,746</b>	<b>\$2,126,407</b>	<b>\$2,286,825</b>	<b>\$2,239,655</b>	<b>\$2,812,697</b>	<b>\$2,911,602</b>	<b>\$3,005,641</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

### Legislative & Court Services

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$73,673	\$82,566	\$49,084	\$86,707	\$0	\$86,707	\$4,142	5.02%	\$4,142	5.02%
	<b>Grant Expenses &amp; Transfers</b>	\$2,119,568	\$1,293,972	\$1,441,974	\$1,266,823	\$0	\$1,266,823	(\$27,148)	-2.10%	(\$27,148)	-2.10%
	<b>Materials &amp; Supplies</b>	\$414,273	\$384,230	\$345,006	\$344,397	\$0	\$344,397	(\$39,834)	-10.37%	(\$39,834)	-10.37%
	<b>Rents &amp; Other Expenses</b>	\$161,220	\$159,212	\$168,814	\$165,686	\$0	\$165,686	\$6,474	4.07%	\$6,474	4.07%
	<b>Salaries &amp; Benefits</b>	\$6,156,583	\$6,334,242	\$5,840,657	\$6,383,684	\$0	\$6,383,684	\$49,442	0.78%	\$49,442	0.78%
	<b>Services</b>	\$1,792,119	\$1,570,285	\$1,595,121	\$1,522,198	\$0	\$1,522,198	(\$48,087)	-3.06%	(\$48,087)	-3.06%
	<b>Total</b>	<b>\$10,717,436</b>	<b>\$9,824,507</b>	<b>\$9,440,656</b>	<b>\$9,769,496</b>	<b>\$0</b>	<b>\$9,769,496</b>	<b>(\$55,011)</b>	<b>-0.56%</b>	<b>(\$55,011)</b>	<b>-0.56%</b>
<b>Revenues</b>	<b>Fines &amp; Penalties</b>	(\$8,165,443)	(\$8,243,530)	(\$8,122,818)	(\$8,426,500)	\$0	(\$8,426,500)	(\$182,970)	2.22%	(\$182,970)	2.22%
	<b>Grant Revenues &amp; Contributions</b>	(\$512,299)	(\$662,970)	(\$329,989)	(\$420,670)	\$0	(\$420,670)	\$242,300	-36.55%	\$242,300	-36.55%
	<b>Interdepartmental Transfers</b>	\$1,978,455	\$2,171,200	\$2,187,076	\$2,261,719	\$0	\$2,261,719	\$90,519	4.17%	\$90,519	4.17%
	<b>Licenses &amp; Permits</b>	(\$962,661)	(\$825,500)	(\$749,500)	(\$809,240)	\$0	(\$809,240)	\$16,260	-1.97%	\$16,260	-1.97%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$154,742)	(\$137,300)	(\$138,600)	(\$135,150)	\$0	(\$135,150)	\$2,150	-1.57%	\$2,150	-1.57%
	<b>Total</b>	<b>(\$7,816,690)</b>	<b>(\$7,698,100)</b>	<b>(\$7,153,831)</b>	<b>(\$7,529,841)</b>	<b>\$0</b>	<b>(\$7,529,841)</b>	<b>\$168,259</b>	<b>-2.19%</b>	<b>\$168,259</b>	<b>-2.19%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$2,900,746</b>	<b>\$2,126,407</b>	<b>\$2,286,825</b>	<b>\$2,239,655</b>		<b>\$2,239,655</b>	<b>\$113,248</b>	<b>5.33%</b>	<b>\$113,248</b>	<b>5.33%</b>

**Comments:**

**Salaries and Benefits**

One position under the Legislative & Court Services department was transferred to the General Manager's budget on a temporary basis to undertake business process improvement initiatives. This reduction was offset by cost of living adjustments (COLA) and step increases. Services anticipated to continue in 2020.

**Materials and Supplies**

There will be a reduction in preprinted forms (\$28 thousand) due to the purchase of marriage licenses being moved to Service Barrie for 2020. Additional reduction to the 2020 budget is due to a decrease in collection fees associated with reduced charge volumes and current collection activity in Court Services.

**Fines and Penalties**

Charge volumes have noticeably increased in 2019, and are expected to continue to increase into 2020, but not to the levels of 2016 to early 2017. Charge volumes in the Barrie Court Service area started to decrease in the latter part of 2017, and continued to decrease throughout 2018. This decrease continues to impact POA fine revenues, not just for Barrie, but for all partners.

**Grant Revenues and Contributions**

With charge volumes declining in the latter part of 2017, and throughout 2018, \$600 thousand was budgeted to be transferred from the Tax Rate Stabilization Reserve in 2019 to offset the reduction in charge volumes. The amount budgeted from the Tax Rate Stabilization Reserve for 2020 is \$355 thousand, a reduction of \$245 thousand, as charge volumes are beginning to increase, but still not to the levels of 2016 to early 2017.

**Interdepartmental Transfers**

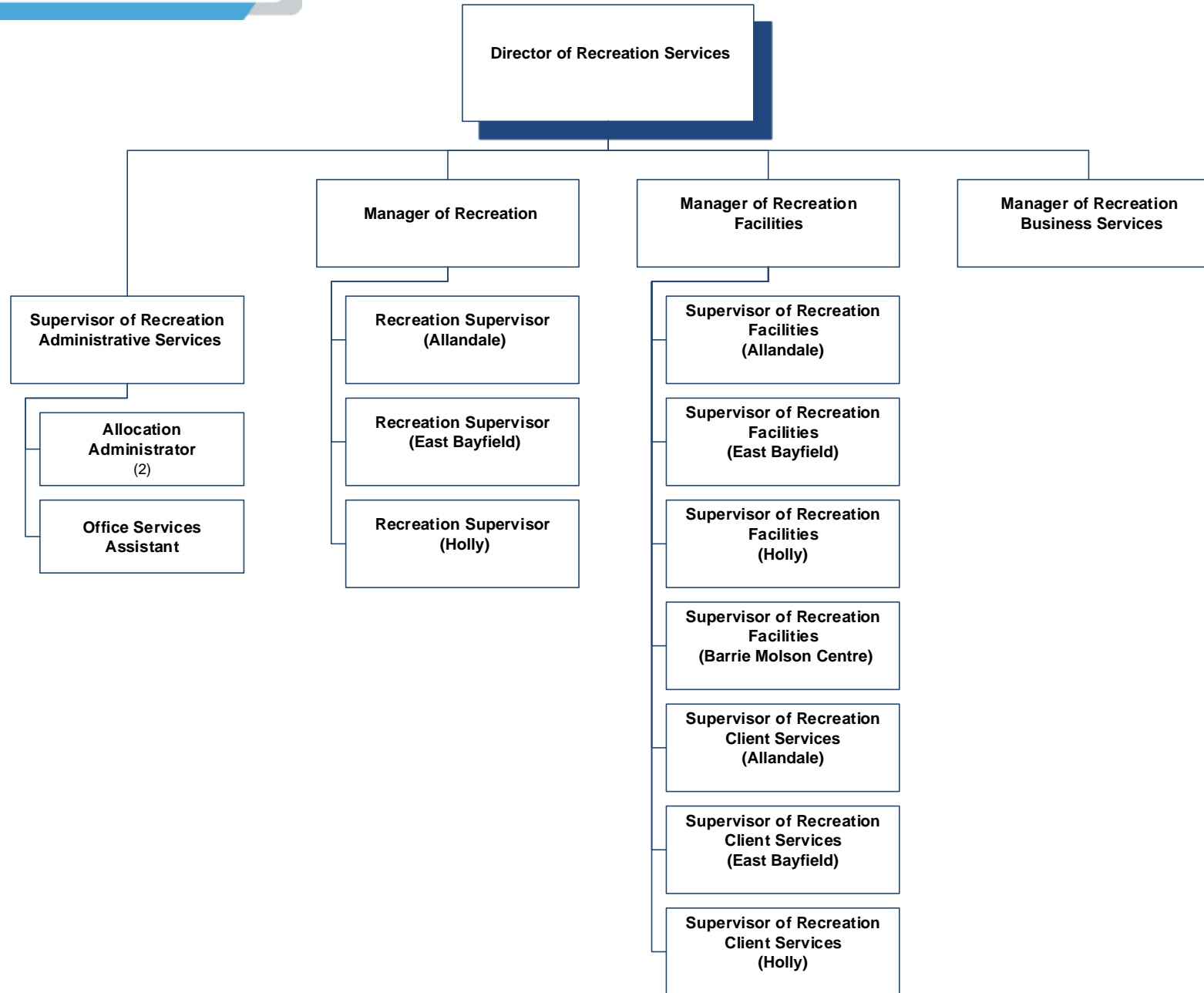
Cost increases associated with higher costs from other internal departments for their services.





# ORGANIZATIONAL CHART

Community and Corporate Services Division  
Recreation Services Department





## Performance Plan 2020

**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 based out of Barrie's three major community recreation facilities. These teams' key role is to develop and deliver 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, full-day summer camp programs, the Holly Youth Centre, and our Seniors 55+ programs at Allandale and Parkview.

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

### **Recreation Facilities**

The 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
- 89 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 both financial and non-financial information and data to support sound decision-making and planning.

The branch leads the development of the Department's annual business plan and operating budget, 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, 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 key objectives which align with the following City Council strategic priorities:

#### Fostering a Safe and Healthy City

Promote recreation opportunities for all ages and abilities by:

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

#### Building Strong Neighbourhoods

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

- Offering a wide selection of fitness, aquatics, community and general interest programs as well as programs directly geared towards seniors and youth.
- Building strong relationships with community recreation partners and helping community groups maximize participation through the partnered delivery of activities which will increase the awareness with residents of recreation opportunities and the associated benefits.
- Operating high-quality facilities and sports fields to act as venues for the community recreation partner leagues, competitions, practices, meetings, and other events.
- Work in collaboration with the Creative Economy team to expand events hosted in neighbourhoods throughout Barrie.

#### Offering Innovative and Citizen-Driven Services

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

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

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

#### **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, controls and 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, reporting 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.

- Assist in the development of a Tourism Strategy led by Invest Barrie that encourages growth in the sports tourism sector such as co-hosting the 2020 Winter Games.
- Support the Sport Events/Facilities Advisory Committee (SEC) in their mandate to investigate facility and sporting event development for the City of Barrie and in building stakeholder partnerships to educate and connect with associated sporting organizations.
- Partner with Facility Planning and Development to ensure the efficient and timely delivery of approved recreation capital projects, and continue to work with Corporate Facilities and Capital Asset Management to effectively identify major facility and equipment refurbishments/replacements and to plan for future capital needs.
- Collaborate with Energy Management to implement energy initiatives which will ensure the efficient operation of Recreation 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.
- Maintain our HIGH FIVE Accreditation which reflects the highest standard of recreational programming quality and safety. HIGH FIVE is a national quality standard that ensures all programs for children aged 6-12 are created and delivered in an environment that fosters healthy child development. This is accomplished by training all program staff in the five Principles of Healthy Child Development, ensuring policies and procedures reflect the HIGH FIVE QUEST 1 Guidelines and evaluating our programs for compliance using the HIGH FIVE QUEST 2 tool. HIGH FIVE will be expanded in 2020 as staff are trained in the Principles of Healthy Aging. This training focuses on the unique needs of older adults when participating in recreation activities with a goal of improving general mental and physical well-being and a better quality of life.
- Apply for Play Works' recognition as a Youth Friendly Community Gold designation. Applicants are required to meet at least 7 of 10 criteria designed to advance the concept of play for 13-19 year olds within the community.
- Achieve the Safer Spaces designation which creates a more inclusive and accessible workplace for the LGBTQ community.
- Develop a client satisfaction assessment tool to provide valuable input on program quality and service-level opportunities.
- Continue to pursue revenue-generating events that maximize utilization of recreation facilities such as hosting a Boat, Fishing and Outdoor show at East Bayfield Community Centre in February 2020.
- Support the corporate-wide implementation of the Citizen Experience Management (CEM) system to optimize and track feedback.

### Key Performance Indicators

#### Fostering a Safe & Healthy City

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
RecACCESS Participation (# of users)	1,193	1,400	1,300	1,400
RecACCESS Participation Rate as a % of Low-Income Population	9.2%	9.5%	9.5%	10.1%
# of Camp Registrations	6,471	7,500	7,500	8,000

% of Staff Trained in HIGH FIVE	85%	90%	90%	90%
<b>Building Strong Neighbourhoods</b>				
Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Community Group Usage of Recreation Facilities (Total Hours)	41,151	46,000	42,000	43,000
Total Visits to Recreation/Community Centres	2,366,697	2,400,000	2,375,000	2,400,000
RecPASS Member Visits	270,077	310,000	280,000	290,000
<b>Offering Innovative and Citizen-Driven Services</b>				
Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Recreation Services Operating Cost Recovery Rate	59.3%	55.2%	55.5%	55.2%
RecPASS Retention Rate	41.7%	50.0%	47.0%	50.0%
Client Satisfaction Rating	N/A	N/A	N/A	75%

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Community & Corporate Services**

**Recreation Services**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$11,118,451	\$11,950,006	\$11,970,889	\$12,395,191	\$12,639,584	\$12,911,170	\$13,046,551
	<b>Materials &amp; Supplies</b>	\$3,137,835	\$3,288,934	\$3,133,649	\$3,164,378	\$3,227,465	\$3,292,014	\$3,357,855
	<b>Equipment &amp; Capital Purchases</b>	\$294,445	\$403,000	\$403,000	\$479,400	\$542,430	\$522,661	\$521,992
	<b>Services</b>	\$1,955,528	\$1,973,917	\$2,076,159	\$2,045,276	\$2,101,467	\$2,130,644	\$2,166,843
	<b>Rents &amp; Other Expenses</b>	\$478,210	\$512,696	\$516,799	\$529,030	\$532,600	\$542,460	\$378,196
	<b>Sub-Total</b>	<b>\$16,984,470</b>	<b>\$18,128,554</b>	<b>\$18,100,497</b>	<b>\$18,613,274</b>	<b>\$19,043,546</b>	<b>\$19,398,949</b>	<b>\$19,471,436</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$9,797,245)	(\$9,834,442)	(\$9,864,606)	(\$10,135,498)	(\$10,326,018)	(\$10,532,028)	(\$10,742,159)
	<b>Other Revenues</b>	(\$9,328)	(\$3,152)	(\$4,600)	(\$6,000)	(\$6,000)	(\$6,120)	(\$6,242)
	<b>Grant Revenues &amp; Contributions</b>	(\$296,911)	(\$189,835)	(\$288,457)	(\$202,000)	(\$205,100)	(\$207,700)	(\$210,379)
	<b>Interdepartmental Transfers</b>	\$24,780	\$25,275	\$25,275	\$25,760	\$26,275	\$26,801	\$27,337
	<b>Sub-Total</b>	<b>(\$10,078,703)</b>	<b>(\$10,002,154)</b>	<b>(\$10,132,388)</b>	<b>(\$10,317,738)</b>	<b>(\$10,510,843)</b>	<b>(\$10,719,048)</b>	<b>(\$10,931,444)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$6,905,766</b>	<b>\$8,126,400</b>	<b>\$7,968,109</b>	<b>\$8,295,536</b>	<b>\$8,532,703</b>	<b>\$8,679,902</b>	<b>\$8,539,992</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Community & Corporate Services

#### Recreation Services

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$294,445	\$403,000	\$403,000	\$479,400	\$0	\$479,400	\$76,400	18.96%	\$76,400	18.96%
	<b>Materials &amp; Supplies</b>	\$3,137,835	\$3,288,934	\$3,133,649	\$3,164,378	\$0	\$3,164,378	(\$124,556)	-3.79%	(\$124,556)	-3.79%
	<b>Rents &amp; Other Expenses</b>	\$478,210	\$512,696	\$516,799	\$529,030	\$0	\$529,030	\$16,334	3.19%	\$16,334	3.19%
	<b>Salaries &amp; Benefits</b>	\$11,118,451	\$11,950,006	\$11,970,889	\$12,395,191	\$0	\$12,395,191	\$445,185	3.73%	\$445,185	3.73%
	<b>Services</b>	\$1,955,528	\$1,973,917	\$2,076,159	\$2,045,276	\$0	\$2,045,276	\$71,358	3.62%	\$71,358	3.62%
	<b>Total</b>	<b>\$16,984,470</b>	<b>\$18,128,554</b>	<b>\$18,100,497</b>	<b>\$18,613,274</b>	<b>\$0</b>	<b>\$18,613,274</b>	<b>\$484,721</b>	<b>2.67%</b>	<b>\$484,721</b>	<b>2.67%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$296,911)	(\$189,835)	(\$288,457)	(\$202,000)	\$0	(\$202,000)	(\$12,165)	6.41%	(\$12,165)	6.41%
	<b>Interdepartmental Transfers</b>	\$24,780	\$25,275	\$25,275	\$25,760	\$0	\$25,760	\$485	1.92%	\$485	1.92%
	<b>Other Revenues</b>	(\$9,328)	(\$3,152)	(\$4,600)	(\$6,000)	\$0	(\$6,000)	(\$2,848)	90.37%	(\$2,848)	90.37%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$9,797,245)	(\$9,834,442)	(\$9,864,606)	(\$10,135,498)	\$0	(\$10,135,498)	(\$301,056)	3.06%	(\$301,056)	3.06%
	<b>Total</b>	<b>(\$10,078,703)</b>	<b>(\$10,002,154)</b>	<b>(\$10,132,388)</b>	<b>(\$10,317,738)</b>	<b>\$0</b>	<b>(\$10,317,738)</b>	<b>(\$315,584)</b>	<b>3.16%</b>	<b>(\$315,584)</b>	<b>3.16%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$6,905,766</b>	<b>\$8,126,400</b>	<b>\$7,968,109</b>	<b>\$8,295,536</b>		<b>\$8,295,536</b>	<b>\$169,137</b>	<b>2.08%</b>	<b>\$169,137</b>	<b>2.08%</b>



**Comments:**

**Salaries and Benefits**

Primarily due to cost of living adjustment (COLA) increase and salary step increases (\$263 thousand) plus an additional week of summer camps (\$75 thousand).

**Equipment & Capital Purchases**

Additional funding for life-cycle fitness equipment replacement (\$76 thousand).

**User Fees, Service Charges and Rentals**

Incremental revenues from growth in volume of memberships, registrations, and rental bookings (\$210 thousand) and special event revenues (\$110 thousand).



# ORGANIZATIONAL CHART

Infrastructure and Growth Management Division

**General Manager of Infrastructure and Growth Management**

**Manager of Administrative Support Services (IGM)**

**Director of Roads, Parks and Fleet**

**Director of Planning and Building Services**

**Director of Engineering**

**Director of Environmental Services**

**Business Performance Specialist**

Indicates a temporary position

# Performance Plan 2020 - 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 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

- Realign the Infrastructure & Growth Management Capital Plan requirements;
- Oversee the implementation of development in the Secondary Plan Areas;
- Develop the Affordable Housing Strategy 2.0;
- Continue with the preparation of a new Official Plan and Zoning By-law;
- Implement the 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; 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	2019 Plan	2019 Projected	2020 Plan
Environmental Services	Solid waste residential diversion rate <ul style="list-style-type: none"> <li>Service Complaints – Curbside Collections / 1,000 serviced units</li> </ul>	25	60% 30	60% 30
	Collection, treatment and disposal of wastewater: <ul style="list-style-type: none"> <li>Percent time treatment effluent limits met all requirements</li> </ul>	100%	100%	100%
	The delivery of safe and adequate supply of potable and firefighting water: <ul style="list-style-type: none"> <li>Number of customer complaints per 1,000 customers.</li> </ul>	1.6	3.1	1.6
Roads, Parks, and Fleet	Traffic Collisions per lane KM	1.5	1.5	1.5
	Winter Control Service Level Compliance	96%	96%	97%
Engineering	Change Orders as a % of Total Tender Value	7%	6%	6%
	Percent of Parks and Trails capital projects completed on schedule	100%	80%	100%
	Capital expenditures as a % of forecasted expenditures	90%	90%	100%
Planning & Building Services	Number of Ward Meetings held for development applications	13	15	15
	Number of New Housing Units included in approved development proposals that meet the City's definition of affordable housing	80	80	80
	Average # of inspections to approve occupancy for new dwelling units	1.5	1.45	1.5
	Percentage of Building Permit applications reviewed within legislated timeframes	93%	95%	93%

## Budget Summary

### Tax Rate

Department	2020 Net Requested Budget	2020 Staffing		
		Base Complement	Service Level Changes	Total Requested
Office of the General Manager	\$511,321	2		2
Engineering	\$2,749,337	68	1	69
Environmental Services	\$7,206,289	28	2	30
Planning & Building Services	\$1,551,434	56	2	58
Roads, Parks and Fleet	\$30,647,981	110	10	120
<b>Total</b>	<b>\$42,666,362</b>	<b>264</b>	<b>15</b>	<b>279</b>

### User Rate

Department	2020 Net Requested Budget	2020 Staffing		
		Base Complement	Service Level Changes	Total Requested
Water Operations	(\$6,792,699)	68		68
Wastewater Operations	(\$15,848,640)	37	1	38
Parking	\$419,702	3		3
<b>Total</b>	<b>(\$22,221,637)</b>	<b>108</b>	<b>1</b>	<b>109</b>

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management – Division Summary**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$25,972,985	\$27,963,929	\$26,399,404	\$28,571,065	\$29,712,592	\$30,297,343	\$32,160,412
	<b>Materials &amp; Supplies</b>	\$5,702,764	\$5,303,441	\$5,669,004	\$5,684,239	\$5,847,833	\$5,879,558	\$6,418,068
	<b>Equipment &amp; Capital Purchases</b>	\$383,707	\$745,865	\$741,777	\$597,744	\$551,373	\$552,018	\$1,063,001
	<b>Services</b>	\$19,319,597	\$20,703,594	\$23,974,761	\$20,087,776	\$19,811,966	\$20,210,099	\$20,541,615
	<b>Rents &amp; Other Expenses</b>	\$757,298	\$700,415	\$957,665	\$698,060	\$722,355	\$735,677	\$749,065
	<b>Grant Expenses &amp; Transfers</b>	(\$813,211)	\$1,660,327	\$2,159,671	\$1,030,638	\$899,759	\$1,489,863	\$2,169,065
	<b>Sub-Total</b>	<b>\$51,323,140</b>	<b>\$57,077,571</b>	<b>\$59,902,281</b>	<b>\$56,669,521</b>	<b>\$57,545,879</b>	<b>\$59,164,558</b>	<b>\$63,101,226</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$4,126,464)	(\$4,977,385)	(\$4,038,694)	(\$4,074,369)	(\$3,762,135)	(\$3,835,943)	(\$4,123,623)
	<b>Licenses &amp; Permits</b>	(\$2,559,798)	(\$5,891,916)	(\$5,028,190)	(\$5,057,690)	(\$5,299,314)	(\$5,552,682)	(\$5,818,371)
	<b>Other Revenues</b>	(\$197,461)	(\$117,000)	(\$117,000)	(\$140,580)	(\$143,665)	(\$147,301)	(\$150,988)
	<b>Grant Revenues &amp; Contributions</b>	(\$2,584,448)	(\$2,226,749)	(\$3,869,999)	(\$2,262,113)	(\$2,322,671)	(\$2,380,965)	(\$2,420,324)
	<b>Interdepartmental Transfers</b>	(\$3,381,335)	(\$4,464,315)	(\$5,297,825)	(\$3,344,892)	(\$2,681,857)	(\$2,712,003)	(\$2,762,662)
	<b>Sub-Total</b>	<b>(\$12,849,506)</b>	<b>(\$17,677,364)</b>	<b>(\$18,351,709)</b>	<b>(\$14,879,643)</b>	<b>(\$14,209,643)</b>	<b>(\$14,628,894)</b>	<b>(\$15,275,968)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$38,473,635</b>	<b>\$39,400,207</b>	<b>\$41,550,572</b>	<b>\$41,789,878</b>	<b>\$43,336,236</b>	<b>\$44,535,664</b>	<b>\$47,825,258</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management – Divisional Summary

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$383,707	\$745,865	\$741,777	\$597,744	\$86,100	\$683,844	(\$148,121)	-19.86%	(\$62,021)	-8.32%
	<b>Grant Expenses &amp; Transfers</b>	(\$813,211)	\$1,660,327	\$2,159,671	\$1,030,638	\$0	\$1,030,638	(\$629,689)	-37.93%	(\$629,689)	-37.93%
	<b>Materials &amp; Supplies</b>	\$5,702,764	\$5,303,441	\$5,669,004	\$5,684,239	\$51,000	\$5,735,239	\$380,798	7.18%	\$431,798	8.14%
	<b>Rents &amp; Other Expenses</b>	\$757,298	\$700,415	\$957,665	\$698,060	(\$8,221)	\$689,839	(\$2,355)	-0.34%	(\$10,576)	-1.51%
	<b>Salaries &amp; Benefits</b>	\$29,271,919	\$32,339,887	\$30,491,379	\$32,663,040	\$1,416,878	\$34,079,919	\$323,153	1.00%	\$1,740,031	5.38%
	<b>Recovery from Capital</b>	(\$3,298,934)	(\$4,375,959)	(\$4,091,976)	(\$4,091,976)	(\$202,192)	(\$4,294,168)	\$283,983	-6.49%	\$81,791	-1.87%
	<b>Services</b>	\$19,319,597	\$20,703,594	\$23,974,761	\$20,087,776	\$32,800	\$20,093,776	(\$615,819)	-2.97%	(\$609,819)	-2.95%
	<b>Total</b>	<b>\$51,323,140</b>	<b>\$57,077,571</b>	<b>\$59,902,281</b>	<b>\$56,669,521</b>	<b>\$1,376,365</b>	<b>\$58,045,886</b>	<b>(\$408,050)</b>	<b>-0.71%</b>	<b>\$968,316</b>	<b>1.70%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$2,584,448)	(\$2,226,749)	(\$3,869,999)	(\$2,262,113)	(\$136,684)	(\$2,398,797)	(\$35,364)	1.59%	(\$172,048)	7.73%
	<b>Interdepartmental Transfers</b>	(\$3,381,335)	(\$4,464,315)	(\$5,297,825)	(\$3,344,892)	(\$363,197)	(\$3,708,089)	\$1,119,423	-25.07%	\$756,225	-16.94%
	<b>Licenses &amp; Permits</b>	(\$2,559,798)	(\$5,891,916)	(\$5,028,190)	(\$5,057,690)	\$0	(\$5,057,690)	\$834,226	-14.16%	\$834,226	-14.16%
	<b>Other Revenues</b>	(\$197,461)	(\$117,000)	(\$117,000)	(\$140,580)	\$0	(\$140,580)	(\$23,580)	20.15%	(\$23,580)	20.15%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$4,126,464)	(\$4,977,385)	(\$4,038,694)	(\$4,074,369)	\$0	(\$4,074,369)	\$903,016	-18.14%	\$903,016	-18.14%
	<b>Total</b>	<b>(\$12,849,506)</b>	<b>(\$17,677,364)</b>	<b>(\$18,351,709)</b>	<b>(\$14,879,643)</b>	<b>(\$499,881)</b>	<b>(\$15,379,525)</b>	<b>\$2,797,721</b>	<b>-15.83%</b>	<b>\$2,297,839</b>	<b>-13.00%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$38,473,635</b>	<b>\$39,400,207</b>	<b>\$41,550,572</b>	<b>\$41,789,878</b>	<b>\$876,484</b>	<b>\$42,666,362</b>	<b>\$2,389,671</b>	<b>6.07%</b>	<b>\$3,266,155</b>	<b>8.29%</b>

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**GM Infrastructure & Growth Mgmt**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$368,096	\$467,801	\$467,801	\$481,959	\$490,118	\$498,419	\$506,865
	<b>Materials &amp; Supplies</b>	\$4,247	\$7,810	\$7,810	\$8,033	\$8,153	\$8,275	\$8,400
	<b>Services</b>	\$2,680	\$4,122	\$4,122	\$21,329	\$31,865	\$31,968	\$32,073
	<b>Sub-Total</b>	<b>\$375,023</b>	<b>\$479,733</b>	<b>\$479,733</b>	<b>\$511,321</b>	<b>\$530,136</b>	<b>\$538,663</b>	<b>\$547,338</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$375,023</b>	<b>\$479,733</b>	<b>\$479,733</b>	<b>\$511,321</b>	<b>\$530,136</b>	<b>\$538,663</b>	<b>\$547,338</b>



## 2020 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### GM Infrastructure & Growth Mgmt

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Materials &amp; Supplies</b>	\$4,247	\$7,810	\$7,810	\$8,033	\$0	\$8,033	\$223	2.86%	\$223	2.86%
	<b>Salaries &amp; Benefits</b>	\$368,096	\$467,801	\$467,801	\$481,959	\$0	\$481,959	\$14,158	3.03%	\$14,158	3.03%
	<b>Services</b>	\$2,680	\$4,122	\$4,122	\$21,329	\$0	\$21,329	\$17,207	417.43%	\$17,207	417.43%
	<b>Total</b>	<b>\$375,023</b>	<b>\$479,733</b>	<b>\$479,733</b>	<b>\$511,321</b>	<b>\$0</b>	<b>\$511,321</b>	<b>\$31,588</b>	<b>6.58%</b>	<b>\$31,588</b>	<b>6.58%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$375,023</b>	<b>\$479,733</b>	<b>\$479,733</b>	<b>\$511,321</b>		<b>\$511,321</b>	<b>\$31,588</b>	<b>6.58%</b>	<b>\$31,588</b>	<b>6.58%</b>

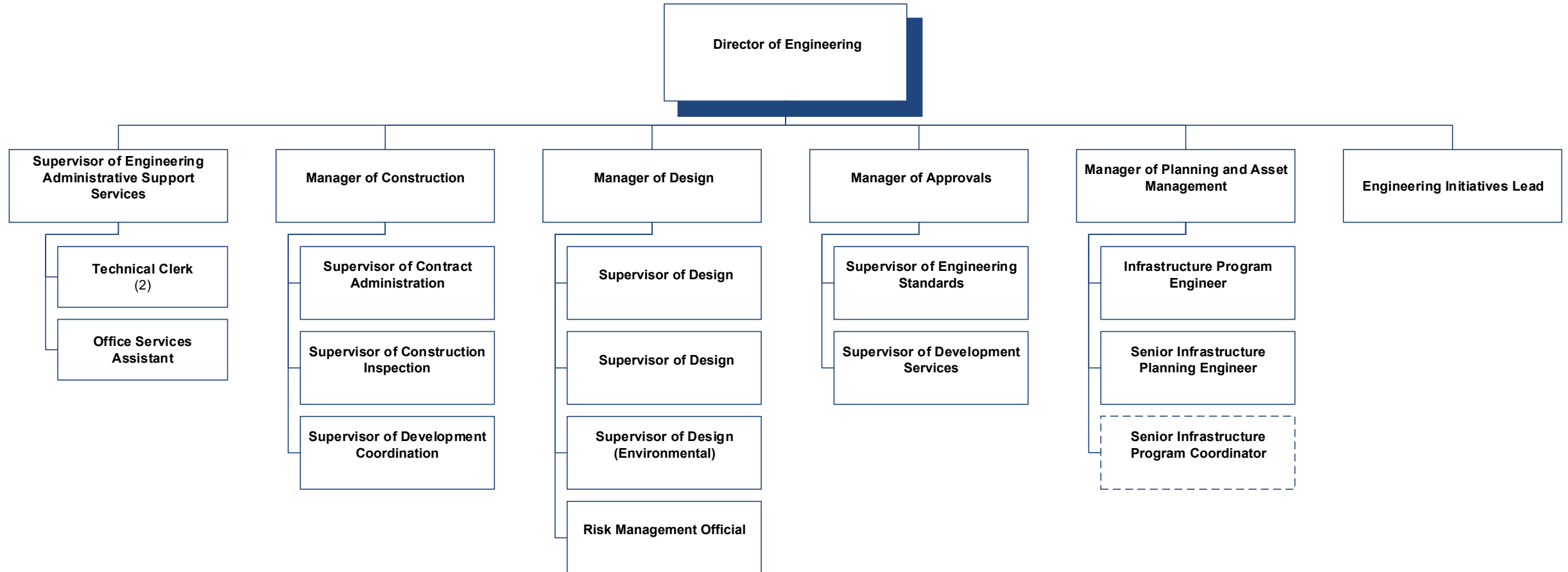
**Comments:**

An additional \$25,000 was added to Services to engage a consultant to undertake strategic outreach for the IGM Division. The GM's Office has traditionally over-controlled Materials & Supplies in order to meet previous budget targets and this has reached an unsustainable level. An additional amount has been added to realistically reflect spending in that area.

# ORGANIZATIONAL CHART



Infrastructure and Growth Management Division  
Engineering Department



Indicates temporary position



## Performance Plan 2020

**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, 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, storm water and transportation modelling
- 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

### 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, project schedules, requests for proposals, technical 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

### **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

### **Key Departmental Objectives**

- Deliver projects with cost and schedule certainty
- 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
- Master Plan updates for: water & wastewater, drainage & stormwater, transportation and sports fields
- Dunlop Street Corridor Improvements - Mulcaster Street to Toronto Street

### Key Performance Indicators

#### Planning and Asset Management Branch

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Percent of Class Environmental studies completed on schedule	0%	80%	67%	100%

#### Construction Branch

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Change Orders as a % of total tender value	7%	7%	6%	6%
Percent Satisfaction based on construction customer survey	78%	80%	80%	80%
Capital expenditures as a % of forecasted expenditures	76%	90%	90%	100%

#### Approvals Branch

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Average Pre-consultation review time 1st submission (days)	21 days	20 days	22 days	20 days
Average Site Plan review time 1st submission (days)	23 days	25 days	25 days	25 days
Average Subdivision review time (days)	36 days	90 days	50 days	50 days
MC Permit - initial review within 5 days	93%	100%	90%	100%
MC Permit - approval within 15 days	94%	100%	90%	100%
ROWAP Inspection fees % spent vs collected	132%	100%	130%	100%
Percent of parks and trails capital projects completed on schedule	80%	100%	80%	100%

#### Design Branch

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Percent of capital project designs completed on schedule	70%	100%	80%	90%
Percent of capital projects tendered on schedule	78%	100%	73%	95%
Percent of total Risk Management Plans Completed	53%	75%	85%	100%

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Engineering Department**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$4,591,686	\$4,412,028	\$4,622,724	\$4,562,691	\$4,628,463	\$4,691,060	\$6,253,721
	<b>Materials &amp; Supplies</b>	\$34,966	\$76,760	\$63,085	\$54,792	\$64,479	\$51,702	\$62,067
	<b>Equipment &amp; Capital Purchases</b>	\$30,563	\$10,005	\$55,958	\$22,434	\$7,816	\$8,139	\$6,736
	<b>Services</b>	\$343,894	\$741,757	\$1,564,686	\$777,538	\$795,804	\$811,348	\$754,836
	<b>Rents &amp; Other Expenses</b>	\$26,005	\$13,500	\$5,750	\$13,500	\$13,565	\$13,631	\$13,697
	<b>Grant Expenses &amp; Transfers</b>	(\$35,627)	\$76,409	\$76,408	\$54,288	\$55,103	\$55,929	\$56,768
	<b>Sub-Total</b>	<b>\$4,991,488</b>	<b>\$5,330,459</b>	<b>\$6,388,611</b>	<b>\$5,485,243</b>	<b>\$5,565,230</b>	<b>\$5,631,808</b>	<b>\$7,147,825</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$686,875)	(\$644,033)	(\$772,500)	(\$663,829)	(\$673,722)	(\$689,225)	(\$554,498)
	<b>Licenses &amp; Permits</b>	(\$395,063)	(\$729,311)	(\$533,500)	(\$563,000)	(\$579,890)	(\$597,287)	(\$615,205)
	<b>Other Revenues</b>	(\$36,350)	(\$15,000)	(\$15,000)	(\$15,300)	(\$15,530)	(\$15,762)	(\$15,999)
	<b>Grant Revenues &amp; Contributions</b>	(\$104,535)	(\$100,000)	(\$884,000)	(\$99,680)	(\$103,500)	(\$105,000)	(\$101,500)
	<b>Interdepartmental Transfers</b>	(\$1,783,283)	(\$1,802,336)	(\$1,485,914)	(\$1,473,875)	(\$1,484,216)	(\$1,494,720)	(\$1,513,658)
	<b>Sub-Total</b>	<b>(\$3,006,106)</b>	<b>(\$3,290,680)</b>	<b>(\$3,690,914)</b>	<b>(\$2,815,685)</b>	<b>(\$2,856,858)</b>	<b>(\$2,901,994)</b>	<b>(\$2,800,861)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,985,382</b>	<b>\$2,039,779</b>	<b>\$2,697,697</b>	<b>\$2,669,559</b>	<b>\$2,708,372</b>	<b>\$2,729,814</b>	<b>\$4,346,964</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### Engineering Department

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$30,563	\$10,005	\$55,958	\$22,434	\$6,100	\$28,534	\$12,429	124.23%	\$18,529	185.20%
	<b>Grant Expenses &amp; Transfers</b>	(\$35,627)	\$76,409	\$76,408	\$54,288	\$0	\$54,288	(\$22,120)	-28.95%	(\$22,120)	-28.95%
	<b>Materials &amp; Supplies</b>	\$34,966	\$76,760	\$63,085	\$54,792	\$0	\$54,792	(\$21,969)	-28.62%	(\$21,969)	-28.62%
	<b>Rents &amp; Other Expenses</b>	\$26,005	\$13,500	\$5,750	\$13,500	\$0	\$13,500	\$0	0.00%	\$0	0.00%
	<b>Salaries &amp; Benefits</b>	\$7,890,620	\$8,787,987	\$8,714,699	\$8,654,667	\$284,057	\$8,938,724	(\$133,320)	-1.52%	\$150,737	1.72%
	<b>Recovery from Capital</b>	(\$3,298,934)	(\$4,375,959)	(\$4,091,976)	(\$4,091,976)	(\$202,192)	(\$4,294,168)	\$283,983	-6.49%	\$81,791	-1.87%
	<b>Services</b>	\$343,894	\$741,757	\$1,564,686	\$777,538	\$0	\$777,538	\$35,782	4.82%	\$35,782	4.82%
	<b>Total</b>	<b>\$4,991,488</b>	<b>\$5,330,459</b>	<b>\$6,388,611</b>	<b>\$5,485,243</b>	<b>\$87,965</b>	<b>\$5,573,208</b>	<b>\$154,785</b>	<b>2.90%</b>	<b>\$242,750</b>	<b>4.55%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$104,535)	(\$100,000)	(\$884,000)	(\$99,680)	\$0	(\$99,680)	\$320	-0.32%	\$320	-0.32%
	<b>Interdepartmental Transfers</b>	(\$1,783,283)	(\$1,802,336)	(\$1,485,914)	(\$1,473,875)	(\$8,186)	(\$1,482,062)	\$328,461	-18.22%	\$320,274	-17.77%
	<b>Licenses &amp; Permits</b>	(\$395,063)	(\$729,311)	(\$533,500)	(\$563,000)	\$0	(\$563,000)	\$166,311	-22.80%	\$166,311	-22.80%
	<b>Other Revenues</b>	(\$36,350)	(\$15,000)	(\$15,000)	(\$15,300)	\$0	(\$15,300)	(\$300)	2.00%	(\$300)	2.00%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$686,875)	(\$644,033)	(\$772,500)	(\$663,829)	\$0	(\$663,829)	(\$19,797)	3.07%	(\$19,797)	3.07%
	<b>Total</b>	<b>(\$3,006,106)</b>	<b>(\$3,290,680)</b>	<b>(\$3,690,914)</b>	<b>(\$2,815,685)</b>	<b>(\$8,186)</b>	<b>(\$2,823,871)</b>	<b>\$474,995</b>	<b>-14.43%</b>	<b>\$466,809</b>	<b>-14.19%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,985,382</b>	<b>\$2,039,779</b>	<b>\$2,697,697</b>	<b>\$2,669,559</b>	<b>\$79,778</b>	<b>\$2,749,337</b>	<b>\$629,780</b>	<b>30.87%</b>	<b>\$709,558</b>	<b>34.79%</b>

**Comments:**

Licenses & Permits:

- Right of Way Activity Permit revenues have been adjusted down to reflect anticipated permits to be issued in 2020.

Interdepartmental Transfers:

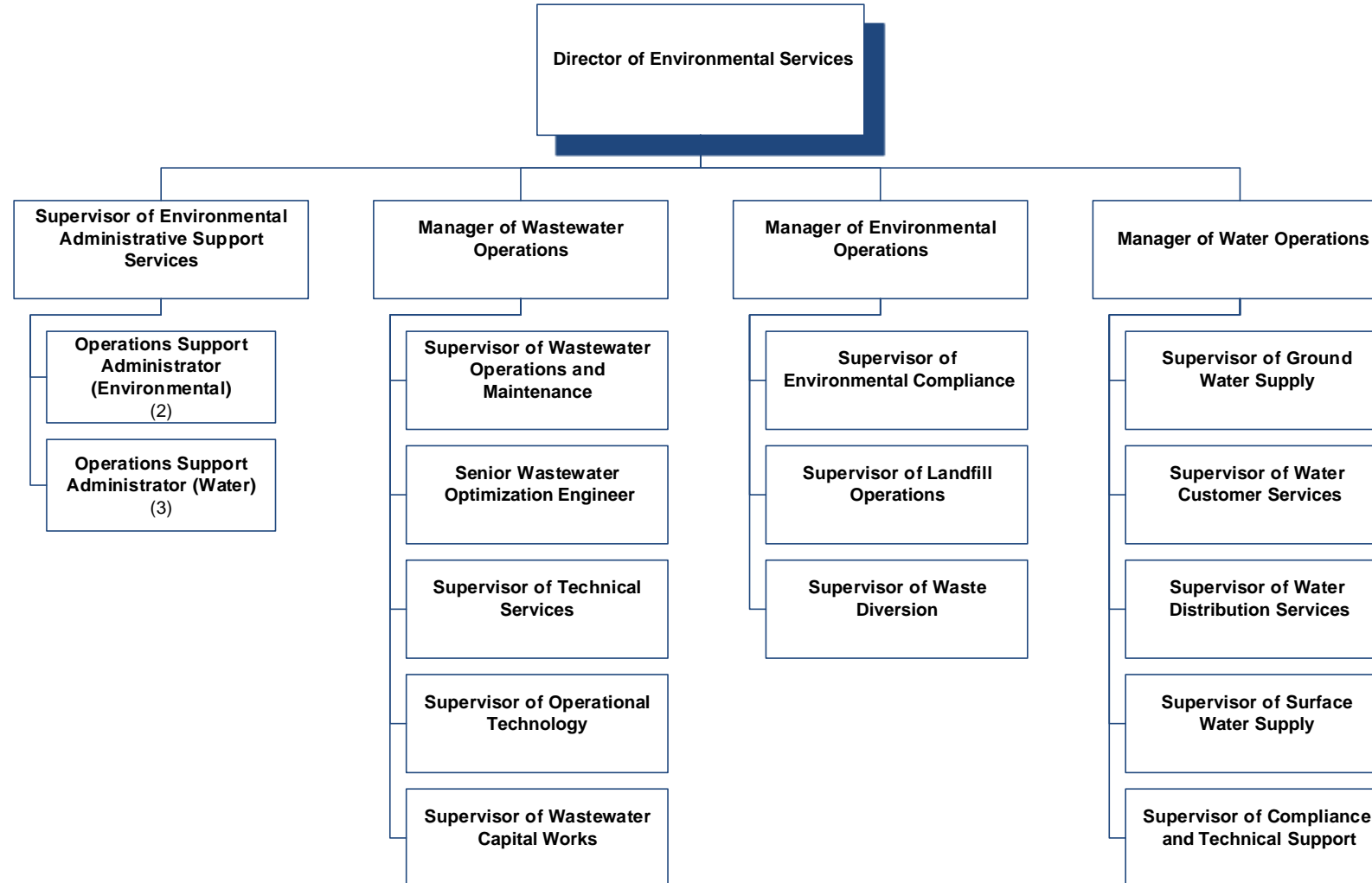
- Recoveries from Water/Wastewater rates should be limited to activities supporting those services. The 2020 Interdepartmental Transfers have been reduced to reflect anticipated 2020 workplans.





# ORGANIZATIONAL CHART

Infrastructure and Growth Management Division  
Environmental Services Department





## Performance Plan 2020

**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 2019 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 1% of the Department's staff resources.

### **Environmental Operations Branch (EOB)**

The Environmental Operations Branch requires approximately 18% of the Department's financial resources and 15% 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 45% 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 34% of the Department's financial resources and 38% 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**

Objective

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan

<p>Solid Waste management and environmental protection:</p> <ul style="list-style-type: none"> <li>Residential Diversion Rate</li> <li>Service Complaints - Curbside Collections / 1,000 serviced units</li> </ul>	<ul style="list-style-type: none"> <li>59%</li> <li>30</li> </ul>	<ul style="list-style-type: none"> <li>57%</li> <li>25</li> </ul>	<ul style="list-style-type: none"> <li>60%</li> <li>30</li> </ul>	<ul style="list-style-type: none"> <li>60%</li> <li>30</li> </ul>
<p>Collection, treatment and disposal of wastewater:</p> <ul style="list-style-type: none"> <li>Percent time treatment effluent limits met all requirements</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>
<p>The delivery of safe and adequate supply of potable and fire fighting water:</p> <ul style="list-style-type: none"> <li>Number of customer complaints per 1,000 customers.</li> </ul>	<ul style="list-style-type: none"> <li>0.81</li> </ul>	<ul style="list-style-type: none"> <li>1.6</li> </ul>	<ul style="list-style-type: none"> <li>3.1</li> </ul>	<ul style="list-style-type: none"> <li>1.6</li> </ul>

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Environmental Services (Tax)**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,898,269	\$2,859,021	\$2,854,785	\$3,017,160	\$3,099,508	\$3,164,706	\$3,216,684
	<b>Materials &amp; Supplies</b>	\$451,875	\$587,343	\$560,951	\$453,047	\$457,698	\$466,852	\$476,189
	<b>Equipment &amp; Capital Purchases</b>	\$54,571	\$78,390	\$78,350	\$96,595	\$98,027	\$99,487	\$600,977
	<b>Services</b>	\$7,329,309	\$7,128,402	\$7,804,477	\$6,774,060	\$6,905,991	\$7,060,561	\$7,227,822
	<b>Rents &amp; Other Expenses</b>	\$143,383	\$89,753	\$275,103	\$88,707	\$90,182	\$91,685	\$93,218
	<b>Grant Expenses &amp; Transfers</b>	\$456,606	\$502,266	\$502,266	\$552,493	\$607,742	\$668,516	\$735,368
	<b>Sub-Total</b>	<b>\$11,334,012</b>	<b>\$11,245,175</b>	<b>\$12,075,932</b>	<b>\$10,982,062</b>	<b>\$11,259,148</b>	<b>\$11,551,807</b>	<b>\$12,350,259</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,953,826)	(\$1,669,875)	(\$1,709,725)	(\$1,870,043)	(\$1,907,445)	(\$1,945,593)	(\$1,984,505)
	<b>Other Revenues</b>	\$0	(\$7,000)	(\$7,000)	(\$7,500)	(\$8,000)	(\$9,000)	(\$10,000)
	<b>Grant Revenues &amp; Contributions</b>	(\$1,661,749)	(\$1,301,299)	(\$1,293,999)	(\$1,356,026)	(\$1,383,147)	(\$1,410,809)	(\$1,439,026)
	<b>Interdepartmental Transfers</b>	(\$753,520)	(\$798,169)	(\$790,144)	(\$757,346)	(\$773,531)	(\$784,929)	(\$802,191)
	<b>Sub-Total</b>	<b>(\$4,369,095)</b>	<b>(\$3,776,343)</b>	<b>(\$3,800,868)</b>	<b>(\$3,990,914)</b>	<b>(\$4,072,122)</b>	<b>(\$4,150,332)</b>	<b>(\$4,235,722)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$6,964,917</b>	<b>\$7,468,832</b>	<b>\$8,275,064</b>	<b>\$6,991,148</b>	<b>\$7,187,026</b>	<b>\$7,401,476</b>	<b>\$8,114,538</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### Environmental Services - Tax

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$54,571	\$78,390	\$78,350	\$96,595	\$0	\$96,595	\$18,205	23.22%	\$18,205	23.22%
	<b>Grant Expenses &amp; Transfers</b>	\$456,606	\$502,266	\$502,266	\$552,493	\$0	\$552,493	\$50,227	10.00%	\$50,227	10.00%
	<b>Materials &amp; Supplies</b>	\$451,875	\$587,343	\$560,951	\$453,047	\$3,000	\$456,047	(\$134,296)	-22.86%	(\$131,296)	-22.35%
	<b>Rents &amp; Other Expenses</b>	\$143,383	\$89,753	\$275,103	\$88,707	\$0	\$88,707	(\$1,046)	-1.17%	(\$1,046)	-1.17%
	<b>Salaries &amp; Benefits</b>	\$2,898,269	\$2,859,021	\$2,854,785	\$3,017,160	\$206,142	\$3,223,302	\$158,139	5.53%	\$364,280	12.74%
	<b>Services</b>	\$7,329,309	\$7,128,402	\$7,804,477	\$6,774,060	\$6,000	\$6,780,060	(\$354,342)	-4.97%	(\$348,342)	-4.89%
	<b>Total</b>	<b>\$11,334,012</b>	<b>\$11,245,175</b>	<b>\$12,075,932</b>	<b>\$10,982,062</b>	<b>\$215,142</b>	<b>\$11,197,203</b>	<b>(\$263,113)</b>	<b>-2.34%</b>	<b>(\$47,971)</b>	<b>-0.43%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$1,661,749)	(\$1,301,299)	(\$1,293,999)	(\$1,356,026)	\$0	(\$1,356,026)	(\$54,727)	4.21%	(\$54,727)	4.21%
	<b>Interdepartmental Transfers</b>	(\$753,520)	(\$798,169)	(\$790,144)	(\$757,346)	\$0	(\$757,346)	\$40,823	-5.11%	\$40,823	-5.11%
	<b>Other Revenues</b>	\$0	(\$7,000)	(\$7,000)	(\$7,500)	\$0	(\$7,500)	(\$500)	7.14%	(\$500)	7.14%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,953,826)	(\$1,669,875)	(\$1,709,725)	(\$1,870,043)	\$0	(\$1,870,043)	(\$200,168)	11.99%	(\$200,168)	11.99%
	<b>Total</b>	<b>(\$4,369,095)</b>	<b>(\$3,776,343)</b>	<b>(\$3,800,868)</b>	<b>(\$3,990,914)</b>	<b>\$0</b>	<b>(\$3,990,914)</b>	<b>(\$214,571)</b>	<b>5.68%</b>	<b>(\$214,571)</b>	<b>5.68%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$6,964,917</b>	<b>\$7,468,832</b>	<b>\$8,275,064</b>	<b>\$6,991,148</b>	<b>\$215,142</b>	<b>\$7,206,289</b>	<b>(\$477,684)</b>	<b>-6.40%</b>	<b>(\$262,543)</b>	<b>-3.52%</b>

**Comments:**

The 2020 Environmental Services Operations Budget includes a tax rate decrease of \$477 thousand.

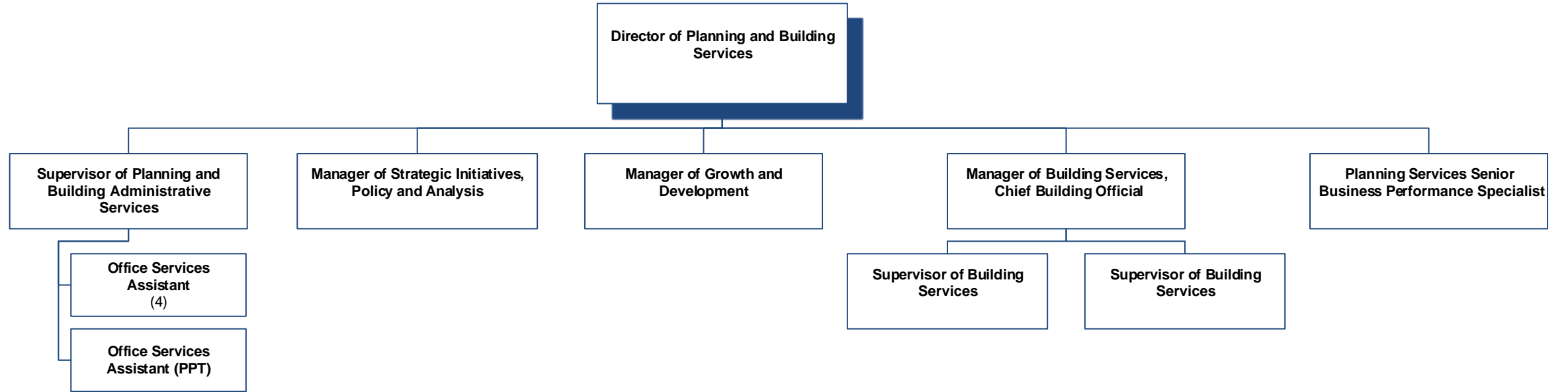
This budget includes a \$215 thousand increase in budgeted 2020 revenues, and a \$263 thousand decrease in operating expenses. These figures were based on historical actuals and adjusted for inflation.

The cost savings will create a reduction in consulting, and collections cost expenses. Labour costs are expected to increase by \$158 thousand. This increase includes a cost of living increase, merit increase for fulltime CUPE and non-union employees, and estimated increases for benefit rates.



# ORGANIZATIONAL CHART

Infrastructure and Growth Management Division  
Planning and Building Services Department







## Performance Plan 2020

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

### **Departmental Overview**

The Planning and Building Services Department is comprised of two branches: 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.

### **Planning Branch**

The Planning Branch performs the following main functions and services:

#### **Policy and Strategic Initiatives**

- Co-ordinate and prepare master planning documents such as the City's Official Plan and Zoning By-law.
- Prepare special studies and reviews related to specific planning issues such as Affordable Housing, Intensification, Natural Heritage, Brownfields and Employment Land Conversion.
- Monitor and update policy documents.
- Liaise with senior levels of government and service partners to ensure conformity with 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.
- Administers street naming function for the Municipality.
- Co-ordinates the analysis of data related to growth and reporting on same.
- Make presentations to Council, special interest groups and the public on specific policy initiatives, development updates and building statistics.

#### **Growth and Development**

- Review, analyze and report on Development Applications including Official Plan and Zoning By-law Amendments, Plans of Subdivision and Condominium, and Site Plan Approval.
- Co-ordinates Ward (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.
- Oversee the implementation of a comprehensive approach to land use, infrastructure and financial planning as identified in the Memorandum of Understanding (MOU) with landowners in the Salem and Hewitt's Secondary Plan areas.
- Co-ordinate the implementation of the plans for the Salem and Hewitt's Secondary Plan areas including amendments thereto.
- Review and approve preliminary proposals through the conformity review process for the Salem and Hewitt's Secondary Plan areas prior to formal submission to ensure consistency with the City's framework for growth including related plans and strategies.
- Oversees the preparation, monitoring and updating of planning instruments for the Salem and Hewitt's Secondary Plan areas including zoning by-laws, standard agreements and Urban Design Guidelines.
- Conduct and/or direct growth management related research.
- Liaise with landowners, developers, consultants and the City's public sector partners regarding the implementation of the plans for the Salem and Hewitt's Secondary Plan areas.
- Provide Zoning Enforcement of Zoning By-law infractions.

### **Building Services Branch**

Based on historical data and future expectations, the Building Services Branch anticipates delivering the following services in 2020:

- Process 1,550 permits for construction of approximately 1,000 dwelling units and approximately 40,000 m<sup>2</sup> 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 the creation and implementation of clear, comprehensive and sound land use planning policies and principles and building practices:

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

### Strategic Plan & Other Program Deliverables

- Continue to deliver on the core business functions throughout 2020 in accordance with provincial legislation and policy.
- Continue to support growth management initiatives.
- Focus on initiatives that contribute to creating a vibrant and healthy City.
- Promote appropriate intensification projects to address density targets.
- Promote good building practices and ensure that buildings adhere to plans and Ontario Building Code.

### Major Initiatives/Issues

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

### Key Performance Indicators

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

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Average number or working days for issuance of draft site plan approval conditions (days)	50	45	45	45
Percentage of Planning Applications meeting Planning Act timeframes (OPA, ZBA, Subdivision/Condominium)	83.33	90	90	45

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

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of development applications approved that incorporate denser residential and/or mixed use development in the Intensification Areas	9	10	10	10

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

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Amount of Environmental Protection and Open Space land designated and/or dedicated to the City through development applications (ha)	0	18	10	10

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

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of Open Houses/Ward Meetings Held for Policy Planning Projects	5	25	30	25
Number of Ward Meetings Held for Development Applications	7	13	15	15
Number of Land Owners and/or Residents Attending Policy Open Houses/Ward Meetings and/or Development Application Ward Meetings	490	400	400	400
Number of Special Interest Group Presentations (i.e. BILD)	12	10	10	10

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

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Number of New Housing Units Included in Approved Development Proposals that Meet City's Definition of Affordable (Rental and Ownership)	9	80	80	80
Number of Second Suite Zoning Registrations Issued by the Planning Services Department	162	65	65	65
Percentage of Low, Medium and High Density Housing Units Approved through Development Proposals	71/15/14	60/20/20	60/20/20	60/20/20
Percentage of Ownership and Rental Units Approved through Development Proposals	92/8	75/25	75/25	75/25

Objective: Timely Delivery of Services

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Percentage of Building Permit applications reviewed within legislated timeframes	90%	93%	95%	93%

Objective: Increased voluntary compliance

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Average # of inspections to approve occupancy for new dwelling units	1.45	1.5	1.45	1.5

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Planning Services**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,138,070	\$2,281,884	\$1,963,582	\$2,406,282	\$2,468,723	\$2,527,975	\$2,568,469
	<b>Materials &amp; Supplies</b>	\$15,204	\$16,145	\$19,700	\$18,617	\$16,320	\$16,320	\$18,320
	<b>Equipment &amp; Capital Purchases</b>	\$5,759	\$10,000	\$5,000	\$6,500	\$1,500	\$1,500	\$1,500
	<b>Services</b>	\$130,389	\$218,266	\$119,300	\$219,600	\$224,000	\$224,000	\$220,000
	<b>Rents &amp; Other Expenses</b>	\$812	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Expenses &amp; Transfers</b>	\$662,139	\$808,385	\$750,000	\$436,292	\$450,000	\$450,000	\$450,000
	<b>Sub-Total</b>	<b>\$2,952,374</b>	<b>\$3,334,681</b>	<b>\$2,857,582</b>	<b>\$3,087,291</b>	<b>\$3,160,543</b>	<b>\$3,219,795</b>	<b>\$3,258,289</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,085,845)	(\$2,335,031)	(\$1,288,500)	(\$1,281,398)	(\$914,038)	(\$926,038)	(\$1,301,038)
	<b>Grant Revenues &amp; Contributions</b>	(\$359,819)	(\$257,500)	(\$257,500)	(\$273,000)	(\$277,000)	(\$280,500)	(\$284,500)
	<b>Interdepartmental Transfers</b>	(\$103,526)	(\$84,833)	(\$84,833)	(\$30,973)	(\$135,573)	(\$153,086)	(\$165,103)
	<b>Sub-Total</b>	<b>(\$1,549,190)</b>	<b>(\$2,677,364)</b>	<b>(\$1,630,833)</b>	<b>(\$1,585,371)</b>	<b>(\$1,326,611)</b>	<b>(\$1,359,624)</b>	<b>(\$1,750,641)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$1,403,184</b>	<b>\$657,317</b>	<b>\$1,226,749</b>	<b>\$1,501,920</b>	<b>\$1,833,931</b>	<b>\$1,860,171</b>	<b>\$1,507,648</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### Planning Services

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget	Change in 2020 Requested Budget to 2019 Approved Budget		
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$5,759	\$10,000	\$5,000	\$6,500	\$0	\$6,500	(\$3,500)	-35.00%	(\$3,500)	-35.00%
	<b>Grant Expenses &amp; Transfers</b>	\$662,139	\$808,385	\$750,000	\$436,292	\$0	\$436,292	(\$372,093)	-46.03%	(\$372,093)	-46.03%
	<b>Materials &amp; Supplies</b>	\$15,204	\$16,145	\$19,700	\$18,617	\$0	\$18,617	\$2,472	15.31%	\$2,472	15.31%
	<b>Rents &amp; Other Expenses</b>	\$812	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Salaries &amp; Benefits</b>	\$2,138,070	\$2,281,884	\$1,963,582	\$2,406,282	\$0	\$2,406,282	\$124,398	5.45%	\$124,398	5.45%
	<b>Services</b>	\$130,389	\$218,266	\$119,300	\$219,600	\$0	\$219,600	\$1,334	0.61%	\$1,334	0.61%
	<b>Total</b>	<b>\$2,952,374</b>	<b>\$3,334,681</b>	<b>\$2,857,582</b>	<b>\$3,087,291</b>	<b>\$0</b>	<b>\$3,087,291</b>	<b>(\$247,390)</b>	<b>-7.42%</b>	<b>(\$247,390)</b>	<b>-7.42%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$359,819)	(\$257,500)	(\$257,500)	(\$273,000)	\$0	(\$273,000)	(\$15,500)	6.02%	(\$15,500)	6.02%
	<b>Interdepartmental Transfers</b>	(\$103,526)	(\$84,833)	(\$84,833)	(\$30,973)	\$0	(\$30,973)	\$53,860	-63.49%	\$53,860	-63.49%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$1,085,845)	(\$2,335,031)	(\$1,288,500)	(\$1,281,398)	\$0	(\$1,281,398)	\$1,053,633	-45.12%	\$1,053,633	-45.12%
	<b>Total</b>	<b>(\$1,549,190)</b>	<b>(\$2,677,364)</b>	<b>(\$1,630,833)</b>	<b>(\$1,585,371)</b>	<b>\$0</b>	<b>(\$1,585,371)</b>	<b>\$1,091,993</b>	<b>-40.79%</b>	<b>\$1,091,993</b>	<b>-40.79%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$1,403,184</b>	<b>\$657,317</b>	<b>\$1,226,749</b>	<b>\$1,501,920</b>		<b>\$1,501,920</b>	<b>\$844,603</b>	<b>128.49%</b>	<b>\$844,603</b>	<b>128.49%</b>

**Comments:**

In response to current market conditions, 2020 revenue projections have been adjusted to reflect the current state of the economy. Where possible, expenditures have been decreased to reflect the anticipated reduction in revenue.



**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Building Services**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$2,826,345	\$3,843,695	\$2,574,655	\$3,396,056	\$4,236,732	\$4,337,561	\$4,384,147
	<b>Materials &amp; Supplies</b>	\$10,978	\$21,777	\$26,200	\$26,200	\$26,986	\$27,796	\$28,629
	<b>Equipment &amp; Capital Purchases</b>	\$5,242	\$84,000	\$28,000	\$28,000	\$28,840	\$29,705	\$30,596
	<b>Services</b>	\$75,947	\$172,720	\$154,807	\$154,807	\$160,051	\$165,572	\$171,140
	<b>Rents &amp; Other Expenses</b>	\$10,843	\$11,200	\$11,100	\$11,100	\$13,122	\$15,544	\$17,667
	<b>Grant Expenses &amp; Transfers</b>	(\$1,925,549)	(\$216,733)	\$350,997	(\$492,440)	(\$1,143,690)	(\$1,065,800)	(\$904,913)
	<b>Sub-Total</b>	<b>\$1,003,806</b>	<b>\$3,916,659</b>	<b>\$3,145,759</b>	<b>\$3,123,723</b>	<b>\$3,322,041</b>	<b>\$3,510,378</b>	<b>\$3,727,267</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$89,736)	(\$181,800)	(\$111,600)	(\$111,600)	(\$117,180)	(\$123,039)	(\$129,191)
	<b>Licenses &amp; Permits</b>	(\$2,164,736)	(\$5,162,605)	(\$4,494,690)	(\$4,494,690)	(\$4,719,424)	(\$4,955,396)	(\$5,203,165)
	<b>Grant Revenues &amp; Contributions</b>	(\$673)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	\$1,251,339	\$1,427,745	\$1,460,531	\$1,482,567	\$1,514,564	\$1,568,057	\$1,605,089
	<b>Sub-Total</b>	<b>(\$1,003,806)</b>	<b>(\$3,916,659)</b>	<b>(\$3,145,759)</b>	<b>(\$3,123,723)</b>	<b>(\$3,322,041)</b>	<b>(\$3,510,378)</b>	<b>(\$3,727,267)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### Building Services

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$5,242	\$84,000	\$28,000	\$28,000	\$0	\$28,000	(\$56,000)	-66.67%	(\$56,000)	-66.67%
	<b>Grant Expenses &amp; Transfers</b>	(\$1,925,549)	(\$216,733)	\$350,997	(\$492,440)	\$0	(\$492,440)	(\$275,707)	127.21%	(\$275,707)	127.21%
	<b>Materials &amp; Supplies</b>	\$10,978	\$21,777	\$26,200	\$26,200	\$0	\$26,200	\$4,423	20.31%	\$4,423	20.31%
	<b>Rents &amp; Other Expenses</b>	\$10,843	\$11,200	\$11,100	\$11,100	\$0	\$11,100	(\$100)	-0.89%	(\$100)	-0.89%
	<b>Salaries &amp; Benefits</b>	\$2,826,345	\$3,843,695	\$2,574,655	\$3,396,056	\$186,198	\$3,582,254	(\$447,639)	-11.65%	(\$261,441)	-6.80%
	<b>Services</b>	\$75,947	\$172,720	\$154,807	\$154,807	\$0	\$154,807	(\$17,913)	-10.37%	(\$17,913)	-10.37%
	<b>Total</b>	<b>\$1,003,806</b>	<b>\$3,916,659</b>	<b>\$3,145,759</b>	<b>\$3,123,723</b>	<b>\$186,198</b>	<b>\$3,309,921</b>	<b>(\$792,936)</b>	<b>-20.25%</b>	<b>(\$606,738)</b>	<b>-15.49%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$673)	\$0	\$0	\$0	(\$136,684)	(\$136,684)	\$0	-	(\$136,684)	-
	<b>Interdepartmental Transfers</b>	\$1,251,339	\$1,427,745	\$1,460,531	\$1,482,567	\$0	\$1,482,567	\$54,821	3.84%	\$54,821	3.84%
	<b>Licenses &amp; Permits</b>	(\$2,164,736)	(\$5,162,605)	(\$4,494,690)	(\$4,494,690)	\$0	(\$4,494,690)	\$667,915	-12.94%	\$667,915	-12.94%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$89,736)	(\$181,800)	(\$111,600)	(\$111,600)	\$0	(\$111,600)	\$70,200	-38.61%	\$70,200	-38.61%
	<b>Total</b>	<b>(\$1,003,806)</b>	<b>(\$3,916,659)</b>	<b>(\$3,145,759)</b>	<b>(\$3,123,723)</b>	<b>(\$136,684)</b>	<b>(\$3,260,407)</b>	<b>\$792,936</b>	<b>-20.25%</b>	<b>\$656,252</b>	<b>-16.76%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$49,514</b>	<b>\$49,514</b>	<b>\$0</b>	<b>-136.70%</b>	<b>\$49,514</b>	<b>-</b> <b>1625547628.04%</b>

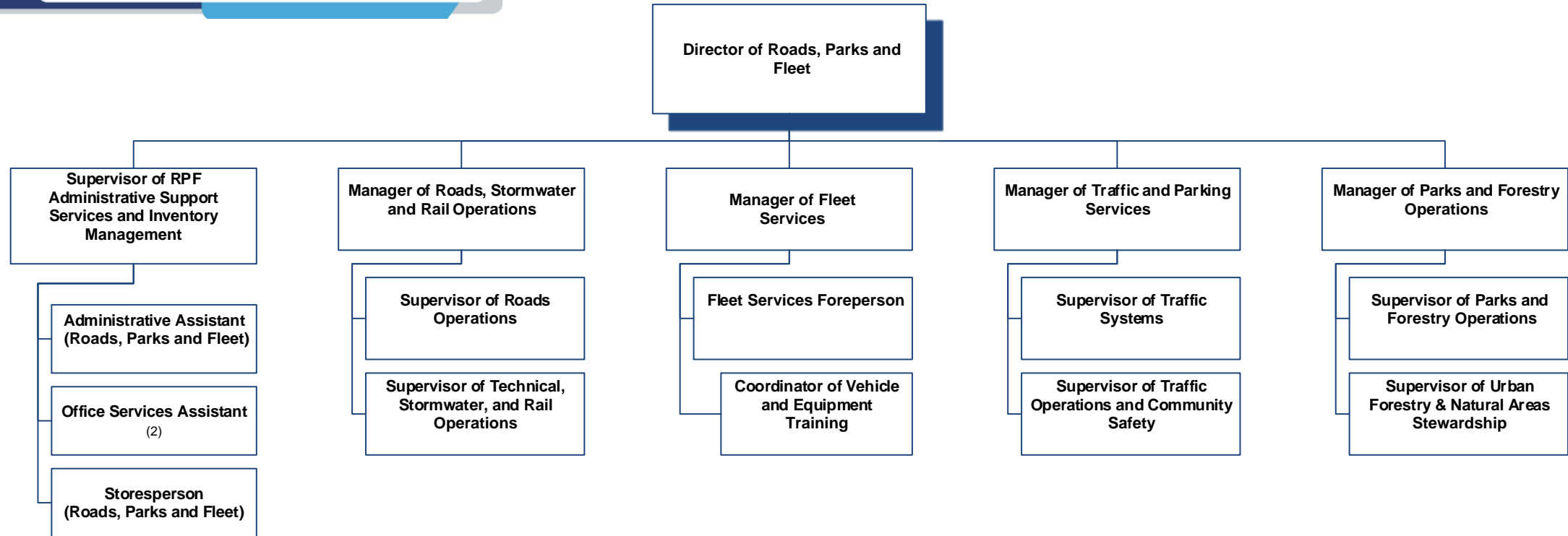
**Comments:**

A thorough review was completed on 2020 projected revenues which resulted in a more realistic projection. Building Services is also gapping 6 positions for the 2020 year with savings of \$685, 345. For Equipment and Capital purchases, there will be savings of \$56,000 due to the gapping of the previously mentioned employees. Grant expenses and transfers has increased due to previously low revenue and lack of permit activity in the secondary plan areas this resulted in the need to draw on reserves.



# ORGANIZATIONAL CHART

Infrastructure and Growth Management Division  
Roads, Parks and Fleet Department





## Performance Plan 2020

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

### **Departmental Overview**

The Roads, Parks and Fleet Department is comprised of five Branches; Administration and Stores, Traffic and Parking, Parks and Forestry, Roads, Stormwater 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 to prevent backups, emergency response, repairs to the collection piping system including lateral repairs.

The Stormwater section of the Branch responsibilities of this section include operation and maintenance of the stormwater conveyance system and treatment facilities comprised of storm pipe, ditches, oil grit separators, and stormwater ponds. This section also maintains natural watercourses and addresses drainage concerns. During the winter months this section performs sanding and salting operations on roads.

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

### **Traffic & 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, etc. and review the collision database for all reported collisions within the City of Barrie.

### **Fleet Services**

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

### **Administration and Stores Operations**

The Administration Branch consists of the Director of 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, stormwater, traffic controls, street lighting, parking.

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

Timely review of land development application.

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

Traffic and Parking will be receiving our new Centralized traffic signal system software in late 2019 and plan on switching out the existing system and adding in new intersections for coordination and monitoring in 2020.

## Key Performance Indicators

Indicator	2018 Actual	2019 Plan	2019 Projected	2020 Plan
Street Trees Planted	1200	1200	1200	1200
Trees Planned Through Community Planting Partnerships	750	750	750	750
Number of Playground Inspections Completed	1536	1536	1536	1536
Traffic Signal Timing Review	50	55	60	80
Traffic Collisions per Population	59	50	50	50
Traffic Collisions per Lane KM	1.6	1.5	1.5	1.5
Well Planned Transportation - Safer Roads Winter Control Service Level Compliance (to Municipal Act Regulations)	95%	96%	96%	97%
Maintain and Manage City of Barrie's	20	20	18	18

Corporate Fleet & Equipment

- Accidents/incidents per year involving City equipment



**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Infrastructure & Growth Management**

**Roads, Parks, & Fleet (Tax)**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$13,150,519	\$14,099,499	\$13,915,857	\$14,706,915	\$14,789,048	\$15,077,623	\$15,230,526
	<b>Materials &amp; Supplies</b>	\$5,185,494	\$4,593,607	\$4,991,258	\$5,123,550	\$5,274,197	\$5,308,613	\$5,824,462
	<b>Equipment &amp; Capital Purchases</b>	\$287,572	\$563,470	\$574,469	\$444,215	\$415,190	\$413,187	\$423,192
	<b>Services</b>	\$11,437,377	\$12,438,328	\$14,327,369	\$12,140,442	\$11,694,255	\$11,916,650	\$12,135,744
	<b>Rents &amp; Other Expenses</b>	\$576,255	\$585,962	\$665,712	\$584,753	\$605,487	\$614,817	\$624,483
	<b>Grant Expenses &amp; Transfers</b>	\$29,220	\$490,000	\$480,000	\$480,005	\$930,605	\$1,381,217	\$1,831,842
	<b>Sub-Total</b>	<b>\$30,666,437</b>	<b>\$32,770,864</b>	<b>\$34,954,665</b>	<b>\$33,479,881</b>	<b>\$33,708,782</b>	<b>\$34,712,107</b>	<b>\$36,070,248</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$310,181)	(\$146,646)	(\$156,369)	(\$147,499)	(\$149,750)	(\$152,048)	(\$154,392)
	<b>Other Revenues</b>	(\$161,111)	(\$95,000)	(\$95,000)	(\$117,780)	(\$120,136)	(\$122,538)	(\$124,989)
	<b>Grant Revenues &amp; Contributions</b>	(\$457,672)	(\$567,950)	(\$1,434,500)	(\$533,407)	(\$559,025)	(\$584,655)	(\$595,298)
	<b>Interdepartmental Transfers</b>	(\$1,992,345)	(\$3,206,722)	(\$4,397,466)	(\$2,565,265)	(\$1,803,101)	(\$1,847,325)	(\$1,886,799)
	<b>Sub-Total</b>	<b>(\$2,921,308)</b>	<b>(\$4,016,318)</b>	<b>(\$6,083,336)</b>	<b>(\$3,363,950)</b>	<b>(\$2,632,011)</b>	<b>(\$2,706,567)</b>	<b>(\$2,761,478)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$27,745,129</b>	<b>\$28,754,546</b>	<b>\$28,871,329</b>	<b>\$30,115,930</b>	<b>\$31,076,771</b>	<b>\$32,005,540</b>	<b>\$33,308,770</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Infrastructure & Growth Management

#### Roads, Parks, & Fleet (Tax)

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Equipment &amp; Capital Purchases</b>	\$287,572	\$563,470	\$574,469	\$444,215	\$80,000	\$524,215	(\$119,255)	-21.16%	(\$39,255)	-6.97%
	<b>Grant Expenses &amp; Transfers</b>	\$29,220	\$490,000	\$480,000	\$480,005	\$0	\$480,005	(\$9,995)	-2.04%	(\$9,995)	-2.04%
	<b>Materials &amp; Supplies</b>	\$5,185,494	\$4,593,607	\$4,991,258	\$5,123,550	\$48,000	\$5,171,550	\$529,944	11.54%	\$577,944	12.58%
	<b>Rents &amp; Other Expenses</b>	\$576,255	\$585,962	\$665,712	\$584,753	(\$8,221)	\$576,532	(\$1,209)	-0.21%	(\$9,430)	-1.61%
	<b>Salaries &amp; Benefits</b>	\$13,150,519	\$14,099,499	\$13,915,857	\$14,706,915	\$740,482	\$15,447,398	\$607,417	4.31%	\$1,347,899	9.56%
	<b>Services</b>	\$11,437,377	\$12,438,328	\$14,327,369	\$12,140,442	\$26,800	\$12,140,442	(\$297,886)	-2.39%	(\$297,886)	-2.39%
	<b>Total</b>	<b>\$30,666,437</b>	<b>\$32,770,864</b>	<b>\$34,954,665</b>	<b>\$33,479,881</b>	<b>\$887,061</b>	<b>\$34,366,942</b>	<b>\$709,016</b>	<b>2.16%</b>	<b>\$1,596,078</b>	<b>4.87%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$457,672)	(\$567,950)	(\$1,434,500)	(\$533,407)	\$0	(\$533,407)	\$34,543	-6.08%	\$34,543	-6.08%
	<b>Interdepartmental Transfers</b>	(\$1,992,345)	(\$3,206,722)	(\$4,397,466)	(\$2,565,265)	(\$355,011)	(\$2,920,276)	\$641,457	-20.00%	\$286,447	-8.93%
	<b>Other Revenues</b>	(\$161,111)	(\$95,000)	(\$95,000)	(\$117,780)	\$0	(\$117,780)	(\$22,780)	23.98%	(\$22,780)	23.98%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$310,181)	(\$146,646)	(\$156,369)	(\$147,499)	\$0	(\$147,499)	(\$853)	0.58%	(\$853)	0.58%
	<b>Total</b>	<b>(\$2,921,308)</b>	<b>(\$4,016,318)</b>	<b>(\$6,083,336)</b>	<b>(\$3,363,950)</b>	<b>(\$355,011)</b>	<b>(\$3,718,961)</b>	<b>\$652,368</b>	<b>-16.24%</b>	<b>\$297,357</b>	<b>-7.40%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$27,745,129</b>	<b>\$28,754,546</b>	<b>\$28,871,329</b>	<b>\$30,115,930</b>	<b>\$532,050</b>	<b>\$30,647,981</b>	<b>\$1,361,384</b>	<b>4.73%</b>	<b>\$1,893,434</b>	<b>6.58%</b>

**Comments:**

The 2020 Roads, Parks, and Fleet budget includes a tax rate increase of 4.73%. This includes a \$652 thousand decrease in budgeted revenues and a \$709 thousand increase in operating expenses.

The main driver of the change in 2020 budgeted revenue is due to a \$644 thousand reduction in funding recoveries from the Water and Wastewater rates. This reduction is based on an average of historical actuals adjusted for inflation.

The 2020 increase in non-labour related operating expenses are being driven by the repairs & maintenance, fuel, and winter control budgets.

As part of the new strategy for fleet renewal, the repairs and maintenance budget for fleet operations has been rebased for 2020 based on an average of historical results. This resulted in a \$457 thousand increase to the fleet repairs and maintenance budget. The increase was mitigated by holding the tax funded contribution to the fleet renewal reserve at 2019 levels for the 2020 budget year.

The traffic services budget was also rebased for 2020 based on an average of historical data. The 2020 increase for these expenses is \$201 thousand, and is being driven by an increase in repairs and maintenance expenses.

The City of Barrie has an extensive fleet of vehicles used in the provision of City services such as snow removal, parks, and road maintenance. Fuel costs are expected to increase by \$251 thousand for 2020 based on an estimated price per litre and consumption trends.

The budget for salt and sand for winter control will increase by \$291 thousand in 2020. The City of Barrie experienced more than 100 winter events in the last year and climate change is expected to drive an increase in severe freeze/thaw cycles which require more salt and sand to keep the road surfaces safe. The City is part of a co-op for sand and salt purchases to keep the costs as low as possible. However, price increases of more than 3% and usage increases due to weather events are driving the need for an increase to the 2020 budget.

Labour costs are expected to increase by \$607 thousand. This increase includes a cost of living increase, merit increase for full time CUPE and non-union employees, and estimated increases for benefits rates.

**CITY OF BARRIE  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Corporate Transactions**

**Corporate Expenses**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$573,620	(\$1,075,000)	(\$1,075,000)	(\$1,075,000)	(\$1,075,000)	(\$1,075,000)	(\$1,075,000)
	<b>Materials &amp; Supplies</b>	\$233,768	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
	<b>Services</b>	\$1,963,305	\$1,820,000	\$1,820,000	\$2,080,000	\$2,230,000	\$2,390,000	\$2,557,300
	<b>Rents &amp; Other Expenses</b>	\$30,911,509	\$34,284,086	\$31,841,591	\$35,431,590	\$38,138,370	\$41,536,211	\$41,892,559
	<b>Grant Expenses &amp; Transfers</b>	\$40,010,430	\$47,205,660	\$46,615,544	\$51,137,173	\$54,252,301	\$57,763,415	\$58,025,940
	<b>Sub-Total</b>	<b>\$73,692,632</b>	<b>\$82,246,746</b>	<b>\$79,214,135</b>	<b>\$87,585,763</b>	<b>\$93,557,671</b>	<b>\$100,626,626</b>	<b>\$101,412,799</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$8,025,299)	(\$8,189,620)	(\$7,799,504)	(\$8,456,130)	(\$8,673,750)	(\$8,924,850)	(\$8,924,850)
	<b>Other Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Revenues &amp; Contributions</b>	(\$2,081,397)	(\$21,366,924)	(\$20,663,192)	(\$23,911,139)	(\$24,574,461)	(\$25,778,624)	(\$22,829,939)
	<b>Interdepartmental Transfers</b>	(\$16,419,656)	(\$269,742)	(\$245,168)	(\$95,181)	(\$102,314)	(\$204,621)	(\$287,870)
	<b>Sub-Total</b>	<b>(\$26,526,352)</b>	<b>(\$29,826,286)</b>	<b>(\$28,707,864)</b>	<b>(\$32,462,450)</b>	<b>(\$33,350,525)</b>	<b>(\$34,908,095)</b>	<b>(\$32,042,659)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$47,166,280</b>	<b>\$52,420,460</b>	<b>\$50,506,271</b>	<b>\$55,123,313</b>	<b>\$60,207,146</b>	<b>\$65,718,531</b>	<b>\$69,370,140</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Corporate Transactions

### Corporate Expenses

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Grant Expenses &amp; Transfers</b>	\$40,010,430	\$47,205,660	\$46,615,544	\$51,137,173	\$0	\$51,137,173	\$3,931,513	8.33%	\$3,931,513	8.33%
	<b>Materials &amp; Supplies</b>	\$233,768	\$12,000	\$12,000	\$12,000	\$0	\$12,000	\$0	0.00%	\$0	0.00%
	<b>Rents &amp; Other Expenses</b>	\$30,911,509	\$34,284,086	\$31,841,591	\$35,431,590	\$0	\$35,431,590	\$1,147,504	3.35%	\$1,147,504	3.35%
	<b>Salaries &amp; Benefits</b>	\$573,620	(\$1,075,000)	(\$1,075,000)	(\$1,075,000)	\$0	(\$1,075,000)	\$0	0.00%	\$0	0.00%
	<b>Services</b>	\$1,963,305	\$1,820,000	\$1,820,000	\$2,080,000	\$0	\$2,080,000	\$260,000	14.29%	\$260,000	14.29%
	<b>Total</b>	<b>\$73,692,632</b>	<b>\$82,246,746</b>	<b>\$79,214,135</b>	<b>\$87,585,763</b>	<b>\$0</b>	<b>\$87,585,763</b>	<b>\$5,339,017</b>	<b>6.49%</b>	<b>\$5,339,017</b>	<b>6.49%</b>
<b>Revenues</b>	<b>Grant Revenues &amp; Contributions</b>	(\$2,081,397)	(\$21,366,924)	(\$20,663,192)	(\$23,911,139)	\$0	(\$23,911,139)	(\$2,544,215)	11.91%	(\$2,544,215)	11.91%
	<b>Interdepartmental Transfers</b>	(\$16,419,656)	(\$269,742)	(\$245,168)	(\$95,181)	\$0	(\$95,181)	\$174,560	-64.71%	\$174,560	-64.71%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$8,025,299)	(\$8,189,620)	(\$7,799,504)	(\$8,456,130)	\$0	(\$8,456,130)	(\$266,510)	3.25%	(\$266,510)	3.25%
	<b>Total</b>	<b>(\$26,526,352)</b>	<b>(\$29,826,286)</b>	<b>(\$28,707,864)</b>	<b>(\$32,462,450)</b>	<b>\$0</b>	<b>(\$32,462,450)</b>	<b>(\$2,636,165)</b>	<b>8.84%</b>	<b>(\$2,636,165)</b>	<b>8.84%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$47,166,280</b>	<b>\$52,420,460</b>	<b>\$50,506,271</b>	<b>\$55,123,313</b>		<b>\$55,123,313</b>	<b>\$2,702,853</b>	<b>5.16%</b>	<b>\$2,702,853</b>	<b>5.16%</b>

**Comments:**

The salaries and benefits line consists of salary gapping and various labour related contingencies. For 2020, salary gapping has been held at approximately \$1.3 million.

The services line consists primarily of MPAC fees.

The rents and other expenses line primarily includes debt servicing costs, which will increase by \$1.1 million in 2020, with the full amount funded from the tax levy.

Transfers to reserves will increase \$3.9 million in 2020. \$2.7 million of the increase pertains to an increased transfer to the tax capital reserve consisting of \$2.5 million from the Dedicated Infrastructure Renewal Fund and \$110 thousand at Council's direction (motion 19-G-190) for active transportation projects. The contribution to the County of Simcoe Capital Reserve has been increased by \$500 thousand reflecting a continuation of the ramp-up of funding for the City's share of the County's capital program.

Draws from reserves will increase \$2.5 million in 2020. \$2 million of the increase pertains to the growth smoothing strategy that would see \$1 million drawn from the community benefit reserve and \$1 million from the tax rate stabilization reserve in the first year. In subsequent years, the reliance on reserves will be shifted to realized assessment growth (tax) revenue.

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  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Corporate Transactions**

**Corporate Revenues**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Services</b>	\$51,855	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Grant Expenses &amp; Transfers</b>	\$1,849,240	\$25,000	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$1,901,095</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Revenues</b>	<b>Property Taxes</b>	(\$232,030,071)	(\$243,780,246)	(\$242,156,685)	(\$253,927,562)	(\$267,033,345)	(\$281,423,768)	(\$292,828,307)
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$400,058)	(\$25,000)	\$0	\$0	\$0	\$0	\$0
	<b>Fines &amp; Penalties</b>	(\$2,569,020)	(\$2,257,030)	(\$3,010,928)	(\$2,738,373)	(\$2,809,755)	(\$2,913,670)	(\$2,983,898)
	<b>Other Revenues</b>	(\$3,914,952)	(\$1,385,487)	(\$2,290,420)	(\$1,875,302)	(\$1,905,101)	(\$1,977,660)	(\$2,053,650)
	<b>Grant Revenues &amp; Contributions</b>	(\$455,785)	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	(\$4,617,417)	(\$4,672,203)	(\$4,678,365)	(\$4,686,973)	(\$4,707,908)	(\$4,731,917)	(\$4,737,186)
	<b>Sub-Total</b>	<b>(\$243,987,302)</b>	<b>(\$252,119,966)</b>	<b>(\$252,136,398)</b>	<b>(\$263,228,210)</b>	<b>(\$276,456,109)</b>	<b>(\$291,047,015)</b>	<b>(\$302,603,041)</b>
<b>Net Operating (Expense)/Revenue</b>		<b>(\$242,086,208)</b>	<b>(\$252,094,966)</b>	<b>(\$252,136,398)</b>	<b>(\$263,228,210)</b>	<b>(\$276,456,109)</b>	<b>(\$291,047,015)</b>	<b>(\$302,603,041)</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Corporate Transactions

### Corporate Revenues

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Grant Expenses &amp; Transfers</b>	\$1,849,240	\$25,000	\$0	\$0	\$0	\$0	(\$25,000)	- 100.00%	(\$25,000)	- 100.00%
	<b>Services</b>	\$51,855	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$1,901,095</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$25,000)</b>	<b>- 100.00%</b>	<b>(\$25,000)</b>	<b>- 100.00%</b>
<b>Revenues</b>	<b>Fines &amp; Penalties</b>	(\$2,569,020)	(\$2,257,030)	(\$3,010,928)	(\$2,738,373)	\$0	(\$2,738,373)	(\$481,343)	21.33%	(\$481,343)	21.33%
	<b>Grant Revenues &amp; Contributions</b>	(\$455,785)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Interdepartmental Transfers</b>	(\$4,617,417)	(\$4,672,203)	(\$4,678,365)	(\$4,686,973)	\$0	(\$4,686,973)	(\$14,770)	0.32%	(\$14,770)	0.32%
	<b>Other Revenues</b>	(\$3,914,952)	(\$1,385,487)	(\$2,290,420)	(\$1,875,302)	\$0	(\$1,875,302)	(\$489,815)	35.35%	(\$489,815)	35.35%
	<b>Property Taxes</b>	(\$232,030,071)	(\$243,780,246)	(\$242,156,685)	(\$253,927,562)	(\$1,648,692)	(\$255,576,254)	(\$10,147,316)	4.16%	(\$11,796,008)	4.84%
	<b>User Fees, Service Charges, &amp; Rentals</b>	(\$400,058)	(\$25,000)	\$0	\$0	\$0	\$0	\$25,000	- 100.00%	\$25,000	- 100.00%
	<b>Total</b>	<b>(\$243,987,302)</b>	<b>(\$252,119,966)</b>	<b>(\$252,136,398)</b>	<b>(\$263,228,210)</b>	<b>(\$1,648,692)</b>	<b>(\$264,876,902)</b>	<b>(\$11,108,244)</b>	<b>4.41%</b>	<b>(\$12,756,935)</b>	<b>5.06%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>(\$242,086,208)</b>	<b>(\$252,094,966)</b>	<b>(\$252,136,398)</b>	<b>(\$263,228,210)</b>	<b>(\$1,648,692)</b>	<b>(\$264,876,902)</b>	<b>(\$11,133,244)</b>	<b>4.42%</b>	<b>(\$12,781,935)</b>	<b>5.07%</b>



**Comments:**

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

Other revenue consists of revenue from active investments, 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  
2020 - OPERATING BUDGET  
EXPENDITURES**

**Council & Committees**

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
<b>Expenses</b>	<b>Salaries &amp; Benefits</b>	\$447,526	\$541,355	\$534,690	\$552,671	\$560,850	\$569,152	\$576,229
	<b>Materials &amp; Supplies</b>	\$75,547	\$143,791	\$145,078	\$147,094	\$148,597	\$155,709	\$155,759
	<b>Services</b>	\$121,399	\$104,960	\$142,260	\$114,270	\$112,470	\$112,580	\$114,680
	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Sub-Total</b>	<b>\$644,472</b>	<b>\$790,107</b>	<b>\$822,028</b>	<b>\$814,035</b>	<b>\$821,917</b>	<b>\$837,441</b>	<b>\$846,668</b>
<b>Revenues</b>	<b>User Fees, Service Charges, &amp; Rentals</b>	\$225	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Interdepartmental Transfers</b>	\$1,599	\$2,772	\$2,772	\$2,814	\$2,856	\$2,899	\$2,942
	<b>Sub-Total</b>	<b>\$1,824</b>	<b>\$2,772</b>	<b>\$2,772</b>	<b>\$2,814</b>	<b>\$2,856</b>	<b>\$2,899</b>	<b>\$2,942</b>
<b>Net Operating (Expense)/Revenue</b>		<b>\$646,296</b>	<b>\$792,879</b>	<b>\$824,800</b>	<b>\$816,849</b>	<b>\$824,772</b>	<b>\$840,340</b>	<b>\$849,610</b>

## 2020 - BASE BUDGET CHANGE REPORT

### Council & Committees

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
<b>Expenses</b>	<b>Grant Expenses &amp; Transfers</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Materials &amp; Supplies</b>	\$75,547	\$143,791	\$145,078	\$147,094	\$0	\$147,094	\$3,303	2.30%	\$3,303	2.30%
	<b>Salaries &amp; Benefits</b>	\$450,785	\$548,355	\$541,690	\$559,671	\$0	\$559,671	\$11,315	2.06%	\$11,315	2.06%
	<b>Recovery from Capital</b>	(\$3,259)	(\$7,000)	(\$7,000)	(\$7,000)	\$0	(\$7,000)	\$0	0.00%	\$0	0.00%
	<b>Services</b>	\$121,399	\$104,960	\$142,260	\$114,270	\$0	\$114,270	\$9,310	8.87%	\$9,310	8.87%
	<b>Total</b>	<b>\$644,472</b>	<b>\$790,107</b>	<b>\$822,028</b>	<b>\$814,035</b>	<b>\$0</b>	<b>\$814,035</b>	<b>\$23,928</b>	<b>3.03%</b>	<b>\$23,928</b>	<b>3.03%</b>
<b>Revenues</b>	<b>Interdepartmental Transfers</b>	\$1,599	\$2,772	\$2,772	\$2,814	\$0	\$2,814	\$42	1.50%	\$42	1.50%
	<b>User Fees, Service Charges, &amp; Rentals</b>	\$225	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	<b>Total</b>	<b>\$1,824</b>	<b>\$2,772</b>	<b>\$2,772</b>	<b>\$2,814</b>	<b>\$0</b>	<b>\$2,814</b>	<b>\$42</b>	<b>1.50%</b>	<b>\$42</b>	<b>1.50%</b>
<b>Net Operating Expense/(Revenue)</b>		<b>\$646,296</b>	<b>\$792,879</b>	<b>\$824,800</b>	<b>\$816,849</b>		<b>\$816,849</b>	<b>\$23,970</b>	<b>3.02%</b>	<b>\$23,970</b>	<b>3.02%</b>