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A Progressive Barne...

# Making the Link

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**MAY 2016**

## Making the Link

The story of Barrie is progress – a relentless forward march to a better future.

That progress has been fueled by growth – an unparalleled pace of economic and population expansion that has continued since the end of the Second World War. The capital of Central Ontario, Barrie’s unique blend of GTA energy and Simcoe-Muskoka lifestyle – both Bay Street and the dock aren’t far away – has driven its growth from a small central Ontario town to a medium-size southern Ontario city, in the space of a generation.

Even though our City has grown at an astonishingly fast rate, from a population of 21,160 in 1960 to a population of 136,063 in 2011 to 145,000 today – making it the 21<sup>st</sup> largest CMA in the country, City Council’s never lost sight of their responsibility to build a vibrant, prosperous and well-functioning city that offered opportunities for all residents.

Like many small towns in Ontario, Barrie turned its back on its waterfront. Kempenfelt Bay was surrounded by a rail line which in turn was lined with many industries. In 1965, a very visionary Council together with a team of volunteers, transformed the waterfront by reclaiming swampland and turning it into beautiful parkland and beaches that are now enjoyed by thousands of residents and visitors. Our waterfront has without doubt, become the jewel of our community.

In 1967 the first post-secondary education institution, Georgian College, was established in Barrie. Through Georgian College’s efforts to expand post-secondary opportunities for the students of our community, a University Partnership Centre was established that brought a number of University partners and degree programs.

In the late 1980’s the City started to experience unprecedented growth in the south end. That growth created demands for new infrastructure and three Community Centers were built in 1983, 2003 and 2007 in the Allandale, Holly and East Bayfield Communities. A new branch library opened in the Painswick community in 2012 and three new Fire Stations were built in 1995, 2000 and 2012 to serve the southeast, west, and southwest areas



of the City. In 1990 GO Train service started in Barrie followed closely by the opening of the Lake Simcoe Regional Airport in 1991, both of which expanded the transportation options for Barrie residents and businesses. A new Royal Victoria Hospital (RVH) was built in 1997 to provide even better healthcare for our residents. Cultural facilities became a focus in the downtown with the opening of the new McLaren Art Gallery in 2001 and the first theatrical production in the Mady Theatre in 2011. All of these projects were led by or supported by City Council, each representing a significant piece of the vision to build a great City.

City Council's efforts are only a piece of the puzzle. Our economic success stories have been driven by our locally owned companies, some of whom started their businesses in their basements and grew into the region's largest employers. The efforts of many local entrepreneurs in our manufacturing sector, our robotics inventors, and our burgeoning tech sector have contributed to our economic diversity and have made the City stronger and more resilient.

But there's no doubt there have been growing pains and losses along the way. Too many heritage buildings have come down. Our growth has produced traffic congestion and stretched municipal services in fast growing areas, and stressed our natural environment. And with new service requirements arising or being downloaded from senior levels of government, taxpayers have shouldered a larger burden than in the past. The old models are not sustainable.

So what about today....and tomorrow?

*Today*, progress means growing smarter. It means overhauling how the City delivers services. It means changing the financial model we operate under, to meet demands while lessening the burden on property tax. Already, the City has fundamentally changed the way it is growing, turning the traditional suburban model on its head and achieving a much more balanced model through intensification. Many internal changes, particularly through automation are underway that reflect how the City needs to do business in the years to come.



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Tomorrow will bring us a new community in the south of our City, a community that will be larger than the City of Orillia. It will bring new people, greater community diversity, new service demands and undoubtedly new challenges related to moving, employing, housing and serving more people.

All these changes can't be made in isolation - they need to be part of a coordinated plan for our future. For years, Barrie has been building strategic plans and masterplans within various service areas that are based in the idea of progress. Sometimes these visions are captured in a Community Strategic Plans which are intended to establish a direction for the future that reflects community ideas and aspirations and guides priority setting to ensure programs and services address the changing needs of a community. In many cases these plans are often aligned with the term of Council, which can often cause a lack of continuity in a community as the vision changes every 4 years.

In Barrie, we look at things differently. We realize that not one strategy can serve as the blueprint for our City. We want and need to have a fluid vision that respects the past but looks to the future. It needs to resonate with our residents and be compelling to our investors. We want to have a long term 'road map' that ensures we continue to focus on what has already been identified as being important to our community and what will need to be done to ensure that it meets the needs of our future residents and businesses. It must be a fluid document, flexible enough to add new things and remove those that have been fully accomplished. In a nutshell, it's about making the link to everything, both old and new, that will continue to make the City of Barrie a progressive and vibrant community.

So how do we build a progressive community?

We believe there are 5 pillars:

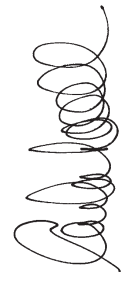
- **City building** address the long terms basic needs of the community for housing, employment and critical services but which also advance the strategic interests of the community for the kind of city they want to live in which embrace cultural, recreational, environmental and social opportunities.



- **Council priorities** provide focused direction over their 4 year term for those projects that will advance critical needs, service enhancements and strategic community interests.
- **Service strategies** ensure that both needed and wanted services are delivered efficiently and effectively and that we are responding to the needs of the community.
- **Operational Strategies** guide us in how we operate in the most efficient way possible to make progress on Council's priorities and they help to ensure we are efficient, innovative, transparent and fair in the delivery of our services
- **Engaged and Committed Workforce** is critical to the work getting done, they are the engine to bringing the plans, strategies and projects to life.

They are all linked and integral to one another. None can work without the others. To bring a vision to life, Council needs to work with the community to set the strategic direction for the City and then action that direction by setting the priorities. It is the people of this organization that set the wheels in motion. After all, services cannot be delivered if we don't have a committed and engaged workforce, or the tools that are necessary for them to do their jobs.

They are all linked and they are all important to support and grow a progressive City. Let us show you what our vision and our plan looks like for a Progressive Barrie.



Carla Ladd  
CAO



Jeff Lehman  
Mayor





# DRRAFT

## Making the Link: City Building

As Barrie has grown, we've been fortunate to have strong leadership, a vibrant economic base, and a community that's shown passion and pride – all of which are key ingredients to building a great city. Yet the process of city-building never ends.

Better futures and strong and healthy communities don't just happen. They need to be planned for. Planning helps guide the community from where it is right now to becoming stronger and more prosperous. To build a better future the community needs to know where it wants to go.

The City Building plans and strategies do just that – they go across various terms of Council and shape the vision for the City. They are strategic in nature, and with the long term visions they guide the city, step by step, towards a better future. They lay the groundwork, step by step, towards a better future.

The strategies in this section include:

- Growth Management Strategy
- Waterfront & Marina Master Plan
- Natural Heritage Strategy
- Invest Barrie Strategy Framework
- Barrie's Plan for Culture
- Sustainable Waste Management Strategy
- Affordable Housing Strategy
- Historic Neighbourhoods Strategy
- Community Improvement Plans



**CITY BUILDING**

# Growth Management Strategy



The Growth Management Strategy incorporates a variety of elements including plans, policies, guidelines and monitoring programs. Collectively, the purpose of the strategy is to plan for, guide and understand, how the city is growing and changing. The growth that is forecasted for Barrie is significant: an additional 70,000 residents by 2031 and a further 40,000 by 2041.

While the majority of the city's growth is being planned as greenfield development in the Salem and Hewitt's Secondary Plan Areas of South Barrie, additional population and employment is anticipated within the built boundary as intensification and redevelopment. Understanding and effectively managing this growth is critical if the City is to achieve the goals set out in its Official Plan.

Outcomes	Actions
<p>Ensure that at least 40% of new growth occurs within the built up boundary of the city.</p>	<ul style="list-style-type: none"> <li>Encourage development to conform with goals of the Intensification Strategy &amp; corresponding amendments to the Official Plan.</li> <li>Apply Urban Design Guidelines for Intensification areas identified through the strategy to minimize the impact of denser development on existing neighbourhoods while achieving the vision of mixed-use, mid-rise pedestrian friendly neighbourhoods.</li> <li>Pre-zone lands in designated corridors (Essa Road initially) &amp; nodes to expedite development applications which meet the vision for the Intensification areas.</li> </ul>
<p>Ensure development in the Salem &amp; Hewitt's Planning Areas occurs in a phased, orderly &amp; fiscally responsible manner.</p>	<ul style="list-style-type: none"> <li>Finalize Secondary Plans for the Salem &amp; Hewitt's Planning Areas.</li> <li>Prepare an implementation strategy that includes zoning, development standards, urban design, phasing &amp; financial elements.</li> </ul>
<p>Ensure employment opportunities are preserved &amp; create new opportunities.</p>	<ul style="list-style-type: none"> <li>Encourage mixed use neighbourhoods creating opportunities for people to work close to where they live.</li> <li>Complete a municipal comprehensive review (currently under appeal to OMB) to address conversion of employment lands.</li> <li>Incorporate policies to guide Council &amp; the public on applications which seek to remove employment lands from an employment category.</li> </ul>

**MONITORING OUR PROGRESS: MEASURES**

Monitoring how the City is growing & changing is an important part of the Growth Management Strategy. The monitoring program will provide insights into how new neighbourhoods are developing as well as how existing neighbourhoods are changing. It will also monitor significant changes in land use patterns in order to understand the evolution of the City. An annual report that includes a financial perspective on growth will be prepared.

1. 40% of future growth within the Built Boundary.
2. Growth in the annexation area consistent with Master Plans & Secondary Plans.
3. Progress towards the 2031 targeted densities of 150 people/jobs per hectare in Urban Growth Centre (UGC) & 50 people/jobs per hectare in the Salem & Hewitt's Planning Areas.



## CITY BUILDING

# Waterfront & Marina Strategic Plan



Barrie's waterfront includes approximately 10 km of shoreline along Kempenfelt Bay on Lake Simcoe, with connections to a number of diverse neighbourhoods along the North Shore, Central Waterfront and South Shore. The composition of large and small parks, marinas, naturalized beaches, urban squares, woodlots, walking and cycling trails and scenic lookouts make the waterfront one of the City's greatest assets, to be celebrated, protected and continually enriched as a centerpiece that evolves as Barrie grows into the 21st century.

The waterfront and Marina Strategic Plan sets forth a 20-year path that builds upon the tremendous investments that have already been made, and identifies key elements that will need to be put into place to ensure the waterfront's continued success. The plan ensures that there is a balance between passive and active opportunities and the level of commercialization to ensure there is something for everyone to enjoy.

The main objectives of the plan are to increase the capacity of the waterfront as a destination, meeting place and recreational resource, integrating the waterfront with the downtown where people live, work and play.

Outcomes	Actions
A hierarchy of activity centres that serve as key destinations along the waterfront	<ul style="list-style-type: none"> <li>• Reconstruct Memorial Square</li> <li>• Reconstruct Centennial Park</li> <li>• Construct the Military Heritage Park</li> <li>• Expand the transient basin Marina including the construction of a Marina Commercial Centre in Spirit Catcher Park</li> <li>• Relocate the Sea Cadets to a new multi-sport boathouse</li> </ul>
A Mobility Network of trails & green corridors that provide connectivity across the waterfront & into adjacent neighbourhoods within the city.	<ul style="list-style-type: none"> <li>• Reconstruct Allandale Station Park Trails</li> <li>• Improve the North Shore Trail system including gateway features, signage &amp; historic interpretative plaques, &amp; water access areas</li> <li>• Open creeks that are currently channelized</li> <li>• Connect waterfront trails to neighbourhoods through the City's Multi-modal Active Transportation Master Plan</li> </ul>
A system of Landmarks, Kiosks & Beacons to provide amenities for waterfront visitors.	<ul style="list-style-type: none"> <li>• Develop a clusters of kiosks to provide small-scale convenience or waterfront-related commercial opportunities</li> <li>• Develop a system of 'Info Corners' located close to waterfront &amp; trail entry points</li> <li>• Explore the development of a series of 'beacons' or highly visible landmarks along the waterfront at activity centres &amp; trail heads to enhance visibility &amp; safety.</li> </ul>

### MONITORING OUR PROGRESS: MEASURES

1. Total kilometres of connected trails along & to the waterfront within the corporate limits of the City of Barrie.
2. Citizen satisfaction scores (through customer surveys) relative to:
  - Overall Waterfront experience
  - Diversity & balance of passive & active opportunities
  - Attractiveness of waterfront





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## Natural Heritage Strategy



The Natural Heritage Strategy consists of two distinct elements. One part of the strategy is focused on the urban area within the pre-annexation City limits. The second applies to the greenfield lands in the Salem and Hewitt’s Planning Areas that will be urbanized over the next two decades. While both strategies share common goals and were developed in consultation with the local conservation authorities, the approach to protecting, preserving and enhancing the natural environment differs.

Within the former City limits, the Natural Heritage Strategy is a features-based approach that identifies resources, classifies them and sets standards for their protection. Development applications are assessed against any potential impact on such features.

Where possible, the goal is to establish a natural heritage network, or system, throughout the built-up area. In contrast, a natural heritage system has been identified in the Salem and Hewitt’s Secondary Plans. The system includes a connected network of core areas and linkages that will be transferred to public ownership as part of the development process.

Outcomes	Actions
Protecting the Natural Heritage characteristics of the areas identified in the Official Plan.	<ul style="list-style-type: none"> <li>Require the submission of an Environmental Impact Study (EIS) for projects within, &amp; in proximity to, an identified Natural Heritage Resource within the former City limits.</li> <li>Establish levels of significance for these resources.</li> <li>Establish a network throughout the existing built up area.</li> </ul>
Mitigation of impacts from growth.	<ul style="list-style-type: none"> <li>Ensure that development applications address impacts on the Natural Heritage system.</li> <li>Acquire Natural Heritage features through dedication as part of development approvals.</li> </ul>

**MONITORING OUR PROGRESS: MEASURES**

Monitoring the natural environment has both quantitative & qualitative elements. The monitoring program will provide an understanding of the amount of land that is being protected & preserved. Over time, the annual reporting will include an assessment of how the health of the features, areas & systems in public ownership are being maintained & enhanced.

1. Natural heritage lands acquired annually.
2. Natural heritage lands as a % of total hectares of land within the City.



## CITY BUILDING

# Invest Barrie Strategy Framework



The Invest Barrie Strategy Framework is a coordinated, multi-layered program that aims to create synergistic alignment between the traditional focus of an Economic Development Organization (Investment Attraction and Business Retention & Expansion), and those longer-term activities that create the conditions for economic diversification, resiliency, and prosperity in a globalized world. These conditions, which include robust startup ecosystems, highly networked and innovative industry clusters, and a diversified workforce with varying deep domain expertise, will help the economy to be more resilient even as global economic conditions change.

What's more however, these conditions will also create strategic and tactical advantages and opportunities for the traditional Investment Attraction and Business Retention & Expansion services, by providing the environment, workforce and networks that will continue to make Barrie a highly desirable investment destination.

To achieve this synergistic alignment, the Invest Barrie Strategy Framework consists of 3 coordinated layers: The Transformational Layer, Operational Layer, and Environmental Layer.

The Transformational Layer is focused on initiatives and projects that will create the conditions for a diversified and resilient economy. The Operational Layer focuses on the ways in which Invest Barrie will deliver core functional services in such a way that will maximize outcomes (such as attraction of new employers). Finally, the Environmental Layer consists of important cross-departmental areas of activity that impact the overall attractiveness of Barrie as a business location.

The main goals of the strategy include:

- Ensuring that the economy creates and supports more high quality careers, leading to continued increases in quality of life.

- Enhancing diversity and range of employment opportunities for the community, so that all residents are able to pursue local employment.
- Enabling an economy that is resilient and can withstand changes in economic conditions and global competition.
- Being a premiere destination for business investment.

Outcomes	Actions
A robust ecosystem of high-growth startups	<ul style="list-style-type: none"> <li>• Create a coordinated ecosystem plan, with multiple partners collaborating &amp; providing services that promote &amp; support startup formation &amp; growth.</li> <li>• Develop a vibrant hub for startup creation, with events, workshops, mentorship, contests, acceleration, incubation, co-working, etc.</li> </ul>
Highly focused & targeted investment attraction.	<ul style="list-style-type: none"> <li>• Map the comprehensive business architecture of the City, &amp; identify gaps in local supply chains.</li> <li>• Map existing &amp; potential clusters.</li> <li>• Based on the maps, identify targets &amp; prospects lists.</li> <li>• Develop a network of influencers in targeted industries.</li> <li>• Relationship-based lead generation. Leverage new &amp; existing networks.</li> </ul>
Innovation a key driver of economic growth & differentiation.	<ul style="list-style-type: none"> <li>• Creation of an Open Innovation community, where employers innovate with partners outside of their organization in a mutually-beneficial way.</li> <li>• Focus on providing education &amp; support to increase the level of intrapreneurship.</li> <li>• Implement innovation-based "infrastructure" programs (such as Robotics clubs, Technology Enablement Centres) that support understanding of, &amp; access to, innovation both within the residential &amp; business community.</li> </ul>

### MONITORING OUR PROGRESS: MEASURES

1. Growth of target industries within the knowledge-based segments of the economy.
2. # of new, prospective start-up entrepreneurs that engage with the City through start-up cluster initiatives.
3. Growth of employment in target occupations.



**CITY BUILDING**

## Barrie's Plan for Culture



Barrie is home to an energetic community of artists in various disciplines who have contributed to the City Centre's evolution, the growing reputation of special events and staged performances and the increase in City Centre vibrancy perceived by residents and visitors.

Barrie has experienced rapid population growth over the past quarter century; what may not be readily observed is the growth in Barrie's arts community during that period. Between 1990 and 2000 Barrie attracted more artists per capita than any other community in Canada. This injection of artists and supporters created a shift in the production and support of arts and culture. The number of residents participating in arts, culture and creative industries continues to grow.

In 2006 Barrie's Plan for Culture, *Building a Creative Future*, was commissioned to measure, assess and make recommendations regarding the role of arts and culture in the social and economic development of the City of Barrie and specifically the revitalization of the City Centre. Many recommendations have been completed and have helped position Culture as an important economic driver. Culture is included in the new (2013) Invest Barrie portfolio given its importance as a tool for talent attraction and an instrument of place making. Culture's path forward embraces directions from the 2006 Plan for Culture and the 2015 Invest Barrie Strategy.

**MONITORING OUR PROGRESS: MEASURES**

1. Growth in employment in target culture & creative industry occupations
2. # of new startups/entrepreneurial ventures in culture-based industries
3. Growth in culture-driven visitors & cultural tourism (via surveys)
4. # of culture organizations or culture-driven community groups
5. Growth of non-festival culture-driven activities & events in the downtown (including in private venues, parks, etc)

Outcomes		Actions
Build capacity within our arts organizations	<ul style="list-style-type: none"> <li>• Invest in our arts organizations &amp; their artistic programs including festivals &amp; events</li> <li>• Support &amp; direct arts organizations</li> <li>• Evaluate arts organizations &amp; provide feedback</li> <li>• Create an arms-length granting opportunity for culture sector participants, funded by the City of Barrie through budget allocation</li> <li>• Track results &amp; drive recipient accountability for culture grants</li> <li>• Advance creativity through a variety of arts education programs</li> <li>• Carefully plan arts facilities to support a healthy &amp; planned arts sector</li> <li>• Provide oversight &amp; marketing of Barrie's arts products</li> <li>• Formally recognize our arts achievements</li> <li>• Build sound arts business practices &amp; plans</li> </ul>	
Create & manage facilities & cultural places	<ul style="list-style-type: none"> <li>• Develop an Outdoor Performing Arts Place (Meridian Place)</li> <li>• Develop a permanent indoor/outdoor Market Hall</li> </ul>	
Foster a robust ecosystem of high-growth startups	<ul style="list-style-type: none"> <li>• Enable &amp; support the creation of innovative &amp; scalable culture-based startups</li> <li>• Facilitate activities &amp; connections that promote the emergence of a "Downtown Creative Hub" by leading opportunities for social connectivity between business, arts &amp; residents, &amp; vibrant cultural programming.</li> </ul>	
Highly focused & targeted investment attraction	<ul style="list-style-type: none"> <li>• Support the growth of new industries in viable sectors including culture-based industries based on Barrie's natural strengths such as Film Production.</li> <li>• Develop a network of influencers in targeted industries including a comprehensive cultural network which can be leveraged for growth opportunities within target culture-based industries.</li> </ul>	
Innovation as a key driver of growth & differentiation	<ul style="list-style-type: none"> <li>• Leverage culture as a key tool for innovator talent attraction &amp; retention, by deploying unique cultural events, sights &amp; programming to encourage cultural tourism.</li> </ul>	



**CITY BUILDING**

# Sustainable Waste Management Strategy



The City of Barrie's population has been growing, and over the next 20 years the population is expected to increase to over 200,000 people (or by 50%). Ongoing growth means challenges for existing waste management infrastructure, for example Barrie's landfill is expected to close in 2035.

Socially acceptable, financially responsible and environmentally sound waste management planning is an important part of Barrie's long term sustainable growth.

In January 2011, Barrie started working towards developing a Sustainable Waste Management Strategy (SWMS). The SWMS provides an action plan for effective, efficient, and responsible change to our waste collection, diversion and disposal systems over the next 20 years. This plan is a community-based plan, with goals, policies and a vision focusing on issues related to Barrie as a whole.

**MONITORING OUR PROGRESS: MEASURES**

1. % Diversion
2. cost/population

Actions	
<b>Outcomes</b>	
Extended Producer Responsibility	<ul style="list-style-type: none"> <li>Work with the Association of Municipalities of Ontario, the Ontario Waste Management Association, the Municipal Waste Association &amp; other industry associations to lobby the Province for EPR</li> </ul>
Enhanced Promotion & Education	<ul style="list-style-type: none"> <li>Complete a comprehensive Communications Plan for all of Barrie's waste management services &amp; update annually</li> <li>Re-launch green bin program</li> <li>Promote multi-residential green bin program</li> </ul>
Modify Collection of Waste, Recyclables & Organics	<ul style="list-style-type: none"> <li>Four-day collection cycle to reduce shifting collection on holidays</li> <li>Reduce ICI garbage bag limit from 10 to 6 bags per week</li> </ul>
Multi Family Green Bin Program	<ul style="list-style-type: none"> <li>Provide necessary carts &amp; bins</li> <li>Reduce garbage collection limits in multi-residential sector</li> </ul>
Improved Diversion	<ul style="list-style-type: none"> <li>Implement curbside recycling programs for plastic film, empty paint cans &amp; aerosol containers</li> <li>Expand collection depot at landfill to include construction &amp; demolition waste &amp; mattresses</li> <li>Plan for additional collection depot in south end of Barrie</li> <li>Change a tipping fee for sweepings, grit &amp; sand</li> </ul>
Regional Partnerships	<ul style="list-style-type: none"> <li>Establish a Regional Partnership Committee to align programs, &amp; consider joint processing &amp; disposal opportunities</li> <li>Evaluate alternative disposal options (i.e. Thermal Treatment, Mechanical Biological Treatment)</li> <li>Start joint public education program</li> <li>Consider joint marketing of recyclables</li> </ul>
Cost Saving	<ul style="list-style-type: none"> <li>Provide replacement blue &amp; grey bins &amp; green carts to residents &amp; businesses on a partial cost recovery basis</li> <li>Eliminate the annual 100 kg free load of garbage for residents</li> </ul>



**CITY BUILDING**

# Affordable Housing Strategy



The Affordable Housing Strategy came about as a result of an increasing issue related to the cost of affordable housing. A growing segment of Barrie's population are unable to afford homes and vacancy rates in Barrie are amongst the lowest in the Country.

The Affordable Housing Strategy is intended to apply to all parts of the City including lands brought into the City as part of the January 1, 2010 boundary expansion. Policies are included in the proposed text of the Hewitt's Creek Secondary Plan and Salem Secondary Plan that cross reference affordable housing to Section 3.3 of the parent Official Plan.

The objective of this strategy is to increase the supply of affordable housing in the City of Barrie through the implementation of actions identified by the Strategy. The strategy targets a goal of 600 units, rental and ownership. This target is aligned with the recommendation of the County of Simcoe 10-Year Affordable Housing Plan, which allocates the need for 840 units to Barrie, of which 252 are geared to subsidy, provided by the County, leaving a target of 588 units. This was rounded to 600 units.

Outcomes	Actions
Create opportunities for affordable housing.	<ul style="list-style-type: none"> <li>Amend the Official Plan &amp; Zoning By-law to create permissions for second suites.</li> <li>Review existing zoning &amp; engineering standards to reduce the cost of construction.</li> <li>Develop a demolition control &amp; condominium conversion by-law to maintain a supply of rental housing.</li> </ul>
Engage public sector partners in the provision of affordable housing.	<ul style="list-style-type: none"> <li>Encourage the Federal Government to extend the IAH program.</li> <li>Align the goals &amp; objectives of Barrie's housing strategy with the County's.</li> <li>Continue to support BMNPHC.</li> </ul>
Provide Financial Incentives to encourage the provision of affordable housing.	<ul style="list-style-type: none"> <li>Develop an "affordable housing first" policy when considering the sale of city owned properties.</li> <li>Provide financial incentives through a CIP.</li> <li>Prioritize Affordable Housing when considering community benefits under Section 37 (Bonusing) applications.</li> </ul>

**MONITORING OUR PROGRESS: MEASURES**

Develop a monitoring system in conjunction with the County which tracks:

- # of affordable housing units produced per annum
- Type of units in the spectrum of affordable housing produced per annum
- Rental vacancy rates per annum
- Average household income
- Achievement of the targets established by the 10-year plan regarding # of units to be produced in Barrie



### CITY BUILDING

## Historic Neighbourhoods Strategy



Barrie's downtown has been identified as an Urban Growth Centre in the Provincial Growth plan with population and employment density targets of 150 persons and jobs per hectare. This target will be achieved through significant development and intensification in the Downtown and Allandale Centre areas.

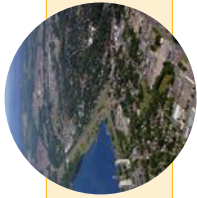
However, the lands surrounding this Intensification Area contain some of Barrie's oldest neighbourhoods with a unique heritage character. The Historic Neighbourhoods Strategy was developed as a people-led, grass roots initiative to recognize and preserve the uniqueness of these neighbourhoods and to mitigate any potential impacts from new development targeted for the UGC. A committee has been established with representation from each of the Historic Neighbourhoods which meets approximately once a month to advance the objectives of the Strategy. The Committee maintains an Action Matrix based on the recommendations of the Strategy.

The main objectives of the Strategy are to enforce quality of life by-laws, address garbage and graffiti in parks and City facilities, prioritize road and sidewalk improvements, design and install historic signage, address parking and traffic calming on residential streets and continue the HNS committee. As a result of the Strategy, the Planning Services Department is preparing an area specific Official Plan amendment and associated Zoning Provisions and Urban Design Guidelines intended to preserve the heritage character of the Allandale Historic Neighbourhood.

Outcomes	Actions
Protecting the heritage character of historic Neighbourhoods	<ul style="list-style-type: none"> <li>• Develop area specific policies &amp; zoning.</li> <li>• Develop Urban Design Guidelines.</li> <li>• Investigate a Heritage Conservation Strategy.</li> <li>• Develop &amp; install historic signage.</li> </ul>
Mitigation of impacts from growth	<ul style="list-style-type: none"> <li>• Develop parking &amp; traffic calming measures for residential streets.</li> <li>• Enforce zoning &amp; property standards by-laws.</li> <li>• Encourage murals &amp; beautification programs.</li> <li>• Clean up garbage &amp; graffiti.</li> </ul>

### MONITORING OUR PROGRESS: MEASURES

1. # of Property standards/By-law infractions & complaints addressed
2. # of Historic signs installed.



## CITY BUILDING

# Community Improvement Plans



Community Improvement Plans are governed by Section 28 of the Planning Act and provide Council with the authority to allocate funds and provide financial incentives to address area-specific issues or achieve strategic priorities. The City currently has three Community Improvement Plans (CIPs) in place: the Downtown CIP, the Allandale CIP and the Georgian Neighbourhood CIP.

The goals and objectives of both the Downtown and Allandale plans generally focus on the revitalization of the historic core of the City. The goal of the Georgian Neighbourhood CIP is to encourage the development of purpose built student housing.

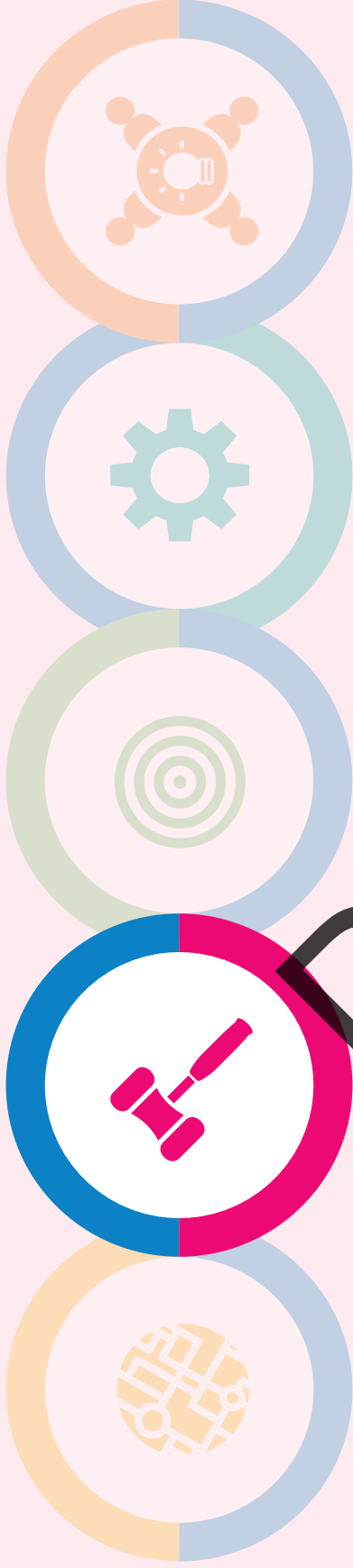
The City is currently reviewing the Downtown and Allandale CIPs with the intent of collapsing them into one new CIP with the objective of incentivizing Affordable Housing projects, Brownfield redevelopment and development within the City's Intensification areas which meets the standards of the Mixed Use Nodes and Mixed Use Corridor.

Outcomes	Actions
Revitalize the downtown & Allandale Centre	Review & recommend financial incentives for development/redevelopment proposals which promote Council's strategic objectives of downtown revitalization & intensification.
Address the issue of student housing within the Georgian College Neighbourhood	Review & recommend financial incentives for development/redevelopment proposals which promote purpose built student housing within the Georgian College Neighbourhood to mitigate the impact of stable residential neighbourhoods being converted to student housing.

### MONITORING OUR PROGRESS: MEASURES

An annual report is provided to Council reporting on the number & type of applications which have been approved as well as the total dollar value of the loans & grants provided. The report also includes a summary of key performance indicators such as number of residential units created, number of new jobs created & improvement to urban design measure resulting from the applications. As well as:

1. \$ value of loans/grants as a % of increased assessment
2. # of residential units created (Georgian Neighbourhood CIP)
3. # of new jobs created (Downtown & Allandale CIP)



**DRAFT**

## Making the Link: Council Strategic Priorities

At the beginning of every term, Council determines what their top priorities are and what they want to achieve during their term of office. It sets out Council's vision and mission for the City and specific goals that guide the planning activities within the organization. These key areas of focus become the primary driver of projects, plans and city initiatives during the 4 year term of office and are developed with direct input from the community through face to face.

Barrie City Council's, Our Plan for a Better Barrie 2014-2018, directs the short-term priorities for the City and serves as a foundation for what we want to achieve for Barrie and we can work towards contributing to this vision.

The strategies in this section include:

- Vibrant Business Environment
- Inclusive Community
- Responsible Spending
- Well Planned Transportation





## COUNCIL STRATEGIC PRIORITIES

### Vibrant Business Environment



A vibrant business environment is resilient in the face of economic change and provides opportunities for businesses and for residents to grow and to thrive in Barrie. In 2015, Invest Barrie presented a new strategy to Council that focuses on three separate but interrelated layers which work together to achieve the strategic goals of high quality economic growth, diversification and resiliency.

The first layer of the plan focuses on activities that will make Barrie's economy more competitive, highly innovative and ultimately more attractive to businesses. The second layer focuses on projects that will optimize Invest Barrie's efforts to attract new businesses and investment, support the growth of existing businesses, and enable the creation of new businesses. The last layer focuses on eliminating both the actual and perceived obstacles to business investment.

Over the next year, Invest Barrie and supporting departments will work to perform a detailed scan of the City's businesses, industries, and occupations to baseline our current business environment and identify opportunities for growth and diversification. This scan will help create a baseline for measuring performance of our economic growth and diversification activities, allowing us to track the impact of our efforts on our business and residential communities.

An ambitious strategy calls for an innovative approach to implementation. Therefore, rather than trying to implement the entire strategy in a traditional manner, using only internal resources and decision-making, Invest Barrie has chosen to mobilize one of Barrie's greatest strengths – a passionate and engaged community – and thereby increase its own capacity to support and deliver on initiatives that have positive results for the City. This includes primarily the business community, but should also include representations from the educational community, healthcare community and other core community segments.

In 2016, we will select a mobilization and collaboration framework that will engage members of the community, identify and align on priorities, develop projects and project teams, and establish a performance measurement framework to track progress toward our goals of engaging the business community and positive business feedback.

Outcomes	Actions
Diversified Economy	<ul style="list-style-type: none"> <li>Perform detailed scan &amp; analysis of the City's business environment</li> <li>Develop industry-specific value propositions &amp; targeted lead generation initiatives</li> <li>Deploy initiatives aimed at supporting the growth of a community of startup businesses</li> <li>Implement programs that increase interest in engineering, computer science, technology &amp; innovation amongst the City's youth</li> <li>Attract more STEM (Science, Technology, Engineering, Math) skills into the community, to support occupational &amp; industry diversification efforts</li> </ul>
Supportive & Innovative Business Environment	<ul style="list-style-type: none"> <li>Select a mobilization &amp; collaboration framework that will engage members of the community to identify aligned priorities, develop projects &amp; project teams, &amp; track the progress</li> <li>Begin implementation of the framework with a large-scale kickoff event.</li> <li>Support new &amp; existing projects that emerge from the mobilization &amp; collaboration framework</li> <li>Develop baseline for performance measurement plan</li> </ul>

#### MONITORING OUR PROGRESS: MEASURES

1. Industrial diversification
2. Occupational diversification
3. Engagement of business community
4. Invest Barrie business feedback



## COUNCIL STRATEGIC PRIORITIES

### Inclusive Community



An inclusive community provides a place for all residents to belong, with opportunities to connect with their neighbours, their community and their city. Barrie is expected to grow by 70,000 residents by 2031; it is important that we track and prepare for this growth by addressing the needs of these future residents.

An inclusive community starts with having a place to live as housing is a basic, fundamental need. Access to safe, affordable and adequate housing suitable to meet the needs of all residents and all income levels promotes overall health and well-being, increases resident safety, and creates a more livable and complete community. With its growing population, Barrie faces an affordable housing situation where supply for all segments of affordable housing has not kept pace with the need. In 2015, the City produced a 10-Year Affordable Housing Strategy, *A Place to Call Home*, that includes 14 recommendations to encourage the supply and range of affordable housing in Barrie, and calls for an increase in affordable housing units by 2025, a 10% affordable housing target and a rental vacancy rate of 5%.

Citizens want to have a say in their lives, and a large part of what shapes their lives is public policy. Encouraging and enabling citizens to participate in ways that are meaningful to their lives will both enhance their own lives by giving them a greater sense of political efficacy, and potentially increase their confidence in local government. The City of Barrie has been working on expanding opportunities for citizen engagement through multiple channels and recently undertook a review of our community diversity called “If Barrie was a Village of 100.” Community diversity is vital to building a healthy, inclusive community by harnessing multiple perspectives to enrich educational, cultural and economic opportunities. This snapshot was designed to identify and celebrate our existing population, and to prepare conditions for growth and engagement.

Finally, public spaces, including public art installations, are significant enablers of an inclusive community because they provide opportunities for the community to come together. Barrie’s outdoor public spaces include parks, trails, waterfront lands, and in-water spaces; indoor public spaces range from recreation centres, libraries and theatres to the City Hall Rotunda. The availability of public spaces plays a significant role in shaping residents’ behaviour.

Outcomes	Actions
Affordable Housing	<ul style="list-style-type: none"> <li>Continued implementation of the Affordable Housing Strategy recommendations, including updates to policies &amp; Official Plan (Second Suites, protection of rental properties &amp; sale of surplus City lands)</li> <li>Implementation of financial incentives for affordable housing</li> <li>Continued liaison with non-profit housing providers; &amp; development of a monitoring/tracking system to monitor affordable housing/housing diversity</li> </ul>
Citizen Engagement	<ul style="list-style-type: none"> <li>Continue to improve social media channels, add video &amp; develop an Instagram strategy</li> <li>Formally track attendance at municipal government activities</li> <li>Conduct Citizen Satisfaction Survey</li> <li>Continue to support programs &amp; participate in community services that influence &amp; support diversity such as the local immigration partnership, Small Business Centre, inclusive hiring practices, accessibility policies &amp; programs, &amp; inclusive community centre programming</li> <li>Coordinate or participate in community festivals (i.e. Celebrate Barrie &amp; Rhythmfest)</li> </ul>

#### MONITORING OUR PROGRESS: MEASURES

- Housing Spectrum Mix
  - Affordable housing units
  - New housing affordability targets
  - Rental vacancy rate
- Citizen Engagement score (Citizen Survey)
- Citizen engagement in Municipal events
- Outdoor Public Space Utilization metrics
  - # of formal gatherings & participants
- Indoor public space use (events, programs, participants)
- # of Public Art Installations
- Digital Interactions (i.e. Pingstreet, Social Media, etc)
  - # of unique users of Pingstreet
  - % increase in the # of visitors to Barrie.ca
  - # of social media followers on Corporate accounts
  - # of impressions (clicks/ likes/ shares/ comments/ retweets, etc) resulting from our posts/tweets



**COUNCIL STRATEGIC PRIORITIES**

*Responsible Spending*



Responsible Spending is about delivering services that residents need and value, while ensuring our financial health now and for the future.

Financial health for now means focusing on maintaining our infrastructure within reasonable debt levels, and maintaining our service levels within reasonable cost structures. We will continue to present a balanced budget that includes an improving debt to reserve ratio annually. Our current ratio is 4:1; we are working toward a more responsible target of 1:1. In addition, new systems are being implemented to manage our financials with improved financial controls, forecasting and reporting.

Financial health for the future means planning for our growth, and ensuring that we continue to contribute to our reserve funds, and manage our growth by having growth pay for growth, through development charges (DC) funding and other development fees. The City of Barrie has recently undergone an intensive Financial Impact Analysis (FIA) that created a comprehensive view of our current financial situation with a 20-year outlook. We will plan for the future by maintaining the 1% infrastructure levy introduced in 2015, by ensuring that development charges pay for growth and that our capital spending will be tied to our revenue cashflows.

City staff use the Strategic Plan and various long-term or master plans to develop the annual business plan and budget documentation that informs Council's decision-making. The process of developing the Business Plan and Budget ensures the City's resources are spent wisely, and brings the City's strategic plan to life by providing the necessary funds to move action plans forward.

Residents need to be informed of the decisions made through this process to better understand why some new services are offered, and why others are altered, so that they can see the value in the services they receive from the City for the taxes they pay. The City continues

to implement new ways for residents to become involved and to learn more about the budget process and the impact it has on services and taxes. In 2015 a video was launched to provide a quick snapshot of our budget process and to educate residents and enabled us to share the video on our various online platforms (website, social media), at meetings with stakeholder groups and to City Council.

Outcomes	Actions
Financial health for now & for future	<ul style="list-style-type: none"> <li>Improved portfolio governance on business plan</li> <li>Implement Purchasing Service Review recommendations</li> <li>Long-term financial plan developed</li> <li>Enhanced financial reporting, improved controls &amp; optimized processes delivered through ERP</li> <li>New budget system implemented</li> </ul>
Community sees value in City services & taxes	<ul style="list-style-type: none"> <li>Conduct Citizen Satisfaction Survey</li> <li>Online poll following approval of 2016 budget to gauge success of new engagement tools used in 2015 to engage &amp; increase resident understanding</li> </ul>

**MONITORING OUR PROGRESS: MEASURES**

- Financial Health indicators:
  - Contributions to tax capital reserves
  - Debt to reserve ratio
  - Debt as a % of operating expenditures
- Growth Management Indicators
  - % of eligible growth expenditures funded by development charges
- Citizen satisfaction rating
- Process optimization metrics (automation)



**COUNCIL STRATEGIC PRIORITIES**

*Well Planned Transportation*



A city with well planned transportation enriches the lives of its residents, businesses and visitors by reducing congestion, improving safety and providing opportunities for environmentally-friendly and active transportation options.

The City's Transportation Master Plan (2013) is our road map to developing a well-balanced transportation network that accommodates growth and advances community sustainability and prosperity. The plan encompasses private and public motorized transportation networks, as well as our pedestrian and cycling trail networks (on- and off-road) to produce better, safer roads with more active transportation choices.

Better roads are roads that are in good repair and are well-connected to local and regional networks. Safer roads are roads in transportation networks that are built to take into account all pedestrian, non-motorized and motorized use to minimize health, safety and security risks. Projects to produce safer roads include the traffic calming initiatives, installation of bike lanes and the Infill Sidewalk projects.

The new transit network is an important part of building a resilient transportation network in Barrie. The City is developing a five-year business plan to guide our activities within transit and drive ridership growth. The plan will be enabled by the use of better technology (smart cards, farebox system and passenger counters) that will ensure better data to drive decisions around service improvements, planning standards and route development.

Active transportation options such as sidewalks, walking trails, bike lanes and bike trails, are important for a healthy community. The Transportation Master Plan is designed to significantly increase capacity within the active transportation options by 2031, including more than doubling the trail and sidewalk kilometres, and increasing bike lanes from 14 km in 2014 to 721 km by 2031.

Outcomes	Actions
Better Roads	<ul style="list-style-type: none"> <li>Start construction of major roads including Ferndale Drive (Dunlop – Tiffin), Mapleview Drive East (Huronia to Country Lane) &amp; Morrow Road</li> <li>Start design of the Harvie Road &amp; Big Bay Point Road New Crossing of Highway 400</li> <li>Continue the Class Environmental Assessment for a new interchange at McKay Road</li> <li>Contribute to MTO projects to replace Highway 400 bridges at McKay Road &amp; Tiffin Street</li> <li>Apply to the Province's Connecting Links program for Bayfield Street Resurfacing</li> </ul>
Safer roads	<ul style="list-style-type: none"> <li>Start design of infill sidewalk program</li> <li>Provide new bike lanes on Grove Street for additional system connectivity</li> <li>Construct traffic signal cabinet upgrades (Cundles at Coulter &amp; Harding)</li> <li>Update the Transportation Standards</li> </ul>
More transportation options	<ul style="list-style-type: none"> <li>Council adoption of Five Year Transit Business Plan</li> <li>Convert paper fare media to smart card technology</li> <li>Installation of passenger counters on transit fleet</li> <li>Preparation for implementation of AODA standards for specialized transit to begin January 2017</li> <li>Infrastructure improvement projects for bus stops &amp; shelters</li> </ul>

**MONITORING OUR PROGRESS: MEASURES**

- Road condition assessment (% pavement assets in Fair or better condition)
- # of lane kilometres (road connectivity)
- Annual investment rate
- Collision rates per capita
- # of sidewalk kilometres (sidewalk connectivity)
- Legislative compliance (%) for winter maintenance
- Transit ridership
- kilometres of walking trails, sidewalks & bike lanes

**DRAFT**



## Making the Link: Service Strategies

The vision and priorities established by Council include service delivery, changes and enhancements.

The delivery of services is a core business for the City and they ensure that our community has options and opportunities to move through the city, enjoy recreational and leisure activities, are confident that services for life and property safety are in place and are accessible by residents of all abilities. Most importantly, residents must feel like they are valued 'shareholders' in the City and are welcomed, assisted and supported by City staff. Like the City Building Strategies, these service strategies are longer term. Look to the needs of current and future resident and therefore span several years and extend well beyond a Council term of office.

Service plans are often tactical in nature and in some cases respond to legislation from other levels of government. They are also directly related to and aligned with City Building strategies, for example the waste collection services implement the Waste Management Strategy. Importantly, service plans and strategies are reviewed regularly by City Council to ensure they are meeting the needs of our residents and are being delivered efficiently and cost effectively.

The strategies in this section include:

- Parks and Recreation Strategic Master Plan
- Fire Master Plan
- Transit Plans
- Customer Service Plan
- Accessibility Plan 2013–2018



## SERVICE STRATEGIES

# Parks & Recreation Strategic Master Plan



The Parks & Recreation Strategic Master Plan was adopted in principle by Council in June 2010. It serves as a framework to provide guidance to Council and staff in the provision of parks & recreation services. The 2010 plan was based on achieving a growth forecast of 170,000 residents by 2019. While Barrie is currently in a growth mode, the pace of the growth is slower than originally anticipated in the plan.

An update to the Parks and Recreation Strategic Master Plan is scheduled for 2017. This will ensure the timing and types of programs facilities are reflective of the community needs and demographics to 2031.

### MONITORING OUR PROGRESS: MEASURES

1. Participant Visits to Recreation Facilities
2. Recreation Services Operating Cost Recovery Rate
3. # of Active RecPASS Members
4. Achieving a rate of 2.2 hectares per 1,000 residents

Outcomes	Actions
<p><b>Proactive Leadership:</b> Maximize key systems &amp; policies in order to make the delivery of parks &amp; recreation services more effective</p>	<ul style="list-style-type: none"> <li>• Ensure effective delivery through collaboration between service units.</li> <li>• Embrace the principles of community development &amp; engagement in the delivery of services.</li> <li>• Proactive Planning – trend tracking &amp; data analysis to guide proactive planning.</li> </ul>
<p><b>Excellence in Customer Service:</b> Focus on the needs of our customers in order to reduce barriers &amp; increase participation in parks, recreation &amp; leisure</p>	<ul style="list-style-type: none"> <li>• Create systems, procedures, practices &amp; controls to deliver quality service &amp; train service personnel to effectively meet customers' expectations.</li> </ul>
<p><b>Embracing an Integrated Service Delivery Approach:</b> Work better collectively in addressing areas of common concern</p>	<ul style="list-style-type: none"> <li>• Implement &amp; adopt an Integrated Service Delivery Model using the internal (departmental) &amp; external (community) expertise.</li> </ul>
<p><b>Program &amp; Service Priorities:</b> Address specific program &amp; service priorities centering on youth, older adults &amp; inactivity &amp; obesity</p>	<ul style="list-style-type: none"> <li>• <b>Early Childhood Development:</b> Provide space &amp; innovative programming to encourage physical activity, exposure to arts &amp; cultural activities, healthy living &amp; cognitive/social development among children &amp; caregivers.</li> <li>• <b>Youth:</b> Work with community partners to develop &amp; deliver innovative programming for youth between 15-18 years old.</li> <li>• <b>Older Adults:</b> Enhance spaces, provide easier access &amp; develop &amp; deliver innovative programming for adults (55-65 years of age) &amp; seniors population.</li> </ul>
<p><b>Asset Management:</b> Protect &amp; enhance the physical assets that allows for full community participation in parks, recreation &amp; leisure pursuit</p>	<ul style="list-style-type: none"> <li>• Develop a comprehensive asset management system for all facilities, both active &amp; passive, &amp; use the standards developed in the plan to guide service levels.</li> <li>• Create a community hub model in the annexed lands, while providing opportunities for passive &amp; active recreation to serve a larger population using a greater focus on neighbourhood-level planning.</li> <li>• Modernize &amp; diversify the types of uses in targeted Recreation Centers.</li> </ul>
<p><b>Environmental Protection &amp; Stewardship:</b> Protect &amp; sustain the environment through greening strategies &amp; stewardship efforts</p>	<ul style="list-style-type: none"> <li>• Develop a Greening Strategy that is aligned with community priorities &amp; Departmental mandates to protect &amp; preserve the environment.</li> <li>• Ensure that sufficient spaces are allocated to facilitate informal activities &amp; non-programmed space within all types of parks through the parkland design process.</li> <li>• Maintain the provision of useable parkland for recreational purposes at the rate of 2.2 hectares per 1,000 residents.</li> <li>• Continue to enhance, improve &amp; acquire parkland and/or beach areas along the Kempenfelt Bay &amp; Little Lake waterfronts.</li> </ul>



## SERVICE STRATEGIES

### Fire Master Plan



The previous Fire Master Plan (FMP) was adopted by Council in 2009. Originally, Barrie Fire and Emergency Service (BFES) developed a Fire Master Plan for the years 2014–2023, with an outlook to 2031. In 2015, a review and updated recommendations were completed for the years 2016–2025, with an outlook to 2031. This review was necessitated in part because of the expansion of the City of Barrie into the annexed lands in Innisfil, overall growth of the city and the need to meet the operational and technological challenges confronting BFES. This update was produced in partnership with multiple other City Business Partner Departments, external consultants and members of BFES. A key component of a successful master plan is regular review in order to keep it current and focused on the evolving needs of the department, the city, and levels of service set by Council.

The FMP is a policy framework for decisions that affect the physical, social and economic environment of the City of Barrie. The FMP represents goals and strategies to guide BFES over the next 10 years. The FMP provides a vision and a strategic direction whereby specific departmental goals and strategies are adopted, while remaining flexible and cognizant of the City of Barrie's strategic direction and any changes that may occur over time. The Fire Master Plan's objectives are subject to the annual business planning process as established and approved by Council.

The updated FMP utilized a gap analysis to identify departmental risks and assessed the effectiveness and efficiency of the department against the risks identified and present options to mitigate, respond and manage the risks. Furthermore, an evaluation of the current and anticipated infrastructure was conducted to determine future infrastructure requirements and finally, recommendations were made to reflect the short, intermediate and long term goals of BFES.

Outcomes		Actions	
Review the service levels to facilitate meeting the infrastructure, fleet & staffing needs of a growing fire service & municipality.	<ul style="list-style-type: none"> <li>Addition of Station 6 to coincide with city growth &amp; renovation of Stations 3 &amp; 4 to increase functionality</li> <li>Conduct a comprehensive qualitative &amp; quantitative risk assessment of the city</li> <li>Ensure the Fleet replacement program aligns with anticipated service levels</li> <li>Use the CFAI process (through the Center For Public Safety excellence) to review the standards of cover for the city</li> </ul>	<ul style="list-style-type: none"> <li>Integrate the records &amp; data management system into the Fire Prevention Branch</li> <li>Examine data using business intelligence software to analyze efficiency &amp; effectiveness</li> <li>Ensure communications infrastructure remains current with the industry's rapid technological change</li> </ul>	<ul style="list-style-type: none"> <li>Provide technical rescue disciplines to surrounding municipalities as a source of revenue through response and/or training initiatives</li> <li>Embrace opportunities with academic institutions, organizations &amp; government agencies where BFES can contribute &amp; gain from relevant research projects</li> </ul>
Stay current with technological innovations & ensure improvements are planned & implemented in a timely manner.		<ul style="list-style-type: none"> <li>Explore partnerships with BFES stakeholders to build strong local, national &amp; international connections with various public, private &amp; academic partners.</li> </ul>	

#### MONITORING OUR PROGRESS: MEASURES

1. Review of the FMP in 2017 to ensure the short term recommendations are on target to be completed within the 2016-2018 time period.
2. Review of the FMP in 2017 to ensure the intermediate & long-term term recommendations are accurately projected & account for any unanticipated changes that have occurred since the last revision.
3. Achievement of 'Accredited Agency' status by the Center for Public Safety Excellence via the CFAI process by the end of 2018.





## SERVICE STRATEGIES

### Transit Plans



Barrie Transit service is currently comprised of two very distinct services, Conventional Transit which is a fixed route service, and Specialized Transit which is a booking type service which delivers customers direct from accessible door to accessible door.

The conventional fixed route service operates 169,000 revenue service hours annually with a fleet comprised of forty-four (44) low floor accessible 40' vehicles.

The specialized service operates 23,000 hours per year with just over 3,000 registered clients within the City limits. This service is delivered with a mix of five (5) 26' low floor cutaway style vehicles and eight (8) purpose built MV-1 accessible transit vehicles.

Both transit services are delivered through a third party contracted service with an operating objective of providing reliable and accessible transportation services to the citizens of Barrie.

To achieve this objective Barrie Transit is guided by both the Multi-Modal Active Transportation Master Plan and the Multi-year Transit Accessibility Plan 2013-2018. These plans outline the framework for increased modal share through accessible transportation services, and strategic growth planning direction ensuring legislative compliance with Accessibility for Ontarians with Disabilities Act (AODA), and meeting service level expectations for the growth lands.

Outcomes	Actions
A fully accessible transportation service	<ul style="list-style-type: none"> <li>Establish accessibility policies &amp; procedures for both specialized &amp; conventional transit.</li> <li>On-going maintenance of a multi-year transit accessibility plan.</li> <li>Design, redesign, construction &amp; renovation of City Bus Stops &amp; Shelters.</li> <li>Coordinated services for hours of operations, fare parity, &amp; signage.</li> <li>Compliance with AODA Integrated Accessibility Standards Regulation (IASR) by 2017 deadline.</li> </ul>
An increase in transit modal share to support future growth & increase transit demands	<ul style="list-style-type: none"> <li>Improve routing to create more direct service connections with Downtown, Allandale, &amp; both GO Station locations.</li> <li>Completion of 5yr Transit business plan to establish guiding principles for increasing ridership, improving customer service, enhancing public communication &amp; messaging, &amp; establishing service level planning standards.</li> </ul>

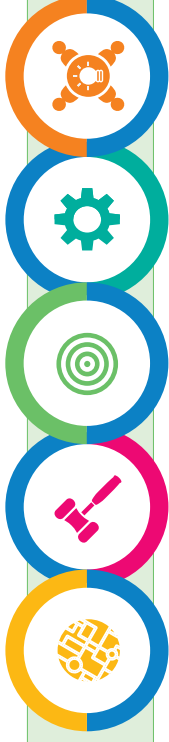
#### MONITORING OUR PROGRESS: MEASURES

- % ridership growth as compared to same time period of previous year.
- % on time performance of service.
- Revenue to Cost ratio as a percentage.
- Customer Satisfaction through customer surveys relative to:
  - Overall customer experience
  - Route Satisfaction
  - Service level satisfaction



## SERVICE STRATEGIES

### Customer Service Plan



The Customer Service Plan was approved in principle by Council September 2014. The key recommendations of the plan are to move the City of Barrie from a decentralized model for customer service to a centralized model with the following aims.

- a. Create a Call Centre that merges 40+ existing phone numbers into ONE number.
- b. Provide a “one stop” customer Contact Centre.
- c. Expand mobile solutions and leverage technology.
- d. Enhance Barrie.ca to improve the ability of customers to conduct business.
- e. Introduce a consistent corporate-wide tracking method.
- f. Create a centralized knowledge base.
- g. Provide enhanced City Services at Community Centres.

A business case to implement the Customer Contact Centre was approved by Council October 26, 2015. The implementation of the centre will be phased over a 3–5 year time frame and will begin late in 2016. A key concept of the phasing is to help ensure services are well entrenched and successfully being offered in the Contact Centre before adding new services and additional departments.

The implementation of the Customer Contact Centre will be the first step in the Customer Service Plan and will provide residents with an easy method to contact the corporation through one phone number, email and counter location which will provide general City services in one convenient location with dedicated trained staff. This will be supported by key technology systems such as a customer management and knowledge management (organize information and automate processes) software and increased communication capabilities.

Outcomes		Actions	
Build & maintain Corporate Knowledge in a consistent & systematic way.	Departments will work with a specialized resource from Access Barrie to document customer facing information & processes & redesign as needed to incorporate customer access through the Contact Centre		
Transition resources that currently provide services in departments to the Customer Contact Centre using a phased approach.	<ul style="list-style-type: none"> <li>• HR Transition Plan being developed in conjunction with HR</li> <li>• Create job descriptions for all positions</li> <li>• Develop training plan</li> </ul>		
Technology	<ul style="list-style-type: none"> <li>• Develop RFP for Customer Relationship Management (CRM) system.</li> <li>• Leverage applications &amp; systems to support Contact Centre operations.</li> </ul>		

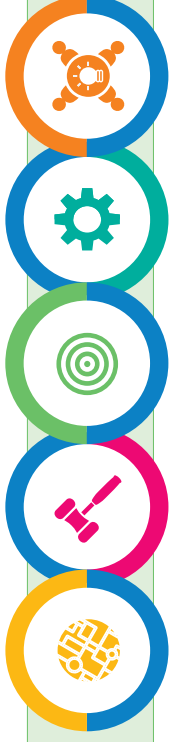
#### MONITORING OUR PROGRESS: MEASURES

KPI's will be developed when systems are in place that will be able to monitor & measure services. i.e. % of calls answered in less than 20 seconds, # calls answered vs calls transferred - %.



## SERVICE STRATEGIES

# Accessibility Plan 2013–2018



The Accessibility Plan 2013–2018 is the City’s response to the legislated requirement under the Accessibility for Ontarians with Disabilities Act (AODA) to have a municipal multi-year accessibility plan. The plan identifies the corporation’s compliance requirements while proactively identifying and recommending the removal of additional barriers that may exist in our by-laws, policies, procedures, services, programs and facilities.

The 2013–2018 plan focuses on our municipal compliance requirements within that time period, with the critical areas being accessible transportation, access to accessible information, accessible procurement, corporate-wide training on accessibility, accessible employment practices, and the design or redevelopment of public spaces. All six of these focus areas require resources to successfully achieve the mandatory compliance for the given focus area, and to maintain our corporate and municipal commitment to this compliance as the organization and our community develops, changes and grows.

### MONITORING OUR PROGRESS: MEASURES

1. Compliance of legislated requirements met through annual reporting tool & measured through provincial audits.
2. Citizen satisfaction scores, through customer surveys & Accessibility Advisory Committee (AAC) feedback, relative to:
  - Transit.
  - Access to information.
  - Barriers to accessibility within the public environment
3. Employee & applicant verbal feedback relative to:
  - Recruitment cycle.
  - Workplace accommodation & disability management.
  - Training & development on AODA.

Outcomes	Actions
Meet various accessibility requirements for conventional & specialized transportation services.	<ul style="list-style-type: none"> <li>• Provide a no fare system for attendants</li> <li>• AODA specified eligibility requirements for specialized transit</li> <li>• Temporary specialized services based on emergency or compassionate grounds</li> <li>• Option for same day booking of specialized transit booking, as availability &amp; demand allows</li> <li>• No restrictions on number of trips booked (specialized transit)</li> <li>• Coordinated hours of service between conventional transit &amp; specialized transit</li> </ul>
Website & web content conforms to World Wide Web Consortium Guidelines (WCAG) in accordance with the schedule set out in the regulation. Processes for receiving & responding to feedback are accessible & alternative formats are available.	<ul style="list-style-type: none"> <li>• Ensure that City of Barrie website meets or exceeds WCAG 2.0 Level A</li> <li>• Work towards meeting Level AA in advance of the 2021 AODA deadline</li> <li>• Continue to provide support to Barrie Police Services website to ensure conformance to WCAG compliance requirements</li> <li>• Ensure feedback mechanisms are available in multiple formats</li> </ul>
Inclusion of accessibility considerations in corporate purchasing/procurement processes.	<ul style="list-style-type: none"> <li>• Updates to the City of Barrie Purchasing By-law include accessibility legislation compliance requirements</li> </ul>
Training & Development	<ul style="list-style-type: none"> <li>• Provide training on the requirements of the AODA &amp; the Ontario Human Rights Code as it pertains to people with disabilities</li> </ul>
Accessible employment processes across all stages of the employment cycle.	<ul style="list-style-type: none"> <li>• Ensure accessibility considerations are made to corporate policies related to:                             <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Return to work process</li> <li>• Career development</li> <li>• Workplace accommodation</li> <li>• Performance management</li> <li>• Redeployment</li> </ul> </li> </ul>
Create accessible public spaces, redevelop public spaces to encourage & maintain barrier free-access.	<ul style="list-style-type: none"> <li>• Establish best-practices for removing barriers in existing public spaces &amp; ensuring no new barriers are created in newly developed public spaces.</li> </ul>



## Making the Link: Operational Strategies

Operational strategies are focused on ensuring we operate in the most efficient way. They help the organization to better manage priorities, workload, and limited resources and ensure we are efficient, innovative, transparent and fair in the delivery of our services. They are in effect, the tool kit which contains the instruments that are essential to build a city.

Like the service strategies, operational strategies are directly aligned to Council's priorities and are the implementation tools to achieve progress on our City Building strategies. For example, the Long Range Financial Plan is the key tool to achieve Council's priority for 'Responsible Spending' by helping us build annual budgets and managing our finances over the long term. This plan also directs the pace of growth by matching the ability of the City of to provide infrastructure with our ability to pay. The Procurement Services Review provides us with the tools for managing the purchase of all goods and service in a manner which is both transparent and fair while the Corporate Technology Strategy includes specific outcomes and actions to maximize automation to improve service delivery. All of these are important tools to help us build a progressive City.

These strategies highlight specific actions the City will take to enhance economic vitality and innovation, ensure a high quality of life and caring for all citizens, manage growth as a leader in environmental sustainability and maintain the highest standards in customer service, governance and municipal management.

The strategies in this section include:

- Energy Management Plan
- Corporate Technology Strategy
- Emergency Management Plan
- Corporate Asset Management Strategy
- Long Range Financial Plan
- Procurement Services Review



## OPERATIONAL STRATEGIES

### Energy Management Plan



The Energy Management Plan (EMP) was adopted by Council in 2012. The EMP is a strategic plan that provides the foundation for the City to move forward on implementing improvements to its facilities and operations that reduce energy and water use, their associated costs, as well as the environmental effects of the City's activities. The EMP also meets the requirements of the Energy Conservation and Demand Management Regulation under the Green Energy Act, Reg. O 397/11. The EMP Plan covers the period 2013- 2018 coinciding with the Provincial Regulations, energy studies to update the Plan are well underway.

Two main initial recommendations within the EMP have been accomplished; the establishment of an Energy Management Branch and the integration of the Energy Management Branch with the various City Branches to allow for input into projects to reduce energy use.

Implementation of projects to improve energy efficiency throughout the Corporation has begun, focusing on three areas; awareness, operational improvements, and technological improvements largely through capital projects. The Plan has already achieved 72.5% of the goal established in the EMP of reducing energy use by 11,100,000 ekWh over five years, by achieving a reduction of 8,250,000 ekwh in two years.

Outcomes	Actions
Increase awareness of energy use amongst staff to instill a culture of conservation	<ul style="list-style-type: none"> <li>Implemented "Save Adam" program which increased awareness of staff around everyday things they can do at work to reduce energy use;</li> <li>Procuring an Energy Management System to house the data base of energy data &amp; make each facilities data easily accessible in a customizable dashboard to facility staff;</li> <li>Presentation of certificates of achievement to staff from branches that have participated in projects to reduce energy use</li> </ul>
Improve operational & maintenance practices to reduce energy use	<ul style="list-style-type: none"> <li>Conduct walk through audits on all city facilities to look for no cost/low cost measures to reduce energy use</li> <li>Re-commissioning studies of all major facilities to get recommendations for all existing energy equipment &amp; controls to ensure operation of equipment is as intended or appropriate to present uses.</li> <li>Monitor energy use &amp; initiate investigation for any anomalies</li> </ul>
Implement technological improvements to reduce energy use	<ul style="list-style-type: none"> <li>Projects implemented to date include; LED streetlight conversion, various facility LED lighting installation, computerized building controls, motor speed controls;</li> <li>Projects for 2016 include more Led lighting in facilities, installing higher efficiency HVAC systems &amp; expanding computerized building controls to more facilities;</li> <li>Conduct Energy Audits on facilities to update EMP &amp; develop capital project implementation list</li> </ul>

#### MONITORING OUR PROGRESS: MEASURES

1. Measure change in energy use (ekWh/ft<sup>2</sup>) for all City facilities
2. Measure change in cost (\$/ft<sup>2</sup>) of energy for all City facilities
3. Measure change in energy needed to supply treated water to residents (kWh/m<sup>3</sup> of water supplied)
4. Measure change in energy needed to treat waste water (kWh/m<sup>3</sup> of treated water)



## OPERATIONAL STRATEGIES

# Corporate Technology Strategy



New technologies are transforming societies across the globe, and transforming expectations in Barrie. Customers expect ever improving City services and customer conveniences offered that are easy to use services and accessible online.

The City's Corporate Technology Strategy highlights customer service, improving customer experiences and increasing engagement as strategic directions. Key in delivering on these directions will be the City's ability to embrace technology and invest in the automation of processes.

Investments in technology provide the foundation for the operation of many City services however, through the development of this Strategy it has become clear that the current state of technology and technology investment at the City falls short of what is needed to implement more innovative solutions expected by citizens, Council, senior management and staff.

In response to these findings, the Strategy provides a roadmap to re-set the approach to technology and technology investment, to better position the City to enable a more efficient and effective government with enhanced service delivery. The Strategy will see the City:

- Adopt a corporate, collaborative and planned long term view on technology and technology investment,
- Establish joint ownership of technology through Executive, Senior and Department teams in collaborative technology decision making
- Adopt and implement technology architecture designs for infrastructure, applications and service delivery channels
- Leverage a small number of integrated corporate solutions to support the majority of City services, with re-engineered processes to streamline deliver of City services, and

- Implement improved technology services through adoption of best practices and standards.
- The Strategy represents an important step in transforming the way the City approaches technology from a planning, resourcing, funding and priority setting perspective.

Outcomes	Actions
Flexible, reliable and agile infrastructure for the future	<ul style="list-style-type: none"> <li>• Continue with technology infrastructure upgrades / replacements, including the virtualization of servers</li> <li>• Upgrade corporate telephone and radio communication systems</li> </ul>
Digitization of core processes in corporate business systems	<ul style="list-style-type: none"> <li>• Reduce number of department-specific applications and increase use of enterprise systems (e.g. Enterprise Resource Planning, Customer Relationship Management)</li> <li>• Automate and expand use of maintenance management and property based processes and solutions to support growth management activities</li> </ul>
Mobilization of the City's workforce	<ul style="list-style-type: none"> <li>• Develop a mobility enablement plan and a device management plan to support a variety of mobility devices for field and application specific uses</li> </ul>
Use of 'consumer-like' devices and services for improved productivity and collaboration	<ul style="list-style-type: none"> <li>• Evaluate and deploy new tools, devices and meeting room technology to support improved collaboration and work productivity among staff</li> </ul>
Improvements in technology service delivery	<ul style="list-style-type: none"> <li>• Improve service desk effectiveness and performance and increase specialization around technology infrastructure and systems</li> </ul>

### MONITORING OUR PROGRESS: MEASURES

1. Ratio of virtual to physical servers
2. Annual # of visits to City of Barrie website
3. Uptime of corporate network availability
4. Uptime of City of Barrie website availability



**OPERATIONAL STRATEGIES**

## Emergency Management Plan



Emergency Management is a risk management activity; the goal is to create safe, secure and disaster-resilient communities through the implementation and maintenance of comprehensive risk-based programs and plans. The core elements are: prevention and mitigation, preparedness, response and recovery.

The City of Barrie Emergency Plan was adopted by By-law 2013-142 as the official emergency plan for the City. The plan establishes an emergency management structure and response guidelines for the City and related emergency agencies in the event of an emergency beyond the normal response capabilities of the municipality. The plan provides for extraordinary arrangements and measures that may be required to protect the health, safety, welfare, environment and economic health of residents, businesses and visitors.

The Emergency Plan is flexible and applicable to all types of emergency situations, i.e. an all-hazards plan. Fulfilling the mandate required under By-law 2013-142 and the Emergency Management and Civil Protection Act comprises:

- Managing and administering the City's emergency management program.
- Identifying hazards and assessing risks to public safety in the community.
- 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.

Outcomes	Actions
Provide a framework for which response & recovery measures will be taken	<ul style="list-style-type: none"> <li>• Save lives</li> <li>• Protect the health &amp; safety of responders</li> <li>• Protect public health</li> <li>• Protect infrastructure &amp; property</li> <li>• Protect the environment</li> <li>• Reduce suffering</li> <li>• Reduce economic &amp; social loss</li> </ul>
Achieve a state of emergency preparedness	<ul style="list-style-type: none"> <li>• Public education</li> <li>• Advance notification</li> </ul>
Maintain the Hazard & Risk Identification Assessment & Critical Infrastructure Analysis	<ul style="list-style-type: none"> <li>• Annual review &amp; update</li> <li>• Guides training for staff &amp; education for stakeholders</li> </ul>

**MONITORING OUR PROGRESS: MEASURES**

1. # of emergency management public education touchpoints per year
2. Annual emergency control group training & education hours completed per year
3. Meet the overall annual legislated requirements as per the EMCPA for the Community Emergency Management Coordinator & the Emergency Control Group



**OPERATIONAL STRATEGIES**

## Corporate Asset Management Strategy



The assets owned by the City have an estimated replacement value of approximately \$3.5 Billion, and this is expected to nearly double over the next 20 years. The City's asset management initiatives reflect a strategic approach to managing our assets, with the goals of minimizing the total cost of ownership over the life of the assets, while balancing risk, and maintaining service levels. Asset management is closely linked with other corporate initiatives such as maintenance management, financial planning, and growth management.

The purpose of this strategy is twofold; to set the future direction of asset management at the City and to report on the state of the City's assets. The City's Corporate Asset Management (CAM) Strategy was developed in 2009, and the last report to Council on the status of the CAM strategy and the state of the City's assets was completed in 2011. Since that time, the City's governance structure related to asset management has changed, various components of the CAM strategy have been implemented, and the state of the Corporation's assets has changed.

The CAM Strategy Review and Update Report to be completed in 2016 will identify the City's progress against the 2009 CAM strategy and recommend updates as required. Additionally, the report will provide a multi-year work plan, including recommendations for resourcing, roles and responsibilities and governance structure that are necessary to achieve corporate objectives related to asset management.

Regular reporting on asset condition, needs and funding requirements is best practice. The Report Card will provide critical information to support decision making about how to direct our financial investment to the right assets at the right time, to address the most critical needs.

Outcomes	Actions
Corporate Asset Management Strategy Review & Update	<ul style="list-style-type: none"> <li>Review progress against the 2009 strategy</li> <li>Recommend updates to the CAM Strategy, as required</li> <li>Recommend multi-year work plan to achieve corporate asset management objectives</li> <li>Identify resource requirements to complete the work plan</li> </ul>
State of the Assets Report Card	<ul style="list-style-type: none"> <li>Develop a corporate framework for a State of the Assets Report Card</li> <li>Populate the report card where current data or assumptions are reasonable</li> <li>Identify initiatives required to complete report card in future years</li> </ul>

**MONITORING OUR PROGRESS: MEASURES**

- Asset condition & performance to be documented in the State of the Assets Report Card, & updated regularly (the update frequency will be determined through the project)
- Citizen satisfaction scores (through customer surveys) relative to:
  - Road condition
  - Level of service provided by other assets, eg. water mains, sanitary sewers, storm water management infrastructure





## OPERATIONAL STRATEGIES

# Long Range Financial Plan



The City's Long Range Financial Plan (LRFP), incorporates Council's documented direction including updated growth management studies, master plans and identified funding tools. In conjunction with other strategic planning tools, the LRFP provides a financial policy framework for producing annual Business Plans and Budgets, and Corporate Financial Performance Benchmarks. The LRFP is updated within each new term of Council.

The goal of the financial policy framework is to place the City's finances on a sustainable foundation so that service and infrastructure standards can be achieved without resorting to unplanned or excessive increases in rates or disruptive cuts in services.

### MONITORING OUR PROGRESS: MEASURES

1. Taxes levied for municipal purposes, based on an average dwelling value, not to exceed 4% of average household income.
2. Average water & wastewater costs as a % of household income not to exceed 2.5%
3. Stabilization Reserves – to cover potential deficits & to fund one-time non-recurring expenditures:
  - Tax Rate Stabilization Reserve: minimum balance equal to 5% of gross operating revenues
  - Water Stabilization Reserve: minimum balance equal to 10% of gross operating revenues
  - Wastewater Stabilization Reserve: minimum balance equal to 10% of gross operating revenue
4. Debt Management:
  - Annual debt servicing costs must not exceed 20% of own source revenues
  - Annual tax rate funded debt servicing costs not to exceed 10% of the City's net levy requirement

Outcomes	Actions
<p>Council must approve a balanced budget each calendar year before final property tax bills can be issued. Council also approves a capital budget that identifies the projects that will be undertaken during the year, &amp; how they will be funded, along with a 5-year capital plan &amp; 5-year capital forecast.</p> <p>Growth &amp; development associated with population increases requires an investment in capital projects &amp; related operating costs. The Development Charges Act permits the City to fund the growth portion of new infrastructure through a development charges levy. The City's development charges by-laws govern the collection &amp; administration of these charges.</p> <p>Reserve &amp; reserve fund management is a critical component of the City's long range financial planning. Such reserves provide financial flexibility for unforeseen events &amp; future replacement or acquisition of capital assets.</p> <p>Debt includes long-term debt &amp; capital lease obligations. As per the Municipal Act, long term debt can only be used to finance capital assets. The term of the debt must be equal to or less than the life of the asset. The LRFP limits the total amount of annual debt servicing costs to 20 % of own source revenues, lower than the Provincial limit of 25 %.</p>	<ul style="list-style-type: none"> <li>• Respect for the taxpayer through a commitment to continuous improvement &amp; a high regard for economy, efficiency &amp; effectiveness</li> <li>• The budget will be presented on a functional basis with operating &amp; capital components shown separately</li> <li>• Input from all stakeholders, including the public should be encouraged during the budget preparation cycle</li> <li>• The Development Charges by-law will be used to recover the costs of growth to the full extent permitted by legislation</li> <li>• Other methods, such as the Memorandum of Understanding signed in June 2014, will be explored with developers/others to fund growth related costs not eligible for development charges, as permitted by legislation</li> <li>• Capital reserves are to be used for future replacement or acquisition of capital assets</li> <li>• Annual 1% tax capital renewal fund collected each year</li> <li>• When construction of new capital infrastructure is authorized, a corresponding contribution to the Tax Capital Reserve equivalent to the annual amortization charge of that asset, should be budgeted concurrently.</li> <li>• Long-term debt is to be used only for the purchase, construction, or replacement of assets that provide a benefit for future tax payers</li> <li>• The term of the debt repayment must match or be less than the expected useful life of the asset</li> <li>• The total amount of debt issued must not compromise the City's credit rating</li> </ul>



**OPERATIONAL STRATEGIES**

*Procurement Services Review*



Municipal Governments must be fair and transparent and must respect taxpayers dollars by maximizing their value. This is especially important in the procurement of goods and services for the City. Each year, on average, the City procures approximately \$150 Million in goods and services. In the interest of striving to continually improve the value for our taxpayers dollars and conducting business within an ever changing and competitive environment, the City has completed a Procurement Services Review. Supported by Council this significant corporate initiative aimed to ensure procurement strategies support and align with the organizational objectives of obtaining best value, service delivery, minimizing risk and maintaining public trust through fair and open practices.

**MONITORING OUR PROGRESS: MEASURES**

1. Days to complete procurement process, by format, ITT, RFQ, RFP, etc. (efficiency, meeting needs)
2. Corporate procurement training provided for all staff with spending authority
3. Benefits of tendering process through tracking cost savings/avoidance year over year
4. Average # of bids received per bid process – increased competition, more compliant bids.

Actions	
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• New Procurement By-law passed by Council, comes into effect May 2, 2016</li> <li>• Implement seven new procurement processes &amp; templates</li> <li>• Provide detailed training &amp; procedures to support staff in the procurement process</li> <li>• Educate staff on effective contract management &amp; management of vendor performance</li> <li>• Provide education to vendors/contractors on performance criteria, policies, &amp; processes</li> <li>• Develop a Supplier Code of Conduct that applies to all vendors</li> <li>• Educate staff on all procurement policies &amp; practices &amp; embed accountability in all staff performance expectations</li> <li>• Develop monitoring processes to ensure compliance with procurement policies</li> <li>• Establish &amp; clearly communicate spending authority limits, &amp; processes for obtaining approvals</li> <li>• Develop enhanced controls in ERP system through automated approval processes &amp; “three way match” requirements for payment of invoices.</li> <li>• Ensure staff understand the Employee code of conduct through training.</li> </ul>
Procurement policies & processes that reflect industry best practices & maximize value, support efficiencies, while ensuring appropriate governance & risk management.	<ul style="list-style-type: none"> <li>• Become a valued business partner by simplifying the City’s processes to increase the efficiency &amp; timelines of procurements while achieving best value.</li> <li>• Foster strong relationships between the City &amp; Contractor community through open communication of procurement processes, clear performance criteria &amp; expectations.</li> </ul>
Ensure best value procurements while protecting public funds through appropriate governance & accountability.	

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## Making the Link: Engaged & Committed Work Team

Without an engaged and committed workforce, we could not make progress on any of these plans and strategies. Staff are the engine of the organization that bring the plans, strategies and projects to life. It is the staff team that is the key to how our services are implemented and delivered, who design and build needed municipal assets and who drive change throughout the organization by innovating each and every day. Our staff are the champions and ambassadors for our City because they all have a stake in its future.

To develop and support an engaged and dedicated workforce, we must foster a positive and supportive work environment that is innovation focused and change driven. One that encourages them to strive for their best, to care about the work they do every day and to be engaged and committed to moving the City forward.

The strategy in this section includes:

Staff Strategic Plan: Team Playbook - *Strive, Care, Share*



**ENGAGED & COMMITTED WORK TEAM**

*Staff Strategic Plan: Team Playbook*



The Staff Strategic Plan was a corporately supported initiative developed in 2014 that identified a strategic framework for the organization. The framework identifies three specific strategic focus areas: Ready (staff know what is expected of them), Set (Staff are able to meet expectations) and Go (staff are motivated to exceed expectations). Each strategic focus area has a number of multi-year strategic directions that support the achievement of the plan. The focus areas and directions are intended to close gaps identified during focus groups, surveys and staff huddles and create a culture of support, productivity, learning and pride.

The project focus for 2015/2016 will be in three critical areas: training and skill development, staff recognition and strategic workforce planning. All three focus areas will require resources to successfully achieve the commitments and prepare the organization for change, growth and success.

The Strategic Workforce Planning Specialist position is responsible for the planning, development, implementation and maintenance of the City-wide strategic workforce plan, ensuring alignment with the operational and strategic direction of the Human Resources Department and the City of Barrie's strategic plan and priorities. This position plays an integral role in establishing the foundation for effectively managing the City's workforce in order to strategically meet the current and future workforce needs; prevent disruptions in maintaining a stable workforce; ensure positions are filled by the appropriate talent with the necessary competencies; and leverage the workforce to meet and exceed the City's strategic plan and priorities.

Outcomes	Actions
Strategic Workforce Planning	All Departments will work with a specialized resource from the Human Resources Department to assess, analyze and develop a long term workforce plan which will identify critical positions and competencies for now and in the future
Training & Development	<ul style="list-style-type: none"> <li>Develop and implement a Corporate Training Committee</li> <li>Identify required corporate training</li> <li>Identify innovative delivery models to achieve desired outcomes</li> </ul>
Staff Recognition	<ul style="list-style-type: none"> <li>Develop corporate recognition program</li> <li>Review total rewards offerings to Part-time employees</li> </ul>

**MONITORING OUR PROGRESS: MEASURES**

- Total training \$ spent per employee
- % Turnover
- % complete workforce plan

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If you put it all together, what does a Progressive City look like.....

A vibrant community that provides the best of both worlds. A city that sits in the middle between the largest city in Canada and the most coveted cottage country in the province yet it has everything right here that its residents and businesses need. Every opportunity is available through both the front and the back door.

A progressive City provides opportunities for all. A broad range of housing choices, a diverse and robust economy, a healthy downtown with an enviable array of culinary, retail and social happenings, a lively cultural scene, and a healthy natural environment that includes 6 kilometers of publicly accessible waterfront offering active and passive opportunities.

A progressive City grows, but it grows well. It's infrastructure is well planned to ensure it is reliable and affordable, it guarantees clean drinking water, it moves people safely and easily through the city and it protects our natural environment.

Its services respond to the needs of its businesses and residents and are delivered responsibly. Waste management practices focus on diversion, protection of life and property is paramount, recreational activities are provided for children through to seniors, and every service is accessible to every person regardless of ability.

Governance of a progressive city ensures residents are heard, partnerships are valued. the workforce is engaged, systems promote efficiencies and transparency and fairness are cornerstones. It inspires innovation and champions both intrapreneurship and entrepreneurship.

This City is BARRIE!



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To learn more about the City's strategies, visit  
[barrie.ca/MakingTheLink](http://barrie.ca/MakingTheLink)

A Progressive Barrie... Making the Link

