



**Minutes - Final**  
**Finance and Corporate Services**  
**Committee**

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Monday, November 10, 2014

6:00 PM

Council Chamber

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**For consideration by General Committee on November 17, 2014**

**The meeting was called to order by Councillor Prowse at 6:05 p.m. The following were in attendance for the meeting:**

**PRESENT:**

Councillor, M. Prowse, Finance and Corporate Services Committee Chairperson  
Mayor, J. Lehman, Finance and Corporate Services Committee Member (ex officio)  
Councillor, B. Ainsworth, Finance and Corporate Services Committee Member  
Councillor, J. Brassard, Finance and Corporate Services Committee Member.

**STAFF:**

Chief Administrative Officer, C. Ladd  
City Clerk/Director of Legislative and Court Services, D. McAlpine  
Deputy City Clerk, W. Cooke  
Director of Engineering, J. Weston  
Director of Legal Services, I. Peters  
Executive Director Innovate Barrie, R. Bunn  
General Manager of Community and Corporate Services, P. Elliott-Spencer  
General Manager of Infrastructure and Growth Management, R. Forward  
Innovation Analyst, D. Clarke  
Manager of By-law Services, T. Banting  
Municipal Law Enforcement Officer, C. Michalak  
Municipal Law Enforcement Officer I, J. Shaw  
Municipal Prosecutor, S. Feeney  
Performance Analyst, T. Turner  
Supervisor of Administrative Support Services, W. Sutherland  
Supervisor of By-law Services, R. Osborne.

**ALSO PRESENT:**

B. MacLeod  
M. J. Mackenzie  
R. MacLeod  
E. Bravakis.

**The Finance and Corporate Services Committee met and reports as follows:**

**SECTION "A"**

**MADE IN BARRIE PERFORMANCE MEASUREMENT**

Rhonda Bunn, Executive Director Innovate Barrie provided the Committee with a presentation on performance measurement. Ms. Bunn explained that Performance Measurement plays an important role in the following:

- Identifying and tracking progress against organizational goals
- Identifying opportunities for improvement
- Comparing performance against both internal and external standards

R. Bunn noted that the City of Barrie reports annually on legislated measures associated with the Municipal Performance Measuring Program (MPMP) and the National Water and Wastewater Benchmarking Initiative (NWWBI) as well as several reports to the Ministry of the Environment and Climate Change (MOECC). Ms. Bunn discussed the various measurement tools that have been utilized by the City. She noted that only 5% of the OMBI measures appeared as key performance indicators in the 2014 Business Plan and other challenges associated with current performance reporting.

D. Clarke, Innovation Analyst outlined the proposed changes to measurement reporting and provided an overview of the framework associated with Results-Based Accountability. She noted that Results-Based Accountability is citizen based and works to improve the well-being of their residents. Ms. Clarke explained that Results-Based Accountability moves from counting and change in quantity to focus on quality and impact of the performance. She stated that Results-Based Accountability is gaining popularity in the public sector because of the following:

- the focus on the impact on the end-user or community outcome
- the emphasis on common language principles
- the differentiation between ends and means

Several examples of what Results-Based Accountability Reporting would look like for Barrie were reviewed.

Ms. Clarke concluded by stating that along with legislated reporting, Results-Based Accountability Reporting would be updated and presented to Council quarterly; be included in future Performance Plans by City departments and offer a more consistent means of reporting on an annual basis to residents.

Members of the Committee asked a number of questions related to the information provided and received responses from City staff. (File: C00)

**Attachments:** [A6 140428 - Withdrawal from OMBI\[1\].pdf](#)  
[2015 Made in Barrie Measurement System Nov 10R.pdf](#)

## **SECTION "B"**

### **REPORT OF THE ACCESSIBILITY ADVISORY COMMITTEE DATED AUGUST 28, 2014.**

The Report of the Accessibility Advisory Committee dated August 28, 2014 was received. (File: C05)

**Attachments:** [Accessibility Advisory Committee Minutes 140828pdf.pdf](#)

### **REPORT OF THE INTERNATIONAL RELATIONS COMMITTEE DATED SEPTEMBER 16, 2014.**

The Report of the International Relations Committee dated September 16, 2014 was received. (File: C05)

**Attachments:** [International Relations Committee Minutes 140916.pdf](#)

### **REPORT OF THE TOWN AND GOWN COMMITTEE DATED SEPTEMBER 23, 2014.**

The Report of the Town and Gown Committee dated September 23, 2014 was received. (File: C05)

**Attachments:** [Town and Gown Committee Minutes 140923.pdf](#)

**The Committee recessed at 7:14 p.m. and resumed at 7:20 p.m.**

**The Finance and Corporate Services Committee met at 7:20 p.m. for the purpose of conducting two appeal hearings pursuant to City of Barrie By-law 2005-276 (Adult Entertainment Industry) as follows:**

**SECTION "C"**

**Councillor Prowse advised the public that the purpose of the meeting was to conduct appeal hearings pursuant to City of Barrie By-law 2005-276 (Adult Entertainment Industry) in response to appeals submitted by Rachel MacLeod and Mary Janice Mackenzie. Councillor Prowse confirmed with the Committee Secretary that notification was conducted in accordance with By-law 2005-276 for the hearings:**

**APPEAL HEARING - BUSINESS LICENSING BY-LAW 2005-276 - ADULT ENTERTAINMENT INDUSTRY - R. MACLEOD**

Mr. S. Feeney identified himself to the Chair and explained he was acting on behalf of the Issuer of Licences for the City of Barrie.

Ms. R. MacLeod identified herself to the Chair and explained that she was representing herself.

Mr. R. Osborne, Supervisor of By-law Services and Issuer of Licences was sworn in by W. Sutherland, Committee Secretary. Mr. Feeney presented evidence and examined R. Osborne as a witness.

Ms. R. MacLeod was provided an opportunity to cross-examine Mr. Osborne. Ms. MacLeod did not cross-examine Mr. Osborne.

Ms. R. MacLeod was sworn in by W. Sutherland, Committee Secretary. Ms. R. MacLeod presented evidence related to the appeal.

Ms. B. MacLeod was sworn in by W. Sutherland, Committee Secretary. Ms. MacLeod presented evidence as a character reference for Ms. R. MacLeod with respect to the appeal.

Mr. Feeney cross-examined Ms. R. MacLeod with respect to the evidence that had been provided.

Members of the Committee requested clarification of the evidence that had been provided.

Mr. Feeney provided closing statements on behalf of the Issuer of Licences.

Ms. R. MacLeod provided closing statements.

Ms. B. MacLeod provided additional comments related to Ms. R. MacLeod's closing statements.

Councillor Prowse advised Ms. MacLeod that the committee would be hearing the second appeal prior to issuing a decision with respect to her appeal.

**The Committee met at 8:04 p.m. to conduct the second appeal hearing.**

**APPEAL HEARING - BUSINESS LICENSING BY-LAW 2005-276 - ADULT ENTERTAINMENT INDUSTRY - M. J. MACKENZIE**

Mr. S. Feeney identified himself to the Chair and explained he was acting on behalf of the Issuer of Licences of the City of Barrie.

Ms. M. J. Mackenzie identified herself to the Chair and explained that she was representing herself.

Mr. R. Osborne, Supervisor of By-law Services and Issuer of Licences was sworn in by W. Sutherland, Committee Secretary. Mr. Feeney presented evidence and examined R. Osborne as a witness.

Ms. Mackenzie cross-examined Mr. Osborne with respect to the evidence that had been provided. Mr. Osborne provided responses to the questions raised by Ms. Mackenzie.

Ms. Mackenzie was sworn in by W. Sutherland, Committee Secretary. Ms. Mackenzie presented evidence with respect to the appeal.

Mr. Feeney cross-examined Ms. Mackenzie with respect to the evidence that had been provided.

Ms. E. Bravakis was sworn in by W. Sutherland, Committee Secretary. Ms. Bravakis presented evidence as a character reference for Ms. Mackenzie

Mr. S. Feeney was provided an opportunity to cross-examine Ms. Bravakis. Mr. Feeney did not cross-examine Ms. Bravakis.

Mr. Feeney provided closing statements on behalf of the Issuer of Licences.

Ms. M. J. Mackenzie provided closing statements.

The Finance and Corporate Services Committee reports that upon adoption of the required procedural motion it met In-Camera/closed session at 8:35 p.m. in Huronia Room "B" to receive and discuss advice that is subject to confidential solicitor-client privilege with respect to the appeal hearings of Ms. R. MacLeod and Ms. M. J. Mackenzie. The Committee members, City Clerk/Director of Legislative and Court Services, Deputy City Clerk and Director of Legal Services were present in Huronia Room "B" for this portion of the meeting.

**SECTION "D"**

**CONFIDENTIAL SOLICITOR-CLIENT ADVICE MATTER - APPEAL HEARING OF MS. R. MACLEOD**

That the motion contained within the confidential notes of the Finance and Corporate Services Committee dated November 10, 2014 concerning the discussion of solicitor-client advice with respect to the appeal hearings of R. MacLeod and M. J. Mackenzie, be received.

The Finance and Corporate Services Committee resumed in open session in the Council Chamber at 9:21 p.m.

The Finance and Corporate Services Committee met and reports as follows:

**SECTION "E"**

**APPEAL HEARINGS - BUSINESS LICENSING BY-LAW 2005-276 - ADULT ENTERTAINMENT INDUSTRY**

I. Peters, Director of Legal Services, provided information regarding the questions she was asked by the Committee members while in Huronia Room "B" and her response to the questions.

Councillor Prowse, Chair of the Finance and Corporate Services Committee advised that the Committee had made decisions regarding the appeals by Ms. R. MacLeod and Ms. M.J. Mackenzie.

The appeal of By-law 2005-276 by Ms. R. MacLeod was granted subject to conditions in accordance with the decision letter to be issued to the Applicant.

The appeal of By-law 2005-276 by Ms. M.J. Mackenzie was granted in accordance with the decision letter to be issued to the Applicant.

The meeting adjourned at 9:28 p.m.

**CHAIRMAN**

