



**ACCESS BARRIE  
MEMORANDUM**

Page: 1

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**TO: MAYOR J. LEHMAN AND MEMBERS OF COUNCIL**

**FROM: D. CLARKE, MANAGER INNOVATION AND CONTINUOUS IMPROVEMENT**

**NOTED: R. JAMES-REID, EXECUTIVE DIRECTOR OF ACCESS BARRIE**  
**M. PROWSE, CHIEF ADMINISTRATIVE OFFICER**

**RE: COUNCIL STRATEGIC PRIORITIES 2018-2022: PERFORMANCE MEASUREMENT PLAN**

**DATE: NOVEMBER 30, 2020**

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The purpose of this Memorandum is to provide members of Council with an update concerning the Performance Measurement Plan for the 2018 – 2022 Council Strategic Plan.

On October 28, 2019, Council approved Staff Report CCI001-19, Council Strategic Priorities 2018 – 2022: Performance Measurement Plan. In this report, staff proposed fifteen key performance indicators (KPI) that would be used to track measurable progress on Council's Strategic Priorities.

The 2019 data has been collected and is being prepared for a public dashboard on barrie.ca. The dashboard will include a simple view of the data across the KPIs, with detailed information on each performance indicator, including historical data, 2019 activities and 2020 plans, available by clicking on a detail link.

A sample of the dashboard view, as well as a sample of a detailed page can be found in Appendix A.

The 2020 data will be gathered in the first quarter of 2021, subject to availability of data and resources based on pandemic impacts.

In addition to the performance data, staff have compiled a list of key accomplishments and deliverables by Council priority that were completed during the first half of the council term. This report can be found in Appendix B.

**APPENDIX “A”  
SAMPLE VIEW – COUNCIL STRATEGIC PLAN DASHBOARD**

**Council Strategic Plan Dashboard**

City Council's [2018–2022 Strategic Priorities](#) guide the strategic direction for the City. The Council Strategic Priority Dashboard includes 15 key performance indicators that gauge the City's progress towards implementing key strategies, providing a snapshot of overall progress towards Council's five priorities.

**Related Pages**  
[2018–2022 Strategic Plan](#)

**2019 Performance**

**Growing our Economy**



**Fostering a Safe & Healthy City**



**Building Strong Neighbourhoods**



**Offering Innovative & Citizen-Driven Services**



**Improving the Ability to Get Around**



Visitors to the dashboard will be able to view the annual data for each performance indicator at a glance, and may view detailed information about performance, progress and plans by clicking the **DETAIL** button within each indicator's box.



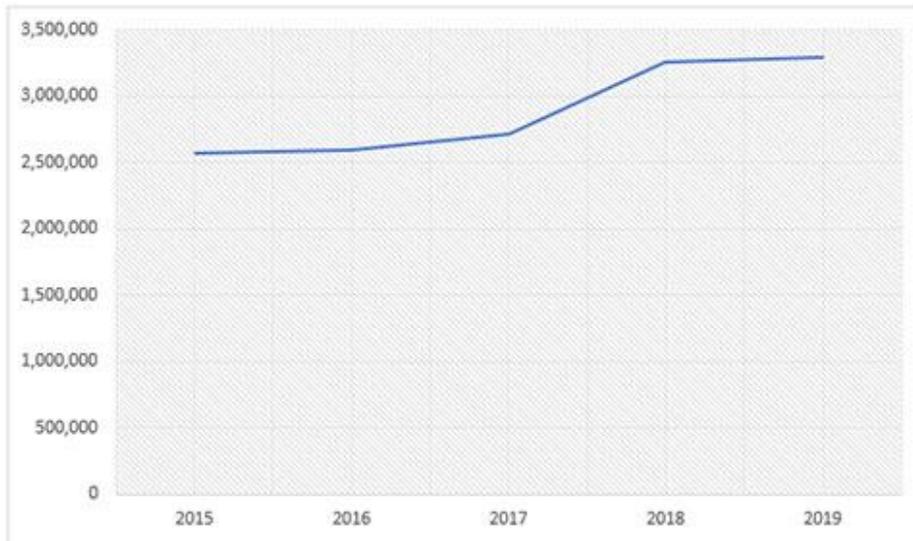
**Example for Transit Ridership**

*Why this Measure Matters*

Public transit is a vital part of a healthy road network, as demonstrated through the goals set out in the City of Barrie's 2019 Transportation Master Plan where transit modal share targets are to increase from 3% to 7% by 2041. The usage of transit, as demonstrated by the transit ridership, is a leading indicator of the effectiveness of the public transit network.

**2019 Performance: 3,295,723 passenger rides**

2015: 2,568,627	2016: 2,597,004	2017: 2,707,396	2018: 3,250,007	<b>2019: 3,295,723</b>
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Source: Transit department. *Ridership is measured using the fleet's on-board automated passenger counter system that tracks boardings and alighting throughout the entire transit network.*

**2019 Activities**

From 2017 to 2019 Barrie Transit ridership grew by approximately 25% as a result of the introduction of the Georgian College U-Pass. Most of the initial growth occurred in 2018 and stabilized in 2019 with a year-over-year increase of 1%. Other activities that have made a positive difference to the community and in turn have improved ridership include:

1. The introduction of the Barrie Transit field trip pass, which is an initiative to explore new ways of integrating services to better serve our younger resident demographic, while providing the opportunity to use the system in a safe and educational manner.
2. The introduction of the City's first express route targeted to improve service quality by reducing travel times.
3. Development of a multi-year fare strategy that is intended to continue to invest in the future of transit, while balancing affordability with incentive programs.
4. Investments in technologies such as MyRide Barrie, which provides the residents the opportunity to track their bus in real time.



## ACCESS BARRIE MEMORANDUM

Page: 4

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### **2020 Activities**

Continue to monitor and foster activities to support and encourage individuals utilize Barrie Transit, in hopes to drive the goal of working towards Transit's modal share targets. One of the innovative programs undertaken in 2020 is a Transit ON Demand pilot, which focuses on low-demand areas and could a tool to be used by the City of Barrie to align transit services with the growth of Barrie, in an affordable manner.



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**APPENDIX "B"**

**SUMMARY OF KEY INITIATIVES, POLICIES AND PROJECTS OCTOBER 2018 – PRESENT**

Below is a summary of the mid-term progress of Council's Strategic Priorities. The list includes a summary of key initiatives, policies and projects since the October 2018 Municipal election.



## Growing Our Economy

### Startup Ecosystem:

- The Sandbox Centre for Entrepreneurship officially opened its facility on the second floor of the downtown transit terminal in April 2019. The Sandbox offers innovative programming, events, networking and partnership opportunities, mentorship, peer-to-peer groups, and other forms of business assistance. In the first three months of operations, Sandbox hosted over 2,000 businesspeople from across Central and Southern Ontario, C-level leaders from major financial services institutions, the Premier of Ontario, and others.
- The City continues to see growth in the startup ecosystem. The collaboration between businesses, Georgian College, the City's Small Business Enterprise Centre and Entrepreneurship programs have provided an integrated network of resources to assist businesses in accessing grant and investment funding to support growth. Invest Barrie collaborates with partner organizations that are engaged in the startup ecosystem to deliver programs, services, events, and entrepreneurial infrastructure.
- The Small Business Centre has been successfully delivering programming through its partnership with the Province of Ontario and provides mentorship, business training and micro-grant funding through Starter Company Plus. The Centre was also successful in attracting additional program funding through the Digital Main Street program to provide digital assistance to local businesses, helping them build their online business capacity. The first program delivered 10 hours of digital assistance to 123 businesses and has been leveraged for COVID-19 response planning and successful attraction of new program funds.
- The Xcelerate Summit annual conference for entrepreneurs positions the City as a startup hub in Central Ontario. The conference is led by the Small Business Centre and Henry Bernick Entrepreneurship Centre (HBEC) in collaboration with ecosystem partners (Sandbox, Chamber of Commerce, BNI, SCYPA, Grow Vantage, BDC and the Town of Innsifil) and provides rich content from a variety of local and global experts that supports both new and existing businesses. The event was sold out in 2018 and 2019 and moved to an online platform in 2020 with its biggest audience to date.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

- Invest Barrie is partnered with Georgian College's Henry Bernick Entrepreneurship Centre to deliver the "Further, Faster incubator program" designed to accelerate the growth of startups with high potential. Three program cohorts run annually, supporting local and regional participants and advancing Barrie's position as a startup hub.
- The Trade Accelerator Program (TAP) was launched through Sandbox, in partnership with the Toronto Board of Trade. This program brings valuable resources and expertise on exporting, logistics and market development to local businesses.

## **Innovation Economy:**

- Continue to provide opportunities, resources, knowledge and networks to existing businesses, enabling them to create a culture of innovation and to harness innovation as a significant driver for growth, profitability, competitiveness, new product development and access to global markets.
- The City has continued to foster strong partnerships between private sector leaders, post-secondary institutions, funding agencies and sector thought leaders to drive innovation in Barrie.
- In addition, in 2018 Georgian College officially opened the Peter B. Moore Advanced Technology Centre (ATC) a \$30-million, 56,000-square-foot new facility at the Barrie Campus. The City has been collaborating with Georgian College on efforts to drive projects focused on industry-academic partnerships and use of industry 4.0 technologies (big data, inclusion of sensors in products and processes, etc.). As part of this effort, in April 2019, the City moved the annual Manufacturing Innovation Summit to the Advanced Technology Centre at Georgian College and aligned the date to coincide with the College's industry research programs showcase. The combined events that year drew more than 350 participants from the business community.
- In 2018, Invest Barrie started the annual Mayor's Innovation Awards as part of building and championing a culture of innovation within the business community. The program acknowledges the work of local community business and organizations that are incorporating innovation in their operations to drive efficiency and growth. The awards are also intended to serve as an example and practical demonstration of innovative practices that will inspire other businesses to further adopt innovation. In 2019 there were 85 nominations received for the awards, as well as engagement from 25 business and innovation leaders who judged and mentored the 25 finalists.

## **Economic Recovery Action Plan:**

- In response to COVID-19, consultations with local businesses were conducted in Spring 2020, resulting in the creation of the Economic Recovery Action Plan. 20 actions from the plan have been delivered, 11 actions are in progress and two actions have been explored.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

## Highlights include:

- Business Recovery Support Kits - 500 distributed to local businesses, with Invest Barrie visiting 244 businesses;
  - #Barrietogether shop local campaign, including an Explore Barrie video series to showcase local shopping experiences;
  - Invest Barrie is featuring local companies and their stories of survival throughout the pandemic on a weekly basis through Investbarrie.ca;
  - Partner co-delivery of seminars and programs to help businesses leverage funding programs, and with digitization and core business functions; and
  - Development of programming, including a month's worth of Culture Days events, Business in the Parks, Open Air Dunlop and the Patios Everywhere program.
- During COVID-19 the payment due date grace periods for water wastewater bills were extended to 63 days for residents and businesses. For residential properties, the extension was applicable for two billing periods. For non-residential properties, the extension was applicable to four billing periods since they are billed every 30 days.

## Promoting the Growth of a Diverse Cultural Community:

- Continue to raise the profile of the arts community by recognizing local contributions through an awards program and special exhibits highlighting local artists and musicians, and promoting the role of culture in key efforts such as talent attraction and retention, tourism development, and building the downtown creative hub.
- Continue to celebrate the arts and culture community through activities led by the City and cultural organizations as part of the national Culture Days program.
- Initiated the Artrepreneur program which has delivered to four cohorts a several-month business plan development course for local creative entrepreneurs.
- Invest Barrie fostered the development of musical talent by hosting Barrie's second Canadian Music Incubator weekend for local solo artists and bands. In addition, a partnership with the Ontario Musicians Cooperative Inc. continued with the Emerging Musicians Program, a multi-month incubator for young and emerging musicians that saw them paid for community performances (including busking), and supported them in securing private gigs, professional development and skills training.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

- Public Art and Community-Engaged Art projects have enhanced public spaces and position the City as a creative hub and complete community. Through the Barrie Public Art Committee, several projects have been implemented, including publishing Barrie’s first Public Art Guide, the acquisition and installation of the Soapbox, and a commissioning for the creation and installation of a piece of art for Meridian Place from a fully publicly-generated donation and fundraising campaign.

## **Talent Attraction and Destination Building:**

- Economic & Creative Development (ECD) staff are engaged with the Chamber of Commerce Development Committee and Development Services to support open-for-business opportunities and industrial development applications. ECD is also strengthening its integration through APLI to better align communications between businesses and the development process and are actively working through several industrial development applications with Development Services.
- The Business Development Department has been actively partnering with the County of Simcoe on multiple initiatives to address skilled labour needs in Barrie and the broader surrounding area. Specifically, the County of Simcoe and the City of Barrie have partnered with CTV Barrie on a series called “Central Ontario Job Works” to promote local companies and highlight employment opportunities in Central Ontario. This series featured a “behind the scenes” look into local key industries, highlighting success stories and serving as a resource for job seekers and employers in the area. The County also released an online job aggregator tool to pull all job postings in Simcoe County, Barrie and Orillia. The City is able to leverage the tool for both partnered talent attraction initiatives and City specific initiatives using the URLs [workinsimcoe.ca](http://workinsimcoe.ca) and [workinbarrie.ca](http://workinbarrie.ca).
- Invest Barrie has partnered with local Employment Ontario centres to deliver community job fairs twice per year to support local employers in connecting with talent to fill positions. In addition, in response to key sector needs, Invest Barrie has hosted a manufacturer-specific job fair.
- Through the launch of the Invest Barrie website, the City has a new business attraction tool that serves as an introduction to Barrie’s wider business advantages and opportunities, as well as a home for the programs and services offered by Invest Barrie.
- Through a variety of initiatives, the City continues to foster the growth of downtown as a destination for tourism, work, public art, cultural experiences, leisure and more.

## **Tourism:**

- A Municipal Accommodation Tax was implemented in Barrie in 2018, providing a stable funding source for the City’s tourism-related municipal expenditures and for Tourism Barrie to market the City and its tourist assets.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

- The City launched the Tourism Master Plan study to identify specific strategies on how tourism can support the city's economic development objectives, including talent attraction/retention, investment attraction, diversification of economic sectors and the growth of creative industries and knowledge-based sectors.

## **Lake Simcoe Regional Airport:**

- Several opportunities have emerged to leverage the LSRA as a catalyst for industry diversification into the aerospace sector. Phase 1 of the strategic plan for the LSRA targets industry and corporate air services as primary business opportunities. Moreover, the LSRA is identified as one of 11 Southern Ontario Airport Network (SOAN) regional airports that can support industrial and corporate air needs as Pearson Airport's scheduled passenger service grows. These examples together demonstrate how the LSRA is poised to leverage opportunities in aerospace and are further validated by the recent business and investment leads seen by the City of Barrie, the LSRA and the County of Simcoe.
- Mayor Lehman and the Economic & Creative Development department participated in a delegation of the Southern Ontario Airport Network to the Paris Air Show in June 2019, with the purposes of positioning the LSRA as poised for investment and to assess and drive market interest to the area.

## **Other:**

- The DC By-law adoption noting the 40% discounts for the first 1.5million sq. ft of space built for targeted employment uses (manufacturing and warehousing, and a new low rate for accessory buildings).





## Fostering a Safe & Healthy City

### A Greener, More Resilient Barrie:

- Completed in 2019, The Stormwater Master Plan identifies – for implementation through the Capital Plan – flood mitigation projects that will improve Barrie’s resilience to storms of an increased frequency and intensity.
- Currently in progress, the Sustainable Development framework outlines the recommended actions for the City of Barrie to become more sustainable and resilient.
- The City worked with a consultant to begin developing a Circular Economy framework for Barrie, highlighting actions for a greener approach to waste management.
- In 2020, the City opened the Eastview Community Park community garden, bringing Barrie to four community garden locations with 77 beds available across the city. Currently, there are discussions of expanding Shear park, creating outdoor classrooms and forming garden-oriented teaching partnerships with SCDSB and local schools. With the onset of the pandemic, residents’ interest in food literacy and garden planning sky-rocketed, resulting in a dedicated section on the Building Barrie website.
- Ecological Restoration of over eight hectares of naturalized lands commenced in 2019, with completion expected in 2021. These areas will assist in meeting ecological targets of the Climate Change Strategy, as well as ecological offsetting requirements from the construction of the Harvie Road-Big Bay Point overpass.

### Protecting Barrie’s Water:

- Introduced new measures to help protect Lake Simcoe water quality. This includes completing the pre-design of upgrades to the wastewater treatment facility’s membrane bio reactor (MBR). Upgrades will allow the City of Barrie to reduce the negative impact of phosphorous on effluent quality and meet the Lake Simcoe Protection Act regulatory requirements. Upgrades will also allow the City to better service future growth. Moreover, the procurement process for the design and construction of the MBR upgrades has been initiated. The goal is to operate a wastewater treatment facility that produces an exceptionally high-quality effluent, whose phosphorous and ammonia concentrations are well below the regulatory limits given by the Environmental Compliance Approval (ECA).



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

- Wastewater collection and treatment has been improved through streamlining operations and integrating the gravity sewer team within the Wastewater Operations branch, and by implementing the lateral sewer replacement program.
- Provided safe drinking water while being transparent and financially accountable.
- Managed groundwater resources to ensure long-term sustainability.

## **Waste Management:**

- The landfill site re-engineering project is reaching ultimate completion with the rehabilitation of the East Gate area and the very recent commissioning of the East Gate Recycling Centre. This enhancement allows residents to dispose of certain materials – such as used tires, E-waste, scrap metal, corrugated cardboard, blue/gray box recyclables – at the Recycling Depot from 8:30 am to 3:30 pm on Tuesday to Saturday. On Saturdays only, from April to November, residents can also dispose of household hazardous waste at this location.

## **Energy Management:**

- In 2018, City Council adopted the Energy Management Plan for the corporation.
- Energy saving projects were implemented across multiple facilities in collaboration with the Energy Management group.
- FCM grant provided to the Climate Change Network for a net zero analysis of the Sadlon Arena.
- The City has received two awards from the Mayor's Megawatt Challenge, including back-to-back awards for the East Bayfield Community Centre and another award for City Hall (which received this award in 2017). The awards are for facilities with over 10% reduction in energy - East Bayfield CC again (this building had total energy savings of 17%) and City Hall (10%).
- In May of 2019, staff applied for and received \$90,000 in provincial funding from the Municipal Energy Plan Program in support of the development of a Community Energy and Greenhouse Gas (GHG) Reduction Plan. A Stakeholder Advisory Group has been formed with City Council representation and is currently undertaking community consultation as part of the development of the plan.

## **Food Security:**

- CareTable was created to address food insecurity; the program accepts food item donations, which are then shared with community members in need.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

## First Responders Campus:

- Completed the construction of the Barrie Simcoe Emergency Services Campus on budget, through the utilization of Integrated Project Delivery (IPD) – an approach that integrates people, systems, business structures and practices into a process that collaboratively harnesses the talents and insights of all participants to optimize project results, increase value to the owner, reduce waste, and maximize efficiency through all phases of design, fabrication, and construction.

## Opioid Strategy:

- Connected Core - evaluated the program for continued support and enhancements as part of the 2020 Business Plan and Budget.
- Simcoe Muskoka Opioid Strategy - utilized City's existing communication tools to promote the SMOS website, its information, and resources.
- Manufacturing and Construction Sectors - working to provide information and resources on opioid misuse and addictions/substance use disorder.
- Barrie Drug Awareness Partnership - continue to support staff and Council participation.
- Community Safety and Well-Being Plan - Committee is in place and consultation work has been undertaken with the plan to return to Council for approval late 2020.
- Host Opioid/Substance Abuse Forum through the Office of the Mayor; planning underway.
- Participate in Anti-Stigma Events - organized through BDAP and the National Addiction Awareness Week organized by the Simcoe Muskoka Addiction Awareness Committee, the baseball game was held prior to the presentation of the report; Mayor Lehman issued Proclamations in 2019 and 2020 for National Addiction Awareness Week.
- Provide City Staff with Information Concerning Alberta Family Wellness Initiative - being considered for a tie into Be Well messaging.
- Rapid Access Addiction Medicine Clinic and Withdrawal Management Services at Royal Victoria Health Centre - promoted using City's existing communications tools.
- Career Fair - partner with the Treatment pillar representative of SMOS to host a career fair and anticipated to be part of the Mayor's Substance Use Forum which will be led by the Mayor's Office.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

- Correspondence to Province – a letter was sent to encourage the provision of additional treatment and rehabilitation services and resources.
- Barrie Chapter of the Human Services and Justice Co-ordination Committee - Connected Core staff have joined the committee.
- Needle Exchange Bins – have been installed within City parks and near parking lots on a pilot basis. Will be monitored to determine whether to be made permanent at end of pilot.
- Naloxone Kits – have been ordered for installation as part of a one-year pilot inside City facilities in publicly accessible Automated External Defibrillators (AEDs). Naloxone Training - through Connected Core, continue to offer training to downtown businesses and stakeholders.
- Correspondence to Ministry of the Solicitor General – a letter was sent to request enhanced funding to enforce laws surrounding illicit drug supply, production, and distribution.
- Barrie Fire and Emergency Service Data- provide data to assist in timely reporting of overdose outbreaks.
- Coordinated Responses – ongoing participation in coordinated responses to complex events of opioid overdose outbreaks.
- Support the Simcoe Muskoka District Health Unit and/or Other Health Agencies - through the City's existing communication tools we share information from the SMDHU related to tainted drug supplies resulting in opioid overdose outbreaks.
- Correspondence with the Province regarding AMO Recommendations - a letter was sent: "Addressing the Opioid Overdose Emergency in Ontario: Municipal Recommendations for a Provincial Response."
- The Barrie Drug Awareness Partnership provided education information to City Council concerning the impacts and implications of the usage of crystal methamphetamine within the Barrie area as well as any statistics available regarding changes in use patterns.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

## Recreation Facilities Study:

- A comprehensive Outdoor Recreation Facilities Study was completed in collaboration with Parks Planning and community user groups to identify opportunities for outdoor recreation facility plans that can accommodate future population growth both within built boundary and the Hewitt's and Salem Secondary Plan areas.
- Collaboration with Facility Planning & Development and Parks Planning took place to revise the Corporate Development Charges By-law related to recreational facilities. This involved an assessment of the existing and planned inventory of recreation facilities to address the growing and changing needs of our City's population.

## High Five Accreditation:

- In March 2019, the City of Barrie has achieved HIGH FIVE Accreditation, Canada's highest recognized quality standard for children's recreation programs. Developed by Parks and Recreation Ontario, the accreditation acknowledges the Recreation Department's focus on healthy child development in all aspects of operations, from programming to policies and risk management. Recreation Services achieved the HIGH FIVE Accreditation and was formally recognized at the Parks and Recreation of Ontario conference in March.

## Other:

- In January 2020, a working group was formed to apply for the Youth Friendly Gold Designation consisting of: Youth Haven, Barrie Public Library, Gilbert Centre, Mayor's Office, Innisdale Secondary School, YMCA, Recreation and Culture and Barrie Police Services.
- Achieved Champion level Safer Spaces designation of Recreation and Culture programming through Gilbert Centre as a department dedicated to creating a more inclusive world for 2S-LGBTQ+ communities.





## Building Strong Neighbourhoods

### Growing Responsibly:

- Completed in 2019, updates to the Infrastructure Master Plan identify water, wastewater, stormwater and transportation needs to accommodate growth into 2041. Projects have been prioritized for better implementation through the Capital Plan and to align with the phasing and pace of growth in the Secondary Plan areas and within the built boundary.
- The update to the Stormwater Asset Management Plan is to be completed this fall (2020); it identifies investment needs for existing and new infrastructure, and considers the incremental steps we can take to ensure sustainable service levels and minimize risk as Barrie continues to grow.
- Water and Wastewater Asset Management Plan Updates are underway and will be complete by Q2 2021.
- The framework for the Neighbourhood Renewal Program provides a basis for addressing aging, deteriorated infrastructure in local neighbourhoods. The NRP prioritizes the most critical capital projects to ensure residents have safe and reliable services such as drinking water, sanitary sewage and storm water collection, and roads and sidewalks.
- The Engineering Standard for water infrastructure was updated and resulted from collaborative effort between several staff teams to ensure that sufficient water will be available if needed to fight fires. The update to the City's Fire Flow Requirements ensures that the City's standards are aligned with industry standards, such as the Fire Underwriters Survey and trends that have been seen in similar Municipalities dealing with the effects of intensification.

### Official Plan:

- The draft new Official Plan was released for a 90-day public commenting period.
- A settlement boundary expansion in the Secondary Plan areas is being proposed for additional employment lands and community area lands to accommodate growth up to 2041.
- Staff continue to work with the Ministry of Municipal Affairs and Housing (MMAH) regarding how to address the recently released 2051 projections.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

## **Affordable Housing:**

- The City's 10-Year Affordable Housing Strategy mandates the construction of 600 houses as affordable (based on market) and another 240 as subsidized (i.e., through programs offered/managed by the County of Simcoe as Housing Provider).
- The total number of affordable housing units built in 2019 was 153.

## **Development in the Secondary Plan Areas:**

- Planning applications in the Salem and Hewitt's Secondary Plan Areas continue to be processed. Landowners continue to be keen to proceed into Phase 2 for both Secondary Plan areas. This interest creates financial and infrastructure challenges that staff continue to work through.
- No subdivisions have been registered yet in 2020, however we expect registrations by the end of the year.
- Community Benefit Charge By-law details were outlined by the Province in July 2020 and the City is determining the most appropriate course of action for development charges and the potential implementation of a Community Benefit Charge by-law to replace the former Section 37 agreements. In the meantime, Staff continue to work on development applications within this period of transition.
- The new Community Improvement Plan (CIP) second grant intake took place early 2020. Uptake was strong, particularly in the Affordable Housing category; that area is fully allocated and there remain funds for redevelopment projects and historical improvement projects.
- Infrastructure and the costs of managing growth continues to be a multi-disciplinary endeavour involving Development Services, Engineering and Finance. Several projects are moving through the detailed design stages and many tender packages are being released and will likely be awarded in Q3 and Q4 with construction underway or soon to be underway.
- The Holly Pump Station and Forcemain have been completed to service new development in the Salem Secondary Plan area.





## Offering Innovative & Citizen Driven Services

### Making Tax Dollars Go Further:

- The City's road resurfacing program is a proactive approach to pavement management that saves the city money over the long term. For every \$1 that goes into preserving pavement, the City saves \$8 by deferring the need to replace that pavement. The City has increased spending on this program over the last few years, in order to keep up with our increased demands. This is one example of how asset management practices can allow the City to avoid service gaps, keep risk at acceptable levels and be financially smart.
- Asset Management Plan (AMP) updates identify pro-active approaches that help save money and time in the long-term by considering the incremental steps we can take to ensure sustainable service levels, risk management and asset costs as Barrie continues to grow. Several AMP updates are underway, including:
  - The Stormwater Asset Management Plan update (to be complete in fall 2020)
  - The Water and Wastewater Asset Management Plan updates (to be complete by Q2 2021)
- Implementation of a Tracer Wire Standard for buried infrastructure. The new standard will ensure that our City-owned buried infrastructure can be located, and will help prevent service interruptions, costly damage and repairs. Tracer Wire that is installed as per this standard should have a lifespan that is equal to the lifespan of the municipal infrastructure that it is installed on.

### Technology Systems and E-Services:

- Continue to implement the long-range financial plan, incorporating the financial management policies identified in the FIA and policies to ensure existing assets remain in a state of good repair.
- The City's new ERP system (SAP) went live at the end of December 2018 for payroll, and in February 2019 for the remainder of the modules. Staff were trained on the various modules prior to the system going live and continue to receive additional training and support since the go-live date. Processes and security levels continue to be monitored and changes are being made as deemed necessary to provide efficient service delivery while continuing to maintain and improve internal controls and segregation of duties.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

- In the first two quarters of 2020, staff completed the integration of the City's budget system Questica with SAP. This integration permits the nightly updates of actuals into the budgeting system (Operating and Capital) which will greatly improve staff's ability to efficiently report on actual results and provide updated forecasting. As well, this integration will improve efficiency in developing annual budgets and business plans. Staff completed the automation of Capital Funding within SAP. This automation will save considerable time and will allow for more timely and accurate reporting on reserve balances and capital projects.
- Rolled out new SAP and Business Intelligence (BI) reports including new capital budget reporting to monitor and track development charge funding, capital funding as well as various human resources reports. These reports provide enhanced data views for users to analyze data.
- E-billing went live allowing residents to sign up using the Water Billing Portal to receive their Water/Wastewater bills via email and accessing their water bill in a more environmentally friendly and convenient manner.
- Implementation of a new telephone system has streamlined access, provides more effective monitoring of customer service volumes, and has extensive availability of data on the handling of the calls within Service Barrie. The system has also been leveraged to provide callers with city information during wait times through pre-recorded messages specific to various city services.
- Implementation of the Citizen Experience Management (CEM) system is progressing. This system will allow for tracking and monitoring of service requests and status and will greatly improve the City's ability to deliver improved customer service. Residents will be able to self-monitor status of requests or submit requests for service at [barrie.ca](http://barrie.ca).
- Implementation of the e-tendering platform that allows for 100% environmentally friendly, on-line submissions, automatic notifications to vendors of new bid opportunities, addenda and site meeting reminders, Online access to bid results, Customized vendor dashboard for quick access to active opportunities and bid history, and Self-serve profile management including ability to upload vendor documents such as: Bonds, Insurance and WSIB.
- The Ward 3 By-election was held using online and phone voting, allowing electors to cast their ballot 24/7 during the voting period that extended from February 13 to 24, 2020.
- In response to COVID-19, the City of Barrie's 202 Canada Day celebrations were held in a whole new way with a lineup of virtual programming that was available to be enjoyed safely from the comfort of home.
- Implementation of new Customer User Interface (CUI) within ACTIVE Net the upgraded recreation registration system, which will improve use on mobile devices for customers, streamline search and payment functions, and provide multi-lingual support in English and French.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

- The addition of touchless payment at our Rec Centres and a mobile fitness app for customers.
- Launch of APLI, the City's online application tool for Barrie's most popular permits, licences and inspection requests. This portal provides 24/7 access to apply and pay for building permits, and to schedule inspections and track application statuses from the comfort of one's home or office.
- Wi-Fi has been installed along the waterfront with a free signal accessible from the South Shore Centre to Heritage Park. The next phases of the project will be in downtown Barrie, along Dunlop Street from Mulcaster to Toronto streets once construction is complete.

## **Community Engagement:**

- The city's online platform BuildingBarrie.ca continues to be a key resource for engaging residents. The website was used to showcase Official Plan related reports and helpful resources for the community to stay informed and engaged with the Official Plan. The platform was also used for the Parking Strategy, Community Energy and Greenhouse Gas Reduction Plan, Community Safety and Well-Being Plan and the COVID-19 Business Recovery Action Plan.
- The "Together at Home" digital hub was launched, which provides a variety of recreational activities and resources to keep residents and their families active and entertained at home, while they are maintaining physical distancing measures.





## Improving the Ability to Get Around

### Creating Safer Streets:

- Pavement Condition Assessment data is collected regularly and used to identify which roads should be fixed and when. The most recent set of data was collected in 2019 and staff have been analyzing it to inform the next 3-5 years of pavement renewal projects.
- Road rehabilitation provides better driving surfaces and is made in direct response to community concerns about road network condition; rehabilitation also reduces the required maintenance work by City staff.
- Sidewalk design standards have been updated to improve accessibility. The removal of tooled joints will assist the City of Barrie in meeting its own accessibility policies, as well as upholding any accessibility legislation associated with mobility. This is a result of a collaborative effort between the City's Infrastructure Branch, Engineering Standards and the Accessibility Coordinator, and has been done in consultation with the Accessibility Advisory Committee.

### Barrie Transit:

- Implemented the Universal Transit Pass (UPass) program with Georgian College and revised and improved transit routes to increase frequency and service to the College campus to accommodate the increase in ridership.
- The pilot Field Trip Pass with the local school boards has been completed with positive uptake and feedback. The program is planning to be expanded and will see 49 elementary schools and two high schools that will be eligible to participate: up from the original 10 elementary schools within the pilot. The program utilizes existing transit service to accommodate school field trips to key City facilities and landmarks such as the library, recreation centres and MacLaren Art Centre, at no cost for students and teachers.
- The success of our application to the new Investing in Canada Infrastructure Program (ICIP) was announced in Q1 of 2019 and City staff have submitted capital projects totaling \$41M, including the relocation of the existing transit terminal to the Allandale Waterfront GO station. All projects have been approved by the Province and staff are waiting on final approval from the Federal government.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

- Added bus arrival/departure screens at the downtown terminal that leverage the buses' GPS in real-time, so riders know when a bus is arriving and when their next bus will be departing.
- The first ever Transit Asset Management Plan and Financial Strategy was developed to meet the new requirements for transit in the Development Charges Act, as well as the asset management regulations required by July 1, 2023 for transit services. The plan outlines the state of local infrastructure, proposed levels of service for transit from 2019 – 2041, an asset management strategy, and associated financial strategy to meet proposed modal share targets. Staff Report TPS003-19 was approved by Council on May 13, 2019 and all relevant inputs were synchronized with the Development Charges Background Study.
- Ridership data has been extensively analyzed to optimize existing transit routes at a zero-net cost, allocating reserves from efficiencies gained to provide additional service to higher-ridership areas within the City – benefiting the greatest number of riders. Route enhancements were developed, and the changes were launched on August 25<sup>th</sup> with a fulsome communication plan.
- Transit on Demand pilot launched, allowing for transit service with no fixed schedule or route pattern. The bus operates in a designated geographical area (or zone) where an algorithm optimizes the route pattern and schedule based on trip requests. Riders choose the closest bus stops to their origin and destination via a mobile app. In June 2020, the City of Barrie awarded RideCo as the preferred software provider of the requested service through an RFP process.

## **Parking:**

- The Parking Strategy was developed, consulted on publicly and approved.

## **Major Road Works:**

- Highway 400 crossing at Harvie Road/Big Bay Point Road and the Right of Way (ROW) expansion from Essa Road to Bryne Drive, and from Fairview Road to Bayview Drive (approximately \$76 million).
- Design phase for McKay Road ROW project and Veterans Drive New Trunk Watermain and Road Expansion project.
- \$3.7 million to continue the Road Resurfacing program – a proactive approach to pavement management – and other smaller programs targeting sewer and watermain needs.
- Road widening and active transportation initiatives, which have improved traffic flow and created pedestrian/cycling friendly linkages in the City.



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

- Road rehabilitation was completed.
- \$10.4 million was requested to widen and reconstruct Bell Farm Road from St. Vincent Street to Duckworth Street.
- Reconstruction of Essa Road and Anne Street intersection.
- Resurfacing of Hurst Drive – Minet's Point Road to Bay Lane – has included a new asphalt multiuse trail, curb, and gutter; in addition to a new storm sewer and on-road bicycle lanes.

## **Dunlop Streetscape Project:**

- The \$15.7 million Dunlop Streetscape project began in August 2019 and feeds into the larger initiative to revitalize downtown.

Improvements have focused on pedestrian safety and accessibility, as well as on ensuring area businesses are better serviced through enhanced lighting, visibility, and other amenities.

## **Active Transportation:**

- Barrie's 2019 Transportation Master Plan includes an updated strategy to support active transportation during the next 20 years, including a proposed 335 km cycling network with an estimated implementation cost of \$120 million.
- In 2020, the city had its largest-ever cycling network expansion with 12.7 km — 9.4 km have been completed, and 3.3 km are to be finished before the end of the year. Staff are proposing an additional 5.6 km of cycling projects for consideration by Council this fall, which would be implemented in 2021.
  - Bicycle lanes have most recently (2019) been implemented on the following Barrie streets:
    - St. Vincent Street between Hanmer Street East to Livingstone Street East
    - Livingstone Street between St. Vincent and Cundles Road to Tiffin Street between Ferndale Drive to Essa Road
  - Road diets have most recently (2019) been implemented on the following Barrie streets:
    - Dean Avenue between Big Bay Point Road and Mapleview Drive East
    - Livingstone Street East between St. Vincent Street Road East and Stanley Street
  - Urban shoulders have most recently (2019) been implemented on the following Barrie streets:
    - Marsellus Drive between Mapleton Avenue and Mapleview Drive West
    - Mapleton Avenue between Ardagh Road and Essa Road



# 2018-2022 BARRIE CITY COUNCIL STRATEGIC PLAN

## Traffic System:

- In 2020, the City selected a new centralized traffic system to replace the legacy ARIES system. The new system is being rolled out in late 2020, with the goal of adding new corridors to the existing system and transitioning major corridors in the coming months. This system will still allow staff to remotely monitor traffic operations but comes with new analytical tools to assist in network reviews.

## Service Levels:

- A second service-delivery shift was added to enable 24 hours per day/5 days per week service coverage while carrying out winter control activities until the end of the season. The creation of a second shift was achieved by re-allocating the existing compliment of staff to a night shift on a volunteer basis and did not require the addition of any full time or part time staff. The allocation of staff to night and day shifts was established with care to ensure that there was an appropriate balance of skills and experience across both shifts (as required by Provincial regulation) and to optimize efficiencies.
- The advancement in service delivery has also helped the City address the proposed Minimum Maintenance Standards (Municipal Act) related to sidewalk winter maintenance and bicycle lane winter maintenance. It has also resulted in reduced claims and increased compliance with Provincial standards, as well as the reduced reliance on and expense of contracted services, with savings of approximately \$200,000 annually.
- The City of Barrie was also able to provide the sustained operation of essential services during a pandemic.

