

Our Plan for a Better Barrie

2014-2018 Council Strategic Priorities



CLIENT: CITY OF BARRIE

PROJECT: 2014 - 2018
STRATEGIC PLAN

MID-TERM REVIEW
NOVEMBER 16, 2016

2014 – 2018 Council Strategic Priorities



Vibrant Business Environment



Responsible Spending



Inclusive Community



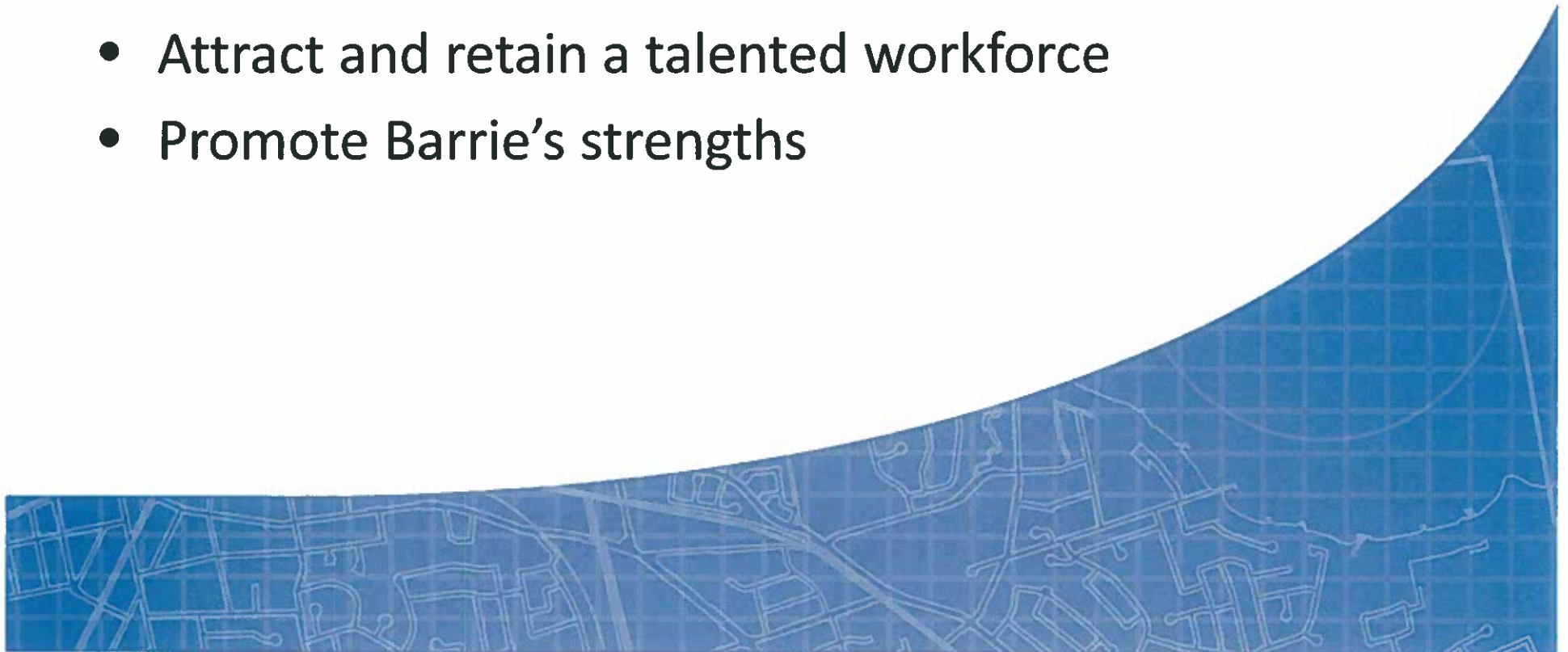
Well Planned Transportation



Vibrant Business Environment



- Build a global startup community
- Eliminate obstacles to business growth and investment
- Attract and retain a talented workforce
- Promote Barrie's strengths



Global startup community *....our progress*

- **16 entrepreneurship ecosystem events**
Raizit, ArtsBiz, MentorMash
- Launched new **acceleration programs**
- **'Startup Roadmap'** developed to facilitate ecosystem growth
- Business plan for **Entrepreneur Centre** under development
- GBEC re-branded to **Small Business Centre of Barrie Simcoe County & Orillia**
programming expanded through municipal partnerships
- **Excelerate Summit** focused on entrepreneurship
replaced Small Business Week



Eliminate obstacles

....our progress

- **Business Concierge Program** under development
part of the AMO/MEDG Business Burden Reduction Project
- **Accela implementation underway**
automate applications, licenses, permits and inspections
- **Data Centre Infrastructure program**
to ensure redundancy & resiliency; 'always available' digital access to the city
- **Contact Centre** implementation for one window service



Talented workforce

....our progress

- **New and expanded partnerships**
 - Employment Ontario to host job fairs
 - Train in Technology event
 - ‘Explore the Trades’ to support talent needs in traditional industries
 - Introduction of youth robotics program & the development of Vex Robotics teams
- Participated in **University of Toronto Career Fair**
- **FIRST Lego Robotics competition** in 2017
- **Staff Strategy** completed to create vibrant workplace to attract talent



Promote our strengths

....our progress

- Attended **International Manufacturing Technology Show** in Chicago
- **Think Canada 2016 Global Business Summit**
Proud sponsor and participant
- **Phase 1 of CAMI complete**
Comprehensive Assessment of the Manufacturing Industry to support targeted promotion
- **Corporate rebranding** underway for implementation in 2017
- **Promotional video** series in development



Vibrant Business Environment

- Approximately **400,000 square feet** of new or expanded industrial space complete or under construction
Linear Transfer Automation, Burger Gruppe, Beta Tech, Prodomax, MJJJ, Galaxy Plastics
- Approximately **150 new jobs**
- **12.5 acres** of **city owned industrial land sold**
- Significant interest in **city-owned downtown lots** currently on the market
- **Barrie Central** under contract for **mixed use development**



Moving Forward- *Vibrant Business Environment*

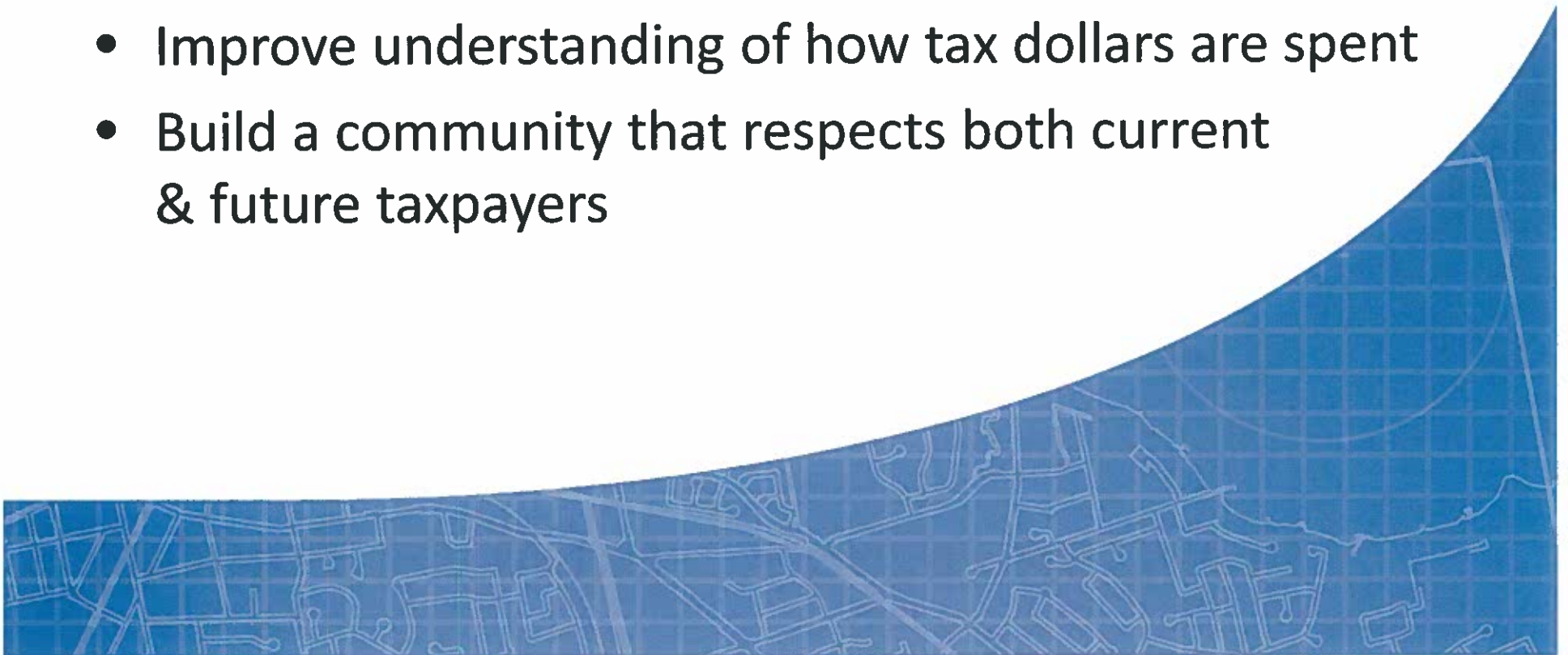
- Implement Sponsorship Program
- Pursuing key downtown projects:
 - Attracting a hotel brand to the downtown
 - Increase residential density
 - Increased employment density (startups and creative industries)
 - Entrepreneurship space
 - Live music strategy
 - Downtown post-secondary
- Sell all remaining City-owned industrial land for new industrial developments.
- Supporting the creation of 20 new startups as part of the startup ecosystem roadmap
- Implementing 2 business promotion programs:
 - Digital content strategy aimed at target audiences
 - Ongoing in-market attraction program focused on key industries



Responsible Spending



- Embrace innovation to improve how we do business
- Demonstrate value for money
- Improve understanding of how tax dollars are spent
- Build a community that respects both current & future taxpayers



Embrace innovation

....our progress

- **Innovatology program** developed

innovation coaches trained to foster intreprenurism at City

- **Increased automation**

ERP system to manage financial assets and human resources and improve business processes

Accela will introduce public portal for applications, permits, licenses and inspections

'Dig-Smart' application developed to identify underground infrastructure

Legistar electronic report approval

ActiveNet Registration system online registrations and transactions

Questica integrated budgeting tool



Value for Money

....our progress

- **New partnerships**
Fire Services Burn Structure and Waterfront Fitness Equipment
- **Early Resolution Provincial Offences** pilot project
- **Centre for Continuous Improvement**
implemented to prioritize projects & maximize capital funds
- Strengthened **Internal Control** framework
- **New Investment and Debt** function implemented
- **Procurement Service Review**
to ensure best value for goods and services
- **Internal Audit** function implemented



Understanding Tax Dollars

....our progress

- Tax dollars at work **educational video** and interactive '**Budget Allocator**' tool launched as part of the 2016 budget; educational tax bill inserts
- Budget meetings with **Business Groups**
- Dedicated **Budget Webpages**
 - Budget 101;
 - How Your Tax Dollars Are Spent;
 - Where your Money Goes
 - How Barrie Compares



Respecting current & future taxpayers

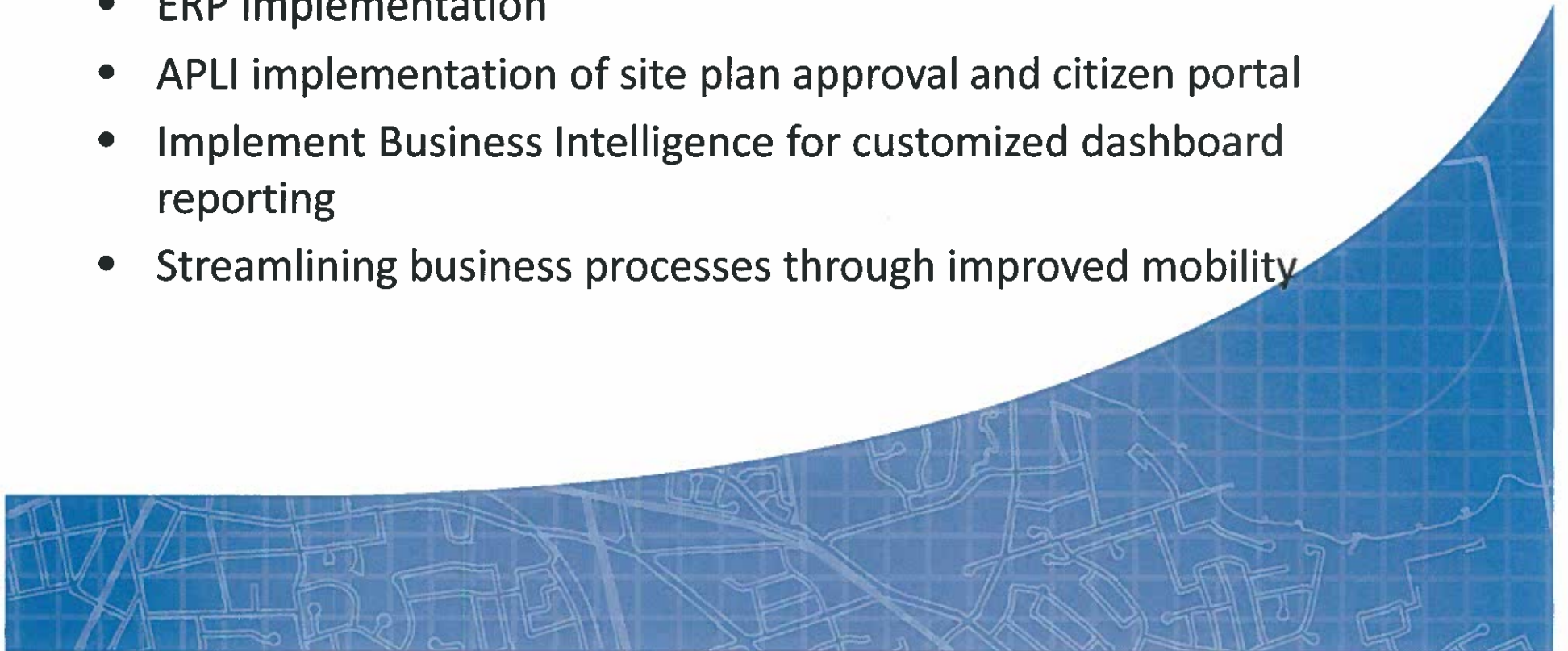
....our progress

- **Neighbourhood renewal program** created and implemented
- **Dedicated Infrastructure Renewal Fund** to maintain infrastructure In State of Good Repair
- Implementation of **Multi-Year Budgets** – planning for the future
- **Development Charges By-law and MOU**- maximize available growth funding
- **Strategic Investment in MergeCo**



Moving Forward-*Responsible Spending*

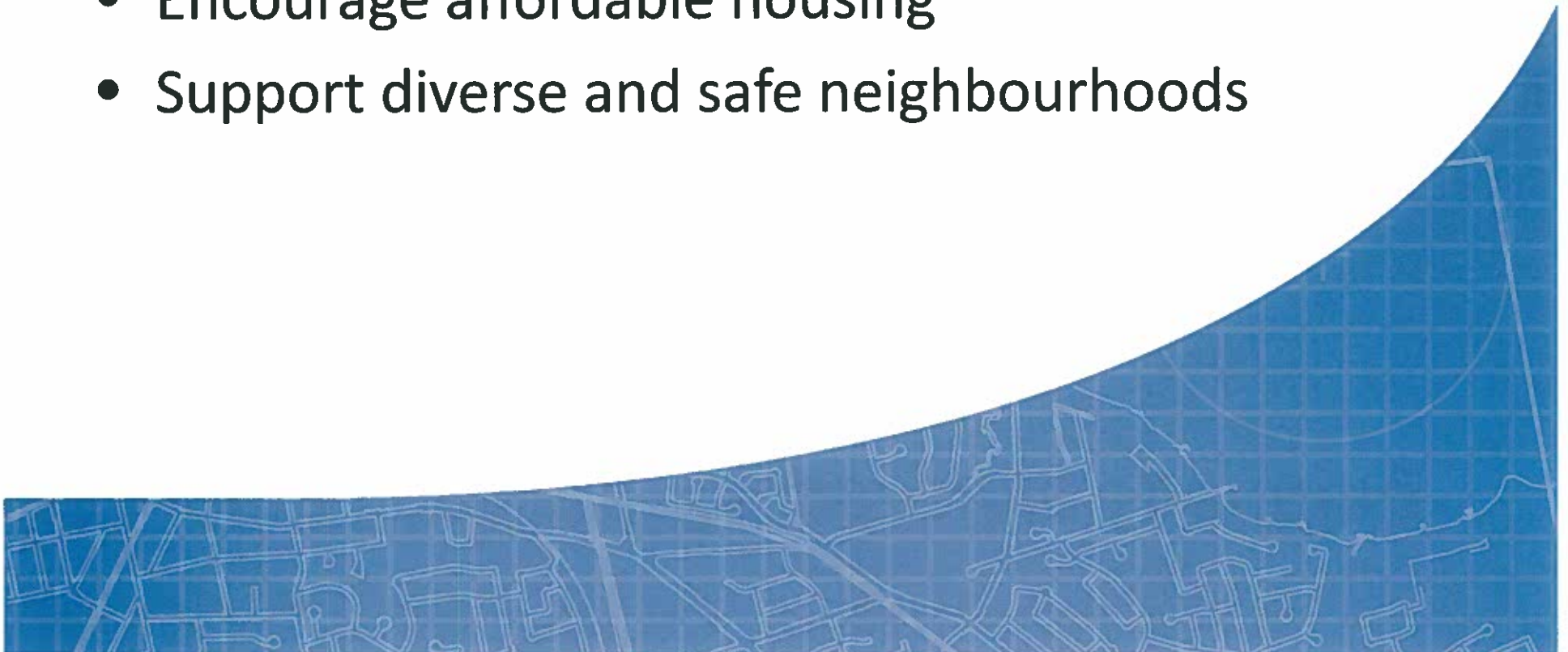
- New Long Term Financial Plan
- Completion of PowerStream Merger
- Fee reviews to increase cost recovery
- ERP implementation
- APLI implementation of site plan approval and citizen portal
- Implement Business Intelligence for customized dashboard reporting
- Streamlining business processes through improved mobility



Inclusive Community



- Promote and facilitate community connections
- Provide great public spaces
- Encourage affordable housing
- Support diverse and safe neighbourhoods



Community connections

....our progress

- **Citizen Satisfaction Survey** underway
- **Social media growth** steady across all channels
- **Community outreach videos**
Budget 2016, transit operations, winter maintenance operations, waterfront fitness trail
- **WiFi** at City Hall, all recreation centres & Mady Theatre
- **Online 'story maps'**
downtown historic walks, waterfront parking, garbage collection
- **'My Neighbourhood Services'** GIS web application
highlighting municipal services and points of interest
- **New recreational programs-** *Family day, March Break, Ghost Bus, and Easter*



Great public spaces

....our progress

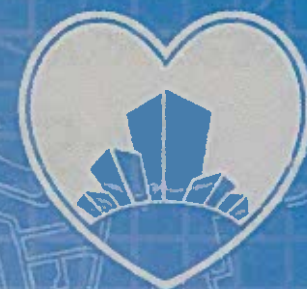
- **Public engagement program** for future of Dorian Parker Centre
- **Centennial Park** improvements underway
- **Memorial Square redevelopment** design/build tender to be issued
- **Sea Serpent** installed in Heritage Park
- **Bike rack art installation** at the downtown Barrie Public Library
- **Graffiti Abatement Program** unveils painted Bell boxes by artists in the downtown



Affordable Housing

....our progress

- **New Built Boundary CIP**
including incentives for a spectrum of affordable housing categories
- **Second Suites policies and by-law** approved and implemented.
- **Two surplus parking lots** identified for potential affordable housing development.
- **Built Form Working Group** recommendations presented to Council
- **Demolition Control By-law**
to help maintain a supply of rental housing under development for consideration by Council.
- **Monitoring/tracking system** under development
in partnership with County
- **“Progress barometers”** installed
in Recreation centres



Diverse & safe neighbourhoods

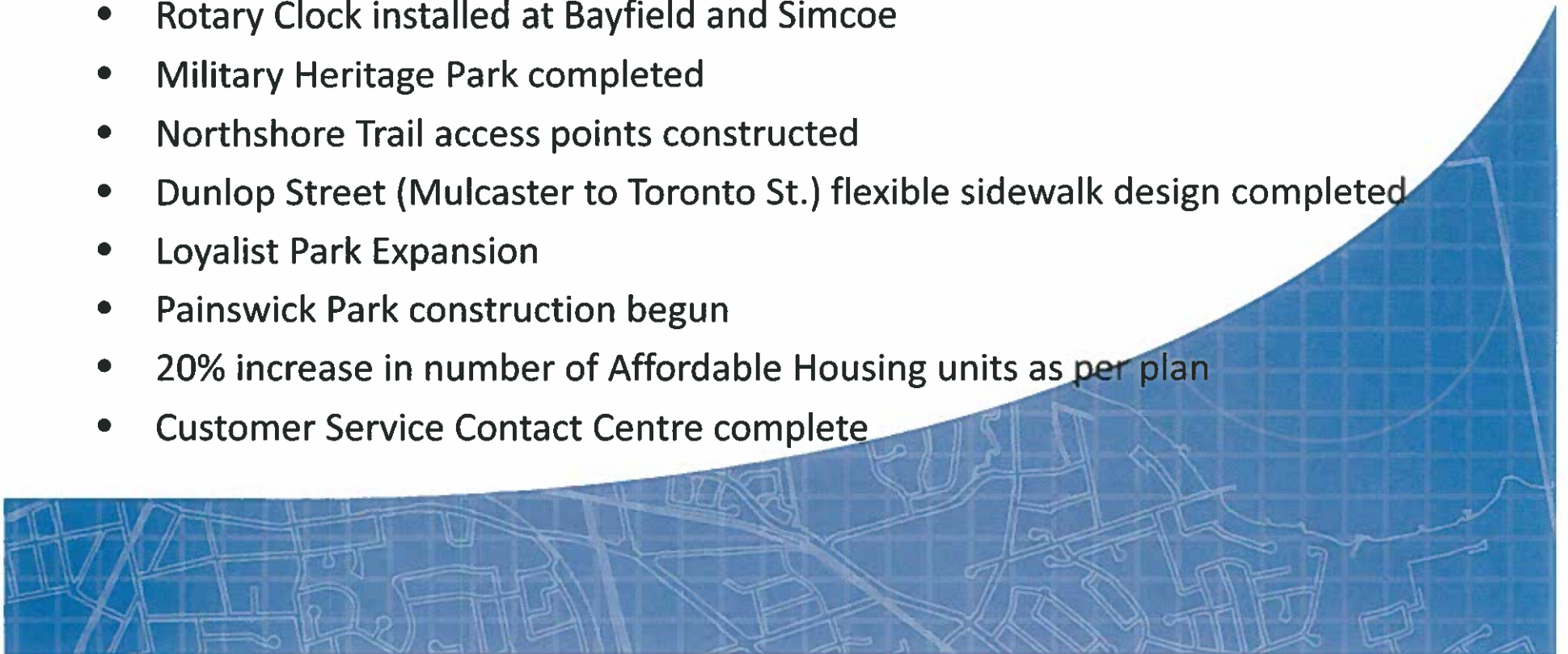
....our progress

- **Youth Drop-in programs** aligned to High-Five Standards
- **RecACCESS Subsidy Program Changes** to increase participation
- Developed **Smoke and CO alarm program** targeting at risk neighbourhoods
- **Fire Prevention videos and outreach**
on fire safety targeting homeowners and tenants
- **Neighbourhood focus** on Recreation Programming
- **Canadian Tire Jump Start** program *increasing youth participation in sports*



Moving Forward-*Inclusive Community*

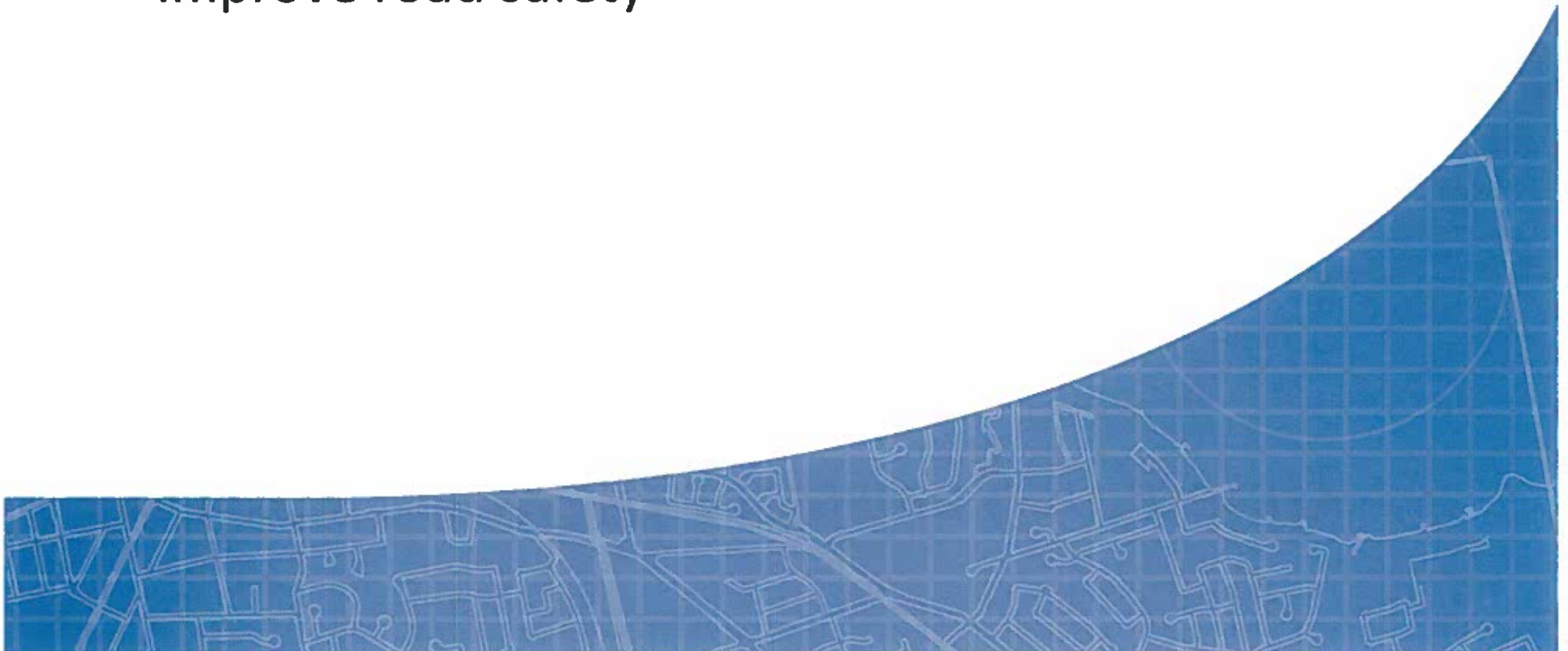
- Updated Recreation Master Plan
- Completion of Memorial Square
- Completion of Marina – Bayfield Basin
- New fully accessible and AODA compliant Public Spaces
- Centennial Park improvements including boardwalk completed
- Rotary Clock installed at Bayfield and Simcoe
- Military Heritage Park completed
- Northshore Trail access points constructed
- Dunlop Street (Mulcaster to Toronto St.) flexible sidewalk design completed
- Loyalist Park Expansion
- Painswick Park construction begun
- 20% increase in number of Affordable Housing units as per plan
- Customer Service Contact Centre complete



Well Planned Transportation



- Improve our road network
- Improve options to get around
- Improve road safety



Improved Road Network

....our progress

Under Construction

- Mapleview Drive East (Huronian – Country Lane)
- Morrow Road (Patterson – Ardagh) *utility relocations underway, contract for construction awarded.*
- Harvie Road & Big Bay Point Road New Crossing of Highway 400
Pre-design underway
- Class EA Phase 3 & 4 underway for new interchange at McKay Road.
- Funds budgeted for City's share to replace Hwy. 400 bridges at McKay Rd & Tiffin St. .
- Connecting Link grant approved for construction phase of Bayfield Street – Livingstone to City limits resurfacing and application submitted for design phase of Bayfield Street – Hwy. 400 to Cundles resurfacing.

Completed

- Cundles Road and Duckworth Street Highway 400 Interchange Improvements
- Ferndale Drive (Dunlop – Tiffin)



Improve Options to Get Around

....our progress

- Whiskey Creek TransCanada Trail constructed
- Dedicated sharrows for **on-street bike lanes** on Grove Street
- **License2Ride** Youth Passes piloted
- **Improvements to Barrie Transit**
 - Draft **5 year Transit Business Plan**
including refined transit standards developed
 - **New Transit service** implemented
 - Opened **new transit garage**
 - Transit fares streamlined & **integrated with Metrolinx's Presto**
 - **New Fare Box** system implemented
 - Preliminary work on '**transit hub model**'
commenced with Metrolinx & County of Simcoe



Improve Road Safety

....our progress

- Started design of **infill sidewalk program**
design of missing link on Ferndale Drive between Tiffin Street and Summerset Drive/Bishop Drive and Wellington Street between Anne Street and west of Eccles underway.
- **Traffic Signal Cabinet Upgrades** on Cundles
installation scheduled for Q4 2016 or Q1 2017
- **Transportation Standards** update 95% complete.
- **Raised intersection** for traffic calming installed on Sandringham Drive at Birkhall North; Cumming Boulevard and Cook Street & West Gate.
- **Pot Hole Collector Application** developed and implemented to improve efficiency in locating and fixing potholes



Moving Forward-*Well Planned* *Transportation*

- Harvie Road design property acquisition and utility relocations completed
- Bryne Drive Extension EA completed
- McKay Road Bridge/Interchange EA Completed; MTO bridge constructed
- Essa Road (Anne to Gowan) completed
- Bayfield Street Resurfacing
- Big Bay Point Road & Bayview- EA & Design completed
- EAs complete- Hewitts & Salem Roads Network; Lockhart/Salem Highway 400 Crossing; Bell Farm Road; Ross/Collier/Bayfield
- Duckworth Street (Bell Farm to St. Vincent) design; property acquisition and utility relocations
- Rail crossing safety improvements- Essa Road and Anne/Innisfil
- Pedestrian safety strategy to prioritize road safety improvements
- Real time wireless capture of speed & volume data to assess road safety needs
- Allandale Multimodal Transit hub study complete
- Transit 5 Year Business Plan adopted by Council

