



# City of Barrie

70 Collier Street (Box 400)  
Barrie, ON L4M 4T5

## Minutes - Final General Committee

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Saturday, October 5, 2013

9:00 AM

Council Chamber

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### 2014 Business Plan Discussions

#### GENERAL COMMITTEE REPORT

**For consideration by the Council of the City of Barrie on October 21, 2013.**

**The meeting was called to order by Mayor Lehman at 9:03 a.m. The following were in attendance for the meeting:**

**Present:** 11 - Mayor, J. Lehman; Councillor, B. Ainsworth; Councillor, Lynn Strachan; Councillor, D. Shipley; Councillor, B. Ward; Councillor, P. Silveira; Councillor, M. Prowse; Councillor, J. Brassard; Councillor, A. Khan; Councillor, B. Jackson; and Councillor, A. Nuttall

#### STAFF:

Chief Administrative Officer, C. Ladd  
City Clerk/Director of Legislative and Court Services, D. McAlpine  
Deputy Treasurer, M. Jerney  
Director of Asset Management, B. Parkin  
Director of Culture, R. Q. Williams  
Director of Engineering, J. Weston  
Director of Facilities and Transit, K. Bradley  
Director of Finance, D. McKinnon  
Director of Legal Services, I. Peters  
Director of Human Resources, A.M. Langlois  
Director of Recreation, B. Roth  
Director of Planning, S. Naylor  
Director of Roads, Parks and Fleet, D. Friary  
Executive Assistant to the General Manager of Community and Corporate Services,  
J. Taylor

Executive Director of Access Barrie, R. James-Reid  
Executive Director of Innovate Barrie, R. Bunn  
Fire Chief, J. Lynn  
General Manager of Community and Corporate Services, E. Archer  
General Manager of Infrastructure and Growth Management, R. Forward  
Manager of Business Services, R. Emerson  
Manager of Environmental Operations, S. Coulter.

**The General Committee met and reports as follows:**

**SECTION "A"**

**13-G-234      PRESENTATION REGARDING THE DRAFT 2014 BUSINESS PLAN**

Mayor Lehman and Carla Ladd, Chief Administrative Officer provided brief introductions regarding the objectives associated with the 2014 Business Plan discussion meeting. Ed Archer, General Manager of Community and Corporate Services opened the presentation regarding the draft 2014 Business Plan by reviewing the proposed agenda for the workshop. He provided an overview of the factors influencing the preliminary 2014 tax rate supported budget with the projected change from 2013 to 2014, related to municipal services, the City's service partners, recommended service level change forms and pending adjustments. He reviewed the items influencing the preliminary 2014 user rate supported budget for water and waste water with the projected change from 2013 to 2014, including recommended service level change forms. He reviewed preliminary information related the 2014 user rate supported budget relating to the parking rate. E. Archer highlighted key messages associated with the City of Barrie's financial condition and objectives associated with the workshop. He outlined how the City can become more sustainable, the growth in service demands and the reasons why current services are not sustainable. E. Archer described the funding sources available to municipalities and provided a chart illustrating trend information regarding sustainability. He noted that the City's financial policies provide for a higher level of municipal taxes as a percentage of household income and reviewed the trends associated with municipal taxes as a percentage of household income. E. Archer outlined the BMA Municipal Study 2012 property tax comparisons for Barrie and cities with populations of 100,000 or greater noting that with the exception of the office building category, property taxes in Barrie are at least ten percent lower than the average of these cities. He described the rationale associated with the use of user fees and provided examples.

E. Archer outlined the purpose of reserves, commented on the insufficient contributions to reserves, and the reasons why funding going into the tax capital reserve are lower than funding requirements. He described the impact of committing to expenditures in excess of the available funding.

Members of General Committee asked a number of questions of City staff with respect to the information provided as part of the presentation and received responses. The Committee reviewed a number of potential revisions to the recommendations contained within Staff Report EMT003-13, in the context of the Draft 2014 Business Plan presentation.

**General Committee recessed at 11:03 a.m. and resumed at 11:20 a.m.**

The members of City Council, Executive Management Team and Senior Leadership Team broke out into smaller groups to discuss the top five community and strategic issues impacting the long term financial health of the City and the top five service delivery pressures impacting the financial health of the City. Upon reconvening as General Committee, the spokesperson on behalf of each of the six groups identified the top five issues discussed by their group.

The Committee reviewed the service level change forms contained within the Appendices to Staff Report EMT003-13 requiring further discussion.

**General Committee recessed at 12:15 p.m. and resumed at 12:47 p.m.**

C. Ladd summarized the common top issues resulting from the earlier group sessions. The common key issues for each of the groups were determined as follows:

Top Five Community and Strategic issues impacting the Long Term Financial Health of the City

- Public Education: Managing public expectations and perceptions related to the City's financial condition, including the cost of growth and the community expectations not matching the reality of the City's budget pressures;
- Household Affordability: Concerns related to the affordability of municipal services for households;
- Community Building/Strategic Priority Funding: The lack of funding available for strategic priorities/community building with the expectation from residents that their City will also build a healthy and vibrant community; and
- Infrastructure: Transportation, roads and traffic concerns.

The Committee reviewed a number of the service level change forms contained within the Appendices to Staff Report EMT003-13 in detail and discussed potential amendments to the recommended motion. Members of General Committee asked a number of questions of City staff with respect to the information provided and received responses.

**General Committee recessed at 2:21 p.m. and resumed at 2:38 p.m.**

The Committee reviewed the remainder of the service level change forms contained within the Appendices to Staff Report EMT003-13 in detail.

Members of General Committee asked a number of questions of City staff with respect to the information provided and received responses. Comments regarding the draft service level adjustments to be further developed and included for consideration as part of the 2014 Business Plan were obtained. (EMT003-13) (File: F00)

**This matter was recommended (Section "A") to City Council for consideration of receipt at its meeting to be held on 21/10/2013.**

**Councillor D. Shipley and Councillor J. Brassard left the meeting.**

**The General Committee reports that upon adoption of the required procedural motion it met in closed session in the Council Chamber at 3:16 p.m. to discuss the content of a Confidential Memorandum dated October 5, 2013 concerning Potential Confidential Service Level Change Options related to a Personal Information Matter and a Disposition of Real Property Matter. Members of General Committee (with the exception of Councillor D. Shipley and Councillor, J. Brassard), the Chief Administrative Officer, City Clerk/Director of Legislative and Court Services, Deputy Treasurer, Director of Asset Management, Director of Engineering, Director of Facilities and Transit, Director of Finance, Director of Recreation, Director of Planning, Director of Roads, Parks and Fleet, Executive Assistant to the General Manager of Community and Corporate Services, Executive Director of Access Barrie, Executive Director of Innovate Barrie, General Manager of Community and Corporate Services, General Manager of Infrastructure and Growth Management, and Manager of Environmental Operations were in attendance for the portion of the meeting closed to the public. Members of the press and public were not present for this portion of the meeting.**

**The General Committee met and reports as follows:**

### **SECTION "B"**

**13-G-235 DISCUSSION OF CONTENT OF CONFIDENTIAL MEMORANDUM CONCERNING CONFIDENTIAL SERVICE LEVEL CHANGE OPTIONS - POTENTIAL CONFIDENTIAL PERSONAL INFORMATION MATTER AND POTENTIAL DISPOSITION OF REAL PROPERTY MATTER**

That the discussion of the content of the Confidential Memorandum from D. McKinnon, Director of Finance dated October 5, 2013 concerning Confidential Service Level Change Options related to a Potential Personal Information Matter and a Potential Disposition of Property Matter, be received. (EMT003-13) (File: F00)

**This matter was recommended (Section "B") to City Council for consideration of receipt at its meeting to be held on 21/10/2013.**

**The General Committee reports upon adoption of a procedural motion, it met in open session at 3:24 p.m.**

### **SECTION "C"**

#### **13-G-236 DRAFT 2014 BUSINESS PLAN DISCUSSIONS**

The Committee reviewed the remainder of the service level change forms contained within the Appendices to Staff Report EMT003-13 in detail and in the context of the Presentation concerning the Draft 2014 Business Plan. Members of General Committee asked a number of questions of City staff with respect to the information provided and received responses. Comments regarding the draft service level adjustments to be further developed and included for consideration as part of the 2014 Business Plan were obtained. (EMT003-13) (File: F00)

**This matter was recommended (Section "C") to City Council for consideration of receipt at its meeting to be held on 21/10/2013.**

**The General Committee met and recommends adoption of the following recommendation(s):**

### **SECTION "D"**

#### **13-G-237**

#### **2014 BUSINESS PLAN - ADDITIONAL DIRECTIONS**

1. That the 2014 Business Plan be finalized including the following changes to the preliminary budget presented at the October 5, 2013 General Committee meeting:
  - a) A reduction of \$500,000 for planned asset renewal investments; and
  - b) Salary gapping at the 2013 budgeted level.
2. That the County of Simcoe be requested to spread their capital plan over additional year(s) to reduce the impact on all of the municipalities funding the plan.
3. That staff further develop the following recommended service level change forms contained within Appendices "B" and "C" to Staff Report EMT003-13 based on comments received on October 5, 2013, for consideration as part of the 2014 Business Plan:

- a) The implementation of a Corporate Sponsorship Program (Appendix "B");
  - b) The discontinuation of the weekly TV advertisements (Appendix "C");
  - c) The reduction in the maintenance plan package for Great Plains (Appendix "C");
  - d) The reduction in the maintenance contracts for technology systems (Appendix "C");
  - e) The introduction of a property tax new mortgage fee (Appendix "C");
  - f) An adjustment to water penalties for overdue instalments (Appendix "C");
  - g) A change to taxi industry overnight enforcement (Appendix "C");
  - h) The addition of a Water Utilities Program Clerk (Appendix "C");
  - i) The use of an O3 Sanitization System (Appendix "C");
  - j) The introduction of pre-consultation for all Planning Act applications (Appendix "C");
  - k) An increase in the utilization of recreation facilities and/or the closure of select recreation facilities during statutory holidays (Appendix "C");
  - l) The utilization of summer students for pool enclosure and small building inspections (Appendix "C");
  - m) The implementation of an additional satellite recycling depot at the landfill site (Appendix "C");
  - n) The new positions for water works infrastructure and maintenance (Appendix "C");
  - o) The hiring of 2 fleet services technicians (Appendix "C");
  - p) The reduction in City Hall uniformed guard service to tax due dates and Council meetings with anticipated controversial matters (Appendix "C"); and
  - q) An increase to the traffic line painting program (Appendix "C").
4. That 2014 base departmental budgets reflect the user fee changes, as applicable, identified in Appendix "D", to Staff Report EMT003-13 representing fee changes greater than +/- 5% from 2013 rates. (EMT003-13) (File: F00)

#### **AMENDMENT #1**

Moved by: Councillor, A. Nuttall  
Seconded by: Councillor M. Prowse

That motion 13-G-237 of Section "D" of General Committee Report dated October 5, 2013 concerning the 2014 Business Plan - Additional Directions be amended by deleting paragraph 1 b) and replacing it with the following:

"b) Salary gapping at the 2013 level, plus an additional savings in

salaries of \$110,000.”

**Mayor J. Lehman left the Chair at 7:22 p.m. in order to introduce and move Amendment #2, noted below. Acting Mayor Silveria assumed the Chair. Mayor J. Lehman reassumed the Chair at 7:30 p.m.**

#### **AMENDMENT #2**

That motion 13-G-237 of Section “D” of General Committee Report dated October 5, 2013 concerning the 2014 Business Plan - Additional Directions be amended by adding the following paragraph:

“5. That staff in the Finance Department investigate the use of financing sources for the County's capital 2014 budget request including, but not limited to: development charges, dividend income, proceeds from potential Lake Simcoe Regional Airport (LSRA) partnerships and/or funding from dedicated reserves in support of the overall objective to reduce the 2014 property tax levy.”

**Upon the question of the adoption of the original motion moved by Councillor, P. Silveria and seconded by Councillor, B. Ward, the motion was CARRIED AS AMENDED by Amendments #1 and #2.**

**This matter was recommended (Section "D") to City Council for consideration for adoption at its meeting to be held on 21/10/2013.**

The meeting adjourned at 3:41 p.m.

CHAIRMAN