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**TO: GENERAL COMMITTEE**

**SUBJECT: 2018 BUSINESS PLAN**

**PREPARED BY AND KEY CONTACT: M. JERMEY, MANAGER OF BUSINESS PLANNING AND BUDGET, EXT. 4407**

**J. COWLES, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENT EXT. 5347**

**C. MILLAR, DIRECTOR OF FINANCE AND TREASURER, EXT. 5130**

**SUBMITTED BY: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER**

**D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES**

**R. FORWARD, MBA, M.Sc., P. Eng., GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT**

**R. BUNN, EXECUTIVE DIRECTOR OF INNOVATE BARRIE**

**R. JAMES-REID, EXECUTIVE DIRECTOR OF ACCESS BARRIE**

**Z. LIFSHIZ, EXECUTIVE DIRECTOR OF INVEST BARRIE**

**I. PETERS, DIRECTOR OF LEGAL SERVICES**

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**RECOMMENDED MOTION**

1. That the 2018 tax supported base Operating Budget for municipal operations, with total gross expenditures of \$243.5 million and a net property tax levy requirement of \$146.9 million, be approved with the following amendments to reflect changes since the 2018 Business Plan's publication on December 18, 2017:
  - a) That the budget for insurance premiums be increased by \$179,000;
  - b) That the gross budget for security contracts be increased by \$118,386 resulting in a net tax levy increase of \$60,606, increased interfund recoveries from water rate of \$25,238, increased interfund recoveries from wastewater rate of \$20,043, and increased interfund recoveries from parking rate of \$12,499;
  - c) That the budgeted insurance expense associated with the Facility User Group Insurance Solution pilot project be increased by \$58,576, with a corresponding increase in fee revenue;
  - d) That the budget for employee benefits be reduced by \$15,033;
  - e) That pursuant to motion 17-G-318 passed by Council on December 18, 2017, the budget for treatment of healthy ash trees be increased by \$3,000; and

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- f) That any dividends received from Barrie Hydro Holdings Inc. during 2018 be transferred 80% to the Community Benefit Reserve and 20% to the Tax Capital Reserve.
2. That the 2018 tax supported base Operating Budget for Barrie's Service Partners presented on page 25 of the 2018 Business Plan, with total gross expenditures of \$84.5 million, and a net property tax levy requirement of \$82.4 million, be approved with the following amendments to reflect changes since the 2018 Business Plan's publication on December 18, 2017:
- a) That the Barrie Public Library 2018 Operating Budget request be increased from \$7,652,456 to \$7,758,647, resulting in an increase of \$106,191 to the net tax levy; and
- b) That the Lake Simcoe Regional Conservation Authority 2018 Special Capital Levy request be decreased from \$577,970 to \$570,060 resulting in a decrease of \$7,910 to the net tax levy, and an increase of \$5,930 to the transfer to the Water Capital Reserve.
3. That the New Investment and Service Recommendations associated with Operating Budget requests as outlined on page 23 of the 2018 Business Plan with a net tax cost of \$129.2 thousand (operating), and \$315.9 thousand (capital), be approved.
4. That the Water base Operating Budget, with gross expenditures of \$34.5 million and revenues of \$34.5 million, be approved with the following amendment to reflect changes since the 2018 Business Plan's publication on December 18, 2017:
- a) That the budget for interfund recoveries be increased by \$25,238 pertaining to security costs resulting in a corresponding decrease to the transfer to the Water Capital Reserve.
5. That the Wastewater base Operating Budget, with gross expenditures of \$42.5 million and revenues of \$42.5 million, be approved with the following amendment to reflect changes since the 2018 Business Plan's publication on December 18, 2017:
- a) That the budget for interfund recoveries be increased by \$20,043 pertaining to security costs, resulting in a corresponding decrease to the transfer to the Wastewater Capital Reserve.
6. That the Parking Operations base Operating Budget, with gross expenditures of \$2.6 million and gross revenues of \$2.6 million, be approved with the following amendment to reflect changes since the 2018 Business Plan's publication on December 18, 2017:
- a) That the budget for interfund recoveries be increased by \$12,499 pertaining to security costs, resulting in a corresponding increase to the draw from the Parking Reserve.
7. That the 2018 new Capital Budget requests of \$88.5 million be approved with the following amendments to reflect changes since the 2018 Business Plan's publication on December 18, 2017:
- a) That the requested budget for project 000527 (Multi Modal Transit Hub New Study) on page 189 of the 2018 Capital Plan be eliminated;
- a) That the funding plan for project 14-23-5571-2028 (Georgian College – Advanced Technology, Innovation and Research Centre) currently funded from the Tax Capital Reserve, be amended to reflect 100% funding from the Community Benefit Reserve;

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- b) That the construction phase of a new project to be named Kidd's Creek Repair and Realignment Upstream of Cundles Road be added to the 2018 Capital Plan, at a gross cost of \$173,852 with funding \$86,926 from the a Lake Simcoe Conservation Foundation grant, and \$86,926 from the Tax Capital Reserve; and
  - c) That no expenditure of funds occur for the following capital project (or portion thereof), if the project(s) are approved as part of the Capital Budget, until a separate staff report has been presented and approved for implementation:
    - i) The Station 6 New Building Development Project FC1084 construction phase (page 119 of the 2018 Capital Plan);
    - ii) Operations Centre Renovations/Satellite Yard (page 128); and
    - iii) Year Round Permanent Market (page 132).
2. That, consistent with the Capital Project Control Policy, the 2019, 2020, 2021 and 2022 Capital Budget relating to new 2018 capital projects of \$50 million in 2019, \$34.5 million in 2020, \$933 thousand in 2021, and \$223 thousand in 2022, be approved, and the 2018-2022 Capital Budget items not requiring approval, be received as forecast information.
  9. That effective May 1, 2018, By-law 2017-014, as amended, be repealed and replaced with a by-law incorporating the fees and charges presented in the 2018 Business Plan with the following amendments to reflect changes since the 2018 Business Plan's publication on December 18, 2017:
    - a) That Schedule I (Recreation and Facilities Departments) and Schedule M (Department of Creative Economy) as presented on pages 356/57 and 371/72 of the 2018 Business Plan and Budget, be replaced with the Schedules in Appendix "B" to Staff Report EMT001-18; and
    - b) That any fee changes approved by Council on January 15<sup>th</sup>, 2018, be incorporated into the new Fees By-law.
  10. That pursuant to Ontario Regulation 284/09, Staff Report EMT001-18 serve as the method for communicating the exclusion of the following estimated expenses from the 2018 Business Plan:
    - a) Amortization expense - \$53.5 million;
    - b) Post-employment benefit expenses - \$2.6 million; and
    - c) Solid waste landfill closure and post-closure expenses - \$50 thousand.
  11. That staff be authorized to submit applications for grants that would reduce expenditures associated with projects, programs, and services approved as part of the Operating and Capital Budgets.
  12. That the Mayor and City Clerk be authorized to execute any agreements that may be required to accept grant funding from other levels of government or other partners, to reduce expenditures associated with programs, services, and/or capital projects.
  13. That staff be authorized to submit applications for grants that would reduce future capital expenditures, fund service enhancements or enable capital projects to be advanced, and a report be presented prior to the execution of any agreement associated with the acceptance of such grant.

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14. That the Treasurer be authorized to make the necessary alterations to the transfer to and/or from reserves to reflect changes since the 2018 Business Plan's publication on December 18, 2017.
  15. That the Debenture financing as identified in the Capital Budget in Appendix "C" to Staff Report EMT001-18, be approved.
  16. That the City Clerk be authorized to prepare all necessary by-laws to implement the above recommendations.

## **PURPOSE & BACKGROUND**

### Report Overview

17. The purpose of this report is to recommend the Corporation's 2018 Business Plan. The proposed 2018 Business Plan follows the directions provided by Council in motion 17-G-140 (provided in Appendix "A") with the exception of the direction that any potential 2018 tax increase be capped at 1.5%, excluding the 1% levy associated with the Dedicated Infrastructure Renewal Fund, as the direction provided by Council also included maintaining current services at current service levels along with annualizing the cost of prior period decisions (e.g. debt financing), and adherence to financial policies (e.g. reserve contributions).
18. Generally, the plan reflects current services and service levels and recommends new investments and services to present a plan that reflects Council's budget guidelines. It also incorporates new service levels directed by Council to commence in 2018.
19. The listing of Debenture Financing in Appendix "C" is intended to enhance transparency of approvals and make the debenture issuance process more efficient. The list contains debenture amounts for new budget requests. Previously approved and forecasted debenture amounts are excluded from the listing.

### Background

20. On December 18, 2017, copies of the 2018 Business Plan/Capital Plan binders were distributed to members of Council and the same information was posted on the City's website (<https://www.barrie.ca/City%20Hall/Budget/Pages/Budget.aspx>). A presentation was also made at the City Council meeting held on December 18, 2017 to provide an overview of the details contained within the 2018 Business Plan/Capital Plan binders.
21. As the details related to the City's annual budget and business plan/capital plans are quite extensive, it would be challenging to address all of the aspects in a staff report. The budget binders are intended to provide the necessary level of detail to allow members of Council to make informed decisions on its business planning for the year, as well as capital project plans. Given the scope of the City's business activities, expenditures and revenues, the budget binders are distributed in mid-December to allow for a fulsome review of the details.
22. The Executive Summary of the 2018 Business Plan/Capital Plan provides extensive detail related to the services provided, proposed expenditures and revenue sources. It also highlights significant drivers related to changes in the cost to maintain existing service levels, new investment and service recommendations, and service partner requests, as well as details related to the City's financial condition.
23. The focus of this Staff Report is to advise of any changes since the publication of the 2018 Business Plan/Capital Plan binders on December 18, 2017.

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## **ANALYSIS**

### **Summary**

24. The tax based budget as presented in the 2018 Business Plan binder includes a 2.15% tax rate increase for the projected cost to maintain existing service levels for all municipal services, service partner funding requests, and new investments in services for 2018. In addition, the tax based budget includes a 1% tax rate increase for the Dedicated Infrastructure Renewal Fund (DIRF) bringing the total increase to 3.15%.
25. Recommended amendments (see below for details), if approved, will result in a \$331,784 increase to the projected cost of 2018 programs and all recommended service level changes, while the 1% DIRF remains unchanged. This will result in a total blended tax rate increase of 2.27% for service delivery and an additional 1% tax rate increase for the DIRF, for a total amended increase of 3.27%.
26. After amendments, the estimated property tax bill for a typical home assessed at \$334,250 is expected to be approximately \$4,272.
27. The proposed water and wastewater rate based budgets as presented in the 2018 Business Plan binder include a recommended annual rate increase of 2.74% and 3.00% respectively. For a typical household that consumes 180 cubic metres of water annually, the annualized increase in cost is \$8.88 for water, and \$14 for wastewater.
28. To achieve Council's direction that any potential 2018 tax increase be capped at 1.5%, excluding the 1% levy associated with the Dedicated Infrastructure Renewal Fund, would require a further reduction to the proposed 2018 tax levy by \$1.93 million dollars, or 0.77% tax rate increase.
29. While not recommended by staff because of community impacts, corporate commitments related to service contracts, and negative long term financial consequences associated with funding capital needs. Further reductions could be achieved by reducing service levels and/or reducing the contribution to the tax capital reserve with an offsetting reduction in the capital plan, and/or utilizing some of Barrie Hydro Holding Inc. dividends to fund operating costs.

### **Tax Supported Operating Budget**

#### **Overview**

30. The 2018 Business Plan reported a net tax levy requirement of \$226.9 million in 2018 for ongoing service delivery, and excluding the Dedicated Infrastructure Fund. The net tax levy requirement, after adjusting for recommended amendments, is \$227.3 million reflecting an \$11.3 million increase over 2017 (2017 = \$216 million). The levy requirement incorporates the budgetary requirements of the City, the City's Service Partners, and the New Investment and Service Recommendations.
31. The 1% DIRF adds an additional \$2.5 million, bringing the total 2018 Tax Levy to \$229.8 million.
32. There are a number of factors impacting the costs to maintain City operations as outlined within the 2018 Business Plan/Capital Plan binders, and the presentation provided on December 18, 2017. They include:
  - An increase in the amount of \$3,845,199 related to City operations including provisions for collective agreements, indexing or escalations in multi-year contracts, and materials/supplies price changes; and,

- A provision of \$645,000 for the increased costs associated with Provincial Legislation specifically (including increases related to changes to minimum wage, classification of employees, equal pay for equal work, scheduling, vacation, holiday pay, and statutory leave).
33. Further details on these matters can be found in the Executive Summary of the binders as well as details related to debt and reserve management, investment and service recommendations, service partner budget requests, and realized assessment growth.

Base Budget – Recommended Amendments (since publication of the 2018 Business Plan/Capital Plan)

34. The following paragraphs outline recommended amendments due to changes in information since publication of the 2018 Business Plan/Capital Plan:
35. **Insurance** – Staff received correspondence from the City's insurance provider subsequent to the preparation of the draft budget materials. This correspondence indicated the City should expect a year-over-year increase of \$179 thousand for its annual insurance premiums.
36. **Security contract** – The City's current security contract needs to be revised in response to requirements under Bill 148 that became effective January 1, 2018. The current proposal would result in a \$118 thousand increase split between Tax (\$60.6 thousand), Water (\$25.2 thousand), Wastewater (\$20 thousand), and Parking (\$12.5 thousand).

These costs are budgeted centrally by the Facilities Department and recovered from user rates through interdepartmental transfers/interfund recoveries.

37. **Facility User Group Insurance Solution** – Legal Services is planning a one year pilot project with the City's existing insurance provider to allow the Recreation Services and Creative Economy Departments to provide facility users access to insurance coverage at competitive rates and with greater ease. The pilot is also anticipated to provide the City with immediate access to insurer provided legal defence when a claim arises, and to ensure proper insurance coverage is in place to further protect the City. Estimated insurance premiums are \$58,756. Premiums are to be fully cost recovered through user fees.
38. **OHIP+** – The announcement of OHIP+ by the Province of Ontario subsequent to the preparation of the draft budget materials has resulted in a minor revaluation to the cost of employee benefits. The impact of the drug product coverage for those 24 years of age or younger by OHIP+ is estimated to result in \$15,033 savings to the City's extended health plan.
39. **Ash Tree Treatment** – On December 18, 2017 Council passed Motion 17-G-318 authorizing staff in the Roads, Parks and Fleet Department to enter into partnership agreements for funding of treatment costs of ash trees upon request of property owners living adjacent to healthy ash trees. Staff were directed to establish an annual budget of \$3,000 (01-18-4840-0000-3754) for this purpose.
40. **Contribution to Community Benefit Reserve and Tax Capital Reserve** – On December 18, 2017 Council passed Motion 17-G-323 establishing the Community Benefit Reserve with the requirement that a minimum of 80% of the dividends received from Barrie Hydro Holdings Inc. be transferred to the this Reserve. The Motion also allowed for up to 20% of the dividends to be transferred to Tax Capital Reserve. In 2018, staff are recommending that the maximum permitted (20%) be transferred to the Tax Capital Reserve.

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Service Partners – Recommended Amendments

41. **Library** – The budget approved by the Board of the Barrie Public Library received after the preparation of the budget binder is \$106,191.25 higher than the preliminary estimate included in the base budget. The original correspondence received from the Library is located on page 254 of the 2018 Business Plan binder.
42. **Lake Simcoe Regional Conservation Authority** – The draft budget received from the Conservation Authority after the preparation of the budget binder is \$7,910 lower than the preliminary estimate included in the base budget. The Conservation Authority levy is funded 75/25 from water and tax rates respectively.

Schedule of Fees and Charges – Recommended Amendments

43. **Facility User Group Insurance Solution** – Through working with the City's insurer, staff have been able to find a solution to provide renters of City facilities with cost-effective insurance that protects both the user and the City. It would be available for those groups or individuals who do not have adequate insurance or are unable to access insurance coverage. The City would pay the insurance company for the coverage and would recoup its costs through the addition of a user fee. Schedule I and M have been updated to reflect the addition of a fee for insurance coverage, unless the customer can provide documentation of coverage that meets the requirements in the City's Facility Use Agreement.
44. On January 15, 2018, City Council will be considering recommendations related to fee changes identified in Staff Report LCS001-18 concerning Election Signs, and Staff Report LCS003-18 concerning the general sign by-law. The fee changes identified in these staff reports have not been included in the 2018 Business Plan/Capital Plan. The proposed amendment would allow for any changes to fees associated with these staff reports to be incorporated into the new Fees By-law.

**Water and Wastewater Rate Supported Operating Budget**

Overview

45. The Water and Wastewater budgets were developed in accordance with the Water Operations Branch 2015 Drinking Water System Financial Plan update (15-G-227), and in accordance with Council's budget directions in Staff Report EMT004-17 in May, 2017. While the financial plans for Water and Wastewater were built with an annual rate increase of 2% and 3% respectively, staff are recommending 2018 rate increases of 2.74% for water and 3% for wastewater. The Financial Plan presents a 10 year horizon and relies on aggressive assumptions for Development Charge revenue. These increases are calculated based on the financial impact for an average residential rate payer for the calendar year with proposed rates effective May 1st, 2018.
46. For a typical home that consumes 180 cubic metres annually, the annualized cost of water and wastewater services in 2018 are estimated to be \$333 and \$468 respectively for a combined cost of \$801 (\$778 in 2017). This represents a 3% combined increase over 2017 levels of which \$9 relates to water, and \$14 relates to wastewater.
47. The contribution to Water and Wastewater Reserves reflected in the 2018 base budget are \$5.2 million, and \$14.2 million respectively.

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## Parking Rate Supported Operating Budget

### Overview

48. The draw from the Parking Reserve in 2018 for operations is estimated to be \$534 thousand (\$676 thousand in 2017). The revised forecasted Parking Reserve balance at the end of 2018 is approximately \$1.2 million deficit.

### **2018 - 2022 Capital Budgets**

49. The 2018 Capital Budget is \$173.6 million, including \$84.8 million in previously approved funding, \$88.5 million in new funding requests, and \$315,860 associated with New Investment and Service Recommendation Operating Budget requests. Details of the 2018 Capital Budget are found on pages 291-306 of the 2018 Business Plan binder, and in the 2018 Capital Plan Project Details Reports.
50. Consistent with the Capital Project Financial Control Policy, where the 2018 Capital Budget includes projects that will be completed over more than one reporting period, Council's approval of new projects in the 2018 Capital Budget would include approval of the funds required in 2019, 2020, 2021 and 2022, to conduct the work, totaling \$85.7 million.
51. In addition to the portion of the 2018 Capital Budget that is recommended for approval, the 2018-2022 Capital Plan provides a forecast for capital spending over the next five years. The 2018-2022 Capital Plan includes \$698.8 million in spending, and was developed with a focus on addressing the City's most critical asset renewal needs, areas currently experiencing service level deficiencies, and required investment to support the growth management process. It should be noted that despite the significant investment being made, many projects deemed critical were deferred. As aging assets fail, their ability to deliver service to the community will be impacted.

### Capital Budget Amendments

52. **Multi Modal Transit Hub Study** – Multi Modal Transit Hub Study - On December 18, 2017 Council passed Motion 17-G-325 approving \$100 thousand in funding from the Tax Capital Reserve for a Multi Modal Transit Hub Study. Funding for this study was already included in the 2018 requested budget for project 000527 (Multi Modal Transit Hub New Study) in the amount of \$150 thousand. Therefore, the requested 2018 budget for project 000527 can be eliminated to avoid duplication of the project.
53. **Georgian College – Advanced Technology, Innovation & Research Centre** – On December 18, 2017 Council passed Motion 17-G-323 establishing a new Community Benefit Reserve. This Reserve is to be used to fund projects and initiatives deemed to have significant strategic and/or community benefit.
54. Staff have identified the City's \$5 million, 4 year commitment to Georgian College for their Advanced Technology, Innovation & Research Centre as a potential candidate to receive funding from this Reserve. The commitment is currently funded from the Tax Capital Reserve which is primarily intended to fund the replacement, renewal, and rehabilitation of City assets. The Centre is not a City asset, and the intended use of the Community Benefit Reserve is better aligned with the City's commitment.
55. **Kidd's Creek Repair and Realignment Upstream of Cundles Road** – An ongoing collaboration between Lake Simcoe Region Conservation Authority (LSRCA) and the City of Barrie seeks to assess a number of issues imposed upon local watercourses and drainage features, and ultimately the receiving waterbody, Lake Simcoe. Prior studies completed on Kidd's Creek identified that the



corridor is in a state of ecological and physical degradation. A conceptual study delineated the sections of the Creek upstream of Highway 400 (Upper Kidd's Creek) into five (5) reaches; Reach 2 and a small portion of the downstream end of Reach 1, were recommended for immediate repair to mitigate erosion and prevent any further risk to infrastructure, which includes a sanitary trunk sewer, the Cundles Road embankment, and a gas main. Based on the urgency of the works, LSRCA retained, at their cost, a consultant to complete the detailed design for the repair and realignment of Reach 2, upstream of Cundles Road. The Lake Simcoe Conservation Foundation has also offered financial support of 50% towards the construction of the most critical work

56. The construction will realign Reach 2, and provide an opportunity to rehabilitate this section. The existing berm and culvert will be removed to enhance flow and sediment continuity.
57. While the studies and design were ongoing during the capital budget preparation, the recommendations and costing were not known in sufficient enough detail to include the project in the plan. The LSRCA has recently completed the detailed design and received confirmation from their Foundation of the grant. The construction phase of the project is expected to incur gross costs of \$173,852 with funding from the Lake Simcoe Conservation Foundation grant (\$86,926), and the City's Tax Capital Reserve (\$86,926).
58. In addition, three capital projects have been included in the 2018 Capital Plan for consideration that would be subject to future reports prior to staff proceeding with the projects. The three projects are as follows:
  - **BFES Station 6 New Building Development** Construction Phase (page 119 in the 2018 Capital Plan binder). The land acquisition portion of the project is planned to proceed in 2018, subject to approval. The construction phase is currently identified as occurring in 2019. However, it is dependent on the timing of development within the surrounding area. As a result, staff will bring forward a separate report to General Committee to identify further details including the schedule, costs, and scope prior to proceeding with the construction phase.
  - **Operations Centre Building Renovation** (page 128 in the 2018 Capital Plan binder). Funds have been requested for design works associated with Operations Centre renovations and new satellite yard operations. Staff will be reporting back to General Committee prior to proceeding with aspects related to the satellite yard operations.
  - **Year Round Downtown Market New Development** (page 132 in the 2018 Capital Plan). In accordance with direction provided by Council on December 18, 2017, staff will be reporting back to General Committee regarding options to reduce the cost associated with this project. As a result, construction on this project would not proceed until General Committee and Council have approved a project plan.

### Budget Engagement Summary

59. To further address Council's strategic priority of Responsible Spending, Access Barrie worked closely with Finance to engage the public throughout the 2018 Budget process using the Budget Allocator tool. The goal was to improve understanding of how tax dollars are spent, demonstrate value for money, and get input from the public on key priorities.

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60. Building on previous year's successes, residents were encouraged to choose how to invest their tax dollars, and leave comments about their choices using the Budget Allocator. Launched in October 2017, this tool included a snapshot of the major services areas in the tax-based Operating Budget that impact the daily lives of Barrie residents and businesses. For each of the seven service areas, respondents had the option to 'increase spending 5%', 'maintain existing service levels', or 'decrease spending 5%'. The tool closed for official comment at midnight on January 14, 2018, with a total of 308 submissions, and 155 comments. A complete summary of results and comments are included as Appendix D to Staff Report EMT001-18.
61. In addition to the Budget Allocator, Access Barrie created a photo campaign using the same seven service areas included in the Budget Allocator, to raise awareness on the budget process, encourage participation in the Budget Allocator, and educate the public. The photo campaign was leveraged through the City's Facebook and Twitter accounts, in This Week in Barrie, on all facility screens, and throughout all City of Barrie facilities. As of January 15, 2018, City-originated posts and ads about the 2018 budget generated over 100,500 combined impressions on Facebook and Twitter.
62. Barrie.ca/budget content was updated and expanded to include facts, highlights, and FAQ's about the budget process, how Barrie's tax rate compares with other municipalities, and how tax dollars are spent. In order to further Council's Responsible Spending Priority, updates focused on providing complete budget information in a clear and concise manner, using easy-to-understand language. This content allowed Access Barrie to better leverage social media and other communication channels to drive traffic to barrie.ca/budget, and further educate residents. The content was continually revised during the budget process to include information that answers questions commonly asked by the public.
63. Barrie.ca/budget also includes information about who to contact with budget questions ([budget.questions@barrie.ca](mailto:budget.questions@barrie.ca)), and previous budget processes and results.

#### **Ontario Regulation 284/09 - Expenses not included in the 2018 Business Plan**

64. Previous reports to Council described reporting requirements for tangible capital asset accounting that came into effect for municipalities in 2010. Generally, the effect of these requirements is to increase the level and type of information presented in the City's financial statements about the stock, condition, and use of tangible capital assets to support municipal operations, and to disclose information using the "full accrual" method of accounting. This method recognizes expenses when they are incurred and revenues when they are earned, regardless of when the cash outlay occurs.
65. A related Provincial requirement that took effect in 2011 is for municipalities to disclose the amounts that are reported in their financial statements, but not included in their budgets. The City of Barrie is forecasting depreciation expense of approximately \$53.5 million for 2017, but the corresponding transfer to capital reserves in 2018 is only \$31.8 million. Prior to the introduction of full accrual accounting, this difference would have been neither noted nor reported, but it is significant for understanding how municipalities developed what has become known as "infrastructure deficits".
66. Prior to passing the 2018 budget, municipalities are required to disclose amounts that are expensed in their financial statements, but not included in budgeted figures. For the City of Barrie this includes three expenses:
- Amortization expense - \$53.5 million;
  - Post-employment benefit expenses - \$2.6 million; and,

- Solid waste landfill closure and post-closure expenses - \$50 thousand.

## **ENVIRONMENTAL MATTERS**

67. There are no environmental matters related to the recommendations.

## **ALTERNATIVES**

68. There are five alternatives available for consideration by General Committee:

### **Alternative #1**

General Committee could change the recommended levy requirement by removing one or more of the recommended investment and service level changes identified in the 2018 Business Plan.

EMT believes the levy amount identified and recommended investment and service level changes are required in 2018 to improve the Corporation's ability to respond to service demands, Provincial legislation, address affordability concerns, and act on previous directions from Council.

### **Alternative #2**

General Committee could alter the proposed recommendation regarding Water or Wastewater Rates.

The staff recommended rate increases for 2018 balance affordability against capital needs. Lower Water and Wastewater rates would increase the City's future reliance on debt financing.

### **Alternative #3**

General Committee could alter the proposed recommendation regarding the 2018 Capital Budget by changing the capital works that are included.

The recommended capital projects have been carefully prioritized and reflect only the Corporation's most critical needs and affordability thresholds. Removing recommended capital projects in favour of other capital projects, that were not considered to be as critical works, increases the risk of asset failure, and the potential for service interruptions.

### **Alternative #4**

General Committee could reduce the contribution to the Tax Capital Reserve (TCR) by \$625,000; this amount representing the amount included in the 2018 base budget for estimated amortization of new assets used in calculating the 2018 TCR contribution. This would reduce the tax rate increase by 0.25%.

This alternative has been presented in conjunction with the adoption of the financial policies update approved by Council on December 18, 2017 (Motion 17-G-323) allowing for up to 20% of the Barrie Hydro Holdings Inc. (BHHI) dividend to be contributed to the Tax Capital Reserve.

Contributing 20% of the BHHI dividend to the TCR would help to mitigate this reduction for 2018.

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**Alternative #5**

General Committee could direct staff to reduce the tax levy by \$1.93 million (0.77% tax rate impact) by reducing service levels, and/or reducing the contribution to the TCR with an offsetting reduction to the Capital Plan, and/or utilizing a portion of the Barrie Hydro Holdings Inc. dividend to fund operating costs.

This alternative is not recommended because of community impacts, corporate commitments related to service contracts, and negative long term financial consequences related to funding of Capital needs.

**FINANCIAL**

69. The financial impacts of the 2018 Business Plan are addressed in the analysis section of this report.

**LINKAGE TO 2014 – 2018 COUNCIL STRATEGIC PLAN**

70. The recommendations included in this Staff Report support the following goal identified in the 2014-2018 Strategic Plan:

- Responsible Spending

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**APPENDIX "A"**

**2018 BUDGET DIRECTIONS**

1. That staff prepare a Business Plan for 2018 for all tax supported services that considers:
  - a) One budget year and three forecast years;
  - b) The cost of maintaining current programs at current service levels, based on anticipated 2018 activities;
  - c) Annualization of prior period decisions;
  - d) The financial impact on the 2018 budget of Council directions throughout 2017;
  - e) Recommendations for changes to funding sources that result in a decreased reliance on property taxes;
  - f) An estimate of assessment growth based on the value of newly assessed property throughout 2017;
  - g) The continuation of an annual 1% Dedicated Infrastructure Renewal Fund;
  - h) Contributions to reserves that are consistent with the Financial Policies Framework; and
  - i) A cap on any potential 2018 tax increase of 1.5%, excluding the 1% levy associated with the Dedicated Infrastructure Renewal Fund.
  
2. That staff prepare a Business Plan for 2018 for Water and Wastewater services that includes:
  - a) The cost of maintaining current programs at current service levels, based on anticipated 2018 activities;
  - b) Annualization of prior period decisions;
  - c) Recommendations for changes to user fees that reflect the full cost of providing the program or service, including fixed assets, net of any subsidy approved by Council;
  - d) An estimate of water consumption that reflects past consumption patterns and forecasted conditions in 2018; and
  - e) Contributions to reserves that are consistent with the Financial Policies Framework and Council direction that reflect, to the extent possible, the anticipated current and future commitments against the reserves.
  
3. That staff prepare a Business Plan for 2018 for Parking Services that includes:
  - a) The cost of maintaining current programs at current service levels, based on anticipated 2018 activity;
  - b) Annualization of prior period decisions; and
  - c) Recommendations for changes to user fees that reflect the full cost of providing the program or service, including fixed assets, net of any subsidy approved by Council.
  
4. That any significant impacts to the 2018 budget, such as recommended new investments and changes in level of service, or changes in staff complement levels, be presented to Council for consideration.
  
5. That any user fees that are added, removed, or increased/decreased by 5% or more of the current fee, be presented to Council within the Business Plan Binder.

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**APPENDIX "A" (Continued)**

6. That the existing 2017-2026 Capital Plan be used as the basis to develop a ten year Capital Plan that includes a one year capital budget, a four year forecast, and a five year capital outlook:
  - a) 1 year approved Capital Budget (2018):
    - i) With multi-year approvals in accordance with the capital control policy;
    - ii) Project specifics; and
    - iii) Detailed funding.
  - b) 4 year Capital Forecast (2019 - 2022):
    - i) Project specifics; and
    - ii) Detailed funding.
  - c) 5 year Capital Outlook (2023 - 2027):
    - i) Project specifics where available; and
    - ii) Detailed funding.
7. That staff prepare the 2018 Capital Budget with appropriate consideration of:
  - a) Council's strategic goals;
  - b) Continued focus on the execution of the Growth Management Plans;
  - c) Investment in renewing the City's current infrastructure utilizing a risk based approach for project selection; and
  - d) Availability of financial and staff resources to do the work.
8. That staff continue to provide public education and engagement during the 2018 Business Plan and Budget development process.
9. That the 2018 Budget Development Schedule identified in Appendix "A" of Staff Report EMT004-17, be used to develop the 2018 Business Plan for Council's review and approval no later than February 2018.
10. That staff advise the County and all Agencies, Boards, and Commissions of Council's expectations that:
  - a) The budget directions established herein be used when preparing their 2018 budgets; and
  - b) Budgets are prepared in accordance with the 2018 Budget Development Schedule.

APPENDIX "B"

User Fees Schedule I & M

SCHEDULE I

ITEM	2017 APPROVED FEE	2018 APPROVED FEE
<b>RECREATION/FACILITY RENTAL FEES</b>		
<b>Baseball Diamond Permit Fees - In-Town Diamonds</b> (Sunday to Friday, time slots as indicated, lighting provided as required and included in fee)		
Major Baseball Diamond - Adult 5:00pm to 6:30pm	\$25.00	\$25.75
Major Baseball Diamond - Adult 6:30pm to 8:00pm	\$56.64	\$58.34
Major Baseball Diamond - Adult 8:00pm to 9:30pm	\$50.66	\$52.18
Major Baseball Diamond - Adult 9:30:pm to 11:00pm	\$44.47	\$45.80
Major Baseball Diamond - Youth (Under 18) 5:00pm to 6:30pm	\$20.00	\$20.60
Major Baseball Diamond - Youth (Under 18) 6:30pm to 8:00pm	\$45.31	\$46.67
Major Baseball Diamond - Youth (Under 18) 8:00pm to 9:30pm	\$40.53	\$41.74
Major Baseball Diamond - Youth (Under 18) 9:30:pm to 11:00pm	\$35.58	\$36.64
<b>Major Baseball Diamond Permit Fees - Barrie Community Sports Complex</b> (Sunday to Friday, time slots as indicated, lighting provided as required and included in fee)		
BCSC Baseball Diamond - Adult 5:00pm to 6:30pm	\$32.08	\$33.04
BCSC Baseball Diamond - Adult 6:30pm to 8:00pm	\$64.38	\$66.31
BCSC Baseball Diamond - Adult 8:00pm to 9:30pm	\$58.41	\$60.16
BCSC Baseball Diamond - Adult 9:30:pm to 11:00pm	\$51.99	\$53.55
BCSC Baseball Diamond - Youth (Under 18) 5:00pm to 6:30pm	\$25.66	\$26.43
BCSC Baseball Diamond - Youth (Under 18) 6:30pm to 8:00pm	\$51.50	\$53.05
BCSC Baseball Diamond - Youth (Under 18) 8:00pm to 9:30pm	\$46.73	\$48.13
BCSC Baseball Diamond - Youth (Under 18) 9:30:pm to 11:00pm	\$41.59	\$42.84



<b>Minor Baseball Diamond Permit Fees - In Town Diamonds</b> (per evening, 6:00pm to 11:00pm)		
Minor Baseball Diamond - Adult	\$43.14	\$44.43
Minor Baseball Diamond - Youth (Under 18)	\$34.51	\$35.55
<b>Soccer Pitch Permit Fees - In-Town and Barrie Community Sports Complex</b> (per evening, 6:00pm to 11:00pm, lighting fee extra @ Eastview Park)		
Major Soccer Pitch - Adult	\$92.70	\$95.48
Major Soccer Pitch - Youth (Under 18)	\$74.16	\$76.38
Minor Soccer Pitch - Adult	\$42.70	\$43.98
Minor Soccer Pitch - Youth (Under 18)	\$34.16	\$35.18
Mini Soccer Pitch - Youth	\$16.37	\$16.86
Lighting Fee - Eastview - Adult (8:00pm to 11:00pm)	\$58.19	\$59.94
Lighting Fee - Eastview - Youth (8:00pm to 11:00pm) - (Under 18)	\$46.55	\$47.95
<b>Tournament Fees - Baseball Diamonds &amp; Soccer Pitches - In-Town and Barrie Community Sports Complex</b> (per 5 hour block, 8:00am - 1:00pm, 1:00pm - 6:00pm)		
Major Baseball Diamond/Soccer Pitch - Adult	\$81.42	\$83.86
Major Baseball Diamond/Soccer Pitch - Youth (Under 18)	\$65.14	\$67.09
Minor Baseball Diamond/Soccer Pitch - Adult	\$39.82	\$41.01
Minor Baseball Diamond/Soccer Pitch - Youth (Under 18)	\$31.86	\$32.81
Mini Soccer Pitch - Youth	\$9.73	\$10.02
<b>Tennis Courts:</b>		
All users – per time slot	\$8.41	\$8.83
Light fee – per time slot	\$8.41	\$8.83
<b>Volleyball Courts:</b>		
Barrie Community Sports Complex (Nets are supplied)	\$20.54	\$21.15
Centennial Beach	\$8.41	\$8.83
<b>Barrie Community Sports Complex - Fields (per time slot):</b>		
Practice Field	\$41.59	\$42.84
Coates Stadium - Adult	\$155.09	\$159.74
Coates Stadium - Youth (Under 18)	\$124.07	\$127.79
<b>Barrie Community Sports Complex - Light fees:</b> (8:00pm to 11:00pm, where lighting fees are not already included in time slot rate)		
Lighting Fee - Adult	\$81.64	\$84.09
Lighting Fee - Youth (Under 18)	\$65.31	\$67.27
Lighting - Coates Stadium - Adult	\$112.83	\$116.21
Lighting - Coates Stadium - Youth (Under 18)	\$90.26	\$92.97





<b>Barrie Community Sports Complex - Field lines/bases (per field per day):</b>		
Lining & bases	\$25.66	\$26.43
Bases only	\$13.27	\$13.67
Rookie ball	\$36.50	\$37.60
Football/soccer/rugby/lacrosse (+ paint cost)	\$61.28	\$63.12
Tournaments (per additional lining)	\$12.17	\$12.53
Holiday Premium Permit Fee (per day)	\$230.97	\$237.90
Batting Cage	\$59.51	\$61.30
Change Rooms	\$59.51	\$61.30
<b>Ice Rental - Winter Prime: (Effective Date: September 1, 2018)</b> <b>September 1 to May 31: Monday to Friday 6:00am to 8:00am and 5:00pm to 11:00pm; Saturday &amp; Sunday 6:00am to 11:59pm</b> <b>Statutory Holidays: 6:00am - 11:59pm</b>		
Ice Rental - Winter Prime - Youth (Under 18)	\$197.79	\$201.26
Ice Rental - Winter Prime - Adult	\$244.25	\$251.58
<b>Ice Rental - Winter Non-Prime: (Effective Date: September 1, 2018)</b> <b>September 1 to May 31: Monday to Friday 8:00am to 5:00pm and 11:00pm to 11:59pm)</b>		
Ice Rental - Winter Non-Prime - Youth & Adult	\$137.61	\$141.74
<b>Ice Rental - Summer: (Effective Date: June 1, 2019)</b> <b>(June 1 to August 31)</b>		
Ice Rental - Summer Prime - Youth & Adult (June 1 to August 31: Monday to Friday 6:00am to 11:59pm)	\$237.17	\$249.00
Ice Rental - Summer Non-Prime - Youth & Adult (June 1 to August 31: Saturday & Sunday, 6:00am to 11:59pm)	\$197.79	\$201.26
<b>Arena Floor Rental: (Effective Date: September 1, 2018)</b> <b>(Allandale Recreation Centre, East Bayfield Community Centre, Eastview Arena, Holly Community Centre - non-ice, non-sports use)</b>		
Arena Floor - Non-Sport - For Profit/Commercial - Daily Rate	\$1,584.07	\$1,631.59
Arena Floor - Non-Sport - Not For Profit/Community Group - Daily Rate	\$891.15	\$917.88
Arena Floor - Non-Sport - Private - Daily Rate	\$1,101.77	\$1,134.82
Arena Floor - Sport - Youth - Hourly Rate (Under 18)	\$77.88	\$80.21
Arena Floor - Sport - Adult - Hourly Rate	\$97.35	\$100.27
Arena Floor Load-in/Load-out	\$751.33	\$773.87
<b>Pool Rentals</b>		
Pool Set-Up - Inflatables (Each)	\$25.00	\$25.00
Pool Set-Up - Lifeguard (per Hour)	\$25.50	\$26.25
Pool Rental - Hourly (Includes 2 Lifeguards)	\$186.75	\$195.00
Pool Rental - Hourly (per lane)	\$22.50	\$23.50
Pool Set-Up - Slide (Each) - (Holly Community Centre)	\$50.00	\$50.00
Pool Set-Up - Rope Swing (Allandale Recreation Centre)	\$25.00	\$25.00
Pool Rental - Small (Includes 2 Lifeguards)	\$102.00	\$105.00



<b>Barrie Molson Centre - Special Events: (Effective Date: May 1, 2018)</b>		
Ticketed Special Events (Concerts, Sporting Events)	\$4,690.27	\$4,830.97
Arena Floor Load-in/Load-out	\$3,185.84	\$3,281.42
Capital Refurbishment Fee - CRF (applicable to ticketed special events, excluding Barrie Colts games)	\$1.55 / ticket sale	\$2.00 / ticket sale
Parking Lot Rental (Daily)	\$1,000.00	\$1,045.00
<b>Recreation Drop-in's &amp; Programs</b>		
Youth Drop-in's (under 14) & Seniors	Rates determined based on enrolment, activity cost, and market rates for similar activities	Rates determined based on enrolment, activity cost, and market rates for similar activities
Student Drop-in's (with I.D)		
Adult Drop-in's		
Family Drop-in's (5 individuals)		
Seasonal program activities. Recreational facilities and pools		
Program Cancellation Fee (Per Occurrence / Per Person)	\$15.00	\$15.00
<b>Community Halls (Dorian Parker Centre, Parkview Centre, Allandale Main Hall) (Effective Date: January 1, 2018)</b>		
Community Hall - Prime - Event Rate (Friday, Saturday)	\$590.27	\$607.97
Community Hall - Non-Prime - Daily Rate (Sunday to Thursday)	\$361.06	\$371.89
Community Hall - Non-Prime - Hourly Rate (Sunday to Thursday) *Min 3 Hour Rental	\$72.21	\$74.38
Community Hall - New Years Eve Premium (In addition to posted rate)	\$117.92	\$121.46
Facility Cleaning Fee	\$550.00	\$550.00
<b>Southshore Community Centre (Effective Date: January 1, 2018)</b>		
Southshore - Prime - Daily Rate (Friday, Saturday, Sunday)	\$1,159.29	\$1,194.07
Southshore - Non-Prime - Daily Rate (Monday to Thursday)	\$579.65	\$597.04
Southshore - Non-Prime - Hourly Rate (Monday to Thursday) *Min 3 Hour Rental	\$115.93	\$119.41
Facility Cleaning Fee	\$550.00	\$550.00



<b>Meeting Rooms (Allandale Recreation Centre, East Bayfield Community Centre, Eastview, Holly Community Centre) (Effective Date: January 1, 2018)</b>		
Large Meeting Room - Daily Rate - Not For Profit/Community Group/Private	\$321.90	\$331.56
Large Meeting Room - Hourly	\$64.38	\$66.31
Small Meeting Room - Hourly	\$29.20	\$30.08
Pavilion Rental - Hourly	\$29.20	\$30.08
Meeting Room - Daily Rate - Tournament Headquarters (when ice booked)	\$153.54	\$158.15
<b>Gyms (Effective Date: January 1, 2018)</b>		
Full Gym - Adult - Daily Rate	\$277.65	\$285.98
Full Gym - Youth - Daily Rate (Under 18)	\$222.12	\$228.79
Full Gym - Adult - Hourly Rate	\$55.53	\$57.20
Full Gym - Youth - Hourly Rate (Under 18)	\$44.42	\$45.76
Half Gym - Hourly Rate	\$29.20	\$30.08
Gym Attendant (per hour)	\$16.71	\$17.21
Equipment Fee	\$20.00	\$20.00
<b>Dome Fees ( May 1 - Sep 30) per hour</b>		
Large field	\$97.12	\$101.97
Small field	\$56.86	\$59.70
Meeting Room/Lounge - Hourly Rate	\$29.20	\$30.08
***Generally the programs are taxable for HST purposes unless they are designed for children 14 years of age or younger.		
<b>Insurance Coverage</b>		
All facility rentals subject to insurance premium unless user can provide documentation of coverage that meets the requirements in the City's facility use agreements	NEW	Premium based on risk category



SCHEDULE M

ITEM	APPROVED FEE	APPROVED FEE
<b>Special Event Permits:</b>		
Under 5,000 Participants	\$180.07	\$183.67
Under 5,000 Participants -w/road closure	\$495.22	\$505.12
Under 5,000 Participants -Not-For-Profit (NFP)	\$72.04	\$73.48
Under 5,000 Participants -NFP w/road closure	\$199.12	\$203.10
5,000-30,000 Participants	\$3,151.43	\$3,214.46
5,000-30,000 Participants - w/road closure	\$3,376.53	\$3,444.06
5,000-30,000 Participants - NFP	\$1,575.71	\$1,607.22
5,000-30,000 Participants - NFP w/road closure	\$1,688.26	\$1,722.03
30,000 + Participants	\$6,077.75	\$6,199.31
30,000 + Participants - w/road closure	\$6,302.85	\$6,428.91
30,000 + Participants - NFP	\$3,038.87	\$3,099.65
30,000 + Participants - NFP w/road closure	\$3,151.43	\$3,214.46
<b>Georgian Theatre Rental**</b>		
<b>Not-For-Profit Organizations:</b>		
up to 4 hours	\$801.25	\$817.28
up to 6 hours	\$934.79	\$953.49
up to 8 hours	\$1,095.03	\$1,116.93
up to 12 hours	\$1,449.88	\$1,478.88
School Program Rate		40% off of the not-for-profit rate
Hourly Rate (overtime)	\$218.55	\$118.15
<b>Commercial Users:</b>		
Daily Rental - up to 12 hours	\$2,391.64	\$2,159.45
<b>Additional Fees:</b>		
FOH (per performance)	\$254.37	\$300.00
Capital Reinvestment Ticket Fee	\$1.06	\$1.36
Piano Tuning		\$125.04
Security Guards (min charge - 2 guards @ 4 hours each)		\$150.88
<b>Dance Competition</b>		
up to 12 hours		\$2,585.97
<b>Mady Centre Rental</b>		
<b>Not-For-Profit Organizations:</b>		
up to 4 hours	\$401.56	\$409.59
up to 6 hours	\$458.95	\$468.13
up to 8 hours	\$516.35	\$526.68
up to 12 hours	\$573.69	\$585.16



7-20 Days	\$473.43	\$482.90
21 Days+	\$445.58	\$454.49
School Program Rate		40% off of the not-for-profit rate
Hourly Rate (overtime)	\$100.79	\$102.81
<b>Commercial Users:</b>		
up to 4 hours	\$751.92	\$766.96
up to 6 hours	\$863.32	\$880.59
up to 8 hours	\$974.71	\$994.20
up to 12 hours	\$1,086.10	\$1,107.82
7-20 Days	\$919.01	\$937.39
21 Days+	\$863.32	\$880.59
Hourly Rate (overtime)	\$190.96	\$194.78
<b>Additional Fees:</b>		
Tech Rate per hour (show operation)	\$31.83	\$32.47
Stage/Crew Member per hour	\$19.10	\$19.48
Bartenders per hour	\$14.85	\$15.15
Capital Reinvestment Ticket Fee	\$1.33	\$1.36
Coat Check per hour	\$10.61	\$10.82
FOH (per performance)		\$150.00
<b>Mady Centre Meeting Room Rental Rate Per Hour</b>		
<b>Lobby 50 - 60 People - Not-For-Profit Organizations:</b>		
Daytime Rate - 8:30 - 4:30 (minimum 3 hours)	\$25.00	\$25.50
Evening Rate - (minimum 3 hours)	\$50.00	\$51.00
<b>Lobby 50 - 60 People - Commercial:</b>		
Daytime Rate - 8:30 - 4:30 (minimum 3 hours)	\$50.00	\$51.00
Evening Rate - (minimum 3 hours)	\$100.00	\$102.00
<b>Theatre 200 People - Not-For-Profit Organizations:</b>		
Daytime Rate - 8:30 - 4:30 (minimum 3 hours)	\$50.00	\$51.00
Evening Rate - (minimum 3 hours)	\$100.00	\$102.00
<b>Theatre 200 People - Commercial:</b>		
Daytime Rate - 8:30 - 4:30 (minimum 3 hours)	\$100.00	\$102.00
Evening Rate - (minimum 3 hours)	\$200.00	\$204.00
<b>Insurance Coverage</b>		
All facility rentals subject to insurance premium unless user can provide documentation of coverage that meets the requirements in the City's facility use agreements	NEW	Premium based on risk category
<b>** HST exempt for rentals where the actors are not being paid or sharing in the profits. Events where the participants can receive a prize of substantial value HST on rental will apply.</b>		

APPENDIX "C"

DEBENTURE LIST

Project Description	Project	2018 Capital Plan Debt Funding Request	Total Outstanding Funding Budgeted to debt
Harvie Road and Big Bay Point Road New Crossing - Highway 400	000310	(23,872,187)	(24,743,787)
Mapleview Drive East Improvements - Country Lane to Yonge	EN1097	(1,125,000)	(1,290,000)
McKay Road ROW Expansion - County Road 27 to Highway 400 (Developer)	Z229	(450,000)	(1,067,400)
BFES Station 4 Renovation	Z250	(1,000,000)	(1,000,000)
Salem Road New Transmission Watermain and Road Expansion - County Road 27 to Veterans (Developer)	Z484	(514,500)	(940,335)
BFES Station 3 Interior Renovations	FC1059	(900,000)	(900,000)
McKay Road New Trunk Sanitary Sewer and Road Expansion - Hwy 400 to Huronia	Z204	(630,747)	(756,382)
Veterans Drive New Trunk Watermain and Road Expansion - Salem to City Limits (Developer)	Z230	(390,000)	(682,230)
Huron Road New Trunk Sanitary Sewer and Road Replacement - Lockhart to McKay	Z201	(300,000)	(402,767)
Mapleview Dr E New Sanitary Sewer & Road Expansion - Prince William to Phase 1 Boundary (Developer)	Z463	(150,000)	(270,870)
Essa Road New Transmission Watermain and Road Expansion - Athabaska to TCP (Developer)	Z483	(66,630)	(262,755)
Yonge Street ROW Expansion - Mapleview to Lockhart	Z313	(30,000)	(137,355)
Big Bay Point New Transmission Watermain and Road Expansion - Prince William to Street N (Developer)	Z282	(58,425)	(114,045)

APPENDIX "D"

BUDGET ALLOCATOR TOOL RESULTS SUMMARY




## Budgets

This report includes data from unverified budget submissions

### creative economy

Respondents: 308

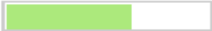
**Works to create a vibrant and inclusive City in which arts, culture, innovation and entrepreneurship can thrive by organizing and supporting community events, building capacity within community groups, developing strategic partnerships, offering targeted programs and training workshops, managing the Mady Centre and Georgian Theatre, and supporting local cultural not for profits through community grants.**

Increase spending 5%	77	25.75 %	
Maintain existing service level	92	30.77 %	
Decrease spending 5%	130	43.48 %	

### Default Category


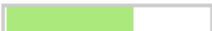

#### environmental operations

**Includes the residential curbside collection of garbage, organics, recycling and leaf & yard waste; landfill site operations; hazardous waste disposal; waste diversion & recycling programs; and environmental investigation and response.**

Increase spending 5%	53	17.55 %	
Maintain existing service level	186	61.59 %	
Decrease spending 5%	63	20.86 %	


#### fire & emergency service

**Provides fire suppression, technical rescues, public education programs, inspections under the Ontario Fire Code, origin and cause fire investigations, emergency management, training & communications for Barrie and 18 other municipal fire services.**

Increase spending 5%	29	9.57 %	
Maintain existing service level	190	62.71 %	
Decrease spending 5%	84	27.72 %	




#### Parks & forestry

**Parks & greenspace maintenance for sports fields, playground equipment inspection & maintenance, floral displays, greenhouse and gardens, and Communities in Bloom; and forestry planning, inspection, removal and maintenance of trees on City property.**

Increase spending 5%	53	17.43 %	
Maintain existing service level	153	50.33 %	
Decrease spending 5%	98	32.24 %	

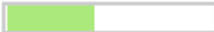

**recreation**

**Provides diverse, accessible and engaging recreation activities for all abilities and skill levels focused on promoting healthy and safe lifestyles, developing physical skills and fostering community engagement; and maintaining 13 recreation facilities, 43 baseball diamonds and 56 soccer pitches to provide a high-quality setting for recreational activities.**

Increase spending 5%	56	18.48 %	
Maintain existing service level	154	50.83 %	
Decrease spending 5%	93	30.69 %	


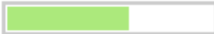

**Roads**

**Road surface maintenance including winter control, roads and sidewalk repairs, and catch basin cleaning and repairs; watercourses maintenance including channel and structure repairs, storm water management facility maintenance, sanitary sewer repairs, and flushing and inspections; and BCRY Railway Operations.**

Increase spending 5%	130	42.62 %	
Maintain existing service level	152	49.84 %	
Decrease spending 5%	23	7.54 %	

**transit**

**Barrie Transit and Barrie Specialized Transit includes daily operation and maintenance of a 42-bus fleet provided through a private contractor; 12 specialized transit buses for persons with mobility difficulties; and service provided 7 days a week.**

Increase spending 5%	51	16.78 %	
Maintain existing service level	179	58.88 %	
Decrease spending 5%	74	24.34 %	



**BUDGET ALLOCATOR COMMENTS**

Total comments: 155 | Received by January 14, 2018

Date	Comment
11/16/2017	I had a little extra in my budget calculations, but it was impossible to balance it so I think the extra money from my budget should go to a new, multi purpose city hall.
11/16/2017	Activities could be a nominal user pay amount. Perhaps the horticultural society could assist with maintaining parks etc.
11/17/2017	<p>Council must be courageous and prioritize what is really needed within the city. Emergency services(police and fire) is suffocating the city's finances with their exorbitant costs. Compare the ES share of the current city budget to that of 20 or 30 years ago ( yet crime and fire rates have plummeted) and it is clear that the ES budget allocation is needlessly strangling the city's capacity to finance badly needed programs and services. The excessive ES budget has:</p> <ol style="list-style-type: none"> <li>1) lessened the quality of life of Barrie citizens by siphoning off funds from cultural and environmental programs</li> <li>2) ironically hurt the public's safety by decreasing road maintenance/upgrades, sidewalk and trail upgrades</li> <li>3) decreased the potential of this city by limiting new hires and city staffing levels in other departments</li> </ol> <p>There are so many badly needed programs and services in the city that are chronically under-funded because of the outrageous ES financial burden continually exerted on Barrie's annual budget. I do know there are limitations, but please councilors, do what may be not politically expedient, and decrease the ES budget.</p>
11/22/2017	Fix the section of Hurst Dr. between Cox and Golden Meadow Rd.
11/22/2017	Why are we spending so much money on fire services when the number of actual fires is significantly down? Fire fighters need to stop responding to unnecessary medical calls. If they are going to respond, why do they need to show up in million dollar trucks?
11/22/2017	<p>When I completed the survey I was shown this comment "You have spent \$75.27m of \$76.01m ,You are under budget — please allocate more funds." Really, is spending less money than the previous year never an option for council?</p> <p>I was also wondering why the Police Services was not included? Barrie is a very safe city, which suggests that we have far too many officers. I see cost savings to be had here with a reduction to police administration and front line officers.</p>
11/22/2017	Take a drive from top to bottom of anne st. This road needs to be fixed. And adjoining sideroads (Austen, Latetia). Also, do not raise property taxes and do not subsidize immigration
11/22/2017	Roads and Beaches and Transit to be the focus. Waiting 30min for a bus is horrible especially in the winter. It should be every 15min during peak times and then maintain the half hours until the next peak time. Roads, work to complete projects faster and beaches, put more resources to keep the beaches clean.
11/22/2017	Stop wasting money downtown and on the waterfront
11/22/2017	Maintaining our ageing roads & sewer systems is critical. Major roads fall into disrepair such as Duckworth Street. The response to these conditions is unsatisfactory. Enforcement of speed limits in the City is unsatisfactory.

11/22/2017	I would like to see By-law officers giving warnings and tickets to residents who leave furniture out at the end of their driveway with FREE signs on them for long periods of time. On Raymond Crescent 2 residents did this for three weeks before the furnitures was removed. I would like our tax dollars spent on improving traffic on Mapleview Drive and Big Bay Point Road. I would like to see RED LIGHT cameras in the city especially at the Yonge and Madeline intersection. I hope the Mayor and Council approve a Baseball field in the City of Barrie for the Barrie Baycats. My wife and I hope that improvements will be made to the local parks in the Southeast area of Barrie. A splash pad would be great. We would love to see a Farmers Market in our end of the city too - maybe at the library on Dean Avenue. Thank you City Council for the work that you do for the people of Barrie!
11/22/2017	More funding for arts and culture!
11/22/2017	Slightly over budget, so would trim the excess from other areas - tool is not that sophisticated to allow minor revisions - all or none.
11/23/2017	Public transit is a JOKE.... empty buses everywhere...NOT ENOUGH USE TO JUSTIFY...Increase fares to \$5 per trip to cover cost.Bike lanes on arterial roads are RIDICULOUS...NO ONE USES THEM...Arterial roads should be back to 4 lanes. On Ferndale north there is a dedicated paved bike path to the side of Ferndale yet some "idiot" decided it a good idea to put a bike lane on the road...obviously the left hand does not know what the right is doing!!Many intersection where the lights need to be addressed..eg... on Bayfield at Livingstone and Ferndale ... Bayfield has dedicated left turn signals that often are too short , do not come on ... go back to advanced arrows so that when no one is coming one can still turn left.At the Mapleview mess going west at the turn to go on 400 south the left stays on when no one is there...improve flow sense no vehicle and turn it off so eastbound can proceed....going east there are two lanes to go left onto 400 north...often accidents...mapleview west should not be able to turn onto 400 north (aka put a right turn signal) when east bound has arrow to turn onto 400 north...SPEED BUMPS ARE A BANDAID NOT A SOLUTION... got a speed problem fix it with a COP not bumps which cause be to slow to 5 km/h and scrape the bottom on my car when the speed limit is 50 and I am doing nothing wrong yet get punished ...PUNISH THE SPEEDERS. Enough rant....got many more....got a committee...need a member....let me know.
11/23/2017	More funding for arts and culture!
11/23/2017	Arts and culture is so important. Please, please do what you can to better support the creative economy of Barrie.
11/23/2017	Arts & Culture are very important!! People need to learn about the history of our city and we need the arts to inspire youth so that they can go on and do great things in this world!!
11/23/2017	The arts and cultural events are really important and funding should not decrease. They help a lot of people and are their livelihood
11/23/2017	Culture is so important. Bring back individual artist grants! Make cultural spaces affordable for arts organizations!
11/23/2017	Please move forward with the downtown performance and conference centre (W.A. Fisher Auditorium)!

11/23/2017	What I would actually prefer is a modest increase to cultural and recreation programming, while maintaining funding and service levels in other areas. I would not like to see our taxes increase more than a per cent or two. I understand the importance of our taxes, but large increases can have a huge impact on families already struggling to make ends meet. Barrie needs more libraries, I support funding increases in library services as well as planning for future libraries.
11/23/2017	I would like to see a 2yr moratorium on ALL new capital expenditures to help us get control of our debt...we cannot maintain or increase our capital expenditures on new projects without exceeding a common sense level of debt....Thank you
11/23/2017	I think we need to be spending more money bolstering local artists and small businesses.
11/23/2017	Arts and culture are so important to the community as a means to connect with each other, inspire entrepreneurship, and putting Barrie on the map as a city with a strong cultural foundation and voice. The arts are a cost-effective means to providing programming with tremendous potential for a ripple-effect in a community with very limited art opportunities. The psychological, physical, and emotional benefits to increasing arts funding are instrumental in the growth I would like to see for the city.
11/23/2017	I would like the roads repaired to decrease the amount of personal money people are having to pay for vehicle repairs from driving on these surfaces! The hanging baskets and extra gardens do look nice but they cost a lot to maintain beyond the initial plantings... as nice as it is to see each light post with a basket why not every second? save a little money and still look pretty! DO NOT spend any of my tax dollars on waterfront structures like this so called baseball diamond, we all know it is not just baseball. This is the gateway into a bigger development including a possible YMCA or hockey arena, condos, office spaces... THE PLACE FOR THIS IS ESSA RD on the old racetrack grounds. Take a drive along the highway looking at passers by see... Molson Park (shopping), Essa Road looks like skid row, (burned out cars from fire training), Dunlop isn't any better. Bayfield street is unchangeable and then at least Duckworth is being overhauled. Spend money at Essa Rd!
11/23/2017	I would like further focus on infrastructure repair and/or replacement. Rather than embark on another capital project like the Fisher Auditorium or a new Stadium, please focus on road work. I would be OK with a debenture to narrow the infrastructure gap, but keep the pace at something the staff can manage. I realize that \$70 million of work cannot happen all in one year, but I feel that the extra 1% tax will cause too long a delay in getting things up to a reasonable standard.
11/23/2017	In my submission, I elect to INCREASE two separate categories: 1) <b>Theatre/Culture, Innovative <b>Strong</b> Economy</b> (not just 'start-ups'), and 2) Parks & Recreation, ...and DECREASE numbers of police patrol (reasons below)... Specifically:1) For Theatre/Culture increase: - Not 'just promote' getting involved, but to actually assign roles for employees to work 'on the ground' and invite/attract more 'big name' acts (like Soulpepper Theatre and dance troupe / touring musicals, from Toronto, Kitchener-Waterloo Region, nationwide and even across the border), while re-engaging Barrie residents to come out to see the bigger-name shows, bands, theatre plays, symphonies, and cast parties, - just like we did as part of the old Gryphon Theatre Guild in the 1970s - 80s, with fundraisers, big name performers, and cast parties at residents' homes - So engaging, lively, alive - and FUN! :-D2) Parks & Recreation -Specifically, the re-introduction of outdoor ice rinks creation and maintenance/support around the city - a very meaningful activity and memory for all friends and family we grew up with. We need to see the next generation enjoy this very meaningful, nostalgic, classic Canadian and 'Very-

Barrie' past time :-). \*\* REASON\*\* Ice rinks, tennis courts, parks all keep lots of kids and adolescents engaged and at the parks, enjoying something positive - a healthy outlet - so they are not drawn to "just having out" downtown and/or causing trouble, simply out of boredom or "nothing to do" (which can lead later to too much idle time, too much experimenting with drugs/drug use, conflicts, etc.) IN other words - ENGAGE people using our parks and parkland - for healthy outlets in our stress filled daily lives - so that kids / young people don't feel overly tempted to do something else (that can lead to conflicts or drug use where the police then need to be called in. Let's work to help \*prevent\* these police calls or incidents through growing our HEALTHY outlets - parks and ice rinks - healthy outlets.) \* This next part may seem at first an unpopular choice on the surface, however please read in full:3) DECREASE spending in police force NUMBERS. Keep our Fire services, however perhaps look at decreasing the number of police force on the ground in the city. I say this because I see at least three police cars and/or bike or on-foot officers every day and evening - looking as if they have not much to do. I do think that this is an excessive number of officers and cars to be seeing 'on the beat' along a relatively 'safe' area - specifically, along Lakeshore Drive. (I have never had an issue driving along Lakeshore in my decades of driving the five minutes along Lakeshore Drive - it appears to be an extremely safe area each morning as I go to work, and each afternoon or evening as I drive or walk home.) For a five-minute drive to work, three cars and at least three officers seems an excessive number to see on a "safe" road/neighbourhood every single day.\* To cap this off, I now read that an extraordinary number of Barrie constables and officers earn between \$100,000.00 and \$150,000.00 / year, (populating the 2016 Sunshine List of high-earners), and so I simply wonder if we need so many 'high earners' - or as many as three police cars along five minutes of Lakeshore every single morning/day/afternoon. In summary:I would much rather \*LIVE\* and \*PLAY\* and \*THRIVE\* in a vibrant, active, innovative economy focused on enriching its theatre, shows, plays and The Arts.....in a city the that continues its traditions and provides more HEALTHY OUTLETS (outdoor ice rinks (winter) and lots of convenient tennis courts and parkland (summer)) - so to give people - especially young active adolescents and young adults - "something to do" so that they are perhaps less drawn to "just hanging out" downtown, drinking, or fighting etc - and therefore less police calls.....so to avoid living in fear - in more of a "police state" requiring police arrests as a method of "conflict resolution".I would rather work to help PREVENT moderate to serious conflicts from starting - through many and varied choices of innovative, arts, expressionist, active sports outlets in the City. I would rather help PREVENT or MINIMIZE areas where police may be needed.I would rather CREATE areas of PLAY instead - to continue traditions around the true essence of Barrie as a place outside Toronto - that has a different PACE, a different speed, a different way of life than busy Toronto - for those seeking a high quality of life (theatre, plays, innovation, parks, ice rinks, tennis courts) - rather than simply a highly numbered police force or "police state". [My background: My family includes a superior court justice (a judge) and a former OMB (Ontario Municipal Board) chairman, two teachers, two Anglican ministers, two lawyers (one of whom was my grandmother, one of the first female lawyers in Canada), a cook, a Honda line worker/IT technologist, a high-tech Sr Infrastructure manager from the mobile communications industry, and a federal politics candidate - and we - ALL of us - live or lived in Barrie and enjoy the theatre, cultural events, parks, Rail Trail walks, natural spaces, clean water, clean air and resources, and above all the sense of a City that creates an accountable, supportive, healthy outlets for all residents and all ages - at a different 'speed' than Toronto - though equally varied, engaging, intellectual .... and FUN!]I wish to live in a City and space that continues these initial 'true values' found in any successful community...to better find areas to thrive in (events, theatre, plays, shows, ice rinks, parks..)I do not wish to live in a city that is looking to take away ice rinks, parks etc - then wait for conflicts / incidents to arise (due to perhaps a lack of parks, rinks, healthy outlets) - and then engage in only a "police-state" or a "survive-day-to-day-only" mentality.

11/23/2017	i Hope that the placement or order of the items is randomized, otherwise I fear people's first instinct is to "cut" before they even read....
11/23/2017	New Barrie home owner!
11/23/2017	W.A. Fisher Auditorium Comments:1) the location of facilities and their cohesion. Example: YMCA and Library more cohesive. Conference Centre, Auditorium and Hotel more cohesive. Perhaps rebuild a new library in place of the 'school and auditorium' and repurpose the existing downtown library into a more significant conference centre. The additional lands of (H-Block) have been a placeholder for a more expanded theatre move towards building this new theatre.2) the Mady must meet its original goal stated back in 2009 and fix the issues that are hindering its ability to bolster the downtown's GDP. 3) two larger independent building facilities that will employ the Georgian College students that will embrace their learnings. Having two larger facilities that are more cohesive and supports domestic and imported programming aids in promoting the 'reality' of today's multicultural Cities.4) building a facility that will provide maximum profitability with one master kitchen and various larger banquet facilities to support multiple weddings, conferences that will increase profits and employment. In this case, if building a kitchen, make it available to (x4 / 450 tables) 1800 tabled events at once. 5) dual purposing (event/conference/auditorium) makes both facilities small and competing spaces and unlikely to leverage the profitability of two large and separate buildings. Also, the other point to be made: the City (back in the day) had the Fisher at 1100 seats with Georgian with 700 seats. With this new proposal (2017) we have the Mady at 200 and the new Theatre at 650 which equates to a 50% reduction in seats with an 18 million price tag.
11/24/2017	Spend spend..no common sense, Less ridiculous things like painting bicycle signage on pavement just prior to a snow/salt season...these will be unseen most of the winter..also very dangerous conditions for cycling
11/24/2017	We are seniors who like to dine downtown frequently but in winter snow is often piled high along curbs and we have to walk to end of block to get access to the sidewalk. It would be nice if Barrie had better winter access to downtown sidewalks, especially in the restaurant district.
11/24/2017	I believe council does a great job. I would like to see an improvement on clearing snow and ice on the secondary roads. It is very difficult to walk anywhere in our neighbourhood. Our roads and sidewalks are covered with ice. There is always a fear of falling. The roads were not cleared often enough and a front end loader was employed to break up the ice and gravel etc subsequently dumped on our front lawn.
11/24/2017	Would like to either spend the same or the better option is still reduce cost to the protein taxes
11/24/2017	Lower speed limits on residential streets
11/24/2017	I think Barrie desperately needs a real theatre----I was just in Orillia at the Opera house and such a shame we don't have something like that in Barrie

11/25/2017	<p>Considering the amount of property tax that police services eats up which is 4 times as much as property I own in other central Ontario municipalities something should be done with this. I don't know how they can justify their costs and doing silly things like changing police car colours or the city of Barrie changing logos and rebranding everything is a waste of resources. For the most part I'm happy with the city services except the costs related to policing, something definitely has to change in regards to the policing portion. Also next time council pats themselves on the back for a 2% increase + 1% infrastructure they should keep in mind that most residents of this city do not get 3% + raises every year and maybe they could keep it flat a couple of years considering I pay higher taxes than my relatives in Toronto with significant higher valued property. A common complaint my neighbours and I discuss.</p>
11/25/2017	<p>cut half of city management staff will help with tons of budget</p>
11/25/2017	<p>I truly believe that efficiency and innovative ideas can be achieved &amp; investigated and trials performed without increase in any budgets. Many of them are a matter of openly engaging target markets and suppliers. I do not believe in increasing budgets to investigate new technologies etc.. I would also recommend in the future that a ROI is shown on what a increase in budget will return to the city. My 2 cents</p>
11/25/2017	<p>More dollars should be spent on arts &amp; culture in our city.</p>
11/25/2017	<p>I have lived in barrie a few years and have constantly seen increasing taxes in barrie I would like to see 1 year where there is no increase. I am asking the city to give the residence a break 1 year.</p>
11/25/2017	<p>Please treat our tax dollars like you would your nest egg - spend it as conservatively as possible, while focusing on core needs.</p>
11/27/2017	<p>Increased strategy to develop the downtown core to become more 'world class'. I realize we have had many setbacks, for many reasons, especially the economy. A visionary plan would help the continuity of design and function, rather than piece meal. Question, why was Worsley Street resurfaced when other roads are in much worse shape, example, Duckworth, Bell Farm, and several others? It seems other developments in Barrie are damaging existing infrastructure with no regard toward maintenance, or longevity. These developers/developments need to contribute a budgetary amount toward this, in addition to park/greenspace strategies.</p>

11/27/2017	<p>The City of Barrie needs to look at every line to of the budget and work towards sustainability - i.e. for every dollar spent - are we getting long term savings impacts or improved reduction in maintenance. For example - gardens - why do we plant thousands of petunias everywhere - they are cheap, need lots of watering and fertilizing and are not impressive to any gardener. If we spent the same funds year after year of low maintenance perennials - we would eventually save much time and money planting, maintaining, digging up and replanting every year. Barrie could easily be a garden city that would attract tourism and hide some of the "ugly" aspects of the city. Barrie claims it is business friendly but the road investments says otherwise:- Welham Road between Mapleview and Churchill is taking out transmissions for vehicles travelling it every day- Mapleview heading west at Park Place has two problems - it narrows to steer traffic into Park Place (this should be opened up to improve traffic flow) and there is a bus stop between Park Place and the north bound highway on ramp (that is a crazy place to put a bus stop). Every day people are stuck in traffic because of these two silly planning mistakes. Firefighters - can we really afford as a society to pay for firefighters to attend every single 911 call? Maybe the paramedics - buy why firefighters? Why do we overbuild every project we undertake - did we really need to spend so much money on the lakeshore project? I.e. there is a huge raised garden - not required. Every spend should be evaluated to determine - do we really need to spend? would we spend that kind of money in our own back yard? I doubt it. Cultural spending - I think this should be left up to volunteer groups to organize city events - seems like a waste to have the city host a bunch of weekend events - just control the geese instead so everyone can swim in the lake. Business support - do we really need to have so many economic offices in the region - Barrie, Simcoe County, etc. etc. It would be better to have lower taxes to support business growth than so many highly paid city staff. Good changes recently- bike lanes around the city may not be used much yet - but it is a good start and they will eventually catch on and maybe save some transit problems- Ferndale finally completed-</p>
11/28/2017	Paramedic services
11/28/2017	<p>would like to see a reduction in taxes, they are already above the average and way too high. my property taxes have gone up almost 1000 dollars in 3 years, which is way too high, and i dont even have a sidewalk. too much money is being spent on downtown when the normal person cant even enjoy the area because of all the drugs. i have witnessed people shooting up right on the street corner. i dont want to take my children down there. you cant walk down the sidewalk without feeling intimidated, or walking through smokers standing outside the doorways, or drug deals going on right there. taxes are way too high concentrating on a bunch of things no one wants or uses. taxes are being used to create more subdivisions and i should not be paying for developers to build for profit.</p>
11/28/2017	<p>I think that it's vital to the continued support of the immense growth our city is seeing that the Creative Economy budget continues to receive maximum support. If it means that the grass doesn't get cut quite as often, that seems like an even trade to me. Thanks for all that you do as Council!</p>
11/28/2017	<p>Regardless of this attempt for the citizens of Barrie to input our suggestions, there is no easy way to do it without someone getting upset. We are a "growing" city and costs for operating is also growing. Can the City somehow lower the outside expenditures. Or is there a way to do early retirement for city employees without too much penalty to both sides.</p>
11/30/2017	<p>Let's not be afraid to invest in the City and ensure we have the infrastructure, attractions, and business to keep existing and new residents in Barrie for more than just sleeping.</p>

12/1/2017	As in my comments from last year's input, the descriptions provided for the "three levels" of spending are too restrictive and almost force a "same or greater" choice. Why insert wording that states one can't choose to "reduce" a segment because of contractual commitments? If portions of the budget framework are already "overridden" by contracts the City willingly entered into, why offer the choice? The aggressive wording associated with the "overspend" bar implies the "hidden agenda" of the Council to gain re-election in the 2018 election year.
12/2/2017	We must stop living a Champagne lifestyle on a beer budget ability.
12/2/2017	While I can appreciate that all these areas are worthy ones in which to spend funds, roads have suffered greatly over the last few mild winters and are in desperate need of repair. The totals in my budget allocation do exceed the recommendation, but only by 0.02%, which I think translates into 70¢ per household. I think it's worth it.
12/2/2017	\$21,000 for commercial property tax where the previous owner was paying \$12,000 and our old building was \$10,000 we budgeted for \$15,000. Maybe you could get rid of pay parking downtown, I am on Hwy 11, but you could help business downtown without the debilitating parking fees.
12/2/2017	please keep taxes down, why do you plow the sidewalks in residential areas?? Other cities do not do that, how expensive is that to plow the sidewalks. Why don't you let the drainage basins go wild and they would soak in more water and cost less to maintain, put more trees around them
12/4/2017	Do not be happy at average of other municipalities. Find out how. The smaller budget communities do it. Nobody is happy being average.
12/7/2017	I would like to see a 2% budget cut in all departments.
12/7/2017	Most of our services are stellar. Where we might be able to save some money (long term) is by investigating more automation in garbage collection. If it takes the hauler less time to load the truck (i.e the truck grabs bins as it goes down the street similar to many metropolitan areas in Ontario and BC) then there can be some cost savings. It would also increase safety for the drivers. There are some wasted fund in my neighbourhood particularly. Our road is swept and washed quite a bit in the spring; i understand allows for the recycling of sand used during the winter, however, waiting and doing it once or twice max is much more efficient.
12/7/2017	Increasing property taxes is acceptable provided the public gets an input and the taxes are put towards the improvement of the city.
12/7/2017	no new theatre - current locations are underused, reduce auxiliary vehicles @ fire dept., eliminate police @ construction sites in Barrie
12/7/2017	I one to two percent increase is fine with our household if it enhances our city. But not willing to give more money to police services as they are out of control already.
12/7/2017	Options to decrease that can't be done due to collective agreements should not be offered. More emphasis on services that everyone uses (roads and trees) and use user fees for more specific uses that have a more targeted impact.



12/8/2017	Police Department: I believe we should reduce the police budget. According to a Fraser Institute study we have 25 more officers than we need in Barrie. Fire Department: We could also save by eliminating dispatches to non fire related calls. They are trying to justify their numbers by going to every emergency call when paramedics should handle these calls. Overall we should have a tax decrease. Why are our property taxes double what they were 10 years ago? We are not getting twice the service levels. There are too many overpaid city workers in all departments.
12/8/2017	I would like to suggest that subsidizing recreation programs in Barrie in the economy that we live in is absolutely wrong, Also the amount of money given to our Police services for salaries and benefits in this economy seems excessive as the majority of people have no benefits at all. It is very interesting when the Council takes credit for the low unemployment rate in Barrie and all the jobs that are being created are part time retail ie development at Park Place. Regarding the hiring at Barrie Police...there should not be..hiring freeze immediately which includes Special Constables which are continually being hired. Barrie Police needs to utilize their spending by putting more back into walking --not driving-- the downtown core which is a scary place to be in broad daylight. Also correcting the speeding issues within the city. Also do not agree with a deputy major. We do not need to add another salary to the books. Overall Barrie, lets start living in the real world where the majority live pay cheque to paycheque and do not have benefits or pensions like you who are employed with the City. Lets think about them for a change.
12/8/2017	If we are investing money as a city I would like to see what the ROI is on a case by case basis. there is a need for tighter fiscal control. Given the size of the city finance staff i would think this should be easily achieved. If we reduce our debt our debt servicing cost would go down and then we will be able to be more strategic but we need to go through some austerity for a period of time to get to that stage.
12/9/2017	taxes are getting out of hand. we need to reduce the tax burden
12/10/2017	More recreation centres with better aquatic options (e.g. high diving board; leisure pool with lazy river available all the time, not just certain times); more library branches throughout the city.
12/13/2017	The City should focus on core services and scale back "nice-to-haves" in an effort to keep property taxes under control.
12/14/2017	I recognize that I 'overspent'. But your simplistic tool doesn't allow me to request a 3% increase or a 4.2% increase. I highly recommend NO tax increase. A reallocation of funds, combined with tough discussions and decisions around efficiency and return-on-investments means that we could likely make our tax dollars go a little further. Coupled with that is the fact that Barrie has significant growth from Builders and Developers, whose financial contributions to the city's coffers should be wisely reinvested into our city. Finally, with a new revenue stream coming to Ontario through legalized recreational marijuana, Barrie may be able to offset some of its costs (particularly for community services and safety) through this stream (provided the Wynne government doesn't try to bamboozle municipalities and cities out of their fair (and deserved) share.
12/17/2017	Increase front line policing as demands have increased, ie. mental health response, carrying and administering naloxone, etc.
12/18/2017	Sadly, the municipal government will have to think about creative ways to help Barrie residents deal with Hydro/Minimum Wage from the Liberal government. These are provincial matters but will greatly impact our City's economics.

12/19/2017	Bicycle lanes should be added as roadwork is done so that it becomes easier to cycle around the city.
12/19/2017	I seem to have overspent but with the current growth projections for our city and the need to improve so many public services- all the areas seemed to need increases. If it was necessary to cut back somewhere I would have done that with fire and police services.
12/20/2017	<p>I am very pro-construction activities, general development and improving the City's infrastructure. I believe that giving the city better road systems is an incredibly important issue that should not be overlooked. Expediting projects like the Harvey Road bridge over the 400 and improving Big Bay Point Road is very important, as well as continued development in the New Salem area.</p> <p>I am not against a tax increase, although avoiding one is always preferable. I would prefer to increase revenues through increased business development in the future, however I do not believe 2018 will see a major improvement in this area due to many businesses adjusting to the new minimum wage.</p>
12/20/2017	Fire services spending is extremely high. I don't think we really need to spend this much
12/21/2017	I know I am over budget in this tool, but I really want to see Barrie strive to be the best city in Ontario. I have been living here for 3 years, and I fall completely in love with this city. Barrie has so much potential to be an environmentally conscious city and a vibrant community, I believe we should do the best we can to make this city a GREAT city! I also believe cultural immersion among residents is important to serve as pillar and support for our community.
12/29/2017	A tough exercise...good luck councillors.
12/29/2017	In a time of decreased Provincial And Federal assistance, we need to be smart as to where we allocate funds
12/30/2017	The amount of Money spent on the Fire Department is mind boggling. For a Service who's call volume continues to decline, Their over response to pretty much everything, and the fact they are making an insane amount of Money to work a couple days a Month, needs to be addressed
12/30/2017	cut police and fire budgets. we live in safe times, no need for these budgets to continue going up greater than the rate of inflation every single year. More spending on transit and options to the single passenger automobile are necessary.
12/30/2017	Sidewalks, where they exist at all, are in need of attention. The city continues to waste money laying sidewalks that are: Too narrow for the existing (and available) snow clearing equipment. Placed adjacent to the curbs rendering them useless for the winter months. Have been broken up by heavy equipment carelessly driven over them by private contractors during construction projects. Many streets in "old" Barrie lack proper sidewalks; a little thought could find savings that could rectify this!
12/31/2017	Thus survey us limited, allowing only an increase of 5%, status quote or a 5% decrease. Certainly 0.5-4.5% options would also have positive impacts.
12/31/2017	I would like to continue seeing the city provide traffic calmed neighbourhoods. I would also like to see Huronia rd in between young and Mapleview widened and side walks installed .
1/1/2018	More libraries

1/1/2018	<p>I would like a break in continual tax increases every year the tax increase this year is proposed at 3.15% even people with good jobs don't usually get more than a 2% increase and the majority don't even get that. Also it's actually amounts to a larger percentage than that every year because our MPAC assessment increases the value of our property each year that in turn increases how much value your taxing against. I think the city should actually make development pay for development like the widening of Mapleview to support the development of housing which will make the developers a nice profit on our taxpayer built road. Finally our service partners spending is out of control police services consume the largest single percentage item of my tax bill which is completely ridiculous and now additional tax money is going to \$120,000,000 service campus and two libraries at that tax amount is really expensive the city needs to rein the so called partner services in and give taxpayers in Barrie some long overdue reprieve from increases. I'm glad to support the city but forcing an additional 1% for infrastructure is ridiculous when they could get this money from the very areas I reduced or eliminated in the budget allocator and still lower the 2.15% not everyone attends the Mady centre or wants to pay to employ buskers that used to pay us to ply their trade. So in short I would allocate the most money I could back into the pockets of the Barrie taxpayers</p>
1/4/2018	<p>I would allocate more in fixing the roads around Barrie. I have seen plenty of roads especially in the North End that are in really bad shape (pot holes, uneven surfaces) in which contributes to vehicles having broken suspensions,wheels, and even getting in to accidents during rain and snow weather. The city of Barrie are doing so well in attracting people around Simcoe area to visit the parks and the lake.</p> <p>It's time for Barrie to step it up a notch and improved the roads as there are people who rely on their own vehicles here than public transportation.</p>
1/4/2018	<p>Stop building new projects until current ones are completed. - i.e. the waterfront is still a disaster. You're building for people to come to our Barrie beaches - but they DON'T spend money here! They bring their own coolers of food and beverages, bbq's, etc. Then there is no parking for Barrie residents. Our taxes are through the roof yet Barrie is allowing hundreds and hundreds if not thousands of new housing, which is bringing in major land taxes. Stop the onslaught of building up our beaches for people that don't contribute to our economy except for a \$15.00 parking pass.</p>
1/4/2018	<p>As they say in marketing..."fish where the fish are biting". Spend the funds where the services are being utilized don't allocate funds where traditional usage has remained stagnant.</p>
1/5/2018	<p>The transit needs work. Try riding the bus undercover to work for a month and any grocery shopping as homework and you will find that hard. Example I live near the college. A bunch of my co workers and I live in the same area. We work at a big call centre on ferris lane. To get there we have to take two buses. To get back we have to travel all the way to downtown and back up. When the buses are on hourly it takes two hours to get home. We either need a new bus route to help with needs in certain area or more frequent buses...</p>
1/5/2018	<p>Decrease salaries and/or benefits of government employees.</p>
1/5/2018	<p>Please stop referring to it as Mady centre.</p>
1/5/2018	<p>Please more parks, great waterfront and social services. Help for the homeless and portable housing services for the poor. Too much is spent on firefighters and Mady Centre!</p>

1/5/2018	Budgets are already tight. With increased housing costs, mortgages are higher and young people are struggling to get in the market. To afford something decent is tight and we can't afford an increase in taxes. I already barely get by with mortgage payments and bills.
1/5/2018	Please reduce the costs of firefighters! They are so expensive. You just hired a new batch. Please we have other issues like the environment and poverty. more support for volunteer organizations would be good too. Thank you for asking us citizens
1/5/2018	I would like to see more family friendly activities. More splash pads for the kids especially on the south east end.
1/6/2018	Thank you for this opportunity
1/6/2018	I do not support an increase in police service costs
1/6/2018	Please stop increasing the emergency services budget. It is out of control. Too many of my tax dollars go to them for what? A 2 minutes increase in response time for a city with slowing crime rates and fire calls that are for car accidents?
1/6/2018	I think the scare tactics on the Fire Dept are inappropriate as the number of fires are on a decline and there can be opportunities for efficiencies if you think outside the box. Forcing a choice between a 5% increase or no increase or a 5% decrease is unfair. Most of us get a 1 or 2% pay increase so the idea of increasing an area by 5% is hard to swallow. At the end of the survey to tell people they are under budget so they must add spending is forcing answers to give you a pre-designed answer. Not an appropriate way of doing a survey.
1/6/2018	Balancing a budget is important for any business. Since a city is run as a business it is important to balance a budget when possible. While you can set a budget, sometimes during a business year unexpected expenses occur and you need to have funds available to resolve those issues. So coming in under budget means a more profitable city and saves tax payers money. Reducing borrowing costs in the long term. Tax money would be best spent relieving the traffic congestion on Mapleview and hwy 400. Such as another access point over or over the 400 at big bay point or Harvie drive, or Byrne drive.
1/7/2018	It's not necessary to spend more. Perhaps keep spending as is or cut back. Realty Taxes are out of control
1/7/2018	I am Senior homeowner ( born in Barrie), long time resident- would like winter plows to clean lane ways by road when it's filled with large chunks of ice ( can't shovel it, snowblower will not clear ) Other cities do this- eg. Scarborough, North York in Toronto. A list could be made of we who need it. In these days of computers this could easily be set up! Called Service Barrie to speak with Roads Supervisor but they would not put me through - have called Service Barrie once before & they don't really help. If this 'Service' is not helpful, it would save money by eliminating it.
1/8/2018	One thing I don't want the city to spend money on is in consultants that will do assessments or consultation with the public to find out about we already know.
1/9/2018	I'd love to see more money going to the neediest amongst us.
1/9/2018	Roads and sidewalks are a major issue. Duckworth/Grove/Coddrington area for example horrible shape. The north end gets very neglected and funding goes majority to the south end

1/9/2018	I retired two years ago and continue to maintain my property. I wish there was a way that the snow removal could block the snow that they pile into my driveway after a storm. Apparently some cities have a gate that can be put down to keep the snow from being placed in the driveways.
1/9/2018	1.3% increase in taxes as the budgeter said would be for my choices is a very reasonable amount. And I do not think many would oppose that small of an increase.....the big 3+ % ones like before are unexceptable at this time...there also should be a look at all things for cost savings without reduction of service.....there always is
1/9/2018	I do not mind spending a little extra tax dollars in order for our city to get the updates it needs (roads, parks, arts, etc.) as long as it creates jobs and stimulates the economy.
1/10/2018	Re: Yonge Station area Rec Centre.Please build no less then a 4 Pad rink. Look to the Magna Centre in New Market for an Amazing design on a small footprint. Also, consider selling naming rights for each rink & pool in the city. Simple advertising tool that is FOUND money for the city.
1/10/2018	improve road paving in the summer and increase snow clearing in the winter
1/10/2018	I like that you are asking for resident opinions. I found it difficult to stay with in budget which provides people with an understanding of how difficult it is to proceed without raising property tax.
1/11/2018	There are areas that "I" would like to increase spending, but the tool given does not allow a variation of the percentages offered -- or if it does, I simply missed it. The prime area would be road maintenance ... which SHOULD increase as the need arises.
1/11/2018	Fix the roads. Clear snow from sidewalks
1/11/2018	I have left this as over budget as I believe the budget would need to be increased for fire and emergency for sure and I cannot see decreasing any of the other line items.
1/11/2018	Reduce cultural budget and increase recreational user fees to pay for more winter road salting, sanding and plowing! This is an election year I will vote for the candidates that support this essential service.
1/11/2018	Further waterfront development (more cafes and ice cream stands and places people would want to spend time by the water, rather than just tons of parking lots); more investment in the downtown core; better traffic flows on Mapleview (not sure what can be done, but that street is a nightmare for traffic that is really unacceptable in a city this size).
1/11/2018	Make and keep our city clean, colourful and beautiful. Bring back fireworks on Victoria Day, not because of the queen, but because it's the weekend that marks the start of summer for so many.
1/11/2018	I would love to see some options that would reduce our taxes in Barrie. The items included in this quiz were very high level. Would be cool to have a quiz that gets into a bit more detail. Quizzes/surveys can be a great tool to teach us what's happening with our tax dollars. When presented at such a high level as this we really don't see the details. Thank you!

1/11/2018	Having hourly service for transit on Sundays, etc. is inefficient because some people can walk to their destination faster than waiting for a bus. This drops ridership lower. Some people have to decline employers that have early morning shifts or shifts that finish 11:00pm or later because they cannot get to/from work. People want to work. People want to provide for their families.
1/11/2018	Streets in subdivisions plowed regularly Mental health programs
1/11/2018	Increasing taxes when people can barely afford their bills is inappropriate. The city should focus on elements that affect day to day life. Housing and affordable housing could use some work
1/12/2018	It would be great if the city maintained the city parking lot and major walkway to Willow Landing through Lennox Park over winter as the majority of children at that school are walkers but have to walk much further over winter. A simple run through of the sidewalk plow once a day would be enough to keep it safe for everyone, especially on days where we haven't had a fresh snow and the regular routes throughout that subdivision do not need plowing.
1/12/2018	More secondary route plow operations sick of being stuck in the snow on a residential street
1/12/2018	I would really like to see the police service budget cut if it's applicable for this budget. As a Barrie resident, I see the costs of the service constantly rise without any sign of the police service improving. When the majority of the Barrie public doesn't make what the police do as a salary, and to constantly see them just parked and sitting in their cars, refusing to get out of their cars to help people (I've seen this many times) it's frustrating. They are becoming stand offish, even going up to a police officer to say Hi will result in you being looked at suspiciously and even questioned. Basically I don't see value for the dollar there.
1/12/2018	Crucial to consider neighborhood level enhancements (parks, start up supports for community NGOs) to build community and create an inclusive mindset. Cost of living is very burdensome in Barrie. Things that reduce inequality (improved transit to access employment, prioritize city services to low income neighbourhoods etc) are increasingly important.
1/12/2018	Increase the manpower of Emergency Services, and perhaps look to hire local rather than out of town applicants
1/12/2018	Cut the bloated police budget!!!!
1/12/2018	Why does the allocator ask me to spend more when I came in under budget???
1/12/2018	Increase in transit to under serviced routes. Decrease social isolation risk improve compliance with health appointments. Also would like increase spending with recycling waste management.

1/12/2018	I am happy with the current services the city offers, however I find that we spend a lot of money on frivolous things. Emergency services should stop with the what if we had this happen therefore we need to spend a million dollars on a piece of equipment that may never be used. Is there not a mou with other services that will assist for emergency situations where we could use their equipment and manpower? Also why do we keep paying for consultants? We pay good money for the staff we have who are supposed to be professionals in their field. Why are we relying on vendors to make decisions? Why do we keep throwing money at non-issues in the city? For example the waterfront or Fred Grant square . There was nothing wrong with either other than someone didn't like it and created a project for the city that cost us a lot of money. Don't create problems where there are none. Fix the current issues and stop making them drag on for years. Learn to prioritize issues. Public safety and roads are more important than moving a statue and laying sod to make it prettier.
1/13/2018	More needs to be spent on snow removal. As the plow dumps everything he collects up the street at the bottom of my drive. The works dept. said if I wanted it moving, I would have to pay for a private contractor. I PAY MY TAXES to the City, who are supposed to help not create problems with their total indifference to this problem.
1/13/2018	We have very good service levels right now but taxes in Barrie are starting to make me think of moving. As a retired person I do not make as much use of city facilities as a family would. I have never doubted the benefits of contributing to city programs but....we live in a small bungalow and our taxes are now over \$4,000... scary. Thanks for the survey.
1/13/2018	You need to do more for snow removal and garbage pick up. Its a joke. Sometimes my garbage isn't picked up till the next day or two. Snow removal, i'm lucky if my street is plowed 3 days after a snowfall. Sidewalk plowing is worse.
1/13/2018	be more careful with the money and more selective of who you for. flow up fully on complaints. hold city workers more accountable
1/13/2018	I find this to be too basic and coarse of a tool for input to the budget process. The questions are too general and simplified. As an education tool for the general public, it is ok.
1/13/2018	need to not be afraid of reducing service levels in some areas. Time to get our budget under control!
1/13/2018	I do not know what I would improve by reducing the quality of something else.
1/13/2018	First of all, don't insist on my name and email address when asking for input on matters such as this. Feedback should ALWAYS be anonymous - with the option to leave your full name and address if you feel so inclined. Else, you dramatically reduce the number of people willing to provide valid feedback. I've lived in Barrie for over 10 years. Taxes have risen dramatically to the extent that I feel extorted. And what for? Garbage collection every 2 weeks? Reduced garbage amount. I actually don't generate a lot of garbage, but lament the festering mess in the middle of summer. Perhaps garbage collection once per week in the summer and twice in the winter would solve a lot of problems. And I won't mention (without a word of a lie) the rat, yes rat, I caught in a trap this year... And how about the "new" way of cleaning the snow off the roads. What happened? In the past year or two the minor roads are a complete mess after a few flurries and then we wait days. Yes Days, before they are cleaned up. I've had 2 near misses (accidents) this year because of very poor snow removal by the City Of Barrie. I might expect less service if, and only if, my taxes had gone down. And how much were my taxes reduced when the garbage service was cut, and the snow removal marginalized... Um...Some ideas on how

	<p>to begin lowering our taxes. Yes, lowering. No more increases for the next few years. Let's catch up to reality. There really hasn't been any inflation for years Ref: <a href="http://www.inflation.eu/inflation-rates/canada/historic-inflation/cpi-inflation-canada.aspx">http://www.inflation.eu/inflation-rates/canada/historic-inflation/cpi-inflation-canada.aspx</a>, so why the huge increases? Let's begin by slashing the recreation budget. If folks want to play hockey, let them use their own money. If people want to go to an "arts performance", let them use their own money (which I guess to be fair is pretty much the way it is now anyway). If folks want to take their dog for a walk, let them do it on the street - why are we funding dog parks when only about a third of the population has a dog? About the same number have cats - do we have cat parks? Surprisingly not. That's quite a bias. Ref: <a href="https://www.avma.org/KB/Resources/Statistics/Pages/Market-research-statistics-US-pet-ownership.aspx">https://www.avma.org/KB/Resources/Statistics/Pages/Market-research-statistics-US-pet-ownership.aspx</a> Emergency Services budgets are WAY out of whack. Sure these are hard-working folks, especially the ones who have secondary businesses and jobs. Many moons ago emergency workers didn't have extensive safety equipment and devices that had them risking their lives. Today, they don't even make the top 10 list for a risky job. Ref: <a href="https://www.theglobeandmail.com/life/the-hot-button/and-the-top-10-most-dangerous-jobs-are/article16352517/">https://www.theglobeandmail.com/life/the-hot-button/and-the-top-10-most-dangerous-jobs-are/article16352517/</a> Why is this so expensive? SLASH here. Let's also reduce all the "downtown" spending. I mean who really wants to go downtown - many of us avoid it like the plague? Who wants to pay for parking, and then go to an overpriced substandard restaurant (IMO)? Who wants to deal with the congestion, vagrant and drug issues? Even with all the huge sums we throw at Police Services the problem still persists. More proof that we might as well just save the \$. Why is it so tough to bring a university here? Sure we have a mediocre college in Barrie. But when you have a lot of under-educated people in a community, a higher-tier educational facility would make a lot of sense i.e. you have a large market. You could make a killing here - think of how much you could charge for parking. And this isn't a tough equation. How about a U of T extension for example? It would bring a whack of jobs too - and then maybe some of the brains wouldn't have to commute to Toronto to work and could actually work here in Barrie. I could go on. But Rome wasn't built in a day as we all (purport to) know. But a few comments to perhaps kick off a few discussions. Perhaps I'll write more next year. Though with my taxes in the \$5-6k range, I won't be around here (living in Barrie) much longer - or retiring in Barrie for that matter. That said, as long as the housing prices in Toronto don't collapse (and they probably won't, near-term at least), plenty of folks will be looking for relatively cheaper housing e.g. Barrie. And as such, I guess you can keep ratcheting up your taxes, reducing your services, and "sticking it to the little guy". It's the "corporate way" of today after all. Why should Barrie be any different.</p>
1/13/2018	I'm happy with a slight increase from my pocket to increase the services needed for this rapidly expanding city
1/13/2018	Hi, I strongly believe it is appropriate to increase taxes, specifically in order to pay for roads and creative economy. Best.
1/13/2018	Municipal taxes are too high and there is too much optional spending on things like recreation and culture. Keep to the basics of infrastructure and emergency services and let go of the fluff. As more seniors hit retirement age they will be less able to stay at home and will put more pressure on an already inadequate support system for them.
1/14/2018	Decrease any spending on the police budget and allocate those funds to job creation.
1/14/2018	In my opinion, spending more on our roads to improve cyclists safety would reduce the number of motor vehicles on the roads and in many parking areas downtown. This would increase accessibility to our great water front and downtown shops.





1/14/2018	I would like to see every 15 min buses especially the 8a, 8b bus as it is always to full with lots of people. Always to packed especially at peak hours of 830-930 and again from 2pm on.
1/14/2018	<p>I find the allocation tool biased toward increasing spending. When my choices were made it said I was under budget and had to spend more. Why? I feel this is going to lead to invalid results since users don't know that being under budget is allowed (and should be the overall goal!)</p> <p>Increases every year are simply not sustainable. The amount taxes have gone up in the 10 years I have lived here is disgusting. Please, please make actual tough decisions and cut taxes!</p>
1/14/2018	<p>Reduce spending on police and fire Stop giving money to things it's not our responsibility to fund like RVH &amp; Georgian college Increase spending on roads but don't install any more traffic lights, they are so close together &amp; badly synchronised they make congestion worse Why is the grass cut in the summer even when the weather has been dry &amp; the grass hasn't grown? Transit could be improved without spending more by organising it better. That deserves a questionnaire of its own!</p>
1/14/2018	Fire and police services are outrageously expensive. We need to reign in the wage, pension and operational costs associated with these departments.
1/14/2018	<p>Thank you for doing this survey! Please be more efficient with the money you are charged to allocate.</p>
1/14/2018	More traffic enforcement officers for Barrie Police.