



# BUSINESS PLAN JANUARY CAPITAL PLAN 2016



Overview Presentation  
January 18, 2016



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# 2016 Budget Directions

- Cost of maintaining current programs at current service levels
- Annualization of prior period decisions
- Funding sources that result in a decreased reliance on property taxes
- Continuation of an annual 1% dedicated Infrastructure Renewal Fund
- Reserve contributions consistent with the Financial Policies Framework
- Increased public education and engagement

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# The City Business Plan & Budget



Tax Supported	User Rate	Capital
Numerous programs	Water Waste water Parking	Renewal Growth Capacity building



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# Building Blocks of the 2016 Budget

Maintain Current Service Levels

Debt & Reserve Management

Service Partners

New Investment & Service

1% Infrastructure Renewal Fund



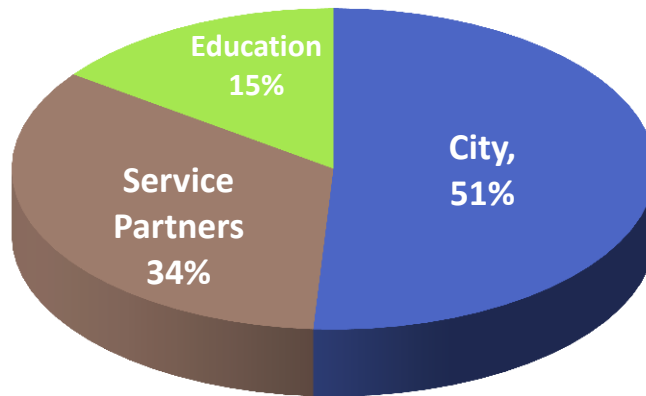
# A Single Tax Bill

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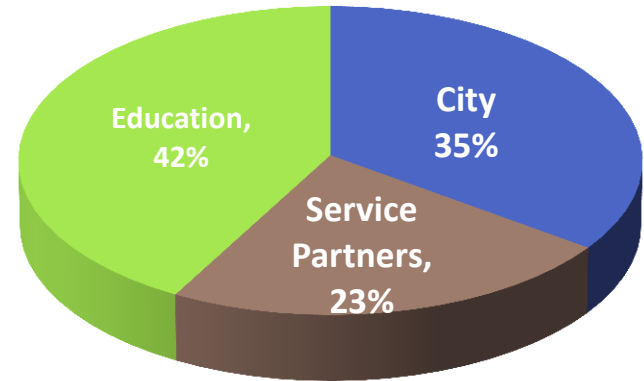
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## Residential



## Non-Residential

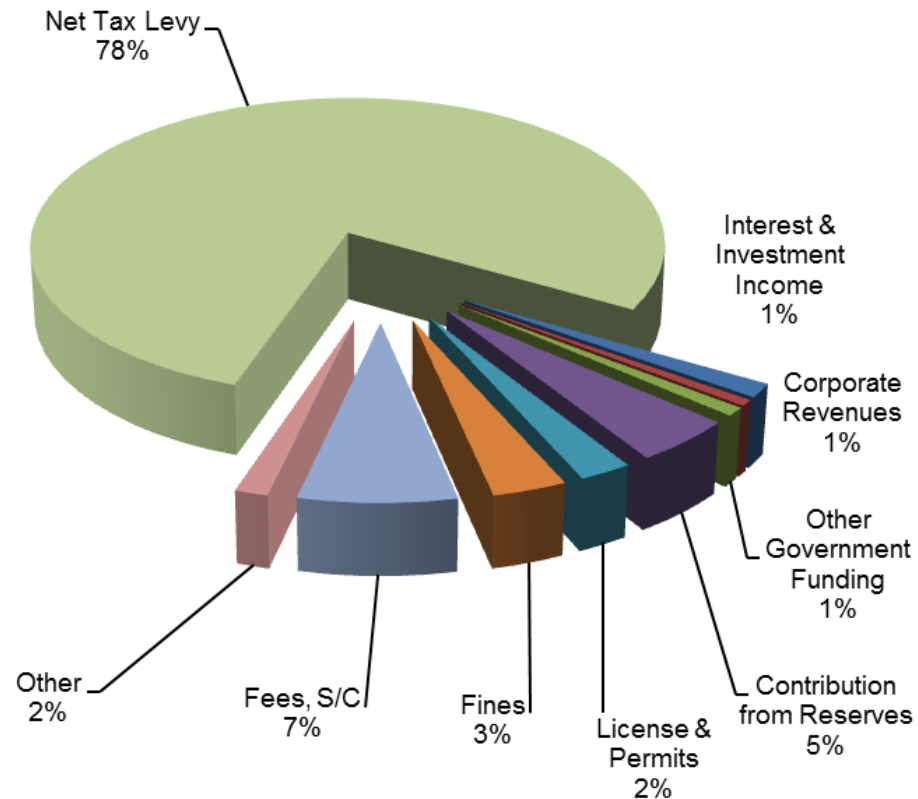




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# 2016 Sources of Operating Revenue

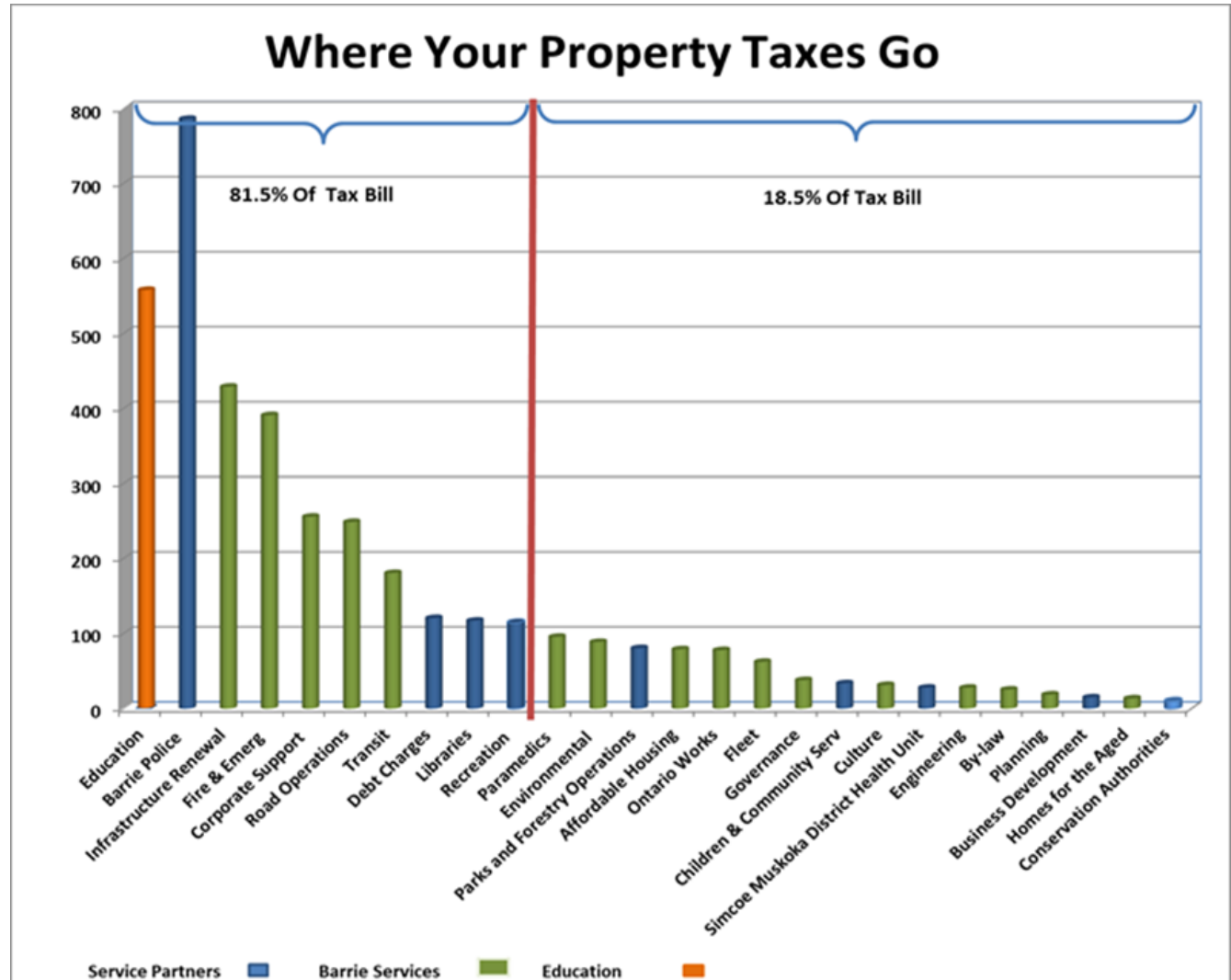




# Where the Money Goes

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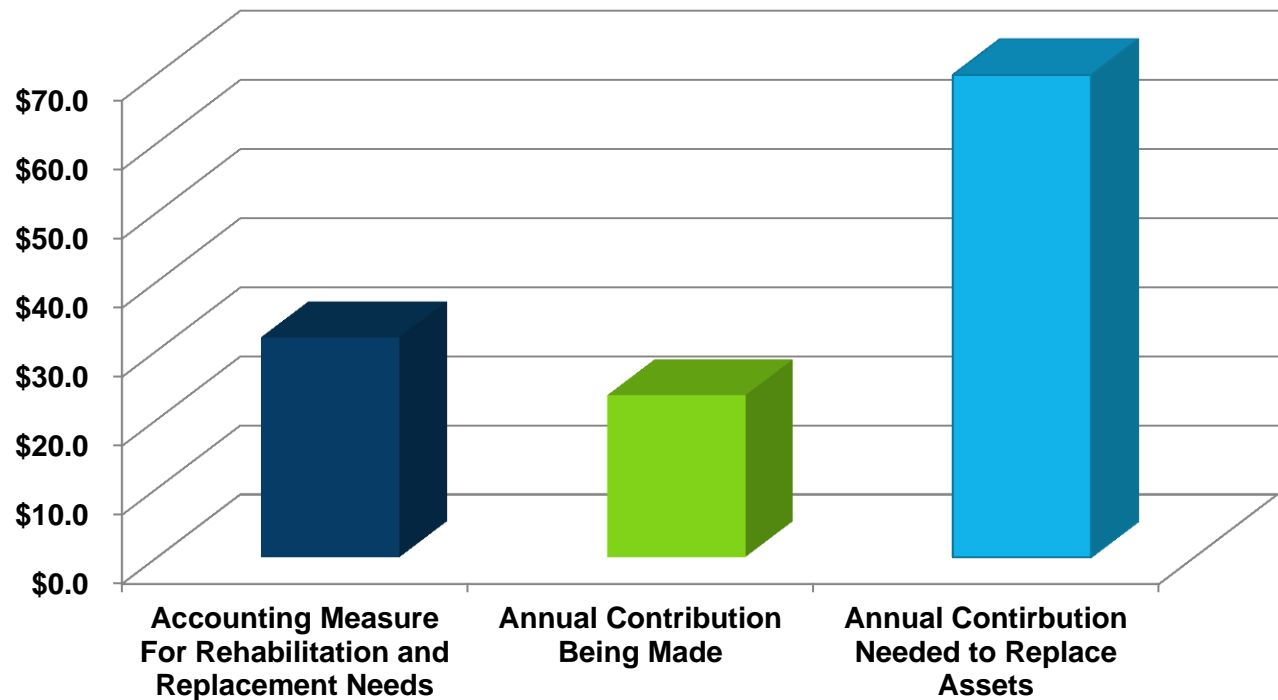
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# Annual Infrastructure Gap

## Tax Supported Annual Infrastructure Gap

(\$ Millions)



*To address \$47 million gap Council approved a 1% Dedicated Infrastructure Renewal Fund that's used only for the replacement and rehabilitation of Barrie's roads, bridges, buildings, and other infrastructure.*



# Summary of Tax Budget Changes

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	2016 Budget	Tax Rate Impact
<b>Prior Year - Net Operating Expenditures funded by property taxes</b>	<b>\$198,766,858</b>	
(A) <b>Maintain current programs at current service levels:</b>		
Economic Adjustments - Labour	\$ 2,828,314	1.18%
Economic Adjustments - Contracts	\$ 1,296,882	0.54%
Efficiencies & Cost Savings	\$ (312,723)	-0.13%
Revenue Changes	\$ 555,770	0.23%
Interfund Charges (between rate based and tax funded services)	\$ (314,893)	-0.13%
Utilities	\$ (507,100)	-0.21%
Other	\$ (432,213)	-0.18%
<b>Subtotal</b>	<b>\$ 3,114,036</b>	<b>1.30%</b>
2015 Approved Service Level Changes – Carry Forward	\$ 1,942,260	0.81%
<b>Subtotal Maintaining current programs at current service levels</b>	<b>\$ 5,056,296</b>	<b>2.11%</b>
(B) <b>Debt &amp; Reserve Management:</b>		
Debt Management	\$ 944,699	0.39%
Contributions to Reserves	\$ 834,458	0.35%
<b>Subtotal Debt &amp; Reserve Management</b>	<b>\$ 1,779,157</b>	<b>0.74%</b>
(C) <b>Subtotal - (B+C)</b>	<b>\$ 6,835,453</b>	<b>2.85%</b>
(D) <b>Service Partner Budget Requests</b>	<b>\$ 1,112,227</b>	<b>0.46%</b>
(E) <b>Subtotal - (D+E)</b>	<b>\$ 7,947,680</b>	<b>3.31%</b>
(F) <b>Assessment Growth Benefit</b>		<b>-1.04%</b>
(G) <b>Subtotal - (F+G)</b>	<b>\$ 7,947,680</b>	<b>2.27%</b>
(H) <b>Investment &amp; Service Recommendations:</b>		
Technology Infrastructure and Business Systems	\$ 154,358	0.06%
Customer Service	\$ 60,730	0.03%
Financial Management	\$ 62,991	0.03%
Environmental Protection	\$ (5,000)	0.00%
Economic Investment	\$ 285,758	0.12%
Workforce	\$ 78,920	0.03%
Infrastructure	\$ -	0.00%
Public Safety and Asset Security	\$ 122,048	0.05%
Growth Management	\$ -	0.00%
<b>Subtotal - Investment &amp; Service Recommendations</b>	<b>\$ 759,805</b>	<b>0.32%</b>
(I) <b>Current Year Net Expenditures funded by property taxes (A+I+J)</b>	<b>\$207,474,343</b>	<b>2.59%</b>



# Costs to Maintain Current Service Levels

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<b>Maintaining current programs at current service levels</b>	<b>\$ 5,056,296</b>	<b>2.11%</b>

- Labour reflects cost of living allowances
- Contracts include rail operations, residential curbside collection, transit, roads salt and the landfill gas plant
- Utilities realizing savings from LED retrofit
- Efficiencies and cost savings for streetlight maintenance



# Debt & Reserve Management

	2016 Budget	Tax Rate Impact
<b>Debt &amp; Reserve Management:</b>		
Debt Management	\$ 944,699	0.39%
Contributions to Reserves	\$ 834,458	0.35%
<b>Debt &amp; Reserve Management</b>	<b>\$ 1,779,157</b>	<b>0.74%</b>

- Debt servicing includes 2015 and proposed 2016 costs
- Contributions to Reserves consistent with Financial Policy Framework



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# Service Partners

Service Partners	Net Impact	
Police Services	\$1,395,167	
Library	\$569,707	
Simcoe-Muskoka District Health Unit	\$86,988	
Nottawasaga Valley Conservation Authority	\$8,138	
Tourism Barrie	\$6,220	
Lake Simcoe Region Conservation Authority	(\$15,227)	
Lake Simcoe Regional Airport	(\$33,818)	
County of Simcoe - Operating	(\$904,949)	
<b>Total</b>	<b>\$1,112,227</b>	<b>0.46%</b>



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# New Investment & Service Recommendations

- Infrastructure
- Economic Investment
- Financial Management
- Public Safety & Asset Security
- Environmental Protection
- Growth Management
- Customer Service
- Workforce
- Technology Infrastructure & Business Systems

**= 0.32 % of proposed increase**



# New Investments & Service Recommendations

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Themes	Description	Form #	FTE Impact	2016 Budget	
				Operating	Capital
Infrastructure	Aerial Imagery and Spatial Data Capture	1059		\$160,000	
	Right-of-Way Activity Inspector	1082	1		\$44,160
	Right-of-Way Activity Technician	1148	1		
	Engineering Inspector	1150	1	\$71,390	\$8,080
	Corporate Asset Management Status Report	1216		\$150,000	
<b>Infrastructure Total</b>			<b>3</b>	<b>\$381,390</b>	<b>\$52,240</b>
Economic Investment	Canada's 150th Anniversary (2017)	777		\$13,000	
	Entrepreneurship Centre Business Case	1177		\$30,000	
	Invest Barrie Strategic Initiatives	1186		\$105,000	
	Strategy & Entrepreneurship Officer	1246	1	\$68,879	\$3,420
	Grant Writing & Talent Recruitment Specialist	1247	1	\$68,879	\$9,020
<b>Economic Investment Total</b>			<b>2</b>	<b>\$285,758</b>	<b>\$12,440</b>
Financial Management	Supervisor of Business Planning, Budgets, and Performance Reporting	1017	1	\$58,448	\$10,920
	Supervisor of Investment & Debt Management	1027	1	(\$153,982)	\$10,920
	Manager of Energy	1046	1	\$103,149	
	Internal Audit	1083	1	\$76,006	\$13,020
	Sponsorship Coordinator	1192			\$9,020
<b>Financial Management Total</b>			<b>4</b>	<b>\$83,621</b>	<b>\$43,880</b>
Public Safety and Asset Security	Traffic Operations & Crossing Guard Supervisor	924	1	\$64,235	\$36,820
	Supervisor of Transit Infrastructure and Compliance	1094	1	\$23,813	\$10,920
	Climate Change Adaptation Strategy	1103		\$100,000	
<b>Public Safety and Asset Security Total</b>			<b>2</b>	<b>\$188,048</b>	<b>\$47,740</b>
Environmental Protection	Risk Management Inspector to implement the Source Protection Program	1035	1	\$7,347	
	Elimination of Residential Landfill Tipping Fee Subsidy	1070		(\$35,000)	
	Sustainable Waste Management Strategy - Shingle Recycling	1179		\$30,000	
<b>Environmental Protection Total</b>			<b>1</b>	<b>\$2,347</b>	<b>\$0</b>
Growth Management	APLI Phase II - Land and Growth Management Solution	446			\$690,000
	Expanded Building Services for Annexed Lands	1134	2		\$20,350
	GIS Supervisor for Growth Management	1255	1		
<b>Growth Management Total</b>			<b>3</b>	<b>\$0</b>	<b>\$710,350</b>
Customer Service	Customer Contact Centre Development and Customer Information Advisor	331	1	\$110,418	\$3,080
	Citizen Relationship Management (CRM) Solution	448			\$50,000
	Allocation Administrators (2) - Recreation	1068	1.34		
<b>Customer Service Total</b>			<b>2.34</b>	<b>\$110,418</b>	<b>\$53,080</b>
Workforce	Strategic Workforce Planning and Development	1248		\$90,000	
<b>Workforce Total</b>				<b>\$90,000</b>	<b>\$0</b>
Technology Infrastructure and Business Systems	Corporate Communications Infrastructure Program	399		\$0	\$250,000
	Maintenance Management Sustainment	1050	2	\$1,021	
	New Enterprise System Sustainment	1207	3	\$281,590	\$478,560
<b>Technology Infrastructure and Business Systems Total</b>			<b>5</b>	<b>\$282,611</b>	<b>\$728,560</b>
<b>Grand Total</b>			<b>22.34</b>	<b>\$1,424,193</b>	<b>\$1,648,290</b>



# New Investment & Service Position Funding

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Themes		Recommended Themes Full Time Complement Funding Source				
		Tax	Non-Tax <sup>1</sup>	Water	Wastewater	Parking
Infrastructure	Right-of-Way Activity Inspector		1.00			
	Right-of-Way Activity Technician		1.00			
	Engineering Inspector		1.00			
Economic Investment	Strategy & Entrepreneurship Officer	1.00				
	Grant Writing & Talent Recruitment Specialist	1.00				
Financial Management	Supervisor of Business Planning, Budgets, and Performance Reporting	1.00				
	Supervisor of Investment & Debt Management		1.00			
	Manager of Energy	0.80		0.10	0.10	
	Internal Audit	1.00				
Public Safety and Asset Security	Traffic Operations & Crossing Guard Supervisor	1.00				
	Supervisor of Transit Infrastructure and Compliance	1.00				
Environmental Protection	Risk Management Inspector to implement the Source Protection Program			1.00		
Growth Management	Expanded Building Services for Annexed Lands		2.00			
	GIS Supervisor for Growth Management		1.00			
Customer Service	Customer Contact Centre Development and Customer Information Advisor	0.55		0.20	0.20	0.05
	Allocation Administrators (2) - Recreation		1.00			
Technology Infrastructure and Business Systems	Maintenance Management Sustainment		2.00			
	New Enterprise System Sustainment	1.65		0.60	0.60	0.15
<b>Total</b>		<b>9.00</b>	<b>10.00</b>	<b>1.90</b>	<b>0.90</b>	<b>0.20</b>

Note 1: Non-tax funding sources includes non-tax revenues, capital project recoveries, building reserve and the conversion of casual positions with no tax impact.

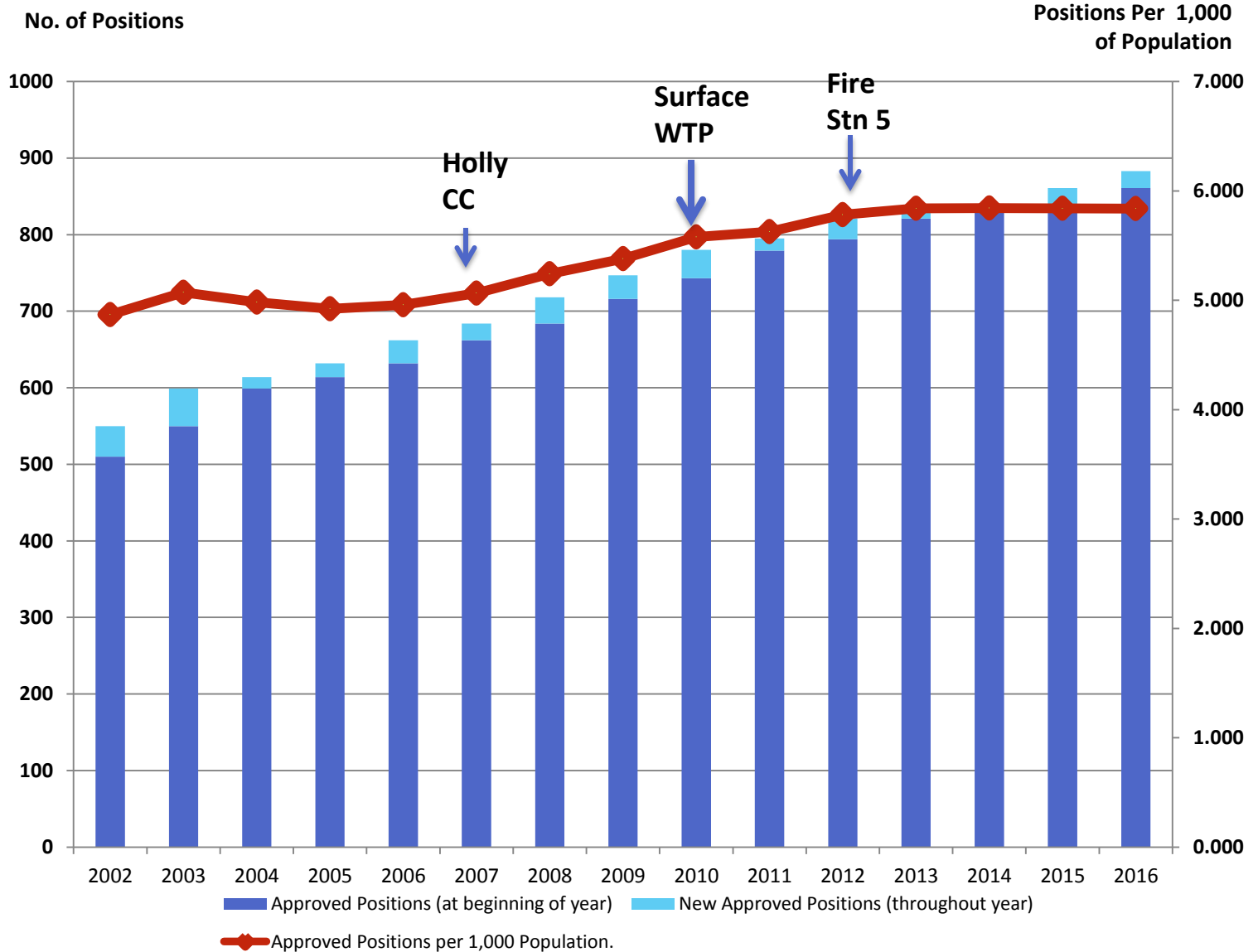




# Services Are Delivered By People

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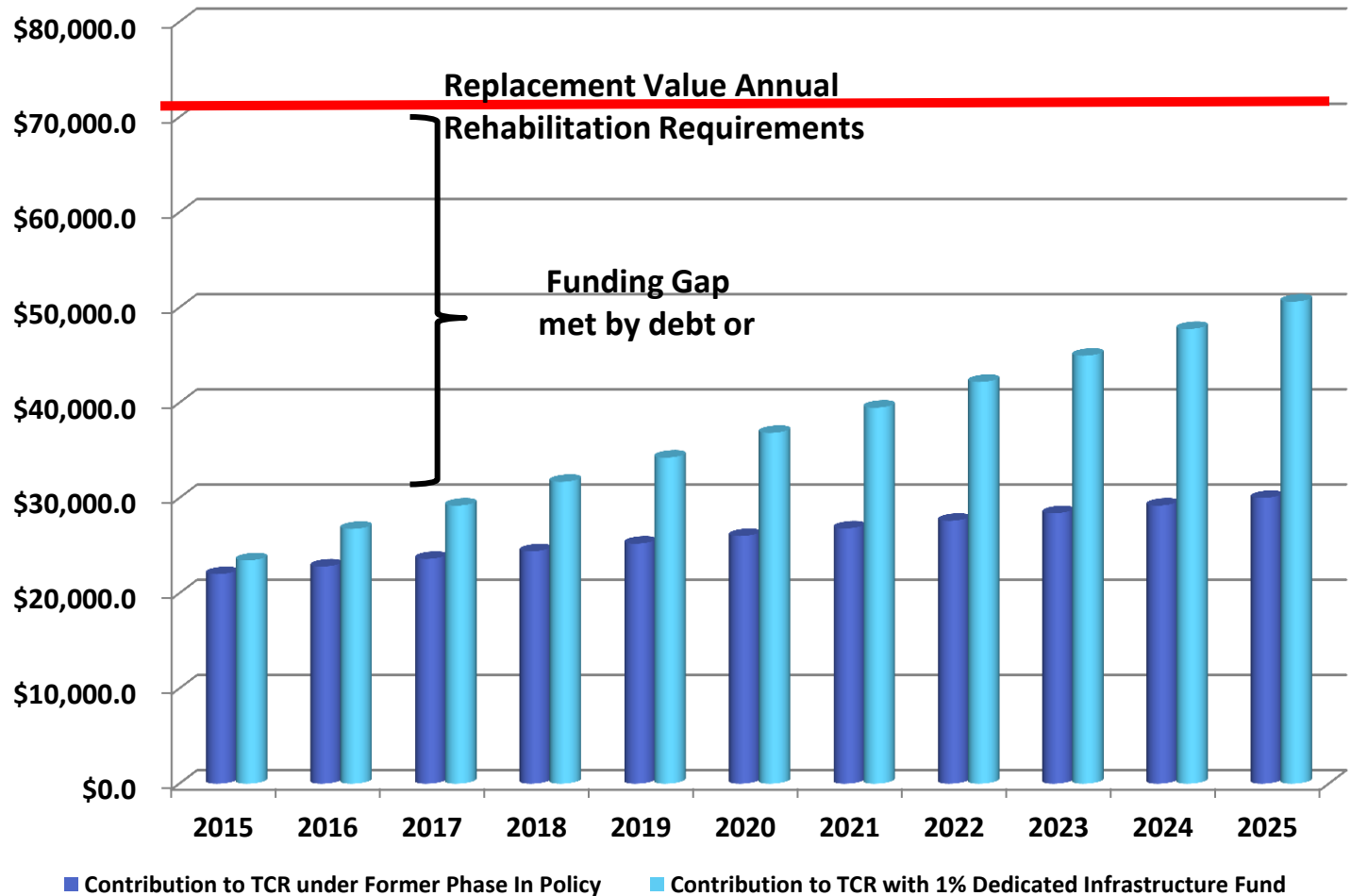
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# Dedicated Infrastructure Renewal Fund

## Dedicated Infrastructure Fund Significantly Increases Transfers to Tax Capital Reserve over 10 Years



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# Total Recommended Tax Budget

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Item	Impact
Maintain Existing Service Levels	2.11%
Reserve and Debt Management	0.74%
Service Partners	0.46%
New Investments in Service	0.32%
Growth	(1.04%)
<b>Total</b>	<b>2.59%</b>



<b>Dedicated Infrastructure Renewal Fund</b>	<b>1%</b>
----------------------------------------------	-----------



# Rate Budgets

## Water & Wastewater

- Financial Plan: Finance & Corporate Services Committee (Oct., 28, 2015) recommended 2% & 3%
- Business Plan Recommends:
  - 2016 Water rate 2.5% increase
  - 2016 Wastewater rate 5% increase

## Parking

- Waterfront & Marina Parking addressed through IIDC & Council
- Options for alternative parking models continue to be under discussion with the BIA
- Continued draw on Parking Reserve





# 2016 Capital Budget Directions

Advance the City's Strategic priorities while considering:

- Resource availability
- Addressing the City's most critical needs
- Master plans and infrastructure implementation plans
- Council's strategic goals



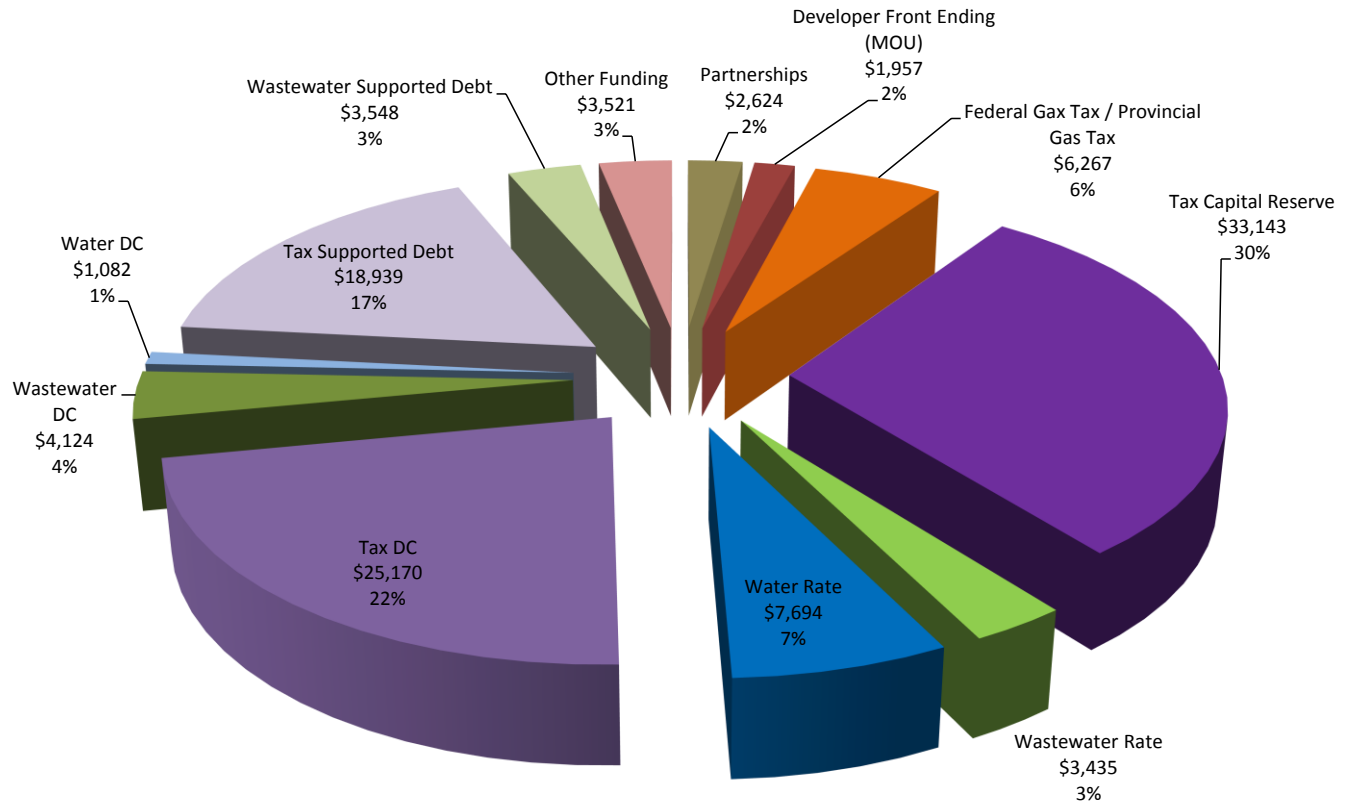
# 2016 Capital Budget

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2016 Capital Plan - Total Budget Request by Funding Source (\$000)





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# Neighbourhood Renewal

Neighbourhood Renewal	Phase
Gunn Street (Peel – St. Vincent)	Design
Henry Street (Frances – Eccles)	Design
Johnson Street (Shanty Bay – beach)	Construction
Rodney Street (Blake – Kempenfelt)	Construction

# Waterfront

Waterfront	Phase
Military Heritage Park	Design & construction
Centennial Park	Construction
Memorial Square	Construction (committed)
Marina Basin	Design



# Major Roads

Major Roads	Phase
Dunlop Street (Mulcaster–Five Points)	Design
Ferndale Drive (Dunlop – Tiffin)	Construction
Morrow Road	Construction
Mapleview Drive East (Huronia – Country Lane)	Construction
Mapleview Drive East (Country Lane – Yonge)	Property
Duckworth Street (Bell Farm – St. Vincent)	Design

# Major Facilities

Major Facilities	Phase
Allandale Station	Design & construction (approved 2015)
First Responders Campus	Design

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# Highway 400 Projects

Highway 400 Projects	Phase
Harvie/Big Bay Point Road (New Crossing)	Design (approved fall 2015)
Tiffin Street (Replacement & widening)	Construction (by MTO)
McKay Road (Replacement)	Construction (by MTO)

# Technology

Technology	Phase
Existing technology infrastructure	Renewal / Replacement
Existing applications (Cityworks, Archibus, External Website)	Maintenance
Mobility	Replacement / New Purchase
APLI	Deployment & Maintenance
SAP	Deployment & Maintenance



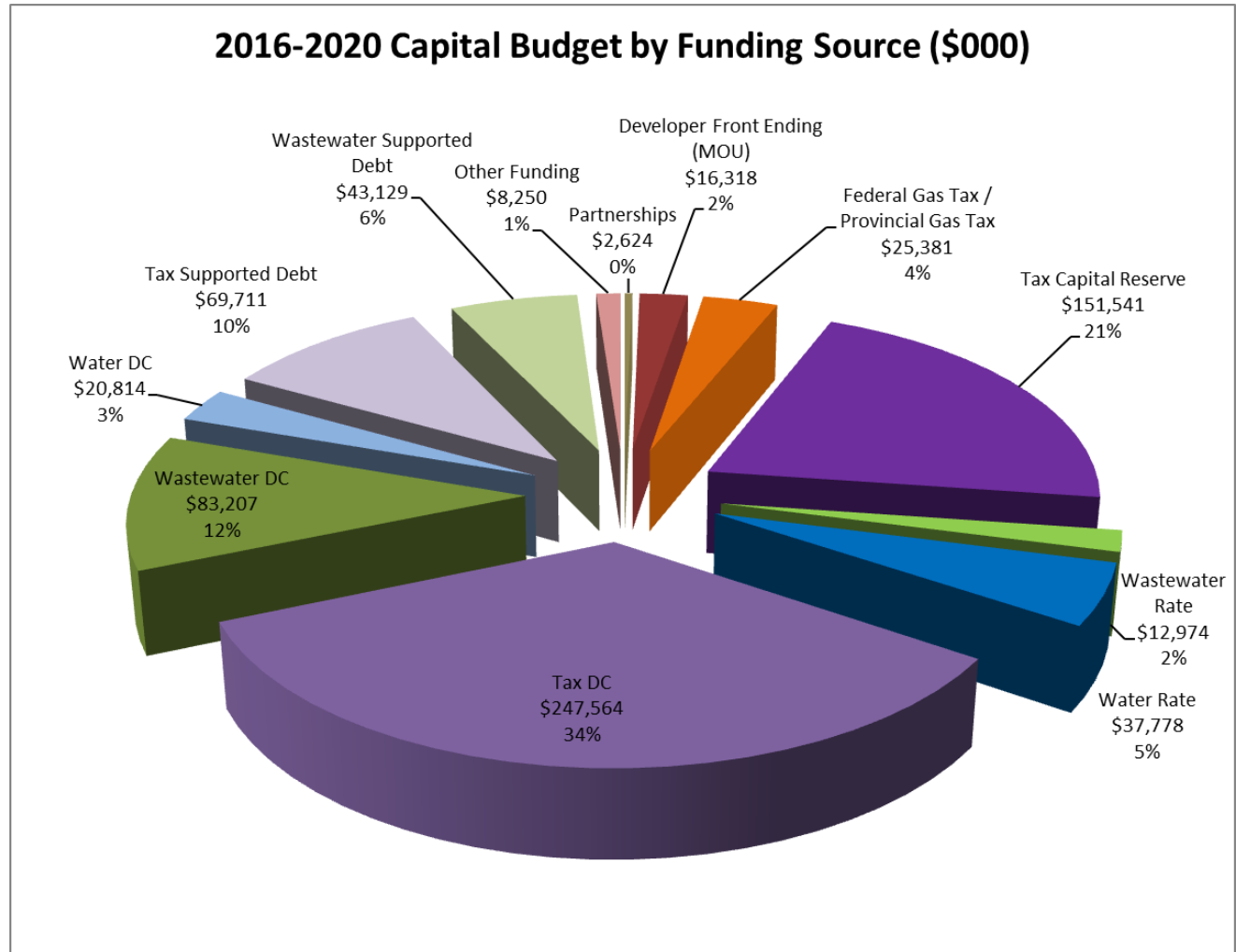
# 2016 - 2020 Capital Budget

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1/18/2016





# Total Impact on Average Home

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Description	% Increase	\$ Increase
Maintain Existing Service Levels	2.11%	\$78
Debt & Reserve Management	0.74%	\$27
Service Partners	0.46%	\$17
<b>Total</b>	<b>2.59%</b>	<b>\$96</b>
Infrastructure Renewal Fund	1.00%	\$37
<b>Total Tax Impact</b>	<b>3.59%</b>	<b>\$133</b>
Water Bill	2.50%	\$8
Waste Water Bill	5.00%	\$21
<b>Total Impact to Average Home</b>		



# Property Taxes Compared to Other Major Household Expenses

Description	Amount Paid Annually
Total Property Taxes (City, Service Partners, Education)* Taxes Paid for Services Provided Directly By City of Barrie*	\$3,834 (\$2,070)
Natural Gas	\$1,200
Hydro	\$1,000
Cable & Internet	\$1,600
Gas for an average automobile driver	\$2,500
Car Insurance	\$1,500
Home Insurance	\$800-\$1,000

\* For average home assessed at \$284,000

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