



# City of Barrie

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

## Minutes - Final General Committee

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Monday, January 18, 2016

5:00 PM

Council Chamber

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### GENERAL COMMITTEE REPORT

For consideration by the Council of the City of Barrie on January 25, 2016

**The meeting was called to order by Mayor Lehman at 5:02 p.m. The following were in attendance for the meeting:**

**Present:** 10 - Mayor, J. Lehman; Councillor, B. Ainsworth; Councillor, R. Romita; Councillor, D. Shipley; Councillor, B. Ward; Councillor, P. Silveira; Councillor, M. Prowse; Councillor, A. Khan; Councillor, S. Morales; and Councillor, M. McCann

### **STUDENT MAYOR:**

Isabel Alonso Vilarino, Innisdale Secondary School.

### **STAFF:**

Chief Administrative Officer, C. Ladd  
City Clerk/Director of Legislative and Court Services, D. McAlpine  
Deputy City Clerk, W. Cooke  
Deputy Treasurer, M. Jermey  
Director of Culture, R. Q. Williams  
Director of Business Development, S. Schlichter  
Director of Engineering, J. Weston  
Director of Environmental Services, J. Thompson  
Director of Finance/Treasurer, C. Millar  
Director of Legal Services, I. Peters  
Director of Human Resources, A.M. Langlois  
Director of Information Technology, C. Glaser  
Director of Recreation, B. Roth  
Director of Planning Services, S. Naylor  
Director of Roads, Parks and Fleet, D. Friary  
ERP Project Director, A. Seguin  
Executive Director of Access Barrie, R. James-Reid

Executive Director of Innovate Barrie, R. Bunn  
Executive Director of Invest Barrie, Z. Lifshiz  
Facility Capital Project Supervisor, L. Worton  
Fire Chief, B. Boyes  
General Manager of Community and Corporate Services, P. Elliott-Spencer  
General Manager of Infrastructure and Growth Management, R. Forward  
Manager of Building Services and Chief Building Official, S. Barks  
Manager of Corporate Asset Management, K. Oakley.

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

**SECTION "A"**

**16-G-017      2016 BUSINESS PLAN PRESENTATION**

Craig Millar, Director of Finance and Treasurer and Patti Elliott Spencer, General Manager of Community and Corporate Services provided a presentation concerning the 2016 Business Plan.

C. Millar discussed slides concerning the following topics:

- An overview of 60+ services delivered by the City and its service partners;
- Highlights of the direction provided by City Council with respect to the 2016 Business Plan;
- The key elements of the City's Business Plan and Budget;
- The building blocks of the 2016 budget;
- Pie charts illustrating the breakdown of a residential and non-residential tax bill;
- A pie chart illustrating the percentages of the 2016 sources of operating revenue
- A graph illustrating the allocation of property taxes by program/service;
- A graph illustrating the annual infrastructure gap;
- A chart summarizing the tax budget changes;
- A chart detailing the 2016 budget associated with maintaining current service levels and the tax rate impact;
- A chart illustrating the 2016 budget associated with debt and reserve management and the tax rate impact; and
- The net impact associated with budget requests from the City's Service Partners.

P. Elliott-Spencer discussed slides concerning the following topics:

- The themes associated with new investment and service recommendations;
- A chart illustrating the operating, capital and full-time equivalent impacts related to the new investments and services recommendation;
- A summary of staff positions associated with the new investment and service recommendation;
- A chart illustrating the number of staff positions compared to population;
- A chart illustrating contributions to the tax capital revenue associated with the dedicated infrastructure renewal fund versus funding required over the period 2015 to 2025; and
- A chart summarizing the total recommended tax supported budget.

C. Millar discussed slides concerning the following topics:

- The proposed rate budgets for water, wastewater and parking;
- The 2016 Capital Budget directions;
- A pie chart illustrating the 2016 Capital Budget request by funding source;
- Highlights associated with the 2016 Capital Plan related to neighbourhood renewal, waterfront, major roads, major facilities; Highway 400 projects and technology projects;
- A pie chart illustrating the 2016 to 2020 Capital Budget by funding source;
- A chart illustrating the total impact on average home; and
- A chart illustrating property taxes in comparison to other major household expenses.

Members of General Committee asked a number of questions regarding the presentation and received responses.

**This matter was recommended (Section “A”) to City Council for consideration of receipt at its meeting to be held on 1/25/2016.**

**General Committee recessed from 6:16 p.m. and resumed at 7:03 p.m.**

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

**SECTION "B"**

**16-G-018**

**2016 BUSINESS PLAN**

1. That the 2016 tax-supported base operating budget for municipal operations, with total gross expenditures of \$216 million and a net property tax levy requirement of \$129.7 million, be approved with the following amendments to reflect changes since the 2016 Business Plan's publication on December 14, 2015:
  - a) That the tax rate funded corporate benefits be increased by \$265,643 to reflect information received subsequent to the release of the preliminary 2016 Business Plan;
  - b) That in accordance with motion 15-G-270 adopted by City Council on December 14, 2015, \$10,000 be included in Planning Services Department's budget for initiatives and projects identified by the Historic Neighbourhood Strategy Committee;
  - c) That the City's fees to the Municipal Property Assessment Corporation be reduced from \$1,774,095 to \$1,689,812 resulting in a reduction of \$84,283 to reflect information received subsequent to the release of the preliminary 2016 Business Plan;
  - d) That the 2016 increase in the transfer to the Tax Capital Reserve equal to the change in amortization of new capital assets be deferred, resulting in a reduction in the net levy requirement of \$845,000;
  - e) That an additional \$100,000 associated with the transit operating costs be funded from the Provincial Gas Tax Reserve in 2016, restoring the funding from Provincial Gas Tax to the amount allocated in 2015; and

- f) That the net levy requirement in 2016 be reduced by \$200,000 related to debt servicing costs through a reduction in the planned debenture issue for 2016 of \$3.5 million by utilizing funding from the following reserves:
  - i) Tax Capital Reserve in the amount of \$1.6 million of the \$4.2 million related to the First Responders Campus - Land Acquisition; and
  - ii) Federal Gas Tax in the amount of \$1.9 million associated with the 2015 transit vehicle/bus replacement.
- 2. That the 2016 tax supported base operating budget for Barrie's Service Partners presented on Page 19 of the 2016 Business Plan, with total gross expenditures of \$84.5 million and a net property tax levy requirement of \$79.5 million, be approved with the following amendments to reflect changes since the 2016 Business Plan's publication on December 14, 2015:
  - a) That the Barrie Police Services Board 2016 Municipal Operating Grant Request be decreased from \$49,113,297 to \$48,902,251 resulting in a reduction of \$211,046 to the net tax levy;
  - b) That the Lake Simcoe Region Conservation Authority 2016 General Operating Levy request be decreased from \$654,401 to \$652,463 resulting in a reduction of \$484.50 to the net tax levy and a reduction of \$1,453.50 funding from water operations, which results in an increase in the transfer to the water rate reserve of \$1,453.50;
  - c) That the Lake Simcoe Regional Airport 2016 General Operating Levy Request be decreased from \$449,297 to \$418,610.70 resulting in a reduction of \$30,686.30 to the net tax levy;
  - d) That the net tax levy be reduced by \$200,000 through funding an equivalent amount of the Barrie Public Library Board 2016 Municipal Operating Grant Request from the Tax Rate Stabilization Reserve; and
  - e) That the Simcoe Muskoka District Health Unit Grant Request be decreased based on new information received, with a resulting net levy reduction of \$54,982.

3. That the New Investment and Service Recommendations associated with Operating Budget requests as outlined on page 24 of the 2016 Business Plan with a net tax cost of \$905K (operating) and \$658K (capital), be approved with the following amendments to reflect changes since the 2016 Business Plan's publication on December 14, 2015:
  - a) That Intake Form #488 regarding the Corporate Branding Strategy Implementation (page 272) be deleted, resulting in a net levy reduction of \$50,000;
  - b) That Intake Form #924 regarding the Traffic Operations & Crossing Guard Supervisor representing the addition of 1 permanent position (page 281) be deleted, resulting in a net levy decrease of \$64,235;
  - c) That Intake Form #1246 regarding the Strategy and Entrepreneurship Officer representing the addition of 1 permanent position (page 269) be deleted, resulting in a net levy reduction of \$68,879;
  - d) That Intake Form #1248 regarding the Strategic Workforce Planning and Development (page 297) be deleted, resulting in a net levy reduction of \$174,000; and
  - e) That Intake Form #1192 regarding the Sponsorship Coordinator (pages 278-279) be deleted, with a \$0 impact on the net levy.
4. That the Water base operating budget, with gross expenditures of \$33.3 million and revenues of \$33.3 million, be approved with the following amendments to reflect changes since the 2016 Business Plan's publication on December 14, 2015:
  - a) That the water funding for corporate benefits be increased by \$24,020 to reflect information received subsequent to the release of the preliminary 2016 Business Plan.
5. That the Wastewater base operating budget, with gross expenditures of \$40.7 million and revenues of \$40.7 million, be approved with the following amendments to reflect changes since the 2016 Business Plan's publication on December 14, 2015:
  - a) That the wastewater funding for corporate benefits be increased by \$14,735 to reflect information received subsequent to the release of the preliminary 2016 Business Plan.

6. That the Parking Operations base budget, with gross expenditures of \$2.3 million and gross revenues of \$2.3 million, be approved with the following amendments to reflect changes since the 2016 Business Plan's publication on December 14, 2015:
  - a) That the parking funding for corporate benefits be increased by \$1,286 to reflect information received subsequent to the release of the preliminary 2016 Business Plan.
7. That the 2016 new capital budget requests of \$50.8 million be approved with the following amendment(s) since the 2016 Business Plan's publication on December 14, 2015:
  - a) That the First Responders Campus New Building, Infrastructure and Site capital project 2016 budget amount be reduced from \$500,000 to \$0 to remove the duplication of the previously approved 2015 budget;
  - b) That the scope of the Centennial Park Expansion capital project be expanded to include construction of a boardwalk along the length of Centennial Beach, and that the gross project cost be increased by \$750,000 in 2016, to be funded as follows:
    - i) 24% (approximately \$180,000) from the Parks Development Charge Reserve; and
    - ii) 76% (approximately \$570,000) from the Cash in Lieu of Parkland Reserve.
  - c) That a list of Technology, Fleet and Machinery and Equipment Capital Projects or portions of such Projects (to be determined by the Executive Management Team) representing a reduction of in the funding required from the Tax Capital Reserve in 2016 of \$845,000, be deferred in the 2016 Capital Plan until the 2017 Capital Plan:
  - d) That the funding associated with the following Intake Forms be deleted from the 2016 Capital Plan:
    - i) Intake Form #924 - Traffic Operations & Crossing Guard Supervisor (page 281), representing a reduction of in the funding required from the Tax Capital Reserve of \$36,820;
    - ii) Intake Form #1246 - Strategy and Entrepreneurship Officer (page 269), representing a reduction of in the funding required from the Tax Capital Reserve of \$3,420; and

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- iii) Intake Form #1192 - Sponsorship Coordinator (pages 278-279), representing a reduction of in the funding required from the Tax Capital Reserve of \$9,020.
  - e) That the Replacement of Gazebo in Sam Cancilla Park Project be added to the 2016 Capital Plan, with a gross financial impact of \$50,000 funded from the Tax Capital Reserve, and subject to the expenditure of funds not occurring for the project until a separate staff report has been presented and the project has been approved for implementation; and
  - f) That the Operations Centre New Paint and Flammables Storage Building Project #1219 (page 126 of the 2016 Capital Plan), with a gross financial impact of \$300,000 funded from the Tax Capital Reserve, be deferred in the 2016 Capital Plan until the Roads Parks and Fleet Master Plan is complete, in accordance with the updated information provided by staff.
8. That consistent with the Capital Project Control Policy, the 2017, 2018, 2019 and 2020 capital budget relating to new 2016 capital projects of \$19.5 million in 2017, \$5.5 million in 2018, \$643,000 in 2019, and \$100,000 in 2020 be approved with the following amendments since the 2016 Business Plan's publication on December 14, 2015:
- a) That the Collier Centre New Office Accommodation capital project 2017 budget amount be reduced from \$2,045,000 to \$1,765,000 to remove the duplication of the previously approved 2015 budget; and
  - b) That the Collier Centre New Office Accommodation capital project funding from development charges in 2017 be reduced from \$580,780 to \$501,260 and the funding from the tax capital reserve in 2017 be reduced from \$1,464,220 to \$1,263,740.
9. That the 2016-2020 Capital Budget items not requiring approval, be received as forecast information.
10. That effective April 1, 2016, By-law 2015-025, as amended, be repealed and replaced with a by-law incorporating the fees and charges presented in the 2016 Business Plan, published December 14, 2015, Pages 318-361, with the following amendments:
- a) That the Transit fees included in Schedule O on page 360 in the 2016 Business Plan be replaced with the recently approved transit fees included in Appendix "D", such fees to be effective March 1, 2016; and



- b) That the Marina fees included in Schedule L on page 352 of the 2016 Business Plan be amended to include three new fees: a \$250 cancellation fee for small boats (at docks A through D), a \$500 cancellation fee for large boats (at docks E through K), and an administration fee of \$25 for the new payment plan being offered for 2016.
- 11. That pursuant to Ontario Regulation 284/09, this report serve as the method for communicating the exclusion of the following estimated expenses from the 2016 Business Plan:
    - a) Amortization expense - \$48.8 million;
    - b) Post-employment benefit expenses - \$2.1 million; and
    - c) Solid waste landfill closure and post-closure expenses - \$0.5 million.
  - 12. 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.
  - 13. That the Mayor and City Clerk be authorized to execute any agreements that may be required to accept grant funding from other levels of governments or other partners to reduce expenditures associated with programs, services and/or capital projects.
  - 14. That the Treasurer be authorized to make the necessary alterations to the transfer to and/or from reserves to reflect changes since the 2016 Business Plan's publication on December 14, 2015.
  - 15. That Debenture financing as identified in the Capital Budget be approved.
  - 16. That the City Clerk be authorized to prepare all necessary by-laws to implement the above recommendations.
  - 17. That staff in the applicable departments in consultation with the representatives of the Barrie Public Library report back to General Committee concerning the opportunity to achieve increased efficiencies by sharing additional services between the Barrie Public Library and the City of Barrie, with the expectation of cost savings/cost avoidance in future years.
  - 18. That staff in the Building and By-law Services Department in consultation with staff in the Finance Department undertake a review of the Building and By-law Services fees and report back to General Committee regarding the implications associated with establishing fees that would achieve 100% total cost recovery, including corporate overhead.

19. That the following matter be referred to the Infrastructure, Investment and Development Services Committee for further consideration:

“That staff in Invest Barrie investigate alternative service delivery options for tourism services including a potential partnership with the County of Simcoe and/or internalizing the Corporate tourism function, to allow for the future discontinuance of funding associated with Tourism Barrie, and report back to General Committee.”

20. That staff in the Roads, Parks and Fleet and Business Development Departments report to the Finance and Corporate Services Committee on the potential to reduce net expenditures associated with the Barrie-Collingwood Railway through:

- a) Expenditure reductions;
- b) Increased usage of the Railway through the promotion of the line to potential rail users;
- c) Requests to the Province to eliminate property taxes paid by short line railways;
- d) Potential partnerships with other municipalities whose businesses are utilizing the Barrie-Collingwood Railway; and
- e) Increased cost recovery from users of the Railway.

21. That staff in the Finance Department report back to Finance and Corporate Services Committee on the feasibility of removing debt financing and replacing it with reserve funding or other sources for some or all the following projects:

- a) Centennial Park Expansion Project - Project 1224, Intake Form #1187 (page 13 of the 2016 Capital Plan);
- b) Dunlop and Tiffin/Miller Intersection Improvements - Project 1400, Intake Form #186 (page 16 of the 2016 Capital Plan);
- c) Maplevue Drive East - Huronia Road to Country Lane - Project 1135, Intake Form #326 (page 39 of the 2016 Capital Plan);
- d) Environmental Centre South Landfill Leachate Collection Gallery, Intake Form #1185 (page 86 of the 2016 Capital Plan); and

- e) Tiffin Street Right-of-Way Expansion - Highway 400 Underpass - Project 1606, Intake Form #156 (page 51 of the 2016 Capital Plan 1). (EMT001-16) (File: F05)

**Mayor Lehman left the Chair from 7:29 p.m. to 7:32 p.m., from 9:27 p.m. to 9:47 p.m., from 10:18 p.m. to 10:20 p.m., and from 10:30 p.m. to 10:38 p.m. Acting Mayor Councillor, B. Ward assumed the Chair during these time periods.**

**General Committee recessed between 9:50 p.m. and resumed at 10:05 p.m.**

**This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 1/25/2016.**

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

**SECTION "C"**

**16-G-019**

**CITY OF BARRIE PARTICIPATION IN THE COUNTY OF SIMCOE BURSARY PROGRAM**

The Committee met and discussed the Item for Discussion concerning the City of Barrie participation in the County of Simcoe Bursary Program.

- "1. That the County of Simcoe be advised of the City of Barrie's interest in participating in the County of Simcoe Bursary program.
2. That funding in the amount of \$1,000 be provided for the County of Simcoe Bursary program, to be funded from Strategic Priorities reserve."

A vote was taken and the motion was LOST. The Committee provided no further direction with respect to the Item for Discussion concerning the City of Barrie participation in the County of Simcoe Bursary Program. (Item for Discussion 8.1, January 18, 2016) (File: A16)

**This matter was recommended (Section "C") to City Council for consideration of receipt at its meeting to be held on 1/25/2016.**

**ENQUIRIES**

There were no enquires at General Committee.

**ANNOUNCEMENTS**

Members of General Committee provided announcements concerning a number of matters.

**ADJOURNMENT**

The meeting adjourned at 10:52 p.m.

**CHAIRMAN**