

**TO:** GENERAL COMMITTEE

**SUBJECT:** 2017 BUSINESS PLAN AND BUDGET DIRECTIONS

**PREPARED BY AND KEY CONTACT:** C. MILLAR, DIRECTOR OF FINANCE AND TREASURER EXTENSION #5130 *cm*

**SUBMITTED BY:** C. LADD, CHIEF ADMINISTRATIVE OFFICER

P. ELLIOTT-SPENCER, GENERAL MANAGER OF COMMUNITY & CORPORATE SERVICES *cm for PES*

R. FORWARD, GENERAL MANAGER OF INFRASTRUCTURE & GROWTH MANAGEMENT *R Forward*

R. BUNN, EXECUTIVE DIRECTOR – INNOVATE BARRIE *R Bunn*

R. JAMES-REID, EXECUTIVE DIRECTOR – ACCESS BARRIE *R Reid*

Z. LIFSHIZ, EXECUTIVE DIRECTOR – INVEST BARRIE *Z Lifshiz*

**CHIEF ADMINISTRATIVE OFFICER APPROVAL:** C. LADD, CHIEF ADMINISTRATIVE OFFICER *[Signature]*

**RECOMMENDED MOTION**

1. That staff prepare a Business Plan for 2017 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 2017 activities;
  - c) Annualization of prior period decisions;
  - d) The financial impact on the 2017 budget of Council directions throughout 2016;
  - 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 2016;
  - g) The continuation of an annual 1% Dedicated Infrastructure Renewal Fund; and,
  - h) Contributions to reserves that are consistent with the Financial Policies Framework.

2. That staff prepare a Business Plan for 2017 for Water and Wastewater services that includes:
  - a) The cost of maintaining current programs at current service levels, based on anticipated 2017 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 2017; 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 2017 for Parking Services that includes:
  - a) The cost of maintaining current programs at current service levels, based on anticipated 2017 activity;
  - b) Annualization of prior period decisions; and,
  - c) Options to eliminate the annual operating deficit, and if necessary, a subsidy from the tax rate.
4. That any significant impacts to the 2017 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.
6. That a ten year Capital Plan be developed that includes a one year capital budget, a four year forecast, and a five year capital outlook.
  - a) 1 year approved Capital Budget (2017)
    - i) With multi-year approvals in accordance with the capital control policy
    - ii) Project specifics
    - iii) Detailed funding
  - b) 4 year Capital Forecast (2018 – 2021)
    - i) Project specifics
    - ii) Detailed funding
  - c) 5 year Capital Outlook (2022 – 2026)
    - i) Project specifics where available
    - ii) Detailed funding

7. That staff prepare the 2017 Capital Budget with appropriate consideration of:
  - a) Council's strategic goals;
  - b) A risk based approach to project selection driven by the rehabilitation and replacement of existing assets, considering full lifecycle costs and the City's most critical needs;
  - c) Master plans and infrastructure implementation plans, considering full lifecycle costs; and,
  - d) Availability of financial and staff resources to do the work.
8. That staff continue to find new and innovative ways to increase public education and engagement during the 2017 Business Plan and Budget development process.
9. That the 2017 Budget Development Schedule identified in Appendix A, be used to develop the 2017 Business Plan for Council's review and approval no later than February 2017.
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 2017 budgets; and,
  - b) Budgets are prepared in accordance with the 2017 Budget Development Schedule.
11. That a Capital Reserve specific to the Barrie Police Services Board be established and funded from an annual contribution from the approved annual Police Service operating Budget.

#### **PURPOSE & BACKGROUND**

12. This report describes the approach staff will take when preparing the 2017 Business Plan and Budget and seeks Council's direction on guidelines and principles for staff use. Council's budget directions will allow staff to efficiently build financing plans that demonstrate a clear relationship between costs and service levels.
13. As part of the 2017 Business Plan and Budget development, new investments and service level changes will be assessed to strike the right balance between providing the desired programs and maintaining affordable taxes, rates, and user fees.
14. The City of Barrie's approach to budgeting emphasizes the use of business plans that describe what will be accomplished with requested resources. This enhances Council's control over the Corporation's financial and non-financial resources, since choices about services and service levels drive costs.
15. For several years the City of Barrie has participated in the annual municipal study prepared by BMA Management Consulting Inc. The latest study (2015) compares 98 municipalities across Ontario in a variety of categories such as socio-economic indicators, municipal financial indicators, revenue and expenditures, user fees, tax policies, relative taxes, water and wastewater costs, and taxes as a percentage of income.
16. For tax comparison purposes, the City typically compares its tax level to other municipalities with populations greater than 100,000. In 2015, the taxes reported for single detached homes in Barrie were below the average for municipalities with populations greater than 100,000 (Barrie

detached bungalow \$3,273 vs. average \$3,583, and a 2 story home \$4,096 vs \$4,562). Taxes vary from municipality to municipality based on a number of factors. Lower than average taxation levels in a municipality could be due to municipal service levels that are also lower than average. As well, lower than average taxation levels could also result from higher efficiency levels or higher reliance on user fees.

17. The City will continue to focus on increasing its reliance on non-tax revenues in 2017 by applying the user-pay principles reflected in the Corporation's Financial Policies Framework. In 2017, any proposals for new user fees will be highlighted separately in the 2017 Business Plan Binder so that Council has the opportunity to review each new fee before it is incorporated into the City's Business Plan.
18. The continued focus for 2017 will be the execution of the growth management plans and investment in renewing the City's current infrastructure.

### **ANALYSIS**

19. Council approval of the 2017 Business Plan and Budget is anticipated to be completed by February 13, 2017, which is approximately two weeks later than a normal business planning cycle. The key reasons for the extended timeline are the city wide resources required for the implementation of both SAP and a new fully integrated budgeting application system. A high level timeline is provided in Appendix A.

### **One Year Operating Budget and a Three Year Operating Forecast**

20. During the development of the 2017 business plan, staff will complete a one year operating budget and a three year operating forecast. This will provide management and Council a four year view of current and future financial conditions to guide decisions. The forecast information will help identify revenue and expenditure trends and highlight the timing of operating impacts of capital works.
21. In the past, a two year forecast was requested, but has not been a focus of the business plan and budget work. Going forward there will be more emphasis on the completeness and quality of the three forecast years. The quality of the forecasts should improve with each year of experience completing the task along with direction on underlying assumptions, methodology, and skill in leveraging the capabilities of the City's new budget application.
22. Forecast information will be presented in the budget documents, and will be used to pre-populate the starting base budget of the following year in the new operating budget tool.

### **2014 – 2018 Strategic Plan**

23. The strategic plan set out for the term of the 2014-2018 Council includes four key goals: Vibrant Business Environment; Responsible Spending; Inclusive Community; and, Well Planned Transportation. The 2017 Business Plan will seek to align with these strategic objectives and incorporate the necessary steps within the 2017 work plan to achieve the desired outcomes.

2017 Tax-Supported Operating Budget

24. The tax-supported operating budget will be developed in accordance with division and department work plans that describe the resources required to maintain existing services and service levels. The Corporation's Financial Policies Framework establishes an affordability threshold for property tax-supported services. Specifically, it states that annual property taxes for a typical household will not exceed 4.0% of household income.

Water and Wastewater Rate Supported Budgets

25. The Corporation's Financial Policies Framework establishes an affordability threshold for water and wastewater services. Specifically, it states that annual water/wastewater costs for a typical household will not exceed 2.5% of household income.
26. While the Water and Wastewater Financial Plans suggest an annual rate increase of 2% for water and 3% for wastewater, staff recommends 2017 rate increases of 2.5% for water and 5% for wastewater. The Financial Plan presents a 10 year horizon and relies on some outdated timelines associated with development within the annexed lands.

Parking Rate Supported Budgets

27. Parking generated an overall surplus in 2015 largely as a result of the sale of a parking lot. However, Parking continues to generate annual operating deficits from operations. The sale of assets to maintain operations is not a sustainable strategy, and the 2017 Business Plan will continue to look for alternatives.
28. Facilities staff are preparing a facility condition assessment for the Collier Street Parkade, the results of which will be reflected in the 2017 budget and forecast years. The lifecycle work was included in reserve forecasts but will need to be built into the operating budget and forecasts. Rehabilitation work began on the driving surface in 2015 and continues into 2016. Staff plans to present a lifecycle plan for the structure that spreads the work out over a number of years to reduce the impact on users of the parking structure and the financial pressure in any given year.

2017 Budget Pressures and Opportunities

29. Continuing with the strategy implemented for the 2016 Business Plan, staff will highlight known budget pressures and opportunities within the 2017 Business Plan. At this stage of the Business Plan process it is too early to provide reliable estimates. Therefore, dollar values have not been provided. Staff will once again provide a list of 'New Investment and Service Recommendations' for Council to consider.
30. The known pressures and opportunities are presented by the following categories: maintaining current level of service; revenue growth; improving the City's financial condition; costs and savings relating to prior period decisions; and, legislative requirements.
- a) **Required to Maintain Current Level of Service:**
- i) Employee Compensation: The City is party to various collective agreements negotiated with its unionized workforce and manages compensation for its non-unionized staff on an annual basis. 2017 is the final year for both collective agreements, for CUPE and BPPFA and will expire on December 31, 2017. The negotiated increases for 2017 are 1.5% for CUPE and 1.25%/1.25% (January/July) for BPPFA. It is typical for the Human Resources Department to recommend that the increase for the non-union group mirror that negotiated for CUPE. The Human Resources Department will be conducting a market survey

for the non-union group in 2016. This survey may highlight some required changes relative to remaining competitive in the municipal market however the results will not be known until August. The Human Resources department will address any recommended salary adjustments by way of staff reports to Council as new information becomes available.

In addition, the pooling charges for high-cost drugs, covered by our Extended Health Care Plan, are anticipated to increase significantly in 2017. Specifics associated with this increase will be confirmed in August. The rate guarantees established with the new agreements for all of the Corporation's other employee benefits awarded in 2014, will come to an end at the end of 2017. The Human Resources Department is anticipating higher increases than normal as a result of the aforementioned change in 2018. The City's annual increase for extended health and dental usage typically increases by 10% each year. This increase is due to increases in usage, total number of covered employees, and increased cost of items covered under the plan. Updated rates for 2017 Extended Health and Dental will be confirmed in late October/early November.

- ii) Utilities: Rates for electricity are anticipated to increase by 4.6% for 2017, while natural gas rates are estimated to decrease by 5% in 2017. The Energy Management Branch will continue monitoring industry news to provide the best information available when building the 2017 Budget. In addition, the Energy Management Branch will bring forward recommendations for energy conservation and capital investment targeted at mitigating rate increases through reductions to current energy consumption. The Energy Management Branch will seek to maximize the financial benefit of grants and subsidies that may become available;
- iii) Insurance: Staff anticipate the cost for municipal insurance premiums will continue to rise as a result of increasing litigation involving municipalities, and a shrinking market for municipal insurance coverage;
- iv) Contractual Increases: The City is party to various operating contracts with annual increases tied to indices such as the Consumer Price Index.
- v) Assessment Appeals: Assessment at risk is a major challenge for most municipalities, including the City of Barrie. Retail properties across the Province are aggressively pursuing appeals. The City has 436 active properties considered "at risk" of a Current Value Assessment (CVA) adjustment. The CVA downward adjustments have been ranging from 3% to as high as 30%. Out of the 436 properties identified, lost municipal tax revenues could range from \$600,000 to \$1.9 million. Staff will continue to monitor outcomes, develop a strategy to become a more active participant within the Assessment Review Board (ARB) process, and provide suggested funding strategies as part of the 2017 Business Plan and Budget process.
- vi) Winter Control: The winter operations budget is calculated based on a five year rolling average of actual costs. Trending over the past five to ten years indicates that weather patterns are becoming more intense. Staff is expecting contractual increases around 2.5% and revised practices to reduce salt application to impact the 2017 Budget.
- vii) Storm System Infrastructure: Increasing repair costs for storm assets to keep them operational until the infrastructure is replaced in the capital program.

**b) Revenue Growth:**

- i) Assessment Maximization: Staff continues to work with the Municipal Property Assessment Corporation (MPAC) in order to ensure that assessments relating to new residential and non-residential properties are being picked up as quickly as possible, as well as ensuring any omissions in current properties are appropriately included in the assessment roll. The objective of these efforts is to maximize the additional tax revenues available for 2017.

**c) Required to Improve Financial Condition:**

- i) Water and Wastewater Capital Reserve Contributions: The 2017 Budget will include reserve contributions to be consistent with Council's direction in the most recent Water Operations Branch Drinking Water System Financial Plan (October 7, 2015);
- ii) Discounts and Exemptions Reserve: The current City-Wide Development Charges By-law 2014-108, which was passed on August 25, 2014, contained a number of discretionary discounts. These discounts have had the effect of reducing the amount of development charges (DC's) the City would have otherwise collected. The Development Charges Act does not permit funding discounts from future development. Consequently, alternative funding sources must be applied to fund the discounts, replenishing the Development Charge Reserve Funds for the discounted rates (i.e. DC Reserve Funds must be kept whole). The discounts given to December 31, 2015 are currently being quantified, and will be identified on the Annual Development Charge Reports.

**d) Costs Related to Prior Period Decisions:**

- i) Debt Servicing: Annualization costs associated with the 2016 debentures will impact the 2017 Business Plan. In addition, Staff anticipate a further planned 2017 debenture issuance will be needed to replenish the Corporation's cash reserves to fund the internal financing requirements of future capital projects;
- ii) Multi-Residential Organics and Front End Bin Program: Currently the City has twelve buildings participating in the pilot organics program, that is part of the Sustainable Waste Management Strategy. Plans for 2017 include increasing the service area to ensure that all buildings participating in the first phase of the front end bin program, are also participating in the organics program.
- iii) Annualized Service Level Changes Approved in 2016: Any service level change, or new position approved in the 2016 business plan that was introduced mid-year, will impact the 2017 budget as the full year annualized cost is realized.
- iv) Financial Commitments: The Corporation has various outstanding financial commitments as a result of prior period decisions. Some of these commitments include:
- a) \$1M for the Royal Victoria Hospital Expansion project to be funded from the Tax Capital Reserve;
- b) \$1.5M for the Georgian College Wellness Centre to be funded from the Tax Capital Reserve; and,

- c) Lesser of \$5M or 25% of total project costs for the Georgian College Advanced Technology, Innovation and Research project, to be funded from a source yet to be determined.

e) **Costs Driven by Legislative Requirements:**

Regulatory compliance is an externally imposed pressure that the Corporation has limited ability to directly mitigate. Examples expected to impact the 2017 budget include:

- i) Transit – Accessibility for Ontarians with Disabilities Act (AODA): As of January 1, 2017, in order to be compliant with the AODA, Transit will be required to provide parity between the regular transit service offerings and the specialized service offerings. Currently, specialized services are not being offered for as many hours a day, as the regular services are offered. The City is working with MVT, the contract service provider, to explore the option to begin increasing the specialized service offerings, starting in September 2016. Reliable estimates of added costs are unknown at this time, but after a few months of testing the extended hours of specialized services, the Transit Department expects to have a better idea of these costs. In addition to these requirements, Transit will need to ensure that the bus stop infrastructure is deemed accessible (Transit has 700 active stops) within the five year period from January 1, 2017 to December 31, 2021.
- ii) Watercourses and Detention Ponds: Staff was able to clean four ponds in 2016. With additional Storm Staff secured through the “Right Sizing” initiative approved by Council, there is more capacity available to clean sediment from Ponds. Staff is recommending five ponds be cleaned in 2017, to better align with regulatory requirements. Beyond 2017, annual stormwater management operating and maintenance programs should continue to increase until an annual program of approximately \$2M is in place to become sustainable. This should achieve and maintain compliance with regulations and best management practices.
- iii) Assessment Act Changes: Recent changes to the Assessment Act provide property tax exemptions for non-profit long term care homes. Staff anticipate these changes will cost the City approximately \$460,000 in lost tax revenue.
- iv) Presumptive Legislation for Post-Traumatic Stress Disorder (PTSD) and Expanded Coverage for First Responders Benefits Coverage: The Workplace Safety and Insurance Board (WSIB) reserve has not been funded in many years and currently sits at approximately \$2.9M. The Human Resources Department and Barrie Fire and Emergency Service Department are recommending a review of the Reserve, the rationale for ceasing the funding and the development of a plan to begin funding, along with an assessment as to whether funds in the reserve can be utilized for prevention and early detection/treatment programs related to presumptive legislation. The cancers that are covered under the presumptive legislation have expanded and will continue to expand over next year. The legislation is retroactive to 1960, which means a claim can be made by any retired City of Barrie firefighter or their family. In addition, PTSD was recently added under this same legislation for emergency services workers. The Corporation has had one presumptive cancer claim that amounted to \$500K and anticipates more. Recommendations on the aforementioned will be part of the 2017 Business Plan.



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Review of User Fees

31. The Financial Policies Framework directs the Corporation to strive to recover the full cost of services including: direct materials; staff time; corporate support overhead; capital costs and amortization; and, any other applicable costs. However, full cost recovery is also subject to appropriateness based on several other conditions such as:
- a) Extent of private, commercial and community benefit (note: community benefit includes environmental considerations);
  - b) Use of service by non-residents;
  - c) Rates for commercially available services; and,
  - d) Impact of changing user fees on demand levels/utilization rates.

Changes in fees influence the level of taxpayer subsidy that is provided for fee-based programs. Increasing the Corporation's reliance on fee revenues to support programs and services, has been a direction consistently followed during each of the last several business planning cycles.

Managing Reserves and Reserve Funds

32. The 2017 Business Plan will continue to emphasize the importance of managing the City's financial condition. The City's financial condition will be measured based on guidance from the Public Sector Accounting Board (PSAB), Canada's standard-setter for public sector financial reporting, about assessing a government's financial condition. The key elements of financial condition (i.e. sustainability, flexibility, and vulnerability) can be described using a series of indicators.
33. Reserves and reserve funds help a municipality accomplish two goals – achieve tax stability, and contribute to the orderly provision of services. Typically, reserves are a way of financing large capital expenditures and determine affordability thresholds for the ten year capital plan. They also provide a source for funding unplanned events or emergencies, or are used to take advantage of opportunities that were not anticipated when the budget was prepared.

10 Year Capital Plan

34. The current Capital Budget adopted by City Council on January 25, 2016 consists of a detailed Capital Budget for 2016, and includes future years' costs for multi-year projects that are commencing in 2016 or prior. The Capital Budget also forecasts projects for the 2017 - 2020 timeframe (capital forecast), and the capital funding requirements (capital outlook) for 2021-2025.
35. Master plans that outline asset expansion and additional requirements to address existing capacity and capability issues within the City, as well as growth driven requirements in the annexed lands, have now been completed through the growth management planning process. These formed the basis for the consideration of growth projects throughout the development of the 2016 Capital Budget, and will continue to be a key input to the 2017 Capital Budget.
36. The City's approach to asset management planning will form the foundation for the consideration of asset renewal and replacement projects throughout the development of the 2017 Capital Budget.

37. The 2017 Capital Budget, as in previous years, will incorporate data produced over the last several years to assess the condition and remaining useful life of the Corporation's assets. It will reflect a decision making framework that considers a comprehensive risk assessment process and lifecycle cost analysis.
38. The City's Capital Project Control Policy allows for multi-year approvals for project phases that will span multiple years. As such, through previous capital plans, funding has been committed for 2017 and future years. Approximately \$29 million (gross) has been committed for 2017 through prior year decisions; approximately \$5.6 million of this is from the Tax Capital Reserve.
39. The inclusion of any new proposed works in the 2017 Capital Budget will also reflect any constraints associated with the level of financial and staffing commitment required to address the magnitude of work being carried forward from prior periods. With the completion of the growth management master planning process and ongoing advancements in asset management planning, the City will continue to prepare a long range capital plan that will include a one year capital budget (2017), and a ten year capital plan (2017-2026) that includes more detail in the first five years (capital budget and capital forecast).
40. The Corporation's asset renewal requirements exceed the City's affordability thresholds. In alignment with the City's Corporate Asset Management Strategy, the Corporate Asset Management Working Group (comprised of senior and executive staff), will be applying a prioritization process that influences judgments about which capital projects should be recommended.
41. Continued effort will be directed towards capturing the operating and maintenance savings/or expenditures associated with capital investments in a manner that allows those savings and/or expenditures to be captured in the operating budget for 2017 and beyond.
42. During preparation of the 2017 capital plan, staff will identify projects where early tendering may facilitate better bids for construction work. In these cases staff will consider requesting pre-approval for these projects in late 2016 or early 2017 in advance of the 2017 business plan approval.

#### Capital Funding

43. In accordance with Council's direction to reduce debt levels, staff have identified an approach to funding capital projects which would first look to external funding opportunities, such as grants or development related funding, and then our own reserves. The City's cash flow requirements, interest rate projections, who is benefiting from the project, and potential debt repayment strategies, are included in the analysis. For example, repayment using DC's would be considered. This approach is intended to ensure that all external sources of funding for projects are fully leveraged, and that when debt financing is recommended, it is based on a solid rationale that will be communicated to Council.

#### Service Partner Budgets

44. The City's Service Partner budgets made up approximately 32% (approximately \$77M) of the total 2016 amount levied on City of Barrie taxpayers. The following are the services provided to the City of Barrie property owners by these boards, commissions and agencies:

- Policing                      Barrie Police Services Board
- Library                        Barrie Public Library Board

- Social Services County of Simcoe (Ontario Works, Social Housing, Child Care, and Long-Term Care)
- Land Ambulance County of Simcoe
- Museum and Archives County of Simcoe
- Airport Lake Simcoe Airport Commission
- Tourism Tourism Barrie
- Environment Lake Simcoe Regional Conservation Authority and Nottawasaga Valley Conservation Authority
- Health Simcoe Muskoka District Health Unit; Royal Victoria Hospital funding for expansion including Cancer Care Centre and Physician Recruitment

45. These organizations need to develop their 2017 operating budgets concurrently with the City. Subject to General Committee's feedback about the recommendations in this report, staff will contact each Service Partner to coordinate budget plans and timelines.
46. The City provides annual financial support to various Service Partners. These costs are generally reflected in the operating budget, and are funded primarily from the tax base, although DC's and user rates are also impacted.
47. Service Partner budgets include both operating and capital requirements. However, with the exception of the County of Simcoe, the capital requirements have remained relatively stable over time. The fluctuation in the County of Simcoe capital program is being managed through the County of Simcoe Capital Reserve, with an equal annual contribution to minimize the year over year impact to the tax base.

#### Police Capital Reserve

48. In order to provide a longer term sustainable capital plan, the Barrie Police Services Board through the Police Chief, has requested the creation of a Capital Reserve which will be funded from an annual contribution from the Police operating budget. From this Capital Reserve, the Barrie Police Services Board will directly fund some of its capital needs.
49. This approach is similar to how the City budgets for its share of Simcoe County's capital plan as note in paragraph 47 of this staff report. The benefits of this approach include:
- a) Taking a longer term view on planning capital needs;
  - b) Provides a more sustainable funding source for capital needs;
  - c) Spreads the operating impact of capital needs over a longer term; and,
  - d) Provides for more accountable and transparent reporting on capital spending

#### Business Planning Process and Development Schedule

50. The Corporation's business planning approach integrates three phases: departmental work plan development; operating and capital budget development; and Public engagement and reporting to Council.

51. Consistent with Council's Strategic Priority of Responsible Spending, and in an effort to improve the understanding of how tax dollars are spent, the following is a listing of public education/engagement activities planned for the 2017 Budget and Business Plan:
- a) Implement "Understand Where Your Tax Dollars Go" public education campaign beginning Fall 2016;
  - b) Dedicated web page on Barrie.ca for budget information including Budget Allocator tool;
  - c) Online surveys and public engagement via social media to seek input into the proposed service level changes, prior to the Council workshop in the Fall of 2016;
  - d) Dedicated email address for public feedback;
  - e) This Week in Barrie ads;
  - f) Promotion of engagement opportunities via digital monitors at Recreation Centres and City Hall; and,
  - g) Post Budget - full page information in the newspaper and tax bill insert.

#### **ENVIRONMENTAL MATTERS**

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

#### **ALTERNATIVES**

53. The following alternative is available for consideration by General Committee:

**Alternative #1**      General Committee could change the proposed Business Plan directions

#### **FINANCIAL**

54. There are no financial implications for the Corporation resulting from the proposed recommendations.

#### **LINKAGE TO 2014-2018 COUNCIL STRATEGIC PLAN**

55. The recommendations included in this Staff Report are intended to support the objectives of the 2014-2018 City Council Strategic Plan.
- Vibrant Business Environment
  - Responsible Spending
  - Inclusive Community
  - Well Planned Transportation

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**Appendix A**

**Proposed 2017 Business Plan Development Schedule**

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<b>Date</b>	<b>Activity</b>
June 2016	Committee/Council approval of the 2017 Budget Directions
July – September 2016	Staff produce work plans; draft operating, capital, and rate budgets
October – December 2016	Prioritization of operating and capital, executive management review, and public engagement activities
January 2017	2017 Business Plan presentation and binder distribution to Council
February 2017	Committee/Council review and approval

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