



TO: GENERAL COMMITTEE

SUBJECT: 2020 BUSINESS PLAN – OPERATING BUDGET

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

A. MILLER, GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT

D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

R. JAMES-REID, EXECUTIVE DIRECTOR – ACCESS BARRIE

I. PETERS, DIRECTOR OF LEGAL SERVICES

RECOMMENDED MOTION

1. That the 2020 tax-supported base operating budget for municipal operations, with total gross expenditures of \$362.3 million and a net property tax levy requirement of \$251.3 million, be approved with the following amendments to reflect changes since the 2020 Business Plan's publication on November 4, 2019:
 - a) That the 2020 budget for Assessment Review Board decisions be decreased by \$750,000;
 - b) That the 2020 budget for benefits be decreased by \$471,941;
 - c) That the 2020 budget for MPAC services be decreased by \$240,000;
 - d) That the 2020 budget for the City's transit contract be reduced by \$55,000;
 - e) That the 2020 budget for insurance be increased by \$130,000;
 - f) That the 2020 budget for Lifeguard services be increased by \$21,500 to accommodate an extension of services at Centennial Beach until the Friday prior to Labour Day weekend as approved by motion 19-G-281;
 - g) That the 2020 budget for minor capital in the Roads, Parks, and Fleet Department be increased to implement several needle exchange bins within City parks or parking lots on a pilot basis with funding from the Strategic Priorities Reserve at a cost not to exceed \$30,000 in accordance with motion 19-G-316;

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- h) That the 2020 budget for minor capital in the Facilities Department be increased to install nasal spray Naloxone kits as part of a one year pilot inside City facilities in the area of or within a separate compartment associated of publicly accessible Automated External Defibrillators (AEDs) for public use with funding from the Strategic Priorities Reserve at a cost not to exceed \$15,000 in accordance with motion 19-G-316;
 - i) That the 2020 budget for employee compensation in the Roads, Parks, and Fleet Department be increased to fund one additional full-time Roads Operations Foreperson at a cost of \$121,791 to continue the Sanitary Lateral Replacement Grant Program and that the cost be recovered from the Wastewater Rate Budget in accordance with motion 19-G-309; and
 - j) That the 2020 budget for contracted services in the Roads, Parks, and Fleet Department be increased by \$216,800 to continue the Sanitary Lateral Replacement Grant Program and that the cost be recovered from the Wastewater Rate Budget in accordance with motion 19-G-309.
 2. That the 2020 budget request from the Barrie Police Services Board presented on page 22 of the 2020 Business Plan with a gross tax supported municipal funding requirement of \$56 million, be approved with the following amendments to reflect changes since the 2020 Business Plan's publication on November 4, 2019:
 - a) That the budget request be decreased by \$300,000 resulting from decreased long-term disability benefit costs.
 3. That the 2020 budget request from the Barrie Public Library Board presented on page 22 of the 2020 Business Plan with a gross municipal funding requirement of \$8.45 million, be approved with the following amendments to reflect changes since the 2020 Business Plan's publication on November 4, 2019:
 - a) That the gross budget request be decreased by \$27,852; and
 - b) That funding from Development Charges be reduced by \$25,000.
 4. That the 2020 budget request from the County of Simcoe including contributions to the County of Simcoe Capital Reserve and presented on page 22 of the 2020 Business Plan with a gross tax supported municipal funding requirement of \$21.3 million, be approved with the following amendments to reflect changes since the 2020 Business Plan's publication on November 4, 2019:
 - a) That the budget for Paramedic Services be increased by \$126,000;
 - b) That the budget for Ontario Works be increased by \$335,000;
 - c) That the budget for Long Term Care be increased by \$177,220;
 - d) That the budget for Children and Community Services be increased by \$446,500;
 - e) That the budget for Social Housing be decreased by \$182,000; and
 - f) That the budgeted draw from the County of Simcoe Capital Reserve to support provider loans be decreased by \$447,544.

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5. That the 2020 tax supported base Operating Budget for the remainder of Barrie's Service Partners presented on page 22 of the 2020 Business Plan with total gross expenditures of \$4.2 million and a net property tax levy requirement of \$3.1 million, be approved.
 6. That the New Investment and Service Recommendations as outlined on page 20 of the 2020 Business Plan with a net cost of \$2.4 million with funding from: tax \$1.65 million, water \$168 thousand, wastewater \$194 thousand, reserves \$211 thousand, and capital \$202 thousand, be approved.
 7. That the Water base Operating Budget with gross expenditures of \$28 million and revenues of \$28 million, be approved with the following amendments to reflect changes since the 2020 Business Plan's publication on November 4, 2019:
 - a) That the 2020 budget for benefits be decreased by \$36,120.
 8. That the Wastewater base Operating Budget with gross expenditures of \$35.6 million and revenues of \$35.6 million, be approved with the following amendments to reflect changes since the 2020 Business Plan's publication on November 4, 2019:
 - a) That the 2020 budget for benefits be decreased by \$20,137; and
 - b) That the budget for interfund recoveries to the Tax Rate be increased by \$338,591 to continue the Sanitary Lateral Replacement Grant Program.
 9. That the Parking Operations base budget with gross expenditures of \$2.7 million and gross revenues of \$2.7 million, be approved with the following amendments to reflect changes since the 2020 Business Plan's publication on November 4, 2019:
 - a) That the 2020 budget for repairs and maintenance at the Parkade be increased by \$200,000.
 10. That effective March 1, 2020 By-law 2019-023, as amended, be repealed and replaced with a by-law incorporating the fees and charges presented in the 2020 Business Plan with the following amendments:
 - a) Free transit services for seniors on Thursdays.
 11. That forecast information for 2021, 2022, and 2023 presented in the 2020 Business Plan be received for information.
 12. That pursuant to Ontario Regulation 284/09, Staff Report EMT006-19 serve as the method for communicating the exclusion of the following estimated expenses from the 2020 Business Plan:
 - a) Amortization expense - \$54.8 million;
 - b) Post-employment benefit expenses - \$2.6 million; and
 - c) Solid waste landfill closure and post-closure expenses - \$100 thousand.
 13. That the Community Benefit Reserve be renamed "Reinvestment Reserve".
 14. That the Façade Improvement Loans Reserve be renamed the Community Improvement Plan Reserve (CIP).

15. That \$670 thousand be transferred to the Community Improvement Plan Reserve (formerly Façade Improvement Loans Reserve) with funding from the Commercial/Industrial Land Reserve.
16. That the Community Improvement Reserve (CIR) be closed and that any remaining balance be transferred to the Community Improvement Plan Reserve (CIP) and be used entirely to support the funding of programs within the CIP.
17. That any Industrial Development Charge Discounts in 2019 and 2020 be funded first from the \$200 thousand allocated annually in the operating budget and followed by any year-end surplus with any remaining balance funded from the appropriate capital reserve.
18. That a new reserve entitled Airport Infrastructure Reserve be established with funding from the net proceeds from the partial sale of the City's ownership interest in the airport to be used toward the City's share of any reinvestment in airport infrastructure.
19. That the Executive Management Team (EMT) be authorized to add temporary non-complement positions to the end of the budget year utilizing existing approved funds to deal with any unforeseen circumstances that impact delivery of City services.
20. That the Executive Management Team (EMT) be authorized to implement the economic adjustment for the Non-Union Group (NUG) of employees (including full time, part time and students), effective January 1, 2020.
21. That the impact of any motions or amendments approved by Council on November 25, 2019 be captured in the final tax, water, wastewater, parking or fees schedule as appropriate.
22. 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 Budget.
23. That two of the following officers; either Mayor, Clerk, Treasurer or their designates, 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 and/or services.
24. That staff be authorized to submit applications for grants that would fund service enhancements and a report or memo be presented, as appropriate, prior to the execution of any agreement associated with the acceptance of such grant.
25. That the Treasurer be authorized to make the necessary alterations to the transfer to and/or from reserves to reflect changes since the 2020 Business Plan's publication on November 4, 2019.
26. That the City Clerk be authorized to prepare all necessary by-laws to implement the above recommendations.

PURPOSE & BACKGROUND

Report Overview

27. The purpose of this Report is to recommend The Corporation's 2020 Operating Budget (2020 Capital Plan will be brought forward in Staff Report EMT007-19). The direction provided by Council in motion 19-G-190 (provided in Appendix "A") established a target for the 2020 budget to not exceed the aggregate of the following three components:
 - a) 3% for operations, plus;

- b) 1% for the Dedicated Infrastructure Renewal Fund, plus; and
- c) Legislated changes.

This amounts to a 4.65% maximum tax rate increase based on Council's budget directions. Before taking amendments into account, the recommended operating budget requires a 3.52% tax rate increase.

28. 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 2020.

Background

29. On November 4, 2019, copies of the 2020 Business Plan/Capital Plan binders were distributed to members of Council. 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 General Committee meeting held on November 4, 2019 to provide an overview of the details contained within the 2020 Business Plan/Capital Plan binders.
30. 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, budget binders are distributed in early November to allow for a fulsome review of the details.
31. The Executive Summary, Operating Budget and Financial Overview, and Capital Plan Overview provide details related to the services provided, proposed expenditures, and revenue sources. They also highlight significant drivers related to changes in the cost to maintain existing service levels, new investment and service recommendations, service partner requests, the City's financial condition, and Capital Program.
32. The focus of this Staff Report is to advise General Committee of any changes since the publication of the 2020 Business Plan/Capital Plan binders on November 4, 2019.

ANALYSIS

Summary

33. The tax based budget as presented in the 2020 Business Plan binder includes a 1.87% 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 2020. In addition, the tax based budget includes a 1% tax rate increase for the Dedicated Infrastructure Renewal Fund and a 0.65% increase relating to legislated changes, bringing the total increase to 3.52%.
34. Recommended amendments (see below for details), if approved, would result in a net \$318 thousand decrease to the projected cost of 2020 programs and all recommended service level changes, while the 1% Dedicated Infrastructure Renewal Fund and impact of legislative changes remain unchanged. This would result in the total blended tax rate increase of 3.40%. After amendments, the estimated 2020 property tax bill for a typical home assessed at \$351,000 is expected to be approximately \$4,284 (2019 = \$4,142).

35. The proposed water and wastewater rate based budgets as presented in the 2020 Business Plan binder include a recommended annual rate increase of 3.47% and 3.83% respectively to address cost recovery. For a typical household that consumes 180 cubic metres of water annually, the annualized increase in cost is \$11.96 for water, and \$18.53 for wastewater.
36. Recommended amendments (see below for details), if approved, would result in a \$36 thousand decrease to the projected cost of water services for 2020. This would result in a water rate increase of 3.34%. After amendments, the annualized increase in the cost of water for a typical household will be \$11.50.
37. Recommended amendments (see below for details), if approved, would result in a \$318 thousand increase to the projected cost of wastewater services for 2020. This would result in a wastewater rate increase of 4.81%. After amendments, the annualized increase in the cost of wastewater for a typical household would be \$22.96.
38. The proposed parking rate budget as presented in the 2020 Business Plan binder reflects no change in parking rates pending the the outcome of the Parking Strategy which is expected to be delivered to General Committee in 1Q 2020.

Tax Supported Operating Budget

Overview

39. The 2020 Business Plan reported a net tax levy requirement of \$248.8 million in 2020 for ongoing service delivery, excluding the Dedicated Infrastructure Fund. The net tax levy requirement, after adjusting for recommended amendments, is \$248.5 million reflecting a \$12.4 million increase over 2019 (2019 = \$236.1 million). The levy requirement incorporates the budgetary requirements of the City, the City's Service Partners, and the New Investment and Service Recommendations.
40. The 1% Dedicated Infrastructure Renewal Fund adds an additional \$2.5 million, bringing the total recommended 2020 Tax Levy to \$251 million.

Base Budget – Recommended Amendments (since publication of the 2020 Business Plan)

41. The following paragraphs outline recommended amendments due to changes in information since publication of the 2020 Business Plan and Budget:
42. **Assessment Review Board (ARB)** – The 2020 Business Plan presented on November 4, 2019 included an increase of \$1 million to fund ARB decisions in favour of complainants. Staff expect the City will incur increasing costs of this nature as big box stores and malls continue to challenge property assessments, however, staff are now recommending the increase be ramped-up over a number of years. The change will result in a \$750 thousand reduction to the 2020 budget.
43. **Benefits** – The 2020 Business Plan presented on November 4, 2019 included provisions for potential increases to benefit rates. The results of recent procurement activities have eliminated the need for this provision resulting in a \$472 thousand reduction to the benefit budget.
44. **MPAC Services** – Upon further examination of the estimates and assumptions used in calculating the anticipated cost of the MPAC services agreement for 2020, staff have determined the 2020 budget can be reduced by \$240 thousand.

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45. **Insurance** – The 2020 Operating budget includes an estimate \$2.97 million for insurance premiums covering various perils associated with municipal operations. Staff received 2020 renewal terms subsequent to the publishing of the 2020 budget confirming costs for 2020. The total cost for insurance in 2020 is now expected to be \$3.1 million, \$130 thousand more than estimated. The main drivers for the increase are: Cyber liability, climate change, transit claims, class actions, and a changing legal landscape.
46. **Transit Contract** – The City’s annual transit contract increase is based on the September Consumer Price Index which was recently posted at a 2.1% increase over 2019. The 2020 operating budget was prepared based on the assumption of a 2.5% increase. The result of this new information is a \$55 thousand reduction to the 2020 budget.
47. **Lifeguard Services** – On October 28, 2019 Council approved a motion 19-G-281 directing staff to include an increase of \$21,500 in the 2020 budget for the extension of lifeguard services at Centennial Beach. The specific motion is as follows:
- “That the 2020 Business Plan and Budget staff report include a paragraph concerning an increase to the base budget for Recreation Services by \$21,500 to extend Lifeguarding Services at Centennial Beach until the Friday prior to the Labour Day weekend, effective for the 2020 season.”
48. **Needle Exchange Bins and Naloxone Kits** – On November 8, 2019 Council approved motion 19-G-316 directing staff to install needle exchange bins and Naloxone kits at various City facilities. The cost of the installations are not to exceed \$30 thousand and \$15 thousand respectively and are to be paid for from the Strategic Priorities Reserve. The specific motions are as follows:
- “Implement several needle exchange bins within City parks or parking lots on a pilot basis (in addition to containers already located within park washrooms), to be funded to a maximum of \$30,000 from the Strategic Priorities Reserve”
- “Install nasal spray Naloxone kits as part of a one year pilot inside City facilities in the area of publicly accessible Automated External Defibrillators (AEDs) for public use, where possible in a separate compartment within the AED units and such AEDs are located in a manner that the temperature can be maintained between 15 and 30 degrees Celsius, with the cost of the pilot to be funded to a maximum of \$15,000 from the Strategic Priorities Reserve”
49. **Free transit services for seniors on Thursdays** – On September 30, 2019 Council approved motion 19-A-118 directing staff to offer free transit services to seniors on Thursdays. The specific motion reads as follows:
- “That Barrie Transit provide free transit services every Thursday to seniors ages 65 and up within the City of Barrie.”
- The transit fees schedule on page 383 of the budget binder does not reflect this change as the motion was approved after the preparation of the schedule. As a result, the transit fees schedule needed to be updated before the new fees schedule by-law is approved.
50. **Sanitary Lateral Replacement Grant Program** – On October 28, 2019 Council approved motion 19-G-309 directing staff to include amendments for the continuation of the Sanitary Lateral Replacement Grant Program. An excerpt from paragraph 2 of the specific motion reads as follows:
- “That as part of the 2020 Business Plan and Budget the following paragraphs be considered:

- a) An increase to the Roads, Parks and Fleet Department complement of one permanent fulltime Roads Operations Foreperson at a cost of \$121,791 to continue the Sanitary Lateral Replacement Grant Program and be funded from the Wastewater Rate Budget;
- b) A net increase of \$216,800 be applied to the Roads, Parks and Fleet Department's 2020 Contracted Services budget and be funded from the Wastewater Rate Budget to fund the Sanitary Lateral Replacement Grant Program; and
- c) A total operating cost of the Sanitary Lateral Replacement Grant Program totaling \$1,011,791 be recovered through an increase to the 2020 Wastewater Rate".

The costs associated with this program will be incurred in the Roads, Parks, and Fleet department and fully recovered from the Wastewater Rate Budget. As a result, there is no tax rate impact associated with this change.

Service Partners – Recommended Amendments

51. **Barrie Police** – Staff received updated correspondence from the Barrie Police reflecting a \$300,000 reduction to the Service's original budget submission. The correspondence indicates the reduction is a result of decreased long term disability benefit costs. Updated budget information for Barrie Police is found in Appendix "B".
52. **Barrie Library** – Staff received additional 2020 budget details from the Library after the City's 2020 Business Plan and Budget were published. The additional information has allowed staff to refine the Library's 2020 budget request in the City's budget resulting in a net budget reduction of \$2,852. Updated budget information for the Library is found in Appendix "C".
53. **County of Simcoe** – The preliminary budget for the County of Simcoe included in the City's 2020 budget was based on the County's long term financial plan. Staff received updated 2020 budget information from the County after the preparation of the 2020 Business Plan and Budget financial materials. The updated budget will require an increase of \$1.35 million. Updated budget information from the County of Simcoe is found in Appendix "D".

Water and Wastewater Rate Supported Operating Budget

Overview

54. 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 directions provided by Council in Motion 19-G-190 (provided in Appendix "A"). While the financial plans for Water and Wastewater were built with an annual rate increase of 2% and 3% respectively, staff are recommending 2019 rate increases of 3.47% for water and 3.83% for wastewater before amendments. The Financial Plan presents a 10 year horizon. However, since the development of these plans, successful efforts have been taken to reduce operational budgets and interfund costs allowing for capital reserve contributions to be restored to historical levels which is necessary to address the City's replacement, renewal, and rehabilitation needs for water and wastewater infrastructure.
55. For a typical home that consumes 180 cubic metres annually, the annualized cost of water and wastewater services in 2020 after amendments are estimated to be \$356 and \$507 respectively for a combined cost of \$863 (\$828 in 2019). This represents a 4.2% combined increase over 2019 levels of which \$11.50 relates to water, and \$22.96 relates to wastewater.

56. The contributions to Water and Wastewater Reserves reflected in the 2020 base budget are \$6.5 million, and \$15.6 million respectively.

Base Budget – Recommended Amendments (since publication of the 2020 Business Plan)

57. **Sanitary Lateral Replacement Grant Program** – As noted in the Base Budget – Recommended Amendments section for tax rate, Council approved motion 19-G-309 directing staff to include amendments to allow Council to consider in-house delivery of the Sanitary Lateral Replacement Grant Program. The full cost of this program, estimated at \$1,011,791, is to be paid by the Wastewater Rate. \$673,200 is currently included in the 2020 base operating budget for this program. The increase of \$338 thousand would result in 0.98% increase to the wastewater rate.
58. **Benefits** – As noted in the Base Budget – Recommended Amendments section for tax rate, the 2020 Business Plan presented on November 4, 2019 included provisions for potential increases to benefit rates. The results of recent procurement activities have eliminated the need for this provision resulting in a \$36,120 and \$20,137 reduction to the benefit budget for water and wastewater respectively. The decrease would result in a 0.13% reduction to the water rate and a 0.05% reduction to the wastewater rate.

Parking Rate Supported Operating Budget

Overview

59. The 2020 Parking Operating Budget reflects the costs associated with the operations and maintenance of parking lots, parking structure and assets. The parking service is intended to be self-sustaining through user pay revenue. However, the current operating model for the service has proven unable to generate sufficient revenue to meet the cost of annual operations on an ongoing basis.
60. Parking Operations continues to generate an operating deficit requiring a draw from the Parking Reserve to balance the parking budget. For 2020, the draw from the reserve is expected to be \$420 thousand. This is a decrease of \$200 thousand from 2019.

Base Budget – Recommended Amendments (since publication of the 2020 Business Plan)

61. **Parkade Repairs & Maintenance** – The 2019 operating budget included approximately \$200 thousand for repairs and maintenance at the parkade. However, these works were deferred until 2020 to allow for additional parking to accommodate the extensive road works occurring on Dunlop Street in the City's downtown. As a result, the 2020 budget will need to be increased by \$200 thousand to accommodate this work.

Budget Engagement Summary

62. Access Barrie worked closely with Finance to engage the public throughout the 2020 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.
63. 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 2019 through the City's online engagement platform buildingbarrie.ca, the tool included a snapshot of the major service areas in the tax-based Operating Budget that impact the daily lives of Barrie residents and businesses. Content included nine service areas and 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 November 18, 2019, with a total of 516 submissions. A complete summary of results and comments are included as Appendix "E".

64. In addition to the Budget Allocator, staff executed a marketing campaign that highlighted the average daily costs for the same nine service areas included in the Budget Allocator with the goal of educating the public about how tax dollars are spent and raising awareness on the budget process. The marketing campaign included an animated video, radio ads, digital and social media ads including Facebook and Twitter, print ads in This Week in Barrie, facility screens, and posters throughout all City of Barrie facilities. As of November 19, 2019, City-originated posts and ads about the 2020 budget generated over 63,000 combined impressions.
65. Barrie.ca/budget content continued to be updated 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. Updates focused on providing complete budget information in a clear and concise manner, using easy-to-understand language. This content allowed staff to leverage social media and other communication channels to drive traffic to barrie.ca/budget, and further educate residents. The content was continually updated during the budget process.
66. Barrie.ca/budget also includes information about who to contact with budget questions (budget.questions@barrie.ca), and previous budget processes and results.

Ontario Regulation 284/09 - Expenses not included in the 2020 Business Plan

67. 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.
68. 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 \$54.8 million for 2019, but the corresponding transfer to capital reserves in 2020 is only \$37.9 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".
69. Prior to passing the 2020 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 - \$54.8 million;
 - Post-employment benefit expenses - \$2.6 million; and
 - Solid waste landfill closure and post-closure expenses - \$100 thousand.

Other:

Reserves

70. The Community Benefit Reserve was established to be used to fund projects and initiatives deemed to have significant strategic and/or community benefit. Since that time, a number of new reserves have or will be established with similar titles causing confusion (e.g. CIR, CBC). For this reason, staff are recommending the Community Benefit Reserve be renamed Reinvestment Reserve. The renaming will not impact the intended purpose or funding plan for the reserve.
71. The title "Façade Improvement Loan" Reserve no longer reflects the intended purpose of this reserve. The reserve is more commonly referred to as the Community Improvement Plan Reserve as this reserve is used exclusively to fund programs administered under the CIP. The renaming will not impact the intended purpose or funding plan for the reserve.
72. On June 17, 2019 Council approved motion 19-G-189 authorizing the County of Simcoe's purchase of Lake Simcoe Regional Airport (LSRA) shares from the City of Barrie, such that the City's share ownership would be decreased from 60% to 10%. The proceeds from the sale are estimated at \$3.7 million and are to be used as a funding source for the LSRA's significant capital budget requests. The specific wording of the motion is as follows:

"That the proceeds associated with the County's purchase of shares, with an approximate value of \$3.7M, be a funding source for the Airport's capital budget requests related to securing significant additional employment opportunities in 2019 and/or subsequent periods."

Staff are recommending the net proceeds from the sale be accounted for in a separate reserve to ensure adequate accountability and transparency over the use of the funds for their intended purpose.

Contributions to the Community Improvement Reserve

73. On June 12, 2019 Council approved motion 19-G-170 "That \$2.5 million be committed through the City's Annual Business Plan and Budget to the Community Improvement Plan (CIP) Reserve to incentivize specific types/forms of land development instead of offering Development Charge exemptions through the development Charge By-law.
74. Included in the 2020 Business Plan and Budget as presented is a \$200 thousand contribution to the Community Improvement Plan Reserve. This amount of \$200 thousand is already within the existing base budget but previously was used to fund the Façade Improvement Loan Reserve.
75. Paragraph #15 of the recommended motion includes a one-time contribution of \$670 thousand to the CIP reserve from the Commercial/Industrial Land Reserve. This contribution plus the \$200 thousand included in the base budget, is short \$1.7 million of the targeted \$2.5 million.
76. In order to provide an annual \$2.5 million to support CIP programs, a permanent funding source is needed as the City's reserves are over committed. Alternative three further in this report provides a potential funding source for Council to consider.

Industrial Development Charge Discounts

77. The City's 2019 DC-Bylaw 2019-055 includes providing Industrial Development Charge Discounts. As is required under the *Development Charge Act*, these Industrial Development Charge Discounts must be funded from alternative sources.

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78. The 2020 Business Plan and Budget includes \$200 thousand in the base budget to fund such discounts. However, based on the last five years, the annual costs of such discounts has been \$2.5 million. At the time of drafting this report, for 2019 to date the City has to fund approximately \$1.8 million of such discounts.
79. The City's Financial Policy Framework, recommends any year end surplus be allocated to the City's Capital Reserves to supported needed capital renewal works. Relying on funding of Industrial DC discounts through year end surpluses and Capital Reserves, further reduces the City's ability to completed needed renewal works.

Unforeseen Circumstances

80. To ensure delivery of City services and the 2020 Business Plan and Budget. It is recommended that the Executive Management Team (EMT) have the authority to add temporary non complement positions to address unforeseen events, such as new service demands, project workload and staff absences.
81. As identified in the City's Human Resource Complement Management procedure, the following rules would apply to such temporary non complement positions:
- a) Funds must be available in the budget year to fund the position;
 - b) Length of term will not extend beyond that budget year;
 - c) Salary gaping targets must still be met for that budget year;
 - d) Appropriate approvals by way of Human Resources forms must be completed;
 - e) Any exceptions to the above will be reviewed by the Chief Administrative Officer in consultation with all members of EMT;
 - f) Departments will be required to prepare a memo for Council to outline the details of the position should the need to extend beyond the budget year as directed by EMT; and
 - g) The funding for these positions will not form part of the base operating budget unless approved by Council in the form of a motion.

Economic Adjustment for Non-Union Group (NUG) Employees

82. The City is party to various collective agreements negotiated with its unionized workforce. Agreements with the two major unions, the Canadian Union of Public Employees (CUPE) and the Barrie Professional Fire Fighters Association (BPFFA) are in place for 2020. Budgeted labour costs reflect obligations set out in the agreements consisting of a 1.8% increase for CUPE and a 1% increase in January followed by a second 1% increase in July for BPFFA. In addition, the 2020 budget reflects a recommended 1.8% economic adjustment for NUG.

Corporate re-organization

83. An impending corporate re-organization was made public in November 2019. The resulting changes will be operationalized in 2020 with related budget impacts recognized for the 2021 budget year.

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

84. The majority of the initiatives intended to address environmental or climate change impacts are identified in the capital plan.

ALTERNATIVES

85. There are three alternatives available for consideration by General Committee:

Alternative #1

General Committee could change the recommended levy requirement by changing service levels or removing one or more of the recommended investment and service level changes identified in the 2020 Business Plan.

EMT believes the levy amount identified and recommended investment and service level changes are required in 2020 to improve the Corporation's ability to respond to current and projected 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 2020 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 increase the 2020 contribution to the Community Improvement Plan (CIP) Reserve by \$1.83 million with an associated tax rate increase of 0.66%.

On June 12, 2019 Council passed motion 19-G-170 which reads as follows:

"That \$2.5 million be committed through the City's Annual Business Plan and Budget to the Community Improvement Plan (CIP) Reserve to incentivize land development priorities."

The recommended motion in staff report EMT006-19 includes a one-time contribution of \$670 thousand to the CIP Reserve with funding from the Commercial/Industrial Land Reserve. This one-time contribution plus the budgeted annual contribution to the reserve of \$200 thousand is \$1.7 million less than indicated in the motion. Staff were unable to identify any additional non-tax funding sources available for this purpose.

If General Committee wishes to make permanent the full \$2.5 million, an additional \$670 thousand from the tax levy will be needed for a total tax rate increase of 1%.

FINANCIAL

86. The financial impacts of the 2020 Business Plan are addressed in the analysis section of this Report.

LINKAGE TO 2018-2022 COUNCIL STRATEGIC PLAN

87. The recommendations included in this Staff Report support the following goals identified in the 2018-2022 Strategic Plan:
- Growing Our Economy
 - Fostering a Safe and Healthy City
 - Building Strong Neighbourhoods
 - Offering innovation and Citizen Driven Services
 - Improving the Ability to Get Around Barrie
88. The approved annual business plan and budget reflects the real-world efforts to implement Council's strategic goals. The recommended motion provided in this staff report is an opportunity for Council to ensure the City's resources continue to be expended in a manner consistent with these goals.

APPENDIX "A"
2020 BUDGET DIRECTIONS – OPERATING & GENERAL

1. That staff prepare a Business Plan for 2020 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 2020 activities;
 - c) Annualization of prior period decisions;
 - d) The financial impact on the 2020 budget of Council directions throughout 2019;
 - e) Recommendations for changes to funding sources that result in a decreased reliance on property taxes through the implementation of user fees that strive to recover the full cost of services where practicable;
 - f) An estimate of assessment growth based on the value of newly assessed property throughout 2019;
 - g) The continuation of an annual Dedicated Infrastructure Renewal Fund;
 - h) Contributions to reserves that are consistent with the Financial Policies Framework;
 - i) Options/strategies for smoothing the cost of service delivery related to growth pressures such as the net operating impact of capital; and
 - j) A cap on any potential 2020 tax increase of 3%, excluding legislated changes, and the levy associated with the Dedicated Infrastructure Renewal Fund.

2. That staff prepare a Business Plan for 2020 for Water and Wastewater services that includes:
 - a) The cost of maintaining current programs at current service levels, based on anticipated 2020 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 2020;
 - e) Options/strategies for smoothing the cost of service delivery related to growth pressures; and
 - f) 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 2020 for Parking Services that includes:
 - a) The cost of maintaining current programs at current service levels, based on anticipated 2020 activity;

-
- b) Annualization of prior period decisions; and
 - c) Recommendations for changes to user fees that reflect the long-term 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 2020 budget, such as recommended new investments and changes in level of service, or changes in staff complement levels, be presented for consideration.
 5. That any user fees that are added, removed, or increased/decreased by 5% or more of the current fee, be presented within the Business Plan Binder.
 6. That staff continue ongoing efforts to realize improved value for money for the tax payer through identifying and implementing efficiencies in processes and practices.
 7. That staff continue to provide public education and engagement during the 2020 Business Plan and Budget development process.
 8. That the 2020 Budget Development Schedule identified in Appendix "A" of Staff Report EMT003-19, be used to develop the 2020 Business Plan for Council's review and approval no later than December 2019.
 9. That the County and all Agencies, Boards, and Commissions be advised of Council's expectations that:
 - a) The budget directions established herein, with emphasis on the cap to the property tax increase, are expected to be used when preparing their 2020 budgets;
 - b) Budgets are to be prepared in accordance with the 2020 Budget Development Schedule; and
 - c) Budget changes directly linked to Provincial legislated changes/announcements be identified separately in the budget submissions sent to the City.
 10. That staff report back to General Committee in September 2019 on the results of the Stormwater Funding Study including recommendations and next steps which may include a recommendation to establish a stormwater levy.
 11. That staff consider as part of the 2020 Business Plan and Budget a \$110, 000 increased contribution to the tax capital reserve which approximates \$2.00 per household for the purpose of accommodating an increase in active transportation initiatives and that the planned budget request for project EN1265 (City Wide Cycling Program) be increased by \$110,000 with funding from the Tax Capital Reserve for each year the \$2.00 levy is in place.

APPENDIX "B"
BARRIE POLICE SERVICE – REVISED 2020 BUDGET



BARRIE POLICE SERVICES BOARD
committed to our community

October 31, 2019

Mr. Michael Jerney
City of Barrie
P. O. Box 400
Barrie, ON L4M 4T5

Dear Mr. Jerney:

Re: Revised 2020 Budget Request – Barrie Police Service

Please find enclosed the revised 2020 budget request for the Barrie Police Service which reflects a reduction in the amount of \$300,000 resulting from decreased long-term disability benefits costs.

Please do not hesitate to contact us should you require any additional information.

Sincerely,



Angela Lockridge
Chair
Barrie Police Services Board

Angela Lockridge
Chair

29 Sperling Drive
Barrie, Ontario L4M 6K9
(705) 725-7025 x 2206
bpsboard@barriepolice.ca

www.barriepolice.ca





**BARRIE POLICE SERVICE
2020 BUDGET**

	2020 Budget \$	2019 Budget \$	+/- \$	+/- %
Police Services Board	66,792	66,692	100	0.1%
OPERATING BUDGET				
Salaries, Benefits and Overtime				
Salaries	38,958,389	38,218,045	740,344	1.9%
Benefits	11,874,570	11,727,503	147,067	1.3%
Overtime	722,000	726,000	(4,000)	(0.6%)
Total Salaries, Benefits and Overtime	51,554,959	50,671,548	883,411	1.7%
Operating Expenditures	4,191,466	4,248,635	(57,169)	(1.3%)
Buildings	1,039,578	1,417,105	(377,527)	(26.6%)
Grants, Secondments and General Revenue	(5,990,354)	(6,307,967)	317,613	(5.0%)
TOTAL OPERATING BUDGET BEFORE UNDERNOTED ITEMS	50,862,441	50,096,013	766,428	1.5%
OTHER EXPENDITURES				
New Facility Relocation Costs	501,830	-	501,830	
CAPITAL BUDGET				
Capital Budget	1,340,000	1,374,260	(34,260)	(2.5%)
Radio System Upgrade	220,000	147,000	73,000	49.7%
TOTAL CAPITAL BUDGET	1,560,000	1,521,260	38,740	2.5%
TOTAL BUDGET REQUEST BEFORE LEGISLATIVE IMPACTS	52,924,271	51,617,273	1,306,998	2.5%
LEGISLATIVE IMPACTS				
Salaries and Benefits - <i>Supporting Ontario's First Responders Act</i>	2,292,587	1,667,373	625,214	37.5%
Next Generation 911	550,000	-	550,000	
TOTAL LEGISLATIVE IMPACTS	2,842,587	1,667,373	1,175,214	70.5%
MUNICIPAL FUNDING REQUIRED	\$ 55,766,858	\$ 53,284,646	\$ 2,482,212	4.7%

APPENDIX "C"
BARRIE PUBLIC LIBRARY – DETAILED 2020 BUDGET



	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
EXPENSES				
Personnel	5,827,883	5,630,448	197,435	3.51%
Salaries	4,753,527	4,580,881	172,646	3.77%
Benefits	1,074,365	1,049,567	24,798	2.36%
Library Materials	1,098,722	963,700	135,022	14.01%
Services	248,143	239,470	8,673	3.62%
Supplies	106,645	104,545	2,100	2.01%
Library Systems Maintenance	518,950	384,305	134,645	35.04%
City Maintenance	1,007,435	914,435	93,000	10.17%
Capital	73,043	73,043	0	0.00%
Library Services Development	289,625	287,625	2,000	0.70%
TOTAL EXPENDITURE	9,170,455	8,597,571	572,884	6.66%
REVENUES				
Municipal Grant	8,422,148	7,957,596	464,552	5.84%
Development Charge - Collection	0	50,000	-50,000	-100.00%
Total Municipal Grant Request	8,422,148	8,007,596	414,552	5.18%
Transfer from Internal Reserves	166,837			
Grant Provincial & Pay Equity Grant	271,808	271,808	0	0.00%
Township Contract	188,662	183,167	5,495	3.00%
Fines, Non Resident Fees, Non-Materials	121,000	135,000	-14,000	-10.37%
TOTAL Budget REVENUE	9,170,455	8,597,571	572,884	6.66%



APPENDIX "D"
COUNTY OF SIMCOE – 2020 BUDGET

2020 Budget
City of Barrie

City of Barrie Operating Budget (000's)	2017	2018	2019	2019	2020	2020B vs 2019F		2020B vs 2019B	
	Actual	Actual	Budget	Forecast	Budget	Change	Change	Change	Change
Department						\$	%	\$	%
Long Term Care and Seniors Services	885	892	905	1,062	1,131	69	6.5	225	24.9
Paramedic Services	6,293	6,016	6,282	6,788	7,026	238	3.5	744	11.8
Health and Emergency Services	7,178	6,908	7,188	7,849	8,157	308	3.9	969	13.5
Children and Community Services	2,195	2,061	2,350	1,950	2,867	916	47.0	516	22.0
Ontario Works	3,442	2,509	3,023	3,531	3,235	(297)	(8.4)	212	7.0
Simcoe County Housing Corporation	1,204	1,339	1,595	1,470	1,756	286	19.4	161	10.1
Social Housing - Non-Profit	3,701	4,236	4,727	5,294	4,784	(510)	(9.6)	57	1.2
Social and Community Services	10,543	10,144	11,696	12,246	12,642	396	3.2	946	8.1
Archives	46	46	47	47	48	1	2.0	1	2.0
Museum	60	61	62	62	63	1	2.0	1	2.0
Total Archives and Museum	106	107	109	109	111	2	2.0	2	2.0
Lake Simcoe Regional Airport (LSRA)	0	0	0	0	75	75	100.0	75	100.0
Total LSRA	0	0	0	0	75	75	100.0	75	100.0
Total Operating	17,826	17,159	18,993	20,204	20,985	780	3.9	1,917	10.1
Total Capital									
MFC Projects									
- Projects - MFC Payment @ 10%	-	506	1,280	1,333	174	(1,159)	(86.9)	(1,105)	(86.4)
- Prior year Barrie re-payment (including interest)	-	86	1,301	1,287	2,485	1,198	93.1	1,185	91.1
Total MFC payment	-	592	2,580	2,620	2,659	39	1.5	79	3.1
Non MFC capital projects	3,413	2,709	970	1,138	1,298	160	14.1	328	33.8
Total Capital	3,413	3,301	3,550	3,758	3,958	200	5.3	407	11.5

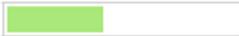
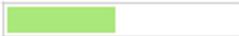
**APPENDIX “E”
BUDGET ENGAGEMENT SUMMARY**

Budget Allocator Results

Total Submissions: 516 | Received by November 18, 2019

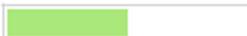
Roads:

The Roads department maintains 1576 km of roads and 612 km of sidewalks. This includes winter control, road resurfacing, pothole repairs, street sweeping, curb and sidewalk maintenance, catch basin cleaning and repairs. The department is also responsible for watercourse maintenance, stormwater management facility maintenance, sanitary sewer repairs, and flushing and inspections; and BCRY.

Increase spending by 5%	215	42.32%	
Maintain existing service level	242	47.64%	
Decrease spending by 5%	51	10.04%	

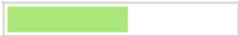
Parks & Forestry:

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

Increase spending by 5%	75	14.79%	
Maintain existing service level	257	50.69%	
Decrease spending by 5%	175	34.52%	

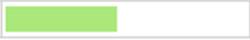
Recreation:

The Recreation Department provides diverse, accessible and engaging recreation activities for all abilities and skill levels. Programs are focused on promoting healthy and safe lifestyles, developing physical skills and fostering community engagement. The department maintains 13 recreation facilities, 33 baseball diamonds and 56 soccer pitches to provide a high-quality setting for recreational activities.

Increase spending by 5%	86	16.96%	
Maintain existing service level	271	53.45%	
Decrease spending by 5%	150	29.59%	

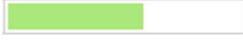
Transit:

Barrie Transit and Specialized Transit includes the daily operation and maintenance of a 48-bus fleet provided through a private contractor; 15 specialized transit buses for persons with mobility difficulties; and service provided 7 days-a-week.

Increase spending by 5%	131	25.84%	
Maintain existing service level	238	46.94%	
Decrease spending by 5%	138	27.22%	

Environmental Operations:

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

Increase spending by 5%	109	21.50%	
Maintain existing service level	296	58.38%	
Decrease spending by 5%	102	20.12%	

Creative Economy:

The Creative Economy Department works to create a vibrant, economically diverse City, in which business innovation, high-growth start-ups, creativity and culture can thrive. The department collaborates with the Business Development Department on key strategic programs such as implementation of the downtown creative hub strategy (e.g. growing innovation-based businesses in the downtown), talent attraction and retention as well as tourism development.

Increase spending by 5%	76	14.90%	
Maintain existing service level	182	35.69%	
Decrease spending by 5%	252	49.41%	

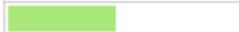
Business Development:

The Business Development Department (BDD) delivers services and projects that support and grow the business community. This includes business retention and expansion activities, attracting new businesses to Barrie, site selection services, supporting the growth of industrial clusters and deploying provincially funded programs aimed at starting and growing small business in the community. Business Development collaborates with the Creative Economy Department on key strategic programs such as facilitating the introduction of advanced innovation and technology programs into the business community.

Increase spending by 5%	128	25.25%	
Maintain existing service level	199	39.25%	
Decrease spending by 5%	180	35.50%	

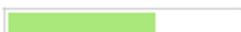
Planning Services:

Planning Services is responsible for the preparation and implementation of long range plans governing land use and development within the City of Barrie, including the Official Plan and the Zoning By-law, and for reviewing, processing and making recommendations to City Council on applications for development of land within Barrie. Staff prepare special studies related to issues such as Affordable Housing, Intensification, Natural and Built Heritage, Brownfields and Employment Land Conversion and work with landowners, developers, consultants and the City's public sector partners to implement plans for the Secondary Plan Areas.

Increase spending by 5%	101	19.92%	
Maintain existing service level	245	48.32%	
Decrease spending by 5%	161	31.76%	

Fire & Emergency Service:

Barrie Fire and Emergency Services provides fire suppression, technical rescues, public education programs, and inspections under the Ontario Fire Code. The department conducts fire investigations, leads emergency management activities and provides training & communications services.

Increase spending by 5%	62	12.13%	
Maintain existing service level	326	63.80%	
Decrease spending by 5%	123	24.07%	

Budget Allocator Results

Total Comments: 263 | Received by November 18, 2019

* Comments that violate the City's [Social Media Policy](#) have been removed.

Category:	Option:	Comment:	Date:
Roads	Maintain existing service level	Important to divert funding to develop contiguous bicycle routes throughout the city.	2019-10-03
Transit	Decrease spending 5%	Divert costs associated with use of large diesel powered buses by converting to smaller electric vehicles that can provide more flexible service that responds to ridership patterns at different times of day. I see way too many mostly empty buses polluting our city air. Barrie should lead the conversion to environment and health friendly high tech people movement!	2019-10-03



Roads	Increase spending by 5%	I think I choose this because we need our streets maintained some needed then vehicle's drive on them better then vehicle's not go to in the shop to be fix all the time and on the some streets are straight enough at night's speed chase because the vehicles speed on our streets and or road's needs control somehow.	2019-10-04
Transit	Increase spending 5%	I have heard person say to this person that we need buses comes often they seem to wait for long time for the bus to come.	2019-10-04
Environmental Operations	Increase spending 5%	I wish we can recycle more in the parks events out in the city we need more recycling bins in the city and compost for people put their food instead of garbage better than in the city landfills I think it will save lots of money then the city can spend the money on other things like recycling roads instead of landfills	2019-10-04
Creative Economy	Maintain existing service level	This may be the wrong place Schools needs more education including as follows 1. we needs kids stay in school instead of let them on the streets too many people don't have a educate them everybody can person should get treated better for what they have done Example me and the rest of the cast members of the documentary I am in called IN FOCUS I have a voice These persons in the documentary as I mentioned should be love by people when they see them in the city they should be happy when anybody do the right things they should be happy for them This includes people with their intelligent disability's or not.	2019-10-04
Business Development	Maintain existing service level	People should be able to drive close to work to save on gas of vehicle's Example: If you live in north and your work is in south in the city you should live near your job or take public transportation or bike save on the pollution's and our environment. This is important.	2019-10-04
Planning Services	Maintain existing service level	I think I did this right We need bring the price cheaper the ones can't afford tons of rents if this is done affordable housing gas for vehicles and more than people smile and care for any person.	2019-10-04
Roads	Increase spending by 5%	I have seen roads that were poorly maintained since I was a child. It is high time the city acts on the roads situation to protect vehicles from damage, improve city beautification, and prevent road hazards.	2019-10-04

Roads	Maintain existing service level	Winter maintenance and clean water are vitally important.	2019-10-13
Roads	Increase spending by 5%	We have many road surfaces in need of major repair and upgrade, plus widening projects. The winters seem to get worse, and maybe this is one of the effects of climate change? More road repair costs?	2019-11-16
Parks & Forestry	Maintain existing service level	Keeping the city beautiful is not being frivolous. Unkempt boulevards and ratty gardens reflect poorly on us as destination for visitors and business.	2019-11-16
Recreation	Maintain existing service level	There is always a need for more programs - once we complete infrastructure upgrades can we increase this?	2019-11-16
Transit	Increase spending 5%	A progressive city reduces automobile traffic and improves traffic flow. This improves the climate for doing business, and allows for a better flow of people and goods.	2019-11-16
Environmental Operations	Increase spending 5%	Environmental issues remain front and centre, and Barrie needs to consider all the ways, big and small, that we can contribute to efforts to save the planet!	2019-11-16
Creative Economy	Maintain existing service level	The private sector has stepped up here; Sandbox is a great initiative, and we are building out more conferencing and networking platforms.	2019-11-16
Business Development	Increase spending 5%	A great place to spend \$50,000.	2019-11-16
Transit	Increase spending 5%	It's too hard to get around on the buses now. Every 15 minutes would be fantastic!!	2019-11-18
Parks & Forestry	Maintain existing service level	A bylaw protecting Barrie's Green Infrastructure should be established. It would provide additional income from developers, hold them accountable to keeping naturalized areas, and provide increased health benefits. If bylaw was approved funds could be increased	2019-11-18
Environmental Operations	Maintain existing service level	Leaf pickup should be reduced and limit to number of bags allowed during the Fall. This would protect habitat for endangered/threatened insects (bees & butterflies). It would also allow more nutrients into the owner's property, reducing the need to introduce fertilizers and summer watering.	2019-11-18
Parks & Forestry	Decrease spending 5%	Primarily, I would prefer to see less resources wasted on staff mowing lawns and boulevards, and let those be natural public spaces. Otherwise, I would actually be in favour of maintaining existing levels.	2019-11-18

Recreation	Increase spending 5%	Assuming this also includes promoting of public use space and programs; otherwise maintain current levels.	2019-11-18
Environmental Operations	Increase spending 5%	Presuming we're simply not sending plastics to landfills, [...] increased spending is a must. The MRD organics program has been successful, in the condo corps that I am involved with.	2019-11-18
Fire & Emergency Service	Decrease spending 5%	Negotiate better wage deals; quit rolling a fire truck to every accident. Conversely, reduce the amount spent on Police wages, and apply that for F&E services.	2019-11-18

General Comments:

Comment:	Date:
I think additional funds could be raised with increased parking fees downtown. I've already submitted this on another survey. Also while I appreciate the green nature of cycling, it seems the costs involved are not worth the ROI in expanding the services here in Barrie. I say this primarily because of the number of good days available to bike on city streets, and also by the sheer lack of bicycle traffic I have seen using the new lanes. I understand cyclists are a zealous lot, but practicality needs to be front and centre in my opinion.	2019-10-03
The only budget I would like to see increased is policing. The drug problem in Barrie is looking to be out of control and I would like to see more done to go after the dealers in our area. The downtown was never cleaned up and now it's spreading to our neighbourhoods. I also think if the police spent more time at intersections we would have lots of money for everything we need. Yellow lights are just a suggestion to speed up, red lights mean nothing and drivers are incredibly aggressive. More speed traps would help slow traffic on our roads to make them safer and also have the added benefit of bringing in more dollars.	2019-10-03
Tighten up the ship. Lots of growth coming. Get ahead of the times no more status quo.	2019-10-03
Please try to keep any increase to a minimum. People are hurting for money and we can't keep the year on year increases going indefinitely.	2019-10-03
More focus on social services, the city needs to get more skin in the game and look after our most vulnerable members.	2019-10-03
As Barrie becomes a large City council should focus on expanding opportunities to travel without a car. Barrie Transit should expand, perhaps modelled on the successful system in Kingston, trails should be improved and sidewalk gaps (especially in industrial areas) filled in.	2019-10-03
Police need to be cut! While they take the BIGGEST budget [...]	2019-10-03
Big garbage pickup at least twice a year would be appreciated. The last 2 out of 3 times that I went to the waste management site I had to get a tire fixed due to a nail and screw puncturing a tire. Very frustrating, however the public has no choice but to go drive there to discard larger and bulk items.	2019-10-03
On a fixed income because of outsourcing to off shore. Tired of the continuing raises in land tax. If it continues, I will be selling and moving to a more affordable city.	2019-10-03
I'd like to see snow removed from downtown main streets and curbs during winter, especially with new improvements. It gets icy and it's hard to crawl over snow banks	2019-10-03

once you're parked and sometimes you have to walk to the end of street to get access to a sidewalk. For seniors it's no fun.	
Taxes are too high and a lot of city workers don't actually work. I suggest you go to the library or rec centers and see some of the horrible service. Also grass does not need to be cut almost daily, it's another waste of money.	2019-10-03
Keep up the hard work, it is hard to balance any budget	2019-10-03
I believe that a good portion of this city's population (like me) is retired and/or on a fixed income. I have watched taxes go up and up in the 25 yrs I've lived here. My income does not. While some items such as public safety cannot be scrimped on, things that include the Arts and recreation need to either be paid for by themselves, donations from industry or cut back. These are luxuries and should be treated as such. Thanks for the opportunity to have my say.	2019-10-03
Why does Barrie need a third money losing theater? Tear down the old school theatre and sell the land. You have already destroyed buildings to create a parking lot under the guise of flood control. How about freezing salaries of city staff. Stop wasting tax payer money enriching a few business owners downtown so they can have patios. Sell off the Barrie marina. Once again tax dollars go towards supporting a very small percentage of the population probably most do not live in Barrie. If you won't sell at least increase fees comparable to other marinas on lake Simcoe. The city should make money on it. When you decide to build a new city hall, build it outside of downtown core and sell the existing property for an apartment bldg or condos. Stop making everything about downtown Barrie. No one I know goes downtown because of the crime and drugs.	2019-10-03
I am very concerned about another property tax increase!	2019-10-03
More taxes for better services!	2019-10-03
I would like the addition tax dollars spent on social programs, including harm reduction facilities and affordable housing.	2019-10-03
I think the police services budget should also be looked at. Benchmarking against other municipalities would be a good starting point to see if we are getting good value.	2019-10-03
The city needs to save more money by letting home owners do their own sidewalks, change bus services to loop North and South and not drive the whole route North-South, the city needs to get business back on Bayfield St.so all the business is not all in the south end the malls are looking like deserted places with all the empty stores, the Northwest Area in Barrie needs a fire station all areas have a fire station except there, the parking in Barrie should be reviewed as of the new 2nd suite ruling has created a nightmare for emergency vehicles to get around with parking on both side of the narrow streets, and snow removal before December 1 does not happen with the present parking rules, there should be more parking tickets given out for overnight parking and no parking until plowing done on residential streets so raise more income from the second suites in taxes. thks	2019-10-03
Cut the Police budget. Outsource it to the OPP.	2019-10-03
A small increase is acceptable providing the money is spent wisely.	2019-10-03
As everything is costing more, I understand a zero tax increase is likely not possible but would be our families preference even if it means reducing some of the services.	2019-10-03
Change recycling to once every 2 weeks like garbage. Most of us have a garage or	2019-10-03



some way to store it	
The taxes we pay in Barrie are too high.	2019-10-03
I'm interested in the overall development of the city, ensuring a urban plan that focuses on making Barrie a more beautiful, economically sound and well planned city with a focus on the environment and the economy	2019-10-03
I would like to see more emphasis on tackling our debt load, job/business creation, tackling the hampering image of the downtown eyesore/image (opioid issues), lobby the provincial govt to end the bus from Penitentiary (last stop is Barrie), increase business development initiatives to keep Barrie residents IN Barrie, explore the sale/development of a resort style complex (4 season recreational attraction) along the waterfront to attract tourism monies.	2019-10-03
Our previous year's tax increases have always been more than the average person's wage increases, percentage wise. We MUST tighten OUR belts! That includes City Hall.	2019-10-03
I would like my tax dollars spent always with Climate Change in mind. I would like the city to also take responsibility for increased internal spending and seek out fresh ideas from staff on the front line on how to reduce labor costs, save money and time in everything they do.	2019-10-03
The city is mostly on the right track however increased spending on transit to increase frequency would make it more effective, electric buses would help with air quality and climate change. Planning department needs to ensure that intensification (good thing) results in more vibrant neighborhoods, think King west village, no urban condos should be build that do not have commercial space under them, also more low rise condo's like the one going in at at Essa and Veterans that has commercial below but does not go too high this makes for denser vibrant communities without the massive buildings surrounding you. and the parks department needs to do a better job of educating homeowners on how to maintain their boulevard trees if the parks department is not going to do it because they are being poorly maintained and will not survive or thrive. Much more needs to be done about affordable housing, how about a strategy to help Co-Op housing developments form.	2019-10-03
Do not fund with taxpayers money the safe injection site located on Mulcaster street... it is a residential area and must be protected. make downtown area safer and more appealing	2019-10-03
No wage increases for top management and Council some of these wages for town workers are way too high for public employees	2019-10-03
Climate change is real - the City has the power to make a difference through land-use and transportation. If the city is serious, they will reconsider all projects that are counterproductive. This includes any/all previously approved projects, and anything not currently under construction. Trees. More trees. Discounts/assistance selection a site appropriate native tree(s) for homeowners. More support for police and paramedics. Building/fire codes and building materials are improved, and our community's needs have changed. With our growth has come an increase in drug use and petty crime. It's an insult to paramedics for an entire fire truck to show up when two HIGHLY trained paramedics cost much less, and can treat & transport patients. (I'm afraid to even ask how much a firefighter gets paid) Excuse the brevity- I'm on my mobile.	2019-10-03
More funding for arts and culture, please!	2019-10-04
Thank you for letting us voice our opinions	2019-10-04

<p>Lower Taxes. Your citizens for the most part don't have guaranteed increases like you do, and we cannot afford any more increases to our taxes. I make significantly less today than when I started working at the Source 10 years ago due to inflation and the annual increases you subject us to. The laws need to change to not allow tax increases without taxpayer agreement.</p>	<p>2019-10-04</p>
<p>The city should not be under any stress at all especially the ones don't want stress by anyone this is not need in dollars I staying this that's all People should know of their talents by singing or they saving mother Earth and they even make by different for people with their intelligent disability's what they do they should be happy for them include me [...]. I want to be treated good and people do care about me smile at me some can get to know me I am nice gentleman ask the city mayor</p>	<p>2019-10-04</p>
<p>Dog parks throughout town</p>	<p>2019-10-04</p>
<p>Bear Creek Wetland has almost dried up and we should be able to reverse that. (The beavers did not disappear there - a red herring. A man who walked his dog there for 18 years told me that he saw 2 or 3 (I forget which) drains installed under [...] townhouses when they were under construction. Mysteriously the water went down and the demise of beavers there was a handy myth. The wildflowers have also disappeared at the north end of the trail around the lake. I guess they're smart wild flowers and went elsewhere. So little beauty there now that I don't bother with it any more. All the beauty was cut down. Nothing much to enjoy there now, but some more benches would be really nice.</p>	<p>2019-10-04</p>
<p>Provide support to the private sector and volunteer organizations rather than trying to replace them. Why is the City of Barrie organizing markets and creating commercial space to rent rather than working with groups that already exist that are trying to do this work? Look at the support that's needed (cheaper rents, affordable spaces, some basic training) rather than trying to take on the work of these groups. Find ways to force/incentivize absentee commercial landlords to do something with their spaces rather than letting them sit vacant for years. Small businesses, homeless shelters, community groups need affordable spaces and plenty of space is sitting vacant and unused.</p>	<p>2019-10-04</p>
<p>Climate change adaptation and mitigation</p>	<p>2019-10-04</p>
<p>Why is the Police budget line not available for comment? Being the single biggest line item in the budget, you should be collecting feedback on the allocation for Policing as well.</p>	<p>2019-10-04</p>
<p>Aquaponics facilities to employ community members, feed and educate them and provide purpose and fulfillment to their lives. Utilizing green energy options for power and heat and water collection, a facility like this can pay for itself while turning a profit from sales of fresh produce to local businesses and families. Sound management and community involvement is key to the success of this and Barrie is a great place to make this happen. Just saying. :D</p>	<p>2019-10-04</p>
<p>Though my "budget" results in a surplus, I would actually vastly prefer that taxes be increased and that services be improved. Snow removal, in particular, should be improved as subdivision roads are borderline unusable during the freeze-thaw season. Expanding funding to the Libraries and allowing them to expand their offerings as a community hub -- not just a book lender -- is something I would strongly support.</p>	<p>2019-10-04</p>
<p>I have over spent because I feel all the monies u get in plus what u get from the federal and province should be bought for and made so we are a growing city and will continue to grow so in the long run this city will end up at the cost of my over budget</p>	<p>2019-10-04</p>



anyways esp. Housing should be addressed asap. How much is a bachelor..1 brd or even a 2 brd REALLY WORTH???The CAP ON THE COST OF RENTING SHOULD BE CAPPED AND SERIOUSLY LOOK AT. Please and thank you.	
Whenever we give money in large amounts we need as taxpayers an accountability statement eg. The hospital. The public needs to know without question how the money was used. This could be endorsed by each councillor semi-annually when tax bills are distributed.	2019-10-04
Find efficiencies. Cut internal programs. It would be nice to see a Council that finally recognized that constant increases are not wanted and are not sustainable for the average taxpayer. Show some respect for the people that live here and maintain at 0% or decrease for the next budget cycle. Prioritize programs and prioritize spending. This budget tool, while interesting, does not sufficiently allow a taxpayer for input into the process and the decisions. Not at all.	2019-10-04
Tax dollars could also be used for improving the social health and well-being of Barrie; homeless shelters with medical clinics; free exercise programs at least for low-income citizens; and municipal beautification to improve our mental well-being and appreciation for the city in which we live. A greener city could be a healthier city and given the opioid crisis, we need it.	2019-10-04
I feel Fire, Ambulance, and Police and getting way too much money The new Facility we are building in the South End is a Joke, why do they need a huge facility like this? We need a south end hospital, not more places for the government to sit in there ivory towers and look out at the Highway!! How about a Tax Cut?? Especially on my property taxes, we are taxed to the hilt and yet we spend money on a building not event required. Does not make any sense!!	2019-10-04
The Holly area needs a Public Library and has for quite some time. Police Chief & Police Board should develop a better strategic plan for downtown and less focus on traffic/speeding tickets (an empty Patrol car does as much as a speed trap at 1/5th the cost).	2019-10-04
Ideally more of my money would go to education.	2019-10-04
Good value is provided overall. Thank you	2019-10-04
Barrie roads needs major reconstruction and tax dollars should also go towards emergency services/healthcare	2019-10-04
Please provide options for increasing or decreasing departmental budgets by even more. The options offered in this survey result in no significant spending changes in either direction. Barrie's budget is out of control. Please ensure meaningful scalable input can be provided by residents.	2019-10-04
Homes along the NST are taxed 15% higher because there is a "water view". I would like to see this additional amount calculated and allocated to the NST. This money could be directed to better maintenance and to more trail and shoreline access.	2019-10-04
A sequence of LEAN and prioritized spending, and automation in permit and planning review processes, plus energy efficiency measures across all fleet vehicles and buildings could make up for service reductions, as well as lower cost road surfacing, alternatives to infrastructure (i.e. traffic circles vs signals) would result in more frictionless and safer vehicle and pedestrian movement . Faster, smarter, greener, cheaper.	2019-10-04
Can we look into cost savings to have OPP take over policing?	2019-10-04
Some of the roads in Barrie are in bad shape, patches on patches, Victoria St. north of Bradford, Thomson (intersects with Sophia & Wellington). I love Barrie, but	2019-10-04

<p>improvements that are aimed at people that come from outside Barrie (such as the improvements to Centennial Beach) that cost a lot of money and do not benefit the residents (these people do not spend money in Barrie, they bring all their own food, etc.) are a waste of Barrie taxpayer money. These people only increase congestion and do not add to the Barrie economy. If you could find some way to charge them for more than parking, perhaps it would be economically beneficial, unless the parking fee is sufficient to make up for the costs.</p>	
<p>Prioritize spending on active transportation.</p>	<p>2019-10-04</p>
<p>Roads and environment!!!</p>	<p>2019-10-04</p>
<p>Road issues are a concern but not only the condition as well as the increased traffic. If Barrie wants to grow this need to be planned. Like why was lake shore designed as a single lane? People with boats can get where they need to go, one brake down lake shore is closed to many traffic lights review the study from Paris traffic light will be removed, entry points for malls / apartment building will be reduced to increase flow I been in automation / process engineering all my life but road planning is the at the weakest in Barrie, sorry cheap seat comment but its my big beef in Barrie Also increasing the budget is not a plan, challenge it a the plan. Sample cost of Policing: Do our cops need the newest assault guns? Can we reduce the equipment cost? Do we need an armoured vehicle in Barrie? Those questions are part of the budget not "we need more money" Look at the rate of inflation (which most people got as cost increase) and compare it to the budget increases</p> <p>Housing is the next issues, cause: people from Toronto and other areas moving to Barrie and pocketing major \$ from selling the house, but a lot do not work in Barrie.... People with low paying jobs loose in Barrie what is the plan here > the proposed will not as this is a band aid but not fixing the root causes Address issues even if it means people need to be told "NO" Charge non-resident a fee for launching the boat in Barrie as Innisfil does ? same for Skidoos in the winter look for option not increases Budgets don't work they are part of a steady increase of costs, rethink planning and change the old way thinking Thanks for asking for feedback</p>	<p>2019-10-04</p>
<p>Increase spending on services that would enhance life in practical ways for the increasing numbers of people needing social support. I would pay more property tax to see an increase in effective supports (i.e. shelters for the street involved and under-housed, safe consumption sites) for people, and I would advocate for a cut to police services. Criminal justice involvement is not always the appropriate way to engage with people that need support.</p>	<p>2019-10-05</p>
<p>Do more with less...</p>	<p>2019-10-05</p>
<p>Property taxes are way too high, freeze them. Barrie property tax was and still is a major deterrent for people relocating to this city it happened to be one of the reasons the previous owners of the house I purchased sold. Unsure why Barrie did not embrace the OLG being located in its boundaries a huge tax loss a very poor and small minded decision. With the loss of a huge employer and tax provider many years ago Molsons you would have thought the politicians in Barrie would have done everything possible to secure a huge money infusion for years to come OLG. Last but not least clean up the downtown</p>	<p>2019-10-05</p>
<p>Barrie is a beautiful city. But the roads and sidewalks in the older, less traveled parts</p>	<p>2019-10-06</p>

of the city are deplorable. Travelers and tourists also see these shameful areas. Please give attention to the areas where a good part of the tax base is coming from.	
Investing in the local business economy, transit & active transportation is the best approach to population growth. I find weaknesses in the planning of newly developed areas that are encouraging more car use, increasing congestion & road wear. Think about where people want/need to go, and ensure they have safe, reliable, appealing options to get there.	2019-10-06
Responsibly. With a break from increases. Stop wasting money on our waterfront. If you want to spend my money start by cleaning up the drug problem in our city.	2019-10-07
Regarding Roads and Traffic, the city has spent millions on upgrading roads to 4 lanes wide only to change their mind and remark roads as 2 lanes plus a turn lane. This is a tremendous waste of money and you continue to want more. Stop wasting money and make better decisions. Fire Services are getting much too expensive and there needs to be review of the budget. If they are so busy, how can a firefighter be expected to work 24 hours straight? They are the only profession that claims to be able to work 24 hours in a row.	2019-10-07
Good luck	2019-10-07
We MUST reduce our spending and DECREASE our deficit or we are (will be) in real financial difficulty....	2019-10-08
More focus and planning to be done on affordable housing and bringing down the average market rent adopting principles from National Housing Strategy. A bachelor apartment's average rent has increased by 16% from 2017 to 2018 (CMHC, 2018). Also work with employers to promote and adopt the living wage of \$21 for Barrie. -Do not hesitate to contact for more data or input.	2019-10-08
Fire Department is the biggest waste of tax dollars, cuts need to be made	2019-10-08
Given the additional problems with drugs in the downtown area, we must address the issue immediately	2019-10-08
Allocate funds that empower City By-law officers to better enforce bylaw infractions beyond a per-complaint basis.	2019-10-08
Supervision and holding employees and managers both responsible for employee waste. The number of city vehicles parked for hours at numerous breaks through the day is astounding. There seems zero will to curb massive city employee and asset waste. When will this be curbed? The stories of city employees, from their own mouths, of how little they work are shocking. My tax dollars being wasted in the single largest line item in city spending. Be part of the solution or part of the problem. Inaction is the status quo!	2019-10-08
Public Engagement for each area of spending would be helpful during a given year.	2019-10-08
Roads. Drive up and down Saunders road every day. Not to mention other roads. Winter is coming again and spring will be a nightmare for all the roads that have had no attention this year. Money goes elsewhere. Fix the roads.	2019-10-09
Maintain the roads better in winter. Last year the roads weren't done in a timely manner and that's not right. Pay off the cities debt instead of spending money. Buy new environmentally friendly buses. Pay the bus drivers more since they're abused by the people and don't get paid enough to take that crap. More cops on the road, you never see anyone out and about. They do not need more raises, they make enough and still don't do work.	2019-10-09

Taxes relative to household income are severely out of line.	2019-10-09
Continue focus on accessibility especially downtown and bringing transit to under or not served areas. More mental health support from first responders by way of training	2019-10-09
You have to be tougher on the salary and benefits you give to city employees. Biggest part of budget but no details are ever given. Why such a secret?	2019-10-09
It's sickening how much money is wasted on public employees. Try doing better. Honestly, just try doing better and not blowing all our money. Do you know how many useless mailings I get during the year, I bet that's worth a million dollars right there. City Hall is useless if you need anything, I wouldn't voluntarily pay these employees, they are under qualified and need some training in customer service. It's a shame, but someone has to say it.	2019-10-10
Reduce taxes...	2019-10-10
Get that beautiful train station running.Allendale. It's been sitting there for what 5 years now. How much money are we losing as it depreciates?	2019-10-10
I have a primary focus in improved infrastructure and business development. I would like to see it become easier and safer to move around the city and increase the number of good jobs and businesses in the city. The Harvie Road Overpass has been long overdue and should not be the only change made to significantly improve mobility throughout the city. There should be plenty of focus on increasing residential density and upgrading infrastructure to accommodate the future growth of the city.	2019-10-10
I feel like the examples of changes are biased. For example, cutting boulevards/parks less frequently is not necessarily a bad thing for biodiversity and air quality but is coupled with other changes that make it difficult to justify. However, the recent use of city garden beds for food production would be an area I would want to increase spending to explore the possibilities. Road works is similar where I don't support increased spending to resurface roads but would if it was spent to build and maintain cycling and walking infrastructure instead ie more sidewalk infill projects, road diets, winter path maintenance etc.	2019-10-10
Make the city attractive to businesses, with Toronto pricing most people out we have the opportunity to offer a viable alternative. Clean up downtown core, my family and friends no longer feel safe there and what was once a high point for the city has turned into a disgusting area a lot of residents are uncomfortable going to. Zone housing and businesses faster, with the housing shortage we could use more houses and businesses to help bring in businesses to our city. Improve transit, the downtown bus terminal has become unsafe and unappealing and if we are bringing in business it would be very effective and environmentally conscious.	2019-10-10
Try cutting out dog parks for a start, allow significant areas in parks and medians and boulevards grow naturally and cull invasive.	2019-10-10
Environmental services and protections are my major concern.	2019-10-11
I'm wondering where healthcare falls into this budget and social services. If it was in the budget-I'd add increase budget.	2019-10-11
More bike/skateboard lanes on roads and elsewhere, no idle policies for city vehicles who don't need it, daily downtown cleaning of all walkways alleys etc. • timed traffic lights to save pollution and save time.	2019-10-11
Council must prioritize what is needed within the city. Emergency services (police and fire) are 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	2019-10-11

<p>excessive ES budget has:</p> <ol style="list-style-type: none"> 1) Diminished the quality of life of Barrie citizens by siphoning off funds for cultural and environmental programs 2) Hurts the public's safety by decreasing road maintenance/upgrades, sidewalk and trail upgrades 3) Decreased the potential of this city by limiting new hires and city staffing levels in other departments <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.</p> <p>Councilors, do what's best for the city and decrease the ES budget.</p>	
<p>I would like to see more facilities to help people with mental health. Add additional bike lanes on main roads. Remove the fee to launch boat at the Barrie marina and fix tiffin street boat launch.</p>	2019-10-12
<p>I am tired of seeing departments spend all their money, just so that next year they can get more money. ie. I have seen the sidewalk plows out sanding in the spring when it was 10 degrees outside and the low going to 5 degrees. There was no reason for this to happen. There should be a way to make it that every departments business is to save money where it can.</p>	2019-10-13
<p>Kindly allocate more towards transit service. Much needed in winter's with increase in more bus services and bus stops shelter. Thank you</p>	2019-10-15
<p>No more taxes to be spent on new buildings & monuments anywhere on the city's lakeshore.....leave it visible and green. My compliments to those who plant and maintain the planters and gardens in Barrie. They are doing a wonderful job! The display looked especially lovely this year.</p>	2019-10-16
<p>Hi, Where is the policing and security services allocated? Included with the Fire category? If not, the police services should be negotiable. Based on the costs each year and growing! Of police services, the cost overhead of police services is way too high. The city needs to address, review and reduce these costs. How about a budget that stays the same as previous year without an increase. How creative and responsible! This would be impressive for city council to be able to dig deep and show some fortitude. Show the taxpayers some respect.</p>	2019-10-16
<p>Please consider costing out a switch to the OPP for Policing. Our Force have evolved a lot, but can't escape their small town reputation. The OPP are more transparent, accountable and likely cheaper.</p>	2019-10-17
<p>I would not like them spent on the winter sidewalk cleaners they drive around all the time on dry pavement .What a waste. we also deserve a year without a property tax hike the amount we pay is really getting out of hand don't you think?</p>	2019-10-18
<p>I don't object to an increase in taxes as long as the money is spent in areas that make sense. As a fast growing city, a healthy infrastructure is critical. And, while I agree that we definitely need to attract more business and build a strong cultural centre, holding steady on those fronts is the prudent approach for now. I do not believe that we should reduce funding to those areas.</p> <p>There is no question that these are difficult decisions. We cannot lose sight of the need for a healthy approach to growth and I believe that increasing funding of services that allow us to do so makes sense. We can't do everything at once.</p>	2019-10-19
<p>One thing I disagree with is firefighter's 24 hr shifts. This is an expensive arrangement & in some events working 24 hrs would be unsafe, & require extra</p>	2019-10-19

persons & expense... The city has a lot of department's heads & some with few employees. How is that possible? The taxes on homes is getting too expensive for people to pay & it increases rents. It's nice to have everything but with the economy looking poor & the debt of governments we could be in trouble. We need tough decisions.	
It's unfair to lump all programs together. The city most definitely requires a line by line exercise. For example, what is the cost of moving those speedbumps every season? I don't where this magical road maintenance takes place - I've been living here for six years and my street has never been repaved, just the many potholes refilled every year. Is there any savings on that? Do we need sidewalk plows that don't salt? They just make the sidewalks slippery and dangerous. I would rather walk through three feet of snow.	2019-10-21
There are too much waste in the city operations, it's time to cut.	2019-10-25
We need better basketball courts and better open gym times	2019-10-26
<ul style="list-style-type: none"> - Encourage big manufacturing enterprises to come in the city so we can find jobs locally. Almost nothing was done in last 20 years, existing ones are leaving the city. This way more actual welfare people will find good paying jobs and you can lower the taxes we pay here. - Extend HWY 404 to Barrie with government help. Hwy 400 is a nightmare to commute to Toronto nowadays due traffic. - Decrease the time completion for infrastructure as now is everything started, nothing complete, takes years to finish. On good weather is nothing done, they wait for end of year to complete. This is unacceptable. - City designers to think well ahead how city grows and plan routes accordingly. 	2019-11-01
Salaries, benefits and pensions need to be reduced. I would like anyone who works for the city to try to work a Retail job which is the only jobs available, part time with hour insecurity and no benefits or sick days For example I may work 25 hours a week in November/December but it may be 4 hrs a week in January. That is the real world for many. Think about that at your next pay day.	2019-11-06
Life safety is a priority for me (roads and fire). Reductions in recreation can subsidize and can be compensated for by families and communities themselves.	2019-11-06
I'd prefer my taxes don't go up after increasing significantly last year already.	
Let's try to operate within our means rather than continuous hikes in property taxes every year.	2019-11-06
I would like way more money put into BUILDING AND MAINTAINING affordable housing. I don't think any tax dollars should go towards paying landlords rent subsidies. That just increases their profits and causes rents to rise. They keep raising rents because they know the government will chip in more. The only answer is for government to build and manage some housing so there is always an occupancy rate above 5% or so I think. That way landlords can start competing and actually try to keep tenants happy. Please read the book Evicted for more info about public housing. Btw I have a nice house and pay a ton of taxes. So I will not benefit from this. I just think it is the fair thing to do. Besides making more affordable housing I think the people that run the City of Barrie are doing a fantastic job. I love living here and my husband and I often talk about how there is no place in Canada we have travelled that we would like more than here. I hope our kids can afford to live here when they move out though.	2019-11-06
Convince people that a slight increase in taxes will improve the city. Everyone knows the cost how about thinking of the value.	2019-11-06

Special improvement should be done for public transit.	2019-11-06
Fewer special interest projects, improve what we have before adding more, i.e. expand Big Bay point to 4 lanes, and fix Mapleview drive nightmare around the highway.	2019-11-06
We overspend on policing every year and continue to increase beyond what is necessary. Our police spend too much time doing things that should be handled by other areas, such as health care workers for our [addicts].	2019-11-06
Barrie is increasing its debt every year, we need to spend wisely so it doesn't hurt our credit rating. We need more businesses to keep attracting more people to our city to get more money from our taxes, instead of raising taxes. We should put an immediate ban on plastic bags and disposable plastic in our grocery stores and take the lead to rid our city of plastics and this will save on cost for our landfill and hopefully inspire other communities. Increase parking ticket prices.	2019-11-09
Would like to see safe injection sites & more programming for addicts.	2019-11-09
Raise the fees for public transit, recreation facility rentals, recreation programs, police checks. Reduce the amount of grants and subsidies handed out. Reduce overtime for city employees. Increase fees for developers. Always support our Fire and Police, hire more police to help keep this city from becoming like Toronto.	2019-11-09
Creating affordable housing that is actually affordable. Contact me for further details as I have plans that will work.	2019-11-09
Remember there is only one taxpayer and financial pockets are not limitless.	2019-11-11
Less photo ops for the mayor. More jobs (not tim hortons)	2019-11-11
More bylaw enforcement on a proactive basis.	2019-11-12
We need business development in order to increase our population growth. Businesses need to come to Barrie so we don't become a commuter town. We need people to LIVE and WORK in Barrie, as quality of life increases and more people put time and effort into the community in which they live and work. I commute to Toronto for work and it is not enjoyable, as I would love to give back to this beautiful city by volunteering; however, spending 3-4 hours a day on the road doesn't allow for me to do so.	2019-11-13
Maybe you can slow down on the frivolities and work on the big issues like homelessness, road repair etc.	2019-11-13
What are we doing to lower our carbon output?	2019-11-13
City of Barrie is doing a great job. Thank you	2019-11-13
why water increase ,seniors retires, can't afford to live in Barrie last 5 years "taxes average 3 percent every year,"city council ,Mayor; have lost control of this city ,ps its turning , already is very [bad] place to live ,I was born here 62 years ,was great place ,	2019-11-13
I hope you improve building services. Communication, service and time to get permit approvals are horrible. I have concern with the fire budget. With all the medical calls they attend, how often do they give a beneficial intervention? How often are they dispatched to a medical where they are of no benefit but wasting tax dollars responding? How often do they respond to and give narcan for overdose for repeat offenders? Is there a 3 strike rule or referral program for those who need it? For their specialty responses, is there enough money coming in to support and pay for the programs provided to outside areas? Is there a cost recovery system for	2019-11-14

<p>nuisance alarms, attending accidents on the highway etc. like other communities have to keep costs down?</p>	
<p>Budget increases must be reduced in every respect, the residents of this city are facing very serious financial challenges trying to make ends meet as they're wages remain stagnant they're expenses keep rising. Much thought is given to the home owners and they're tax bills but not much consideration is given to the tenants of this city. As the expenses for taxes, water and sewage are increased the landlords like myself are forced to raise the rents as well to cover the added expense. I have tried very hard to avoid any rent increases to my tenants but unfortunately I cannot continue to absorb the increases to my expenses. All we keep hearing about is the affordability of housing but all we get from government is increases to the services provided. So much for affordable housing, kindly find ways to reduce these increases to our taxes, water and sewage so our tenants do not have to face rent increases.</p>	<p>2019-11-15</p>
<p>Continue to focus on growth and expansion. Bring in new residents by offering interesting things to do here (events, downtown revitalization, waterfront activities, new developments) in Barrie. It would be great to focus on increasing the amount of businesses located here, especially corporations and small businesses by encouraging companies to locate their (head) offices here. Work with large, reputable commercial real estate companies and developers to spec new buildings (to create a core even), possibly even lower taxes for the first few years for companies on the fence about relocating to Barrie. Work with Georgian College to encourage their graduates to stay in Barrie and start businesses. The goal is to give Barrie resident's well-paying jobs in Barrie so they don't have to commute to Toronto every day. This will increase the population, decrease highway traffic and accidents, and grow the economy. As far as the drug/opioid crisis is concerned, start working with the members of the Alcoholics/Narcotics/Cocaine Anonymous groups - people who have actually experienced addiction and have recovered from it - to see what they would do to fix the situation and stop paying doctors (who are the writing the opioid prescriptions and are a major part of the problem) to lead the solution, and paying other people who have never had an addiction to give advice or to find an answer. It's a huge waste of money, time and resources. I do have experience with both things I have discussed here (real estate development and addiction) and would be happy to discuss my views and ideas with anyone if they wish to speak to me.</p>	<p>2019-11-15</p>
<p>A new library in the southwest, Ardagh Bluffs area, and better management of tax dollars overall. Our taxes are extremely high here, almost double what we were paying in Toronto, for a home half the value. Our roads are in desperate need of repair and better planning through busy corridor areas and our transit needs an overhaul to move away from the one directional loop - it's not user friendly at all.</p>	<p>2019-11-15</p>
<p>Prioritize transit along existing corridors with reduced local service. Explore dial a ride services for poorly used local routes. Increase digital access opportunities to City information to reduce need to contact City staff. Homelessness initiatives in Downtown.</p>	<p>2019-11-16</p>
<p>We need better snow removal on sidewalks especially main streets better bus service more shelters and sidewalks where bus stops are please on wellington east. Bus stop put back in front of our library</p>	<p>2019-11-16</p>
<p>Not sure how to distribute the tax dollars but the Traffic lights/ situations in Barrie's South end is appalling. I have been thinking about this for some time now and what needs to be implemented. The Problem- is only 2 or 3 cars getting through lights during heavy traffic times heading East on Mapleview Dr West. What causes a</p>	<p>2019-11-16</p>

<p>significant amount of issues is when cars coming out of Bryne drive to Mapleview and wish to go to 400 North or the Walmart exit parallel. You're at a Red Light going along Mapleview are stopped at a green light because they will then be blocking the flow of traffic, which is good and allows people making left hand turns and availability when safe. However only 2 or 3 cars will get thought an extended light for a majority of traffic. This is not good. Then the light changes. The cars that were blocking the Mapleview traffic have now moved because of poorly timed lights, but allows them space to enter. Till the lights change again and after the advanced lefts have taken place for the vehicles on Mapleview the vehicles coming off Bryne or alike onto Mapleview making right hand turns have fully stocked up the space and now we are into the circle of only 2 or 3 cars going east on Mapleview Dr West. My Resolution is it have NO right on Red Traffic lights along Mapleview starting at Essa Rd and going to Welham Rd. By simply spending on traffic signs and a few cameras, we can alleviate much of Barrie's south end traffic struggles. Especially till the new roads/ bridges are completed. However I doubt long term they will aid because all the land will get filled with business and thus driving traffic to the area. Look forward to having this plan implemented. Thanks and enjoy your day.</p>	
<p>Although growth is important I think it is also important to see how things sit; change has been running rampant for many, many years and no one knows the new normal.</p>	2019-11-16
<p>As someone who has moved to Barrie in the last 5 years, I have fallen in love with the community here and I truly believe in our ability to grow as a smart diverse and modern city. Learning from the mistakes of larger cities. I really want to see walkability and densification made a priority. Ensuring the sense of community grows with the city.</p>	2019-11-16
<p>I realize Barrie is a growing city and I would love to see more manufacturing brought back, however what I am seeing is more and more residential development going on, which equals more congestion on Barrie's roads, in particular the south end. When it takes 20 minutes plus to get from Huronia road to The 400 or Walmart, even longer some days and then I see every scrap of empty land turning into residential densification ie: townhomes being built everywhere, some on the busiest roads in Barrie, I start to wonder how Barrie is going to deal with the congestion. Now I am assuming that all these homes being built will result in more revenue in taxes with an average tax bill being \$4000+ and I realize that services will be required, police, fire, etc but what about residents who have been here 20, 30, 40 years we are seeing our tax bills increase every year, very soon it will be too expensive to live here, pensions do not go up like the property taxes, rambling I know, but so frustrated at what I am seeing</p>	2019-11-16
<p>I would gladly pay more money so that our city is better maintained, and utilized.</p>	2019-11-16
<p>Roads and winter maintenance are a priority and liability if not cleared and maintained quickly and appropriately</p>	2019-11-16
<p>I put in a bigger tax increase than most people would like, but the truth is, sometimes we have to pay more to get more. If my taxes go up by \$40 I'm not going to notice. I'd pay more than that. We are a fast-growing community with a lot of budget pressures.</p>	2019-11-16
<p>I would like to see more senior friendly housing built and not just condos I would like see what the company Parkbridge has built throughout areas in Ontario. No all of us seniors want to live in condos and would prefer a one level two bedroom and two bath house and an oversized garage and where the property is looked after by a maintenance company.</p>	2019-11-16
<p>The Community Paramedicine Program would benefit the residents of Barrie, and</p>	2019-11-16

alleviate hallway healthcare at RVH.	
I take transit often you differently need to increase for that. Wi-Fi on buses, better Sunday service	2019-11-16
Would love a library in the south WEST corner of Barrie please. It's a 40 minute drive (round trip (to either library just to drop off a book.	2019-11-16
I would like to see a reduction in property taxes especially for condo corps. They do not benefit from garbage pickup as they have to hire their own. Snow plows also do not provide service to condo corps therefore causing owner to be paying double, through condo fees and property taxes.	2019-11-16
While I'm grateful for the 2 new Painswick pickle ball courts, I'd love to see the City build an outdoor "pickle ball centre" in response to the popularity and growth of the sport. This pickle ball centre would, ideally, have a minimum of 8 courts, with lights for evening play and benches or bleachers for viewing. In addition, the new south-end recreation centre will have indoor pickle ball courts with sufficient space outside of court boundaries, with no curtain or concrete wall as interference, to allow for safe and effective play.	2019-11-16
Bring back weekly garbage collection!	2019-11-16
I think the city should look into changing the speed bumps they are installing throughout the city and maybe start installing those speed bumps that give you less of a bump at slow speeds and a hard bump at high speeds, the kind that is filled with a non Newtonian fluid	2019-11-16
I would additional tax for additional bike lanes!	2019-11-16
I'm happy with most of the services, but the secondary roads need more tender care such as Victoria Street, Amelia Street and Dundonald Street. Dundonald's patch work is unacceptable.	2019-11-17
Too many rental houses in Barrie housing 6+ people that aren't students so no taxes from them. Those housing rentals with students should be paying a lot more in taxes than single family home owners. More inspections should be done to those rental homes to see how many rooms /washrooms there are and increase the taxes to them accordingly!	2019-11-17
No increase is needed just tell each department they get same as last year some get less I don't see need to increase taxes, and the left wing be [...], they don't have to pay so they always complain. Please cut back	2019-11-17
I appreciate the work our emergency services dept do each day. However, their salaries keep expanding at an exponential rate and their pensions will be unsustainable in the near future. It is time to move to defined contribution pensions for all emergency workers just like the private sector. Also, accountability and fiscal responsibility must be at the fore front of each emergency service worker. They must ask themselves... how do I bring value to the Barrie residents each and every day? Thank you.	2019-11-17
Putting incentives in place to attract a busier day time downtown crowd that keeps people downtown until they can enjoy the nighttime scene it has to offer.	2019-11-17
I would like the city to stop looking for ways to spend money pointlessly. For example, the "road diet" on Dean Ave is annoying and inconvenient AND a waste of money.	2019-11-17
Why is our property tax rate higher 1.232% and a city like Vaughan is 0.6961% we moved here because it was more affordable NOT NOW !!! Take a break from raising taxes above inflation.	2019-11-17
I notice you did not include Police Services. We are over-policed as well!	2019-11-18
Hiring and wage freeze.	2019-11-18

Look where we could downsize departments and councils.	
Time to quit focusing on the old downtown core and focus more on over congested areas like Mapleview and 400 zone. Do more to improve access to areas such as that or Bayfield north stretch. Make more use of dedicated turning lanes to improve traffic flows. Improving arterial flows would significantly reduce or eliminate much of the need to spend on these "quiet neighborhood" initiatives.	2019-11-18
Taxes are out of hand. Reign in spending. My taxes have almost doubled since 2004 and we are provided reduced services.	2019-11-18
City of Barrie is becoming a place with a considered seniors citizens.. The city should start considering reduced rates and fees in all services for this population , like as example sticker plates, free bus rides, especially line up for seniors at banks, government offices, events,, reduced price for entertainment ,	2019-11-18
Tax money is meant to provide the city with operating capital. I do not support giving money to other sources such as the art gallery.	2019-11-18
Need to improve on the technology sector. More cell phone towers, updating old neighbourhoods with fiber to the house. Also look into purchasing led screens for meridian square downtown Barrie.	2019-11-18
I would like to see much less of the city budget be spent on the police services. Still never cops around on the roads protecting against unsafe drivers but they are all cruising around in very expensive cars/trucks. They respond less and less to nuisance calls in neighbourhoods, what are they doing exactly. Spend the money on more road/junction cameras that are guaranteed to be there. Taxes are ridiculous in Barrie and still rising, at what point will it stop? You want to attract families and working couples to Barrie to build our city, lower the taxes. City needs to do something about the amount of time construction projects take here too, start penalizing construction companies for not finishing on time. The time a road project takes here compared to neighbouring cities is not compatible.	2019-11-18
Have more situations available for volunteers. Free parking for volunteers and or reimburse parking fee for volunteers.	2019-11-18
I am ok with a tax increase as long as I know where the taxes go and that they are benefiting the city. Maybe we could reduce the number of fireworks that I pay for at the Santa Claus parade! 30+/- shots are more than enough. There were at least 50-60 at the parade on Saturday! Let's save \$10k+/- that way!	2019-11-18
We spend way too much on the Fire Department. I see fire trucks idling at grocery stores while firefighters go shopping on shift. They respond to non-fire calls all the time (and provide little to no support for medical calls) bumping their call volume stats. Their head station even has a museum, no other service would be able to get away with this. Keep Police and Ambulance budget, but Fire budget should be slashed.	2019-11-18
Maintain tourism stuff. We already get a lot of tourists on weekends in summer	2019-11-18
If there's any extra dollars around, I would definitely put it on road work. Not forgetting the side streets where folks live!	2019-11-18
Plan for development and retrofit of existing municipal infrastructure to a robust level better suited to meet climate change challenges. Continue to enhance digital security for municipal systems against malicious cybercriminals.	2019-11-18
Would like to see some existing tennis courts transformed into pickle ball courts. Easily done and are in great demand by active seniors.	2019-11-18
Less money on welfare programs and more money into the economy.	2019-11-18

Update the washrooms in the waterfront parks, especially Centennial Beach	2019-11-18
LOWER TAXES	2019-11-18
I spoke to [Name Removed] during the campaigning about reinstating the one free dump per year and [they] said [they] would address it but I guess that was just to pacify us for a vote.	2019-11-18
This was much more challenging than I anticipated. Best of luck as you tackle the new budget.	2019-11-18
Better roads equals less service and repair costs to public and personal vehicles. Please make this our priority.	2019-11-18
I'd like to see intensification in the form of high rises especially downtown - taxes collected per square foot of property multiplied by the number of floors. I'd like to see our downtown developed and safe - street level of high rise development used for grocery store (big priority), shops, galleries, theatres, but maintain the historical facades. Push for hourly GO train. Upgrade Georgian Mall & lose Bayfield & Kozlov malls Develop Essa Rd - condos, businesses Discourage use of Lakeshore Dr as thoroughfare Waterfront restaurant on site of Sea Cadets (relocate them to Southshore or Johnson's Beach. License existing Centennial beach restaurant. Careful vetting of downtown restaurants & bars (not Hooters-style)	2019-11-18
Cut back on side walk cleaning each resident to clear snow and to be responsible to clean within 24 hours. All the clearer does is destroy lawns that residents try to maintain.	2019-11-18
Bring in a bylaw banning all wood burning appliances, as houses are too close together in the city and the smoke is choking from the bad wood being burned. It is also ruining air quality and the outside exterior of other people's houses. The installation bylaw does not recognize that not every house is the same.	2019-11-18
PLEASE SUPPORT THE ARTS. And I don't mean just the Maclaren - they have tons of private funding. The organizations that really need your support to survive and thrive are the theatre companies, specifically Theatre By the Bay. The more support they receive, the more local artists they can hire, and the more they can pay those artists. If we want to keep theatre artists in the city, then we have to be able to pay them living wages!	2019-11-18
This was an interesting exercise - thanks for breaking down the city budget and explaining how it is spent. I think there would be less complaints if more people did this challenge.	2019-11-18
Affordable housing so we can give homeless individuals a safe warm place to live.	2019-11-18
The public sector needs to be more fiscally responsible to the taxpayers. My annual income has increased by inflation of 1% in 2018 and 1.9% in 2019. It's time the City of Barrie gets on board with the rest of the province and country. Every year council starts out with higher estimated increase and ends up implementing a 3% increase after "cost savings". Perhaps the City should evaluate the productivity of their workforce. I see City vehicles parked at Tim Hortons for breaks, heading back to the yard for breaks or lunch and arriving back at the yard an hour early before the end of day. That is a waste of taxpayer money. Council needs to be more fiscally responsible. Any increase greater than the rate of inflation is excessive. It is time the City joins the rest of the province and learns to provide the same services for less.	2019-11-18
I really think something needs to be with downtown, my children are 19 and 15 years old and I won't even let them go down there. Something needs to happen for the	2019-11-18

<p>addiction crisis we are dealing with in Barrie right now, there needs to be more long term programs, outreach programs, not just a detox centre for 1-3 days then kick them to the curb until something else is found, by that time it's too late, they are back in the cycle of drug use or unfortunately dead. Jail is not going to help the addiction issues, we need to figure out how to start a long term facility for the ones who are really ready for a change. We need to stop looking the other way and realize how bad this is, these people are our children, our parents, our spouses, brothers, sisters and grandkids. There has to be more help for them end of story, please do something so our beautiful town and downtown can stop being a dangerous place</p>	
<p>We need a dog park that is accessible, with close disabled parking right beside it. Sunnidale dog part is NOT accessible.</p>	2019-11-18
<p>I think that we spend too much money on Policing. I heard that Orangeville are going to save millions by switching to the OPP. Can we get a cost assessment from them too?</p>	2019-11-18
<p>Make significant room for upgrading, repairing and most importantly, PROPERLY clearing snow and ice from sidewalks. Make serious effort to accommodate pedestrians. This includes disabled folks with wheelchair, walker or scooter. People with strollers and buggy's. Take a walk up Bayfield St. From Wellington all the way up to city limits. Try it today, Nov 18/2019. Good luck. We will watch from our windows where us shut ins, not by choice, are forced to stay.</p>	2019-11-18
<p>More bus shelters, please! and benches along the sidewalks in good weather.</p>	2019-11-18
<p>My family is happy to pay more in taxes if the money is invested in the community and allocated and managed responsibly.</p>	2019-11-18
<p>given the spread of housing and industrial areas, as well as the "bedroom" nature of the city in terms of commuters, the transit system needs to be better integrated with the GO trains and needs of the citizens, in terms of getting to and from work</p>	2019-11-18
<p>Things like art, transit and recreation need to be supported by the people who actually use them, not subsidized by the taxpayer.</p>	2019-11-18
<p>Our roads need better maintenance, especially during the winter months. The costs to implement safety zones with speed humps, etc. are not worth the costs of set up and take down annually, and I live on a road that has had these traffic calming installations. Increased drop in times are always great! More family friendly times for public skates would be awesome. I support the naturalization areas in larger park spaces. It saves some staff time and is better for the environment, especially now that Barrie is a Bee City. To have a zero or reduced tax rate is not realistic and as a resident I understand my taxes pay for services I enjoy benefiting from. These services are why I have chosen to live in an urban center like Barrie, and not in one of the surrounding rural municipalities. Money also needs to be allocated into reserves annually to avoid large increases in tax rates in future years, for those unexpected events, like a major snow season, or flooding that damages roads, etc.</p>	2019-11-18
<p>I particularly support efforts to plan and develop waterfront and city centre into a thriving, sustainable, walkable core, as well as efforts to incubate new businesses.</p>	2019-11-18
<p>The environment needs to be conserved and maintained. The public transit needs work. Our budget does not need to put more into developing businesses as we are very widely and rapidly growing city. Those areas are always covered. But if we destroy nature we cannot come back from that</p>	2019-11-18
<p>Great tool!</p>	2019-11-18

<p>As a person with a chronic progressive illness on disability, I am in need of accessible low income housing before the walls close in on me where I am living now. The accessible busing needs to be looked at as well as many of us that need this bussing system are stuck without as I feel more busses are needed or the whole system revamped.</p>	<p>2019-11-18</p>
<p>I would like to see less money poured into splashy events intended to draw people from outside our city and instead allocate those funds toward building a safe bicycle infrastructure, increasing walkability scores in the city, and reducing aggressive traffic.</p> <p>Furthermore, I'd like to see more recreation funds allocated to outdoor activities like community gardens, rather than relying on non-profits, like Urban Pantry, to bear the burden for initiating and managing such spaces.</p> <p>I'd rather see less lawn mowing and more tree planting (and not just pruning) in public spaces. Stop mowing down goldenrod, which does NOT spread pollen but gets blamed for ragweed allergies. Refuse requests to cut down goldenrod, and let it and milkweed grow, which support pollinators.</p> <p>Also, do a better job of clearing sidewalks in the winter. The way they're cleared now leaves inches of snow on them, which compacts, gets icy, and is hazardous to anyone with balance or mobility issues. It's dangerous and discriminatory toward pedestrians, who are endangered by lousy sidewalk clearing practices in Barrie.</p> <p>Finally, please use smaller buses, which run more frequently, for longer hours, and on holidays. Again, make this city pedestrian and transit user friendly, rather disproportionately favouring vehicle use, at the expense of our health and safety.</p>	<p>2019-11-18</p>
<p>I would like to see major inbound roads into the city, such as Huronia, and Dunlop repaved, rather than Mapleview, which already is in overall good order. Often people are looking for a way around into the city to alleviate the pressure of the highway and limited interchanges. Huronia is dangerous because the uneven pavement and deep groove of various patches requires one to drive near the yellow dividing line, or close to the edge of the road, which is also deteriorating into the wetland. The city is growing at an astounding pace due to people moving from the GTA and the major interchanges and overall traffic flow, better road quality and wider roads where possible through the city should be proactively acted upon, as new subdivisions and housing projects are being introduced.</p>	<p>2019-11-18</p>
<p>Cancel Creative Economy, Business Development, Planning Services , The Tax Rate Is Too High As It Is, Cost To Operate A Business In Barrie Is Getting Out Of Hand</p>	<p>2019-11-18</p>
<p>I would like your landfill run more efficiently. Allow people to drop off hazardous waste without having to wait in the landfill line. You use to do that, now you encourage illegal dumping as certain people don't want to wait in line. Also, work with the country of Simcoe to allow Barrie residents who are willing to drive, use one of the less busy landfills in our county.</p>	<p>2019-11-18</p>
<p>Less spending and more effort in reducing the \$350 million debt we have been saddled with.</p>	<p>2019-11-18</p>
<p>Working with the school board with the schools in Barrie, to make them more community oriented, and to have the city run the daycares within them and the after school programs.</p>	<p>2019-11-18</p>

Barrie is underserved for libraries. Opening additional library branches should be a priority, especially in the Holly area.	2019-11-18
Keep the difference in the budget not spent for a reserve against emergencies.	2019-11-18
As a retired teacher, I would like to see funds redirected from SCDSB admin offices and spent in the schools. Tax dollars should go directly to technology and teachers.	2019-11-18
Thank you for allowing me to be involved in the budgetary decision	2019-11-18
The budget challenge is a terrific idea, very informative and positive.	2019-11-18
My taxes have increased over 80% since I bought the house in 1999 where we still reside. Paying taxes and utilities is becoming increasingly difficult for me and others like who have not seen a raise in years (and may never before I retire). One disappointment I have on my street (Peregrine Road) is how even Osprey Road from which Peregrine turns, may be plowed a day or two before Peregrine is plowed at all. One day last week, it was like driving over a washboard. When you pay full taxes, you expect, not only better, but even some service.	2019-11-18
I'd like to see an overall cleaner environment considering factory farming, single use plastic pollution, air pollution as well as water pollution. I'd also like to see more affordable housing and smoother roads throughout Barrie.	2019-11-18
Great progress with Barrie's beautification initiatives (Grant Square, widening downtown sidewalks, waterfront improvements, etc.). Traffic still horrendous in Mapleview area and Essa Road (but perhaps current road projects will alleviate that). Downtown core not inviting enough yet. Not sure if there is a strong enough social net for those in the downtown area who are impoverished, homeless, and/or drug addicted. We need more high-quality jobs, and at the same time we need more schedule choices to travel between Barrie and TO- and efficient public transit to Pearson airport (I realize out-of-town transit may not totally fall within city budget purview).	2019-11-18
Barrie is growing too fast. Loved living here when Barrie had that home town feel. Keep going and Barrie will be like another Mississauga. The same city everyone is running away from.	2019-11-18
I enjoy all the weekend activities & festivals along the waterfront, but I feel the number of fireworks can be reduced.	2019-11-18
We all had to decrease our spending. The taxpayer can no longer keep up with this city's spending.	2019-11-18
Emergency services, affordable housing and environment are keys to healthy community	2019-11-18
Emergency Services, other Civic Employees under Union agreements, enjoy a standard of wages, benefits and security not enjoyed by the average wage-earner. A huge part of the budget is continuing increases that are not enjoyed by me or others working in my work venue, and many thousands of folks working jobs for small business owners all over our City. Yet our property and income taxes go up and up and we must pay for them. Is this fair? How can we fight back except to say 'hold it' on increases pushing wages and benefits up on our meagre dollar?	2019-11-18
Transportation: I would like to see every household receive a reloadable Buss Pass with a minimum of 1 Free Ride. The strategy as follows: a) Increase users b) use this as a measuring tool by asking users to comment on the Free ride they took c) make this Bus Card like a Library Card that everyone carries and uses. Re - promote using City Transportation. Recreation Services:	2019-11-18

Contract Community Agencies to Provide programming. These organizations carry their own insurance and bring their own staff. I.e. summer camps- march breaks – etc.	
Sidewalks in Huronia! There is a bus stop at the end of Webb St. Yet no sidewalks. This is a safety issue, surely someone will be hurt walking on the shoulder of the road!!!	2019-11-18
A municipal budget should never show a 0% increase; a token \$25 handout, as pursued by previous councils, is irresponsible. Council's best work is when they can maintain increases at, or slightly below, the cost of living increases.	2019-11-18
Keep up the good work, guys!	2019-11-18
A small increase in taxes is expected and reasonable. Keep up the good work!!	2019-11-18
Police costs have to be reduced	2019-11-18
The survey leads to biases. It is based on the assumption that no efficiencies can be gained from the current operations. City needs to take a close look at why we maintain the BCRY Railway Operation. What benefits does it really provide? This money could be moved into the road infrastructure. There are a number of other areas where efficiencies can be gained. Further, as the city builds, development fees should be used to cover the costs of the growth in infrastructure. Growth just to grow is not in the city's best interest.	2019-11-18
Better sidewalks accessibility for people travelling by foot.	2019-11-18
Taxes way too high already do not need an increase	2019-11-18
Promoting volunteer organisation by an increased funding to support and encouraging volunteered organisation, like VCARS	2019-11-18
Environmental projects and incentives. Local vegetable gardens, etc.	2019-11-18
I think what makes Barrie so special and attractive is the access to recreational spaces and activities combined with our beautiful green spaces. We need to increase invest in preserving our environment and keeping recreation accessible.	2019-11-18
Stop spending money on frivolous things like expensive crosswalk painting on the Lakeshore.	2019-11-18
Some attention should be given to addressing safety concerns downtown. I hope this becomes a priority for the city. It is a huge attraction for the city and those living here.	2019-11-18
You're doing good work. Continue to make decisions in an evidence based, with strong conscious for energy & environment conservation, as well as social justice so that all are empowered to make Barrie the best it can be. Thank-you!	2019-11-18
Stop investing in special interest groups and focus on core services that keep everyone happy. Allow those groups to do their thing but don't use the budget to do their stuff. Too much is being spent on kingdom building with special projects. Let's double down on the long term investments and make sure the new developments going in fully cover their costs and more. Use those to fund your special projects, not above average tax rates! Growth is not a solution long term to your budget issues, you'll have to find a way to make it more sustainable as land will run out. (Full disclosure: I'm looking to try and move out of Barrie to somewhere nearby where the taxes are a fraction and I'm not surrounded by ever increasing density of construction. What appealed to our family in the area 10 years ago has changed and now we want out).	2019-11-18

Cut spending on bloated police department,	2019-11-18
No more increases in budget spending other than those increases that come with the larger tax base from people moving here. Live within your means	2019-11-18
Change and growth in Barrie has been explosive but needed. I think this is a year the city can slow spending and watch results of recent budgets and decisions bloom. Ensure plans up till now are secure. If the foundation is strong, and the ideas aligning, you should be able to save a little money this year. Strong, smart economic planning has allowed for this.... slow down and breathe. Ensure the city doesn't bite off and commit to more than they can chew. Marinate and get confident and comfortable. Community Change needs to watch people's responses.... spend some time worrying about attitudes of Barrie residents. I don't say stop, I just say slow down and don't be pressured to make decisions and we are not ready for. Timing is important. We are not the size of Toronto just yet. Good plans are in place and growth will naturally start to develop, just watch and listen. You don't have to spend tons of dollars for out of Towners to build the community. Thanks for the email..... good idea :)	2019-11-18
I basically want the transit service upgraded and Dunlop Street cleaned up it disgusting	2019-11-18
I am happy with an increase if it is being used to catch our infrastructure back up to better levels. Don't be afraid to spend!	2019-11-19
Definitely DON'T want them spent on that old relic of a building at the old Central site- multi millions that could have been spent on a new state of the art facility housing more than just a theatre. In an area with room for parking.	2019-11-18
I am totally against spending tax dollars on coloured walkways, as well as funding facilities for illegal drug consumption. I continually hear the mayor complain about the impact of "provincial cuts", and how the city will need to reduce or cut, but all we hear about in the news is how the city wants to use tax payers money to fund something that isn't in the best interests of the majority of the tax payers. If the city wants to provide a "service", it should be done at a medical facility like a clinic or a hospital. We shouldn't be buying a "house" for this and continuing to allow this activity to destroy good neighbourhoods. I'm sure if you took a survey, this would not be supported by the majority.	2019-11-18
50 meter pool in Barrie	2019-11-18
Less money spent on police and fire. More money spent on upgrading water infrastructure, like getting lake simcoe drinking water over to Dunlop area.	2019-11-18