



TO: GENERAL COMMITTEE

SUBJECT: 2021 BUSINESS PLAN

PREPARED BY AND KEY CONTACT: J. KUEHL, MANAGER OF BUSINESS PLANNING AND BUDGET
J. COWLES, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENT

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
C. MILLAR, DIRECTOR OF FINANCE AND TREASURER

RECOMMENDED MOTION

1. That the 2021 tax-supported base operating budget for municipal operations, with total gross expenditures of \$370.5 million and a net property tax levy requirement of \$262.7 million, be approved.
2. That the 2021 budget request from the Barrie Police Services Board presented on page 24 of the 2021 Business Plan, with a gross tax supported municipal funding requirement of \$57.3 million, be approved.
3. That the 2021 budget request from the Barrie Public Library Board presented on page 24 of the 2021 Business Plan, with a gross tax supported municipal funding requirement of \$9.2 million, be approved, with the following amendments to reflect changes since the 2021 Business Plan's publication on December 15, 2020:
 - a) That the 2021 budget for the Barrie Public Library Board be reduced by \$127,131.
4. That the 2021 budget request from the County of Simcoe, including contributions to the County of Simcoe Capital Reserve, presented on page 24 of the 2021 Business Plan, with a gross tax supported municipal funding requirement of \$23.6 million, be approved, with the following amendments to reflect changes since the 2021 Business Plan's publication on December 15, 2020:
 - a) That the net levy requirement be increased by \$538,394 with an equivalent reduction in the draw from the County of Simcoe Capital Reserve.
5. That the 2021 tax supported base Operating Budget for the remainder of Barrie's Service Partners presented on page 24 of the 2021 Business Plan, with total gross expenditures of \$3.8 million, and a net property tax levy requirement of \$2.8 million, be approved.

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6. That the New Investment and Service Recommendations as outlined on page 21 of the 2021 Business Plan with a net cost of \$2.6 million with reduced funding from sundry revenue of \$97 thousand and additional funding from: tax \$352 thousand, water \$42 thousand, wastewater \$47 thousand, parking \$17 thousand, reserves \$2.1 million, and capital \$158 thousand, be approved.
 7. That the Water base Operating Budget, with gross expenditures of \$29.1 million and revenues of \$29.1 million, be approved.
 8. That the Wastewater base Operating Budget, with gross expenditures of \$37.4 million and revenues of \$37.4 million, be approved.
 9. That the Parking Operations base budget, with gross expenditures of \$2.6 million and gross revenues of \$2.6 million, be approved.
 10. That effective May 1, 2021, By-law 2020-009, as amended, be repealed, and replaced with a by-law incorporating the fees and charges presented in the 2021 Business Plan, with the following amendments:
 - a) Section 3 of Schedule J be replaced with Section 3 of Schedule J in Appendix "D" to Staff Report EMT001-21 to include approved Parking Fee increases per paragraph 6 i) of motion 20-G-168 to be in force October 4, 2021, as per the Parking Strategy Staff Report TSP006-20 dated October 19, 2020.
 11. That forecast information for 2022, 2023, and 2024 presented in the 2021 Business Plan be received for information.
 12. That, consistent with the Capital Project Control Policy, the 2021, 2022, 2023, 2024 and 2025 Capital Budget relating to new capital spending requests of \$59.4 million, \$60.8 million, \$36.8 million, \$10.8 million, and \$2.5 million respectively be approved with the following amendments to reflect changes since the 2021 Business Plan's publication on December 15, 2020 and the 2021-2025 Capital Budget items not requiring spending approval, be received as forecast information:
 - a) That project FC1138 – Fisher Auditorium Redevelopment (page 60 of the 2020 Capital Plan), be amended as follows:
 - i) To add \$425K to demolish the structure to be funded by the Reinvestment Reserve (350340), in accordance with motion 20-G-227.
 - b) That project FC1084 – BFES Fire Station #6 New Building Development be added to the 2021 Capital Plan per Appendix "E" to Staff Report EMT001-21 at a cost of \$5.425M (total project cost of \$5.451M less \$26K previously approved) to be funded from the Development Charge Protection Reserve (237060);
 - c) That the funding source of project 001035 - Collier Street Parkade Sprinkler Replacement Program be replaced with Parking Capital Reserve (342010); and
 - d) That the impact of any amendments in the Capital Project Status Staff Report FIN014-20 (motion 20-G-207) approved by Council on December 7, 2020 be incorporated into the final 2021 Capital Plan as appropriate.
 13. That pursuant to Ontario Regulation 284/09, Staff Report EMT001-21 serve as the method for communicating the exclusion of the following estimated expenses from the 2021 Business Plan:
 - a) Amortization expense - \$55.4 million;

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- b) Post-employment benefit expenses - \$1.6 million; and
 - c) Solid waste landfill closure and post-closure expenses - \$100 thousand.
14. That any Industrial Development Charge Discounts in 2021 be funded first from the \$200 thousand allocated annually in the operating budget, followed by any year-end surplus, with any remaining balance funded from the appropriate capital reserve.
 15. 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.
 16. 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, 2021.
 17. That the impact of any amendments in the Business Plan Status Report EMT004-20 (motion 20-G-198) approved by Council on November 23, 2020 be incorporated into the final tax, water, wastewater, parking budgets or fees schedule as appropriate.
 18. That staff be authorized to submit applications for grants that would reduce expenditures associated with projects, programs and services approved as part of the Operating and Capital Budget.
 19. That two of the following officers; either the 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, services, and/or capital projects.
 20. That staff be authorized to submit applications for grants that would reduce future capital expenditures, fund service enhancements or enable capital projects to be advanced, and a report or memo be presented, as appropriate, prior to the execution of any agreement associated with the acceptance of such grant.
 21. That the Director of Finance and Treasurer or designate(s) be delegated the authority to negotiate and execute financing agreements including debt for up to \$3 million for the purpose of financing Capital Project RP1156 "Fleet Replacement Program".
 22. That the Treasurer be authorized to make the necessary alterations to the transfer to and/or from reserves to reflect changes since the 2021 Business Plan's publication on December 15, 2020.
 23. That the City Clerk be authorized to prepare all necessary by-laws to implement the above recommendations.

PURPOSE & BACKGROUND

Report Overview

24. The purpose of this report is to recommend the Corporation's 2021 Business Plan. The direction provided by Council in motion 20-G-118 (provided in Appendix "A") established a target for the 2021 budget to not exceed the aggregate of the following three components:
 - a) 1.95% for operations, plus; and
 - b) An increase not to exceed 1% for the Dedicated Infrastructure Renewal Fund.

This amounts to a 2.95% maximum tax rate increase based on Council's budget directions. Before taking amendments into account, the recommended operating budget proposes a 3.59% tax rate increase.

25. Staff are cognizant of the financial challenges for residents and businesses, particularly given COVID-19. Generally, the plan reflects current services and service levels and recommends changes to investments and services to present a plan that attempts to balance these factors with Council's financial policies and budget guidelines. It also incorporates new service levels recommended to commence in 2021 that reflect Council's strategic priorities or Council's directions. Staff are aware that some other municipalities have achieved a 0% tax increase by dipping into their reserves (in addition to any other offsetting revenues such as COVID Restart Funding). Using reserves has not been recommended by staff due to Council's policies and Barrie's reserve levels are not as healthy as would be desirable.
26. The listing of Debenture Financing in Appendix "B" is intended to enhance transparency of approvals and make the debenture issuance process more efficient. The list contains debenture amounts for new budget requests and previously approved issuance amounts that are outstanding. Forecasted debenture amounts are excluded from the listing.

Background

27. On December 16, 2020, copies of the 2021 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>) on December 15, 2020. A presentation was also made at the General Committee meeting held on December 14, 2020 to provide an overview of the details contained within the 2021 Business Plan/Capital Plan binders.
28. 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 were distributed in mid-December to allow for a fulsome review of the details.
29. 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.
30. The focus of this staff report is to advise General Committee of any changes since the publication of the 2021 Business Plan/Capital Plan binders on December 16, 2020.

ANALYSIS

Summary

31. The tax-based budget as presented in the 2021 Business Plan binder includes a 2.59% 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 2021. In addition, the tax based budget includes a 1% tax rate increase for the Dedicated Infrastructure Renewal Fund bringing the total increase to 3.59%.

32. The adjustments included as part of the recommended motion to address changes since the publication of the binders, if approved, would result in a net \$411 thousand increase to the projected cost of 2021 programs and all recommended service level changes, while the 1% Dedicated Infrastructure Renewal Fund remains unchanged. This would result in the total blended tax rate increase of 3.75%. After amendments, the estimated property tax bill for a typical home assessed at \$367,550 is expected to be approximately \$4,620 (2020 = \$4,454).
33. The proposed water and wastewater rate based budgets as presented in the 2021 Business Plan binder include a recommended annual rate increase of 2.48% and 2.41% respectively. For a typical household that consumes 180 cubic metres of water annually, the annualized increase in cost is \$8.83 for water, and \$12.21 for wastewater.

Tax Supported Operating Budget

Overview

34. The 2021 Business Plan reported a net tax levy requirement of \$260.2 million in 2021 for ongoing service delivery, excluding the Dedicated Infrastructure Fund. The net tax levy requirement, after adjusting for recommended amendments, is \$260.6 million reflecting a \$13.4 million increase over 2020 (2020 = \$247.2 million). The levy requirement incorporates the budgetary requirements of the City, the City's Service Partners, and the New Investment and Service Recommendations.
35. The 1% Dedicated Infrastructure Renewal Fund adds an additional \$2.5 million, bringing the total recommended 2021 Tax Levy to \$262.7 million.

Service Partners – Recommended Amendments (since publication of the 2021 Business Plan)

36. **County of Simcoe** – The preliminary budget for the County of Simcoe included in the City's 2021 budget was based on the County's long term financial plan. Staff received updated 2021 budget information from the County after the preparation of the 2021 Business Plan and Budget financial materials. The updated budget will require an increase to the net levy requirement of \$538,394 and an equivalent decrease in the draw from the County of Simcoe Capital Reserve due to a change in the allocation attributable to provider loans for social housing.
37. **Barrie Public Library Board** – At the November 26, 2020 Barrie Public Library Board meeting, the board approved revisions to the Holly Library 2021 Budget, which resulted in a reduction of \$127,131 to the municipal grant request. The revised budget is attached as Appendix "F".

Water and Wastewater Rate Supported Operating Budget

Overview

38. 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 20-G-118 (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 2021 rate increases of 2.48% for water and 2.41% for wastewater before amendments.
39. For a typical home that consumes 180 cubic metres annually, the annualized cost of water and wastewater services in 2021 are estimated to be \$365 and \$519 respectively for a combined cost of \$884 (\$863 in 2020). This represents a 2.4% combined increase over 2020 levels of which \$8.83 relates to water, and \$12.21 relates to wastewater.

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40. The contributions to Water and Wastewater Reserves reflected in the 2021 base budget are \$6.9 million, and \$16.6 million, respectively.

Parking Rate Supported Operating Budget

Overview

41. The 2021 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 previous operating model for the service has proven unable to generate sufficient revenue to meet the cost of annual operations on an ongoing basis.
42. Parking Operations continues to generate an operating deficit requiring a draw from the Parking Reserve to balance the parking budget. For 2021, the draw from the reserve is expected to be \$625 thousand.
43. The Parking Strategy was approved by Council on October 26, 2020 (20-G-168) as a guiding document that identifies solutions for existing business problems and lays the foundation for a financially sustainable approach to parking that will manage evolving parking demand in the future. Although deficits are projected for the near term, implementation of the strategy is expected to eventually achieve financial sustainability.

Base Budget – Recommended Amendments (since publication of the 2021 Business Plan)

44. The Parking Strategy included amendments to the Parking Fees that came in force January 1, 2021 with some approved Parking fees to come into force October 4, 2021. The Schedule included with the 2021 Business Plan Schedule J, Section 3 had incorrect amounts in the 2020 Approved Fee column and did not include the proposed fee changes for October 4, 2021. Schedule J in Appendix “D” replaces Schedule J in the 2021 Budget Binder Proposed Fee Change Schedule.

2021 - 2025 Capital Budgets

45. The 2021 Capital Budget is \$243.2 million, including \$73 million in previously approved funding, \$168.8 million in new funding requests, and \$1.5 million associated with New Investment and Service Recommendation Operating Budget requests. Details of the 2021 Capital Budget are found in the 2021 Capital Plan binder.
46. Consistent with the Capital Project Financial Control Policy, where the 2021 Capital Budget includes projects that will be completed over more than one reporting period, Council’s approval of new projects in the 2021 Capital Budget would include approval of the funds required in 2022, 2023, 2024 and 2025, to conduct the work, totaling \$168.8 million.
47. In addition to the portion of the 2021 Capital Budget that is recommended for approval, the 2021-2025 Capital Plan provides a forecast for capital spending over the next five years. The 2021-2025 Capital Plan includes \$982.6 million in spending and was developed with a focus on addressing the City’s most critical asset renewal needs, areas currently experiencing service level deficiencies, and required investment to support the growth management process. It should be noted that despite the significant investment being made, many important projects were deferred. As aging assets fail, their ability to deliver service to the community will be impacted.

Capital Budget - Recommended Amendments (since publication of the 2021 Business Plan)

48. On December 14, 2020, Council adopted motion 20-G-227 which approved “a budget amount to be funded from the Reinvestment Reserve (formerly Community Benefit Reserve) for the demolition of the Fisher Auditorium”. Staff Report EMT001-21 recommends adding \$425K to project FC1138 – Fisher Auditorium Redevelopment to be funded by the Reinvestment Reserve.
49. Project FC1084 – BFES Fire Station #6 New Building Development was inadvertently omitted from the 2021 Capital Plan. This project is required to serve future buildout areas in the Hewitt’s Secondary Plan area and is required to be in service for the Barrie Fire & Emergency Service prior to the start of building to be able to serve the planned communities. This adds \$5.425M (total project cost of \$5.451M less \$26K previously approved) to the 2021 Capital Plan with funding from the Development Charge Protection Reserve. The Capital Project Detail Report is included as Appendix “E”.
50. The 2021 Capital budget includes project 001035 – Collier Street Parkade Sprinkler Replacement Program, with \$125 thousand budgeted for 2021 and \$125 thousand forecast in each year from 2022 to 2024 for a total cost of \$500 thousand, funded from the Tax Capital Reserve. It is recommended that the funding be changed to the Parking Capital Reserve.

Budget Engagement Summary

51. Access Barrie collaborated with Finance to educate and engage the public throughout the 2021 Budget process using the Budget Allocator tool. The engagement tool collects feedback from residents, but it is not a statistically valid survey. The goal was to improve understanding of how tax dollars are spent and basic municipal budgeting processes, demonstrate value for money and get input from the public on key service areas.
52. 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 on November 12, 2020 through the City’s online engagement platform buildingbarrie.ca, the tool included a snapshot of 11 major service areas in the tax-based Operating Budget that impact the daily lives of Barrie residents and businesses. A new addition this year was including two service partners in the tool, Barrie Police and Barrie Public Library.
53. The tool closed for official submission and comment at midnight on December 18, 2020, with a total of 717 submissions. A complete summary of results and comments are included as Appendix “G”.
54. In addition to the Budget Allocator, staff executed a marketing campaign with the objectives of 1) creating awareness on how the City spends tax dollars, 2) encouraging residents to submit their feedback via the tool, and 3) educating residents on basic municipal budgeting processes using easy-to-understand language and graphics. The campaign tactics included an animated video, radio ads, updates to Barrie.ca/budget, digital and social media ads including Facebook and Twitter and print ads in This Week in Barrie.
55. As of December 20, 2020, City-originated posts and ads about the 2021 budget generated over 59 thousand combined impressions.

Ontario Regulation 284/09 - Expenses not included in the 2021 Business Plan

56. 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.
57. Prior to passing the 2021 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 - \$55.4 million;
 - Post-employment benefit expenses - \$1.6 million; and
 - Solid waste landfill closure and post-closure expenses - \$100 thousand.

Other:

COVID-19 Funding

58. In the first phase of Safe Restart funding announced by the Province on August 12th, the City's allocation was \$6,601,400 in municipal funding plus an additional \$2,556,418 in transit funding, for a total phase one allocation of \$9,157,818. The City did not meet the criteria and therefore was not successful in its application for the second phase of 2020 funding. The first phase funds allocation will be reported back to Council on the final 2020 year-end report in March.
59. On December 16, 2021, the Province announced further funding under the federal-provincial Safe Restart program to help municipalities develop 2021 budgets that reflect the continued impact of COVID-19 in their communities. The City's portion is approximately \$1.3 million which is in addition to the funding being provided to municipalities to help with local transit pressures. As part of this announcement, the Province indicated further details about the transit funding will be available in January. City staff have made inquiries of the Ministry to determine if there are restrictions on how the funds can be allocated. At the time of preparation of this staff report, a response had not been received.

Neighbourhood Musician Program

60. On October 5, 2020, Council approved motion 20-G-154 concerning Developing Local Talent in the Arts Sector and Connecting Local Neighbourhoods as follows:
- "That in support of developing local talent in the arts sector and connecting local neighbourhoods, staff in the Economic and Creative Development and Recreation and Culture Departments include an 'intake form' for consideration as part of the 2021 Business Plan that would provide a City resource and support for a pilot project for the organization of concerts with emerging, local musicians and artists in neighbourhood parks across the City of Barrie over the summer months."
61. Both Departments reviewed the direction and view it as a joint project between Recreation and Culture Services and Economic and Creative Development. The intake form included as Appendix "C", reflects it as a joint project that provides for summer student staffing and anticipated program materials for a total budget impact of \$51,890.

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62. While there is an interest in localizing activations in the City's park space that support our local arts and culture community, the intake form was not supported as a recommended service level change in the 2021 budget.
63. There are several unknowns at the time of budget in regard to health guidelines that may be in place for Summer 2021 and how that would impact what could be delivered. Further, through the engagement of the arts and culture community through the economic recovery consultation and planning, it is anticipated that there may be opportunities to leverage existing work through Business in the Parks, and other opportunities that could provide more cost-effective solutions and/or impactful solutions beyond the scope of the current intake form. Staff need the time to assess health regulations and to further develop these opportunities that would be presented to Council as part of economic recovery planning.

Industrial Development Charge Discounts

64. 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.
65. The 2021 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 have been \$2.0 million. At the time of drafting this report, for 2020 to date the City has to fund approximately \$3.2 million of such discounts.
66. 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

67. To ensure delivery of City services and the 2021 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.
68. 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 gapping 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.

69. Transit is anticipating a \$3.2M shortfall in fare revenue (-47%) in 2021 with reduced ridership stemming from the continued impacts of COVID-19 and Georgian College delivering student learning remotely. Reduced transit service and fuel savings offset the shortfall by \$600k, however in order to meet the 0.82% year over year budget target presented in the 2021 Business Plan the department will need to receive an additional \$2.5M in federal and provincial funding. As part of the Provincial announcement on December 16, 2020, regarding the transit funding for Phase 2 of the Safe Restart Agreement, the Province indicated further details will be available in January. With details still outstanding the department is at risk of a budget shortfall if the funding proves to be insufficient and may need to reduce transit service further until ridership returns to pre-COVID levels.

Economic Adjustment for Non-Union Group (NUG) Employees

70. The City is party to various collective agreements negotiated with its unionized workforce. An agreement with one of the two major unions, the Barrie Professional Fire Fighters Association (BPFFA), is in place for 2021. At the time of draft of this report, the City was in negotiations for the agreement for the Canadian Union of Public Employees (CUPE). Budgeted labour costs reflect obligations set out in the BPFFA agreement, an estimate for CUPE labour costs and an economic adjustment for Non-Union Group (NUG) labour costs.

Corporate re-organization

71. The corporate re-organization first made public in November 2019 has been implemented with the exception of some final changes by IGM that were released in October 2020. The resulting changes from these final changes will be operationalized in 2021 with related budget impacts recognized for the 2022 budget year.

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

72. There are no environmental or climate change impact matters directly related to the recommendation. The 2021 Business Plans and Budgets reflect various initiatives and capital projects that support a more sustainable community.

ALTERNATIVES

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

Alternative #1 General Committee could reduce the tax levy increase from 3.75% to 2.17% by not contributing to the Dedicated Infrastructure Renewal Fund for 2021, directing the \$1,322,000 in 2021 COVID-19 funding to the Tax Capital Reserve, and by deferring the reduced draw from the Stabilization and Reinvestment Reserve, the planned increase in the contribution to the Fleet Reserve and the increased contribution to the County of Simcoe Capital Reserve all by one year.

Item	\$	%
2021 DIRF	-2,500,000	-1.00
Growth Strategy	-500,000	-0.20
Fleet Reserve	-450,000	-0.18
County Reserve	-500,000	-0.20
Total Reduction	-3,950,000	-1.58
Alternative 1 Tax Levy	5,430,699	2.17

This alternative reduces funding available to replace the City's infrastructure and fleet that have reached or exceeded end of life, results in higher operating expenses to maintain these aging assets and creates pressure on the tax levy today and in future years that was intended to be "smoothed" by these contributions.

Alternative #2 General Committee could reduce the tax levy from 3.75% to 3.22% by using the \$1,322,000 of 2021 COVID-19 relief as revenue against the tax levy.

As the 2021 COVID-19 relief is one-time funding, it won't be available in 2022, creating a \$1.3 million "hole" before any other contractual or other increased cost pressures the City will face in 2022.

Alternative #3 General Committee could reduce the tax levy from 3.75% to 1.64% by doing a combination of Alternative #1 and Alternative #2.

The 2021 COVID-19 relief would be applied to the operating budget and not available to offset the lost contribution to the DIRF used to fund infrastructure replacement. The 2021 COVID-19 relief is also one-time funding, and this will create a \$1.3 million pressure in 2022.

FINANCIAL

74. The financial impacts of the 2021 Business Plan are addressed in the analysis section of this report.

LINKAGE TO 2018-2022 COUNCIL STRATEGIC PLAN

75. 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

76. 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"

2021 BUDGET DIRECTIONS – OPERATING AND GENERAL

1. That staff prepare the 2021 Business Plan with a cap of 1.95% for the tax supported budget as well as an identification of any service level changes required to achieve this target.
2. That staff review and recommend an additional amount for the Dedicated Infrastructure Renewal Fund not to exceed 1%.
3. That a letter from the Treasurer identifying the 2021 Budget Directions target and a copy of the report EMT002-20 be forwarded to the respective Agencies, Boards and Commissions as follows:
 - a) Barrie Police Service;
 - b) County of Simcoe;
 - c) Barrie Public Library;
 - d) Lake Simcoe Region Conservation Authority;
 - e) Nottawasaga Valley Conservation Authority;
 - f) Simcoe Muskoka District Health Unit; and
 - g) Lake Simcoe Regional Airport.
4. That staff prepare the 2021 Business Plan for rate supported services that includes:
 - a) 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; and
 - b) 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.
5. That any significant impacts to the 2021 budget be presented for consideration, including:
 - a) New investments and changes in level of service;
 - b) Changes in staff complement levels; and
 - c) User fees that are added, removed, or increased/decreased by 5% or more.
6. That a ten year Capital Plan be prepared that includes a one year capital budget, a four year forecast, and a five year capital outlook, addressing both growth and renewal of infrastructure, with consideration to the maintenance of the City's AA credit rating and fiscal health.
7. That the 2021 Budget Development Schedule identified in Appendix "A" to Staff Report EMT002-20, be used to develop the 2021 Business Plan for Council's review and approval no later than January 2021.

APPENDIX "B"

DEBENTURE LIST

Project Title	Project ID	Previously Approved Debt Yet To Be Issued	Budget Year 2021 (One or Multi-year request)	Total
Essa Road Right of Way Expansion - Bryne to Fairview (outside of CAH limits)	EN1015	\$ 459,576	\$ -	\$ 459,576
WwTF New Advanced Nutrient Removal	EN1091	\$ 5,850,000	\$ 1,310,976	\$ 7,160,976
Mapleview Drive East Improvements - Country Lane to Yonge (City)	EN1097	\$ 1,289,999	\$ -	\$ 1,289,999
Tiffin Street ROW Expansion - Hwy 400 Underpass	EN1104	\$ 1,771,000	\$ -	\$ 1,771,000
Little Lk Sew Pump Station Upg	EN1122	\$ 1,038,300	\$ -	\$ 1,038,300
WwTF Biosolids Storage Tank Mixers	EN1127	\$ 3,548,000	\$ -	\$ 3,548,000
Dunlop Street East Corridor Improvements - Toronto to Mulcaster	EN1167	\$ 4,500,000	\$ -	\$ 4,500,000
Lovers Creek New Bridge - Tollendal Mill, 150m West of Coxmill	EN1169	\$ 1,495,000	\$ -	\$ 1,495,000
Huronia Road New Trunk Sanitary Sewer and Road Replacement - Lockhart to McKay (City)	EN1255	\$ 536,317	\$ -	\$ 536,317
McKay Road New Trunk Sanitary Sewer - Hwy 400 to Huronia (City)	EN1256	\$ 756,382	\$ -	\$ 756,382
McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	EN1257	\$ 855,976	\$ -	\$ 855,976
Veterans Drive New Trunk Watermain and Road Expansion - Salem to McKay (Developer)	EN1258	\$ 40,144	\$ -	\$ 40,144
Kidds and Sophia Creek Storm Pond Upgrades - Irwin (KD03), Ford (KD06), and Ottawa (SP03)	EN1269	\$ 900,000	\$ -	\$ 900,000
Hotchkiss Creek Culvert Expansion - Innisfil, 125m North of Tiffin	EN1273	\$ 1,755,000	\$ -	\$ 1,755,000
Salem Road New Transmission Watermain and Road Expansion - County Road 27 to Dunn (Developer)	EN1276	\$ 758,452	\$ -	\$ 758,452
Big Bay Point Road ROW Expansion - Bayview to Huronia	EN1286	\$ 813,241	\$ -	\$ 813,241
Harvie Road and Big Bay Point Road New Crossing - Highway 400	EN1287	\$ 24,743,787	\$ -	\$ 24,743,787
Watermain Renewal Program	EN1294	\$ 1,020,000	\$ -	\$ 1,020,000
Hurst Drive Pavement Rehabilitation - Cox Mill to Golden Meadow	EN1314	\$ 2,200,000	\$ -	\$ 2,200,000
Essa Road Expansion - Athabaska to Salem (Developer)	EN1456	\$ -	\$ 56,250	\$ 56,250
BFES Station 3 Interior Renovations	FC1059	\$ 900,000	\$ -	\$ 900,000
Allandale Historic Train Station Development	FC1064	\$ 3,045,500	\$ -	\$ 3,045,500
Operations Centre Master Plan Implementation	FC1124	\$ 6,450,000	\$ 27,500,000	\$ 33,950,000
BFES Station 4 Renovation	FC1147	\$ 1,000,000	\$ -	\$ 1,000,000
Fleet Renewal Program	RFP1156	\$ 6,000,000	\$ 3,000,000	\$ 9,000,000
Grand Total:		\$ 71,726,673	\$ 31,867,226	\$ 103,593,899

APPENDIX "C"

**605 – ARTS & CULTURE IN THE PARK SUMMER PROGRAM
INFRASTRUCTURE & GROWTH MANAGEMENT
CONTACT: Stephanie Schlichter, Director of Economic & Creative Development (Ext. 5036)**

DESCRIPTION:

In response to Motion 20-G-154, up to 2 summer students would be required in addition to an operational budget for marketing, potential payment for artists, equipment rental, additional park maintenance, and potential health regulation required materials.

Program delivery would consist of event planning and execution:

- 1-2 Summer Co-op Students – 15 weeks:
- 10-12 weeks of programming at 1-2 events per week (approx. 20 neighbourhood park events)
- Equipment Rental
- Special Events Permitting Processing
- Coordination with Parks Maintenance for site preparation and clean-up
- Artist Bookings
- On-site event support (Off regular hours) – administer health regulations, event set-up
- Marketing Program

Associated budget estimates are conservative and assume some leveraging of existing resources and include:

Summer Co-op Student: \$13,445 per student (no wage subsidy calculated and assuming a co-op from an events management post-secondary program)

Artist Bookings: \$6,000

Materials/Supplies/Marketing/Additional Park Maintenance: \$19,000

Total Estimated Project Cost: \$51,900

Council Direction: DEVELOPING LOCAL TALENT IN THE ARTS SECTOR AND CONNECTING LOCAL NEIGHBOURHOODS: That in support of developing local talent in the arts sector and connecting local neighbourhoods, staff in the Economic and Creative Development and Recreation and Culture Departments include an 'intake form' for consideration as part of the 2021 Business Plan that would provide a City resource and support for a pilot project for the organization of concerts with emerging, local musicians and artists in neighbourhood parks across the City of Barrie over the summer months.

CONFIDENCE:

Provincial and local health regulations regarding musical performance, physical distancing and gathering restrictions, in addition to park configuration may place some limitations on the scope of neighbourhood events.

Providing opportunities to gather community in support of local arts and culture, supports neighbourhood placemaking, and provides increased community engagement with the arts and culture sector, develops local talent and activates public space in an innovative way.

BENEFITS:

The proposed solution addresses the request of Council and considers all elements of delivering a program of neighbourhood concerts, assesses resource requirements, contemplates contingency pending health regulations, and impacts to other Departments.

FINANCIAL DETAILS:

Operating Changes:

	2021	2022	2023	2024
Revenues				
Tax Levy	(\$51,890)	\$0	\$0	\$0
Total	(\$51,890)	\$0	\$0	\$0
Expenditures				
Full-Time Salaries	\$23,982	\$0	\$0	\$0
Full-Time Fringe Benefits	\$2,909	\$0	\$0	\$0
Contracted Services	\$25,000	\$0	\$0	\$0
Total	\$51,890	\$0	\$0	\$0

POSITION DETAILS:

Name	Full-Time Temporary
Summer Student	2



APPENDIX "D"
PROPOSED SCHEDULE J
TRAFFIC SERVICES AND PARKING

ITEM	2020 APPROVED FEE	2020 PROPOSED FEE
SECTION 1: ROADS AND SANITARY SYSTEM SERVICE FEES		
1.1 SIGNS		
Installation of Directional signs	Site specific costing based on time and materials, not to exceed full cost recovery	Site specific costing based on time and materials, not to exceed full cost recovery
Installation of Street Signs - Street Name Signs	\$230.00	\$230.00
- Regulatory Signs	\$230.00	\$230.00
1.2. ROAD SERVICE CALLS		
Service Calls - General (For all Roads hourly rate fees: Overtime is charged at time and half Mon-Fri after 4pm and all day Saturday. Overtime charged at double time on Sunday)	74.16	74.16
1.3. SANITARY SERVICES		
Blocked Sanitary Sewer - Service Call		
Mon.-Fri. 0730 to 1600 hr. (min. 1 hour charge)	\$282.22 / Hour	\$282.22 / Hour
Mon.-Sat. 1600 to 0730 hr (min. 2 hour charge)	\$422.30 / Hour	\$422.30 / Hour
Sun. and Statutory Holidays. (Service call fee is an additional charge) (min. 2 hour charge)	\$562.38 / hour	\$562.38 / hour
Sanitary sewer repairs. If costs exceeds minimum, charged at full cost recovery; Deposit of \$5,000.00 required on all work	5,000.00	5,000.00
1.4. PAVEMENT DEGRADATION FEES		
0-15 Years Major Road per m ²	\$45.00	\$45.00
0-15 Years Minor Road per m ²	\$38.00	\$38.00
16-30 Years Major Road per m ²	\$36.00	\$36.00
16-30 Years Minor Road per m ²	\$31.00	\$31.00
31-40 Years Major Road per m ²	\$28.00	\$28.00
31-40 Years Minor Road per m ²	\$22.50	\$22.50
41-55 Years Major Road per m ²	\$20.50	\$20.50
41-55 Years Minor Road per m ²	\$16.50	\$16.50
56-65 Years Major Road per m ²	\$13.50	\$13.50
56-65 Years Minor Road per m ²	\$10.25	\$10.25
66-80 Years Major Road per m ²	\$0.00	\$0.00
66-80 Years Minor Road per m ²	\$0.00	\$0.00
80 + years minor and major	\$0.00	\$0.00
SECTION 2: TRAFFIC		
Collision Diagram	\$27.30	\$27.30
Annual Count Maps	\$109.00	\$109.00
Traffic Signal Timings	\$55.00	\$55.00
Turning Movement Counts	\$55.00	\$55.00
Average Daily Traffic	\$21.85	\$21.85
2.1. TRAFFIC CONTROL EQUIPMENT RENTAL FEES		
Road Closed and other Signs TC 7's RB 92's	\$1.38 / Day	\$1.38 / Day
Saw Horse Barricades	\$0.97 / Day	\$0.97 / Day
Barrels RB 53's	\$0.66 / Day	\$0.66 / Day
Garbage Barrels	\$5.10 / Day	\$5.10 / Day
Pylons	\$0.46 / Day	\$0.46 / Day



Delivery	\$40.75 / Day	\$40.75 / Day
Temporary Road Closure for Unplanned Event - Full Requires two equipped trailers and staff to close a road or intersection (up to 4 streets) Minimum 2 hour charge	\$470/hour	\$470/hour

City Hall Lot	\$1.00/hr, 5-hour max Motorcycle/Motorized Scooter Parking \$0.75, 5-hour max 9:00 am - 5:00 p.m. Mon-Fri	\$1.25/hr Motorcycle/Motorized Scooter Parking \$0.75
Clapperton Street Lot	\$1.00/hr, \$5.50 daily max 9:00 a.m.- 5:00 p.m. Mon-Fri	\$1.25/hr \$7.00 daily max
Clapperton Street – Worsley Street to McDonald Street	\$1.25/ hr 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Clapperton Street – Worsely Street to Dunlop Street	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Collier Street – Bayfield Street to Mulcaster Street	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Collier Street – Mulcaster Street to Berczy Street	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Collier Street Parkade	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	\$1.25/hr
23 Collier Street Lot	\$1.00/hr, \$5.50 daily max 9:00 a.m.- 5:00 p.m. Mon-Fri	Delete
Cumberland Street – Essa Road to William Street	\$1.25/hr, 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Dunlop Street East – Mulcaster Street to east of Sampson Street	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Dunlop Street West – Toronto Street to Mulcaster Street	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Essa Road – Gowan Street to south of Cumberland Street	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	Delete
Gallie Court	\$2.00/ hr, 9:00AM – 12:00AM Mon - Fri	\$5.00/ hr effective January 1st, 2021
H-Block	\$1.00/ hr, \$5.50 daily max. 9:00AM – 5:00PM Mon - Fri	\$1.25/hr \$7.00 daily max
Heritage Park North Lot, Heritage Park East Lot and Heritage Park West Lot	\$1.00/ hr, \$5.50 daily max. 9:00AM – 5:00PM Mon - Fri	\$1.25/hr
High Street – West side, Dunlop Street to Park Street	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
High Street – East side, Dunlop Street to Park Street	\$1.25/ hr, 1-hour max 9:00AM – 5:00PM Mon - Fri	\$1.50/hr



Lakeshore Lot, Spirit Catcher Lot and North Marina Lot	\$1.00 per hour, \$5.50 daily max. Rates are enforced 24/7, excluding statutory holidays.	\$10.00 per hour \$50.00 daily max.
Lakeshore Mews	\$1.00/ hr, \$5.50 daily max. 9:00AM – 5:00PM Mon - Fri	\$1.25/hr \$7.00 daily max
Library Lot	\$1.00/ hr, \$5.50 daily max. 9:00AM – 5:00PM Mon - Fri	\$1.25/hr \$7.00 daily max

Maple Avenue – Ross Street to Simcoe Street	\$1.25/ hr, 2 hour max 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Maple Avenue and Ross Street Lot	\$1.00/hr, \$5.50 daily max. Motorcycle/Motorized Scooter Parking \$.75 per hour, \$2.50 daily max 9:00AM – 5:00PM Mon - Fri	\$1.25/hr \$7.00 daily max. Motorcycle/Motorized Scooter Parking \$0.75 per hour \$4.00 daily max
Maple Avenue Lot and Maple Avenue/Dunlop Street Lot	\$1.00/hr, \$5.50 daily max. 9:00AM – 5:00PM Mon - Fri	\$1.25/hr \$7.00 daily max
Marina Lot	\$3.00 per hour, \$20.00 daily max. Rates are enforced 24/7, excluding marina annual parking pass holders	\$10.00 per hour, \$50.00 daily max.
Mary Street – Ross Street to Simcoe Street	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Mary Street Lot	\$1.00/ hr, 9:00AM – 5:00PM Mon - Fri	\$1.25/ hr
McDonald Street Lot (Courthouse)	\$1.00/ hr, 9:00AM – 5:00PM Mon - Fri	\$1.25/ hr
McDonald Street – Clapperton Street to Mulcaster Street	\$1.25/ hr 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Mulcaster Street Lot	\$1.00/hr, \$5.50 daily max. 9:00AM – 5:00PM Mon - Fri	Delete
Mulcaster Street – Worsley Street to Codrington Street	\$1.25/ hr 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Mulcaster Street – Simcoe Street to Worsley Street	\$1.25/ hr, 2-hour max, 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Owen Street – Collier Street to McDonald Street	\$1.25/ hr, 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Owen Street – Dunlop Street to Collier Street	\$1.25/ hr, 2-hour max, 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Owen Street Lot	\$1.00/ hr, \$5.50 daily max. 9:00AM – 5:00PM Mon - Fri	\$1.25/hr \$7.00 daily max
Park Street - High Street to Toronto Street	\$1.25/hr, 9:00AM – 5:00PM Mon - Fri	\$1.50/hr



Parkside Drive – Park Street to Ross Street	\$1.00/ hr, \$5.50 daily max. 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Poyntz Street – Dunlop Street to Collier Street	\$1.25/ hr, 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Quarry Ridge	\$2.00/ hr; 9:00AM - 12:00 AM Mon - Fri	\$5.00/ hr effective January 1st, 2021
Ross Street - Toronto Street to Parkside Drive	\$1.25/ hr, 2-hour max, 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Chase McEachern Way Lot	\$1.00/ hr, \$5.50 daily max. Motorcycle/Motorized Scooter Parking \$0.75 per hour, \$2.50 daily max 9:00AM – 5:00PM Mon - Fri	\$1.25/hr \$7.00 daily max. Motorcycle/Motorized Scooter Parking \$0.75 per hour \$4.00 daily max

Chase McEachern Way – north side, Meridian Place to Bayfield Street	\$1.25/ hr, 2-hour max 9:00AM – 5:00PM Mon - Fri	Delete
Toronto Street – Ross Street to Park Street	\$1.00/ hr, \$5.50 daily max. 9:00AM – 5:00PM Mon - Fri	\$1.50/hr
Waterfront Parking for Non-Residents:	\$3.00 per hour, \$20.00 daily max. Rates are enforced 24/7	\$10.00 per hour \$50.00 daily max.
Worsley Street - Bayfield Street to Poyntz Street	\$1.25/ hr, 9:00AM – 5:00PM Mon- Fri	\$1.50/hr

3.5. SPECIAL EVENT PARKING LOT RESERVATION

Johnsons Beach Lot	\$7.50/stall/day	\$10.00/stall/day
Marina Lot	\$7.50/stall/day	\$10.00/stall/day
Minet's Point Lot	\$7.50/stall/day	\$10.00/stall/day
North Centennial Lot	\$7.50/stall/day	\$10.00/stall/day
South Centennial Lot	\$7.50/stall/day	\$10.00/stall/day
North Victoria Lot	\$7.50/stall/day	\$10.00/stall/day
South Victoria Lot	\$7.50/stall/day	\$10.00/stall/day
Southshore Centre	\$7.50/stall/day	\$10.00/stall/day
Tiffin Boat Launch	\$7.50/stall/day	\$10.00/stall/day
Tyndale Park Lot	\$7.50/stall/day	\$10.00/stall/day

3.6 OTHER

Removal or Relocation of a "Pay and Display Machine"	807.00	807.00
Relocation of Garbage Receptacle	107.36	107.36
Relocation of Planter Box	107.36	107.36
Removal and/or replacement of a "Parking Meter Head"	Single - \$162.50 Double - \$700.00	Single - \$162.50 Double - \$700.00
Good Forestry Practices - Woodlot Tree Removal Permit	125.00	125.00

*** HST is included in the parking meter posted price. NOTE: During the month of December, on street parking is free for the first two hours.



SECTION 4: MISCELLANEOUS FEES		
4.1. EQUIPMENT RENTALS		
Gradall/Backhoe	\$107.12 per hour plus the cost of the operator	\$107.12 per hour plus the cost of the operator
Hydro Vac (including 3 operators and truck)	\$384.19 per hour	\$384.19 per hour
Loader	\$61.80 per hour plus the cost of the operator	\$61.80 per hour plus the cost of the operator
Backhoe	\$40.69 per hour plus the cost of the operator	\$40.69 per hour plus the cost of the operator
Sweeper (including 1 operator)	\$153.47 per hour	\$153.47 per hour
Snow Melter (including 1 operator and truck)	\$1,392 per hour	\$1,392 per hour
Truck 100 series	\$9.27 per hour plus the cost of the operator	\$9.27 per hour plus the cost of the operator
Truck, 300 series	\$17.00 per hour plus the cost of the operator	\$17.00 per hour plus the cost of the operator
Truck, 400 or 500 series - single axle	\$41.72 per hour plus the cost of the operator	\$41.72 per hour plus the cost of the operator
Truck, 400 or 500 series – tandem axle	\$47.90 per hour plus the cost of the operator	\$47.90 per hour plus the cost of the operator
4.2. SHOPPING CARTS ON PUBLIC LANDS		
Collection Fee	\$24.00	\$24.00
Storage Fee	\$24.00	\$24.00
Invoice Fee	\$38.50	\$38.50
SECTION 5: PARKS MAINTENANCE SERVICES		
Parks Maintenance Services	\$16,100 / hectare / year.	\$16,100 / hectare / year.

APPENDIX "F"

BARRIE PUBLIC LIBRARY REVISED 2021 BUDGET

2021 Draft Budget

Approved by Library Board 09/24/2020
Approved by Library Board with amendment to include Holly Community Library 10/22/2020
Amendment to Holly Community Library Budget Approved by Library Board 11/26/2020

Expenses	2021 Budget	Holly Community Library Budget
Salaries & Benefits		
Salaries	\$4,753,593	\$183,980
Benefits/WSIB etc	\$1,064,988	\$37,107
Sick Leave Reserve transfer	\$0	\$0
Employee Assist Program	\$7,000	\$0
Employee Appreciation	\$500	\$0
Total Salaries & Benefits	\$5,826,081	\$221,087
Materials & Supplies		
Office & Employee Supplies	\$91,755	\$0
Business Development Expenses		
Marketing/publications	\$121,040	\$16,000
Stewardship & Fundraising	\$40,000	\$0
Programming & Outreach	\$71,365	\$15,000
Library Materials	\$1,120,125	\$110,000
Total Materials & Services	\$1,444,285	\$141,000
Equipment Reserve Transfer	\$80,000	\$0
Services		
Training & Development	\$60,900	\$0
Consulting and Professional Services	\$65,000	\$0
Contracted and Other Services		
Courier Services	\$40,000	\$15,000
Telephone Services	\$44,850	\$2,513
Processing Services	\$106,688	\$11,000
Repairs & Maintenance - Building	\$575,000	\$100,000
Repairs & Maintenance - Equipment	\$40,000	\$50,000
Repairs & Maintenance - Software & System	\$400,000	\$21,377
Rents & Other Expenses		
Financing, Insurance, and Financial Fees	\$12,000	\$1,900
Internal Transfers - Rent	\$984,720	\$160,000
Total Services	\$2,329,158	\$361,790
Total Expenses	\$9,679,524	\$723,877
Revenue		
Rental Revenue, Lost Materials Fees, Registration Fees	\$6,000	\$0
Printing Fees	\$15,000	\$0
Non Resident Fees	\$5,000	\$0
Fines & Penalties	\$0	\$0
Grant Revenue & Contributions		
Local Board Contribution	\$194,322	\$0
Province of Ontario Grant Revenue		
Provincial Grant	\$107,501	\$0
Pay Equity Grant	\$71,937	\$0
Pay Equity Downpayment	\$92,370	\$0
Other Revenue (Development Charges)		\$160,000
Transfer from Reserve	\$718,257	\$0
Total Other Revenue	\$1,210,387	\$160,000
Municipal Grant Revenue	\$8,469,137	\$563,877
Total Revenue	\$9,679,524	\$723,877

*Total for 12 months of operation

APPENDIX “G”

BUDGET ENGAGEMENT SUMMARY

Overall, the tool collected 717 submissions between the campaign period, November 12 – December 18, 2020.

General Comments

In addition to allowing users to comment on specific service areas, respondents could also leave a general comment through the question:

Do you have any other general feedback you would like to share as part of the 2021 budget engagement?

Full comments provided below. Note, comments that violate the City's [Social Media Policy](#) have been removed.

2021 is not the year for a tax increase. Because of covid there are too many people struggling, too much unknown for 2021 with this virus. We all have to make do with what we have and ride this out.
Address union wages and benefits. Take cues from the private sector to increase productivity and efficiency.
Lower Taxes
Improve the mediocre transit system! Why are there 5 buses that go past Grove at Bayfield in the same 6 minute span, and none for another half hour?
I am not in support of defunding the police.
Decrease the police budget and put it into social services.
Decrease or 0 increase
Would like to see Barrie Council not fighting the Health Unit advice for a SCS.
Please restore Barrie Transit to Pre-COVID service levels.
Mental health and drug addiction support for the youth and homeless in Barrie
The total budget for 2021 should be reduced to ensure there is no increase in property taxes.
More funding to crisis response instead of policing mental health calls
Keep people over technology after Covid
Please don't make property tax unaffordable
Stop spending money on useless items.
Please keep the environment in mind when making ALL decisions!
Yes- as a taxpayer I want my money allocated towards affordable housing. It is a wise investment.
Continually improve
Police seem to be costing the city way too much, has the city looked into sharing with Simcoe County to reduce costs?
Libraries are underutilized resource.
0 increase
Thanks and good luck.
Move the shelter and methadone clinic from downtown!
Decrease police spending & allocate funds to increasing community outreach and health services.
Less art installations and more relief for the middleclass
Keep downtown safe.
Put on hold new projects for the Downtown and Waterfront this year
Police need photo radar on main roads, ALL parks need wheelchair access and playable, snow removal needs to be taken seriously
More funds to build up the downtown core.
More plowing during winter. Our roads are treacherous!
Where is the budget line for social services?
Defund the police
Yes. Aim for a 0% increase in property taxes. I've lived here for 10 years and the increases of 3% or more per year are ridiculous. Tighten the belts. Do cost cutting. Reprioritize. Change your focus to be about your residents who are facing the worst year of their lives.
Plant more trees

Should have spent less money on the Dunlop Street construction. That money spent (during a pandemic) could have been better allocated.
No more free wifi at the beach
More \$ for bylaw enforcement
The allocation tool is a splendid idea to gather input.
No one has money for a tax hike this year!!
Less money to police
More parks, trees, natural areas.
Libraries need increased funding. A Holly library should be a priority.
Do not defund the police
Cancel the Recycling of Spent Winter Road Sand
The redevelopment of the Central High School area should include a large theatre, parking, with a convention centre and hotel. If Barrie wants to attract tourists to our downtown core we need a draw other than the waterfront. Accommodation is a key to making this happen. The theatre project cannot be another 5 points debacle which is too small and has zero dedicated parking.
There are roads in Barrie like Vespra Street that need to be repaved! it is extremely difficult to drive on some roads.
Cut taxes, raise development fees with maintenance costs factored in
Decrease the police budge and put it into social services
Do not raise taxes.
Fix my road. It's been at least 20 years and it's a mess! The plow comes by and leaves chunks of asphalt n my driveway. Each year it gets worse.
Give fire dept and arts centres less money.
Allocate funds to homeless and mental health programs
Our roads are so horrible, please fix some of the roads in Barrie that are almost not drivable.
We need to start reallocating tax dollars from the police department and their control to other social services, especially housing.
Faster times for transit, not waiting an hour for a bus.
Reduce residential property taxes
Defund Barrie police even more than 5%
Looking for investments in new development areas
More on economic development
Roads in Barrie should have more focus. Everywhere you go they are not well-maintained potholes and lines missing. So many new houses with no infrastructure to support and taxes are becoming extreme. Moving out keeps looking better.
In the tool should allow for adjusting the revenue section. While increased taxes and fees are not desirable, ensuing benefits may be recognized especially if marketed well.
Barrie has become a very expensive place to live. As a first-time home buyer, I find it near impossible to try to find a home in this city. If budgets could go towards helping first time house buyers. Not just me I know over 100 people that are having the same problems I am.
If schools cancel again, money should be taken away from them...
The police budget needs to be reduced to help the community survive the pandemic. Give business owners subsidies, give the homeless subsidies, invest in the people so they have something to actually protect that's not just property.
Keep in touch with the homeowners of Barrie
Please fix the roads. I can't afford another vehicle.
close libraries totally outdated
Hire an Efficiency Management expert (not a consultant) to monitor all departments costs of operations and find ways of reducing operational costs without cutting services to the community. When I was a manager in the auto manufacturing industry, managers were challenged every year to reduce costs without impacting service to our customers.
Defund the Barrie Police!
Yes. It is great to propose another library site but the money at this time should be allocated to cleaning up the water source- clean water in a home is a necessity of life.
We would really like to see a library in Holly area. We would be better able to access this library than the other 2 locations. Also, as tight a budget as you can get in non-essential services would be appreciated

as it will be a difficult year financially for many people. Thank you for your consideration of the input of Barrie Citizens.
Varying from a 5% factor, increasing transfer revenues minimally, use of reserve funding would be areas that may be able to sustain services with minor financial impact
Make Barrie Awesome!
The police are over funded and under regulated, rarely held accountable for their actions. I'd like to see more funding put into social services and support services for both the homeless and general population.
The enhancements to Bradford St and allowing the developments to proceed in a responsible, controlled manner is important. Go go go.
Permanent traffic calming measures!
Replace a meter reader bylaw person to be a parking attendant at Collier parade and let people pay when they leave parking, so they can spend as much time downtown as wanted...no having to worry about time on a meter. The attendant could also act as a Tourism rep for the downtown, since the Tourism Barrie office is across the bat...not convenient for people coming off 400 at Bayfield St...the attendant could also be available to told about unwanted activity in parkade, and call appropriate assistance.
More money needs to be put into affordable housing. I didn't see anything pertaining to that in the budget survey. Also, the needs to be more spending accountability and prioritization of funds for existing government funded housing providers in Barrie. For example, I live in BMNPH and they came and installed new floor and tub surround tiles, but failed to repair the water damaged walls, which will lead to the tiles cracking.
We would rather have lower taxes than more spending
Please make sure you beef up the city's cyber security and reduce bureaucracy. Thanks.
We would much rather have lower taxes than more spending
It's time to look at defunding the police, and putting more money into development and social services that help people.
Downtown side roads need to be fixed, massive potholes and uneven paving. Also the addition of more waste bins on the streets for people to use
Police get too much already
Please, please do not spend and waste any tax money on ridiculous, ugly art pieces! ie: the useless crate art
Make sure money is spend on essential items, and entertainment after a most likely a grim winter
I'm very concerned with how Barrie is removing green spaces in the city and allowing super tall structures that block out the waterfront. I'd rather us take a page from Vancouver to keep the city beautiful instead of Toronto
We need more jobs in the city
Efforts and money need to be allocated to environmental conservation. Vote to remove Schedule 6 from Bill 229
With the pandemic creating a tough economic situation, it is more important than ever for the city to cut back where and when they can.
The youth are 1000% serious about defund the police. Please be wise.
My biggest issue is allowing police/firefighters getting ridiculous salary increases when other professions, such as nursing, and teaching are getting legislated increases. It's shame seeing our nurses and teachers forced to take 1%, but police and fire are getting 3%. Their salary grids need to be expanded to help cities pay for their salaries. It should take a police officer/firefighter 8-10 to reach their maximum salary, not 3 years!!
Let's be smart, COVID is affecting everyone. We don't need more taxes, we just need better spending.
Cut taxes
Please stop paving roads that aren't driven on. E.G. Full lanes built for turning where there is nowhere to turn. Unused centre lanes and bike lanes on 5 lane roads.
Belt tightening time.
Fix the roads in Barrie
Better by-law enforcement
Police and ES budgets need to be reduced more than 5% to ensure Barrie's economic recovery and a healthier, safe and more prosperous future.
It's time to decrease the police

Keep out big developers
No increases anywhere.
Cut property taxes
We would like to show our full support for the new proposed library in the Holly area
Can't imagine the cost to create this useless exercise unless it's to patronize the great unwashed convince them public opinions matter.
Collaborative, but efficient development of the downtown core should be a priority. Development and investment is not happening at the pace it should. The process for approvals appears broken and unpredictable, which will inevitably deter future investment in Barrie.
Works within affordable budget
2020 has been a difficult year for many. Reduce or maintain 2021 budget lines to enable a lower property tax increase, if one at all. It's time to find efficiencies in city departments instead of passing the burden onto the residential taxpayer!
Administrative expenses in all areas. Whole process review. Are all administrative tasks required? Move to defined contribution plan.
reduce spending to reduce taxes
No more housing developments!!
I appreciate being asked my opinion in this format, thanks
Road work should be priority
Pay down debt.
Recreation costs are too high too many Supervisory & Management positions that are not needed, especially with significant reduction in revenue at this time.
Invest in a better website!
Less tax dollars to police.
I want Walkability to be a priority in the new developments
Start approving high-rise builds downtown to increase population density to justify the money spent on "improving" downtown
So many residents are having to make adjustments so some of these services should start doing the same starting with our law enforcement agencies. Taking more than half of our budget and giving us 49% is not great.
Barrie needs to do better increasing taxes every year is becoming unrealistic
Allow some police spending to be allocated to mental health initiatives and training for first responders.
More bike lanes
Fund more for the library
Please give people on ODSP a free bus pass. Please do not cut our police. Help ordinary people not fancy slogans. Thank you
Lean green city!
Cap City staff salaries at \$100k especially when you have City staff making \$16/hr. We cannot survive on min wages in a city with Toronto housing prices!
The city needs investment into services other than law enforcement, with respect to those in that profession. But public supports, health care and education is more cost effective for treating the opioid epidemic than increased police budgets.
Police budget can be A LOT lower.
Waste Management, and the environment have always been important to me. As are education (libraries) and small business incentives.
Defund the police - don't just decrease their budget. :)
My taxes are too high already
It is imperative to redirect our resources from police to better our economy.
No residential tax increases, cut back on extremely bloated and unnecessary police spending - vast majority goes to overtime and bloated wages. Focus more on the roads with that saved money, roads around Barrie are in deplorable condition.
Police budget should be lower. Barrie consistently has one of the lowest crime rates in Canada. Even if the crime rate wasn't so low, the police budget should not be so high. The money that is cut from the police budget should go back to the community, like providing free transit
Reduce spending.

<p>Cut red tape in the planning and development services dept. Sell off unused assets or those depreciating in value / bringing in no revenue. Stop strangling development and making things more complicated for businesses trying to open. Focus on services that protect us and on making the city more accessible, easy to work with; this will increase business wanting to come to Barrie. Develop the waterfront so that businesses can grow there too - attracting tourism. Keep property taxes low so that middle income families can continue to afford to live here and can prosper with the eventual positive growth of the city. Clean up downtown; we need our police to help us do this. Attract business, hotels and other higher end businesses downtown and move social services away from the downtown core.</p>
<p>Decrease budget for police to increase spending on social services and improving the Barrie community. Research is proven that police don't help prevent crime and are basically a waste of money.</p>
<p>Why is the police budget so much?</p>
<p>Yes, reduce headcount in town office...</p>
<p>If we lower police spending less than 5 percent, we can add that to growth in our transit system. Have to be willing to work with other counties ad well</p>
<p>Do rise our taxes. Thank you</p>
<p>Barrie's Development Services must grow in step with our city. Recent land development choices in Barrie don't adequately reflect the diversity of use experienced by residents of the city.</p>
<p>Use a 10 year model for snow removal. If you don't use it all, it goes into next year's season in case it's a bad w</p>
<p>Too much staff at library and recreational facilities.</p>
<p>The council should not try to maintain the city services without raising taxes.</p>
<p>Too many pet projects. Focus on core stuff and give tax increases a break!</p>
<p>Stop zoning low-income housing</p>
<p>I always loved this place because of its natural beauty. We must not replace all our trees and parks with stone and bricks.</p>
<p>Where possible emergency services should see a budget increase. User Fees and a small tax increase should be considered to balance the budget</p>
<p>work to lower taxes no matter what you need to do. They are too high.</p>
<p>Barrie is a great city.</p>
<p>Take money away from the police, and support education. We need a smarter youth to run this city in the next 50 years.</p>
<p>The police budget is disproportionately high - too high in my opinion.</p>
<p>This is great! Hope public input actually makes a difference to the budget!</p>
<p>A zero percent tax increase is needed...other municipalities can do it so can Barrie</p>
<p>It'd be nice to use any surplus to pay down city debt</p>
<p>I'm ok with Taxes going up 1% in exchange for services to the homeless</p>
<p>A mountain bike park in Ardagh world be great for tourism</p>
<p>If you decrease spending on policing by just 5 perfect, nothing else has to decrease in spending and much of them and increase!!!</p>
<p>Good idea, I spent time on it, please make opportunities like this a bigger part of policy making. Direct response from the direct stakeholders!</p>
<p>Less money to police!!</p>
<p>If the option exists to increase funding to transit, affordable housing development and green space expansion by more than 5% exists it should be taken in order to combat the greatest issues of our time.</p>
<p>I find the cost of living in Barrie extremely high compared to Brampton where I moved from!</p>
<p>Please watch our arts budget- the soap boxes are an embarrassment.</p>
<p>We truly need to look at the future of our city, and focus on those items and industries that are moving towards obsolescence and reduce their funding as it will be considered wasted dollars to our future generations and residents.</p>
<p>Taxes in this city are far too HIGH!</p>
<p>Fire Budget needs to be cut considerably- wages and cost are out of control for a services whose primary job of Fire suppression has been decreasing year after year yet the budget and salaries continue to increase</p>
<p>Improve road infrastructure including modernizing with better bike lanes</p>
<p>Barrie police should focus on finding efficiencies and budget should be put towards the improvement of other services.</p>

Considering increasing stormwater management budget to ensure proper function of retention ponds and clean receiving waters. Continue monitoring and installation of low impact design in this area.
Please do whatever it takes to prevent a tax increase this year. I think the majority of residents would respect the difficult decisions being made to be fiscally responsible this year. Thank you and good luck.
Barrie needs more green space and more manufacturing, and less new houses. There's enough people here but not enough to do
More police required given the amount of crime we deal with.
Defund the cops
Jeff Lehman has been a great Mayor for Barrie!
By taking only 5% away from police, all other areas are able to see an increase. That says a lot about where Barrie should be focusing.
Spend more in helping Barrie natives; buildings for multifamily dwellings, bring in more jobs, better solutions for homeless and drug problems in the city.
Define the Barrie police. If I could have chosen to reduce by 50% I would have.
The surplus could be used for more psychologists.
Will not be long before I am paying 6,000.00 in property tax, I cannot afford it please stop with these ridiculous tax increases. 0% increase should be your goal, reduce as many services and reduce staffing as must to achieve 0%. I don't understand a little town like Innisfil can be bustling with business talk of a huge project the hub and Barrie is laughable. STOP THIS MADNESS 0% TAX
Yes, try cut as many have been financially impacted this past year with your government's tyranny.
The inflated police budget needs to be controlled. It is too much money for one aspect of helping people, especially when it is not helping everyone in the community.
Very good tool. The only comment I would make is that I see so many empty buses on their routes. This is bad for our economy and environment. Can we make changes there?
More funding for affordable housing, and mental health services
Obviously, I have comprehensive insights as to how efficient all our City's operations run. I based my suggestions on the limited observations I have made thus far. If you like to hire me to evaluate services and operations and look for efficiencies, I'd be happy to help. :)
Thanks for the opportunity for input.
Yes. Many properties in Barrie go from a single tax source to multiple tax sources by being developed. Why do our taxes go up every year?
I would like to see more ecofriendly options, more vegan options and elimination of single use plastic
Lower property taxes and get actual business/industry here instead of just building more houses!!
Health & safety, housing first
Redesign the waterfront. There are too many lights. Move the waste facility. Why is there a parking lot literally on one of the nicest pieces of land in the city?
Have companies finish jobs on time and within budget.
I would like to see the city of Barrie plan affordable housing for the homeless community.
Almost everyone's personal finances have taken a hit this year and next. To not consider some belt tightening from our public sector is incongruous.
I would like to see the city be more conservative and cautious with our money in the upcoming year
The spending on transit is ridiculously high. Efficiencies need to be found and services streamlined.
Do not increase the Police budget, instead use the money for other city services.
Sharpen pencils
Despite not being a popular option, top priority needs to be either cut the budget or at minimum have a zero-tax increase.
George Floyd :(
Let's try to not raise taxes like the County of Simcoe. People has suffered a lot this year, and everyone has made lots of reductions in income, spending etc. I pay an extremely high tax rate, and honestly don't feel like I am getting my monies worth anymore
Eliminate art from parks completely. Not a good use of our taxes
Bring back weekly garbage collection.
Stop spending money, we are in a recession. act like it. we can't keep spiraling
Lower property taxes
Reduce Taxes!

I feel like the city spend too much money on theatres. We need more recreation Centers. These Centers are used much more than the multiple theatres the city keeps funding.

I think continued road resurfacing and supporting the less fortunate are priorities. Along with maintaining the environment protection

Defund the police, put more into social programs

Increase services to help disabled people in the community who are still in full isolation but have been cut off from all government pandemic help and aren't being supported in this community

It is already in my remarks. No to high-rise.

Increase plowing

Zero funding for arts or drug injection sites. No more buildings over 13 stories downtown period. No more cuts to developmental charges. I feel I'm being pushed out of my home because I own it and on a pension.

Low-income housing and rehab facilities.

Need for more bylaw officers to keep neighbours from overcrowding, unkept properties, and cars parked on lawns.

In our opinion your job is not to cut spending but to spend wisely. Theoretically, taxes should increase over time in line with the cost of living just to maintain existing government programs. There are people who really need public services and that is a big part of what government is for. Please don't destroy what we have.

Dear Chair Morales & Finance Committee Members.

We would like to sincerely thank you for advocating for a zero percent tax increase in the upcoming 2021 property tax budget.

Unlike most politicians who typically end each year frantically pitching their favoured projects to hike taxes, you are offering taxpayers a rare glimmer of hope that they will be visible to elected officials during the 2021 budget discussions.

For us, COVID 19 influenced the date my husband retired, which resulted in a significantly reduced household income. As a survivor of atypical experience with multiple pulmonary embolisms, remaining at work meant several things including less control over his points of exposure to COVID 19. When faced with maintaining a higher household income until full pension, or reducing exposure to COVID 19, the choice was easy.

From the beginning of this pandemic, we have never entered a store without wearing masks and gloves. These items plus the additional cleaners we use to wipe down items brought into the house eats into our already reduced household budget — but for us — these items are essential for survival.

The federal and provincial governments have been running up the COVID 19 tab at unprecedented rates, so Councillor Morales, thank you for recognizing it is the same taxpayer who is tied to the end if the multi-color kerchiefs governments keep pulling out of their finance department pockets.

It is still the same taxpayer paying for all levels of government services — whether it's COVID spending, police, fire or healthcare services. If the City of Barrie decides to apply federal and provincial collected taxpayer money to a zero percent property tax increase then I say thank you for recognizing your city taxpayers will already be paying hefty increases through provincial and federal budgets for decades to come.

Hello Budget Committee:

Thank you for your consideration. Here is my family's personal situation in dealing with COVID-19.

How COVID-19 has affected your finances

I work a second job part-time as a bartender in a friend's bar making roughly \$250/night to help my family. In 2020, I was only able to get 3 shifts total before COVID started and haven't worked since then compared to roughly 70 shifts in 2019.

We have had to put both of our kids in virtual schooling and had to invest in:

- higher speed internet and bandwidth (\$20/month) - school supplies (\$30/month)

- upgrading computer (\$150)
- increased utilities (\$10-15/month)

What a 0% property tax increase would mean to you and your family

Although we understand there usually has to be an increase each year, this was our experience with City services in 2020 - Took one of our cars off the road to save on insurance (decreased usage of roads)

- no transit rides on the bus
- no use of the soccer fields even though both kids are usually enrolled in soccer in previous years
- no swimming lessons nor usage of the Community Centres
- the park by our house had caution tape forbidding use for 4 months in the spring/summer - 2 calls to the police to report crimes (not mine but as a witness)
- Personal library visits reduced by about 90% albeit our check-outs increased via curbside/holds (requires minimal staff)
- We live "green" so we didn't even put out 1 garbage bags per week

In short, most Barrie residents didn't receive value from City services in 2020. This was circumstantial and not the fault of the City of course.

However, we also heard that the City was slow to give lay-offs (except the library) preferring to keep people on payroll even though many Barrie residents were out of work. I feel that the City has to do their part to assist the citizens deal with the incurred cost of the pandemic and act responsibly with taxpayer dollars.

Good Morning.

How Covid affected our finances:

Covid 19 caused a loss of a job for my wife. She is currently unemployed and trying to get a new job which is quite hard at this time.

What would a 0% property tax mean to us? Every financial relief and help is very essential to day-to-day survival and not increasing the tax would be that help a lot of us need in this covid caused financial hardship.

Thank you for a zero tax increase consideration.

To Whom It May Concern:

2020 has been a very difficult year for our family. Due to COVID 19 my children have been home from school due to the shut down in March, and we are currently living on one income as I am not working. As parents we had to make the tough decision to keep both our children home in September for virtual learning for various reasons. Financially COVID has put a large strain on us and our family and to be honest the breaks on our hydro bill really wasn't a break at all. We have done our best in the situation that I'm sure many are going through, but it would be great not to have a property tax increase for 2021. It has been a tough year not just for my family but for many others as well and not having that increase will give families some relief. Between businesses going under and jobs being lost and all the added stress of the virus, not having an increase would make a difference to many and their families, I know it would be one less worry for us.

All I read is about the deficits various depts and services the city is facing. Well business are facing deficits, residents are facing deficits, job losses and unemployment, charities are facing deficits This is the reality of living during a pandemic. There is no magic pot of gold for all these people. This is not the time to be raising taxes with so much unknown coming our way in 2021. We all have to do without during these trying times, so now is the time for the city and its service partners to do without as well and make do with what they have. Other municipalities have been able to maintain a zero percent increase so should the city of Barrie. Show you care and bring in zero tax increase.

Comments* on property taxes:

<p>Increase taxes on properties used for high-occupancy rent - ie: absentee landlord for-profit business houses - which would include boarding houses, second suite and detached suite properties of absentee landlords.</p>
<p>Use the savings to reduce the annual tax increase we have in Barrie. Maybe we can have a zero increase this year.</p>
<p>Increase property taxes to those operating the business of renting houses with high occupancy of unrelated persons eg. Boarding houses. Suggest taxing them at commercial property rates.</p>
<p>Property taxes should be lowered. I have friends moving out of Barrie because the taxes are so high. My family may have to do the same, and I really don't want to do that. Barrie is my home.</p>
<p>Decr. You should aim for 0% increase in the midst of this pandemic.</p>
<p>Property taxes on the south end of Barrie are absurdly high - we currently pay twice the Barrie average. This is unfair and should be rectified.</p>
<p>MUCH MUCH MUCH TOO HIGH. Not everyone makes 100k you will soon be extorting me out of my own home. I'm one of "the lucky ones" in that I am debt free, worked hard paid off my house drive old cars etc.... and I'm still a year behind in the taxes as I can't afford them. Lived here since 1971 and my income has never risen as fast as my property taxes. In multiple States in the USA they have system that freeze or lower property taxes for retired people so they can afford to stay in their homes that they worked for their whole life. This needs to happen here. I realize its all levels of government that have made this a reality downloading etc... but it needs to stop. Bottom line is we the people can't afford it.</p>
<p>I do find the property taxes extremely high here in Barrie. On the property that I own I do now that in the last 9 years the taxes have doubled! I had resided in Markham before moving here. The taxes on my home there were only \$300 more than I pay here on a significantly smaller house. Recently I checked some of the taxes that neighboring properties were paying and I found that larger homes on my street with bigger lots paid less that I pay! Council needs to control spending and look for efficiencies. There is always room for improvement! Many people living in Barrie are retired or nearing retirement. There are growing families living here. Households have to budget and manage incomes that are in many cases not growing!</p>
<p>Freeze property taxes. Freeze salaries especially if staff are working from home and can only do part of their job.</p>
<p>City of Barrie taxes are already extremely high compared to other municipalities, so I hope that you don't vote to increase taxes again to cover services that should be covered by user fees. Spending dollars above budget with the plan to increase taxes needs to stop. I am also not a fan of my hard-earned tax dollars supporting acquiring and maintaining facilities for illegal drug use. If you look at other cities who do this, it just seems to attract the wrong people to the city and it doesn't solve the drug addiction problem. It is not safe to go downtown already and condoning illegal drug use will only make it worse. They need to go to existing medical facilities like hospitals or clinics and work on ending the addiction - not using tax payers dollars day to support/encourage it. There are all kinds of social programs that we already pay for that are supporting these people, not limited to but including police and emergency services. On the expense side of this budget, it would be of value to know what portion of budget goes to staff vs other expenses.</p>
<p>Increase taxes on undeveloped land in the middle of town old racetrack, vacant fields etc.</p>
<p>Way to high, Barrie is in the top 10 of the most taxed places in Canada. This is broken and needs to be addressed.</p>
<p>The city needs to join other small- and medium-sized cities to push the province for more control over revenue generation. This should include the ability to slap a surtax on properties worth \$1 million or more. This year we really need the city to make budget concessions so there is no increase to home owner's tax bills. People are struggling financially as well so we need tough decisions to be made.</p>

Comments* on fees:

Licensing for absentee landlords to run their rental property as a business. Fines to all property owners and rental occupants as appropriate who are non-compliant to by-laws. These fees/fines and increased taxes would pay for by-law officers
License those who have the business of renting houses for high occupancy of unrelated persons, eg. Boarding house. Fine such owners and perhaps occupants for incidents of non-compliance of by-laws, fire codes and illegal use of property eg. operating a de facto boarding house without a license. These fees and the increased taxes above can fund the new bylaw officers and other activities.
As a minimum, increase the cost of marina and other facilities by the tax increase every year. If these facilities were private, the city would get more tax revenue. Slip fees at the marina need to be increased so they are comparable to private marinas.
Increase fees - I see a lot of homes increasing their paved driveways - removing front lawns to accommodate more cars. Have those homeowners pay for this "privilege". Increase bylaw enforcement - stop focusing on low hanging fruit enforcement (such as dog tags) and enforce all laws.
Increase fees to cover costs. Do not reduce development fees for new construction. Builders pass those costs to purchasers anyways. Fees need to cover all costs.
These fees should be sufficient to cover the cost of providing the services. I hope the free transit that was offered for several months this year wasn't done at the expense of taxpayers - who don't even use these services. It's simple- if you don't have it, don't spend it! If there's already pressure on the budget, you can't keep adding free "services" assuming taxpayers will cover the cost.
They should increase parking rates, and significantly reduce transit rates, encourage more people to take transit, as well as have a transit monthly pass that costs a decent amount less than a monthly parking pass

Comments* on transfers:

Obtain portion of tuition payments to Georgian College and use these funds to assure safety of student housing and quality of neighbourhoods where they are housed. Also use the funds for inducements to developers to provide proper student residences or multi-level apartment buildings in areas that will have least affect on existing established neighbourhoods
Stop giving additional money to agencies that are other levels of government responsibility such as hospitals and universities.

A breakdown of the specific service area results and comments follows:

Development Services

Development Services is responsible for the preparation and implementation of plans regarding land use and development including the Official Plan & Zoning By-law, and for reviewing, processing and making recommendations to Council on land development applications. This department also studies issues like Affordable Housing, Intensification, Natural and Built Heritage, Brownfields and Employment Land Conversion. The department works with stakeholders on plans for the Secondary Plan Areas, and manages transportation planning, development statistics and engineering development approvals.

Submitted Responses, Development Services

- Maintain current spending: 376 (52.44%)
- Decrease spending by 5%: 214 (29.85%)
- Increase spending by 5%: 127 (17.71%)

Comments *

Reduce the number of items going to outside consultants for reports. Rely on City staff to do these.
Possibly offset with increase in user fees
Tax dollars should be allocated to affordable housing. Properly housed citizens use less health care, police and emergency services, and eventually their disposal income is spent at local business. The city of Barrie is an absolutely wonderful place to live, and as a city with so much wealth, spending on affordable housing today, will ensure it remains wealthy in the years that come.
No to any high rise. No to any more funding spent on the beach area that I will not go to anymore, because there are too many people. Parking for residents and especially handicapped spots are not helpful and not enough and the spots that I used to use have been taken to allow more visitors.
Focus on creating and administering a comprehensive and specific development PLAN rather than developer led initiatives. Development fees should be increased to cover costs.
With the advent of major development let's increase development fees on new construction. 30 years ago, new development was allegedly paying for itself.
For the future, perhaps allowing this allocator tool more flexibility such as allowing people to increase taxes in the tool or other revenue sources. Not focusing on surplus and deficit as much.
Make developers pay the lion's share of the upgrades for their projects. They are making the profits.
Don't know what they do...
Having folks applying for new development when the city is trying to support its businesses to stay open seems foolish.
With some very large and threatening developments proposed for the south end of Barrie, this department should see an increase in spending in order to help support citizens as they try to understand and respond to potentially very harmful developments. It would also be great if more funding and therefore more time could be put toward greener and smarter plans for new developments.
We need to increase this budget to meet approaching demands.
I've added 5% to this department because as far as I can tell, it is the one responsible for affordable housing. Barrie needs to step up its game in this, the greed of landlords in this city has gone completely off the rails and something needs to be done and fast!
Stop giving extra money beyond service level agreements to organizations such as hospitals, colleges and Simcoe County. These costs are already incorporated in our taxes. We should NOT give extra money to make the mayor look good.
Hopefully this will come through in the open plan consultation: Barrie should be encouraging local developers and businesses, not trying to attract existing business and large, national developers. The major developments proposed for where Central used to be, for instance, are going to be 'mixed-use' but the new stores across from city hall are vacant, so what stores will be going there exactly? Rents in new buildings are expensive and it doesn't seem like there are many Barrie businesses looking for new downtown locations, so will it all be chains? I may be wrong but it is worth looking into if there is a better way to support growing local businesses.
Stop building disgusting housing developments
Futile academic exercise if one is not aware what line items fall under this budget category.
Growth is too fast here and this became an ugly city. People feel it's beautiful because of the lake but the only beauty we left there is the water.
More funds vitally needed to plan for the city's growth
We need more affordable housing
Yes, let's do this right. I can't even get a deck permit without going through heck.
Best ROE
There are too many developments already in the works. No need to sink in more funds to it as infrastructure is the main issue we are having
Customer service and efficiency in this area is atrocious. I am a bit biased as I have never had a positive interaction in this area.

Fire and Emergency Services:

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

Submitted Responses, Fire and Emergency Services

- Maintain current spending: 504 (70.29%)
- Decrease spending by 5%: 142 (19.80%)
- Increase spending by 5%: 71 (9.90%)

Comments*

Fire dept. does not need to go to respond to every accident. Spend less time and money at the grocery store, too.
Manpower and facilities is far in excess of what is actually needed.
Streamline emergency services to reduce duplication of services
We don't need Fire Departments like we used to. Reduce Full Time staff and increase volunteers with a generous tax credit to offset. Return to the old way. Paramedics need to be separated.
As Barrie grows and skyline changing all department shave to grow.
Fewer firefighters and their equipment and more paramedics and their equipment. First response to medical incidents should be paramedics, not fire fighters.
Could cut even more
Maybe we need smaller vehicles to attend at some emergencies. When I had my heart attack, the fire truck was there first, and they were very intimidating, with the huge truck and all the firefighters in the house. Great that they were there first but a small truck or van with some equipment and two people to help until the ambulance arrived would have been plenty
this will be a growing expense in the near future as more high rises are added and housing densities increase. while I'm not in favour of unrestricted and annual salary increases, infrastructure and staffing levels will need to be increased. better to get ahead if it than play catch up. control wage increases. it must be limited. no one should be expecting increases, especially this year. the provincial government is capped at 1% per year and can likely expect wage cuts rather than any increases. all public servants should be in the same boat.
As the demands of COVID continue to increase there needs to be funding in place to support the healthcare that Barrie needs and to make it more accessible for all.
This decrease in spending can come from salaries.
I would suggest keeping the paramedic budget the same and decrease the fire budget. In many municipalities firefighters are largely dormant for their shift and if not they are responding mostly to medical calls and MVC's. I understand that fire is often needed at MVC's for safety but they don't need to attend all of them. For the most part I think police can keep the scene safe and control traffic while paramedics do their job if needed.
same as police they get paid way too much. We simply can't afford to anymore.
More money needs to be spent on Paramedic services. Far too much money is wasted when fire trucks and police are dispatched to health emergencies. The response time for health emergencies needs to be improved by adding ambulances - not fire trucks. We shouldn't be funding additional fire response units for the sole purpose of responding to health emergencies. Particularly annoying is sending fire response units to pick people up off the floor in Retirement Homes. How much does it cost to send a fire truck to pick someone up off the floor? Those Retirement Homes should be providing adequate staffing and training on their own. Barrie should not be in the business of corporate welfare for this very profitable sector.
For this year these services should work within their budget.
Council must prioritize what is essential within the city. Emergency services are strangling the city's finances with their grossly excessive costs. City staff should be asked to create a report for council to compare the ES share of the current city budget to that of 10, 20 and 30 years ago (violent crime and fire rates have plummeted over the years). It would be evident that the current excessive ES budget allocation is unwarranted and is weakening the city's ability to finance badly needed programs and services. Ongoing

annual disproportionate ES budgets have: 1) Diminished the quality of life of Barrie citizens by siphoning off funds for cultural and environmental programs 2) Ironically has diminished citizens safety by decreasing road maintenance/improvements, city infrastructure safety upgrades, sidewalk and trail creation 3) Decreased the potential of this city by limiting new hires and city staffing levels in other departments There are so many important programs and services in the city that are chronically under-funded because of the excessive ES financial burden continually exerted on Barrie's annual budget. Councillors, for the greater good of Barrie, decrease the ES budget and allocate the savings to other deserving underfunded departments.
Firefighter salaries need to be held in line with other professions such as nursing and teaching. They continue to receive salary increases. Their salary grid needs to be expanded to 10 years like professions I've already mentioned. Their firehalls should also be very utilitarian, unlike the firehall downtown, where the maintenance costs must be more than the other ones.
Direct funds to paramedic and community health services
This seems reasonable and proactive. How are the police nearly 2x as much.
I don't believe fire needs to go to the same calls as ambulance. I often see overlap so that may be someplace where funds are saved?
If fire service was not required to respond to all medical calls then this number could be reduced.
All emergency services should be amalgamated to find efficiencies. For example, one chief, reduced deputy chiefs/assistants, as well as administration etc. across the board. This will allow in a reduction of bloated supervisor positions and more funding for on the ground resources.
Create a Crisis Intervention Team for response to social and mental health issues.
Decrease fire, increase paramedic services.
This also seems very high for a City of this size.

Police:

The Barrie Police Service provides 24/7 emergency response across the City. Our Service responds to 74,000+ calls for service annually (2019). Specialty units address complex investigations such as homicides, crimes against persons, human trafficking, fraud and tech crimes. Additionally, the Barrie Police Service provides Courthouse Security, Traffic Services, Crime Prevention and Community and Personal Safety. Civilian members work alongside sworn members to deliver services to the community.

- Decrease spending by 5%: 457 (63.74%)
- Maintain current spending: 216 (30.13%)
- Increase spending by 5% : 44 (6.14%)

Comments*

The Police Service needs the additional funding to support the fight against crime in our city, particularly against the illegal drug trade. The city needs to be known as "zero tolerance" with respect to illegal drugs. Reduce the drug trade and the crimes of theft, fraud and violence will likely decrease. Under no circumstance should any calls of defunding the Police be entertained as the source(s) are not credible in my opinion.
Focus on downtown safety. Install CCTV surveillance downtown. Promote less costly but safer suburban areas thru Ward FB pages and organized neighbourhoods eg: digital 'Neighbourhood watch'. Provide a central hub for private security systems to participate in neighbourhood safety (voluntary participation only). Investigate safer communities thru technology ie: AI. Let police focus on trouble areas, reduce costs by filling the void with by-law officers to handle the less demanding interventions. Some of the void also can be funded thru Info Tech below and also CAPEX.
They get too much money for what they do.
Develop and expand partnerships with social services for community policing
The city should work on doing away with overtime and extra duty for the officers. Their contract calls for a shorter work week to give them a balanced work/life result. Let's make it happen.
As Barrie has grown. Considerably and no longer a small city, so should the police budget.
Need more officers hired and put on the street, not specialty jobs. The officer to population is too low

Until such time as Traffic Services and presence downtown, on foot, is increased, I see reduced value in Barrie Police Service.
We need more visibility with our police officers, get them out of their cars and into our neighbourhoods and downtown. We need to know who is policing us and we will not be so intimidated to report occurrences. Fewer cars and toys more interaction with the public.
I think that police services should no longer be used for road works. Decreasing overtime accumulated by officers would decrease the budget significantly
Since police might not be working for the people anymore. I suggest I cut.
I believe most of their budget is spent on salaries and benefits and one of those benefits is Dry cleaning services. With the salaries that our men and women make that they can afford their own dry-cleaning bill. I spent 33 in the Forces and had to pay my own dry-cleaning bills and my salary was not and still isn't close to what our service people are being paid.
Use the extra for health and social services
Disband the police
Find tech, surveillance efficiencies, add social workers and diversify force. Reduce officers.
The BPS has seen exponential growth in its budget over the past few years, one that is not justified. Research has shown that increased spending on policing does not necessarily mean less crime. That is because it does not address the root causes of crime. So while even a 5% reallocation of the BPS budget is not significant enough, it would make a huge difference in freeing up funds for other services. This reallocation would not support the health and wellbeing of people but also decreasing the amount that the BPS has to take on in terms of services better addressed by others. It is worth noting that this proposed reallocation is not unprecedented. Just the other week, Calgary vote 9-5 to cut \$20 million from its police budget and in June, Edmonton voted to reallocate \$11 million over 2 years from its police budget toward housing and social services. These are the sort of files we should be increasing funds to - ones that directly reduce crime, tackle poverty, and support people. While the County is responsible for some aspects of these files, we should consider increasing our transfer to them while also increasing our support to transit, libraries, and recreation. These are all services that make our city a better place and make for healthier, happier, people.
More on social services to help people (homeless, mental health etc.) Social services should be part of the solution as first responders. Empathy and understanding is what is needed to help people in need.
Our police are pretty good but-- need more education in ethics, responsibility, de-escalation, and responsible policing. Not more police, more effort.
I would lower it even more. we need to be spending more money on helping vulnerable populations and less on policing them.
Slash the police budget in half and use the surplus to fund services that elevate the community rather than punish it. Get with the program.
We are getting more by-law officers. use them to respond to by-law infractions and non-criminal issues. let the police focus on criminal issues and traffic. control wage increases. it must be limited. no one should be expecting increases especially this year. the provincial government is capped at 1% per year and can likely expect wage cuts rather than any increases. all public servants should be in the same boat
Barrie has to deal with the opioid issue and would require more resources to keep residents safe.
Decrease by more than 5 % and divert funds to programming that prevents the need for the police in the first place.
I would personally want this funding to be reduced even further as police services are not helpful during the pandemic. Affordable housing, safe consumption site, more robust food programs, greater healthcare support, are all things that could be better spent on.
Would be happy to explore shifting this lower to allow more resources to be spent on the social issues around crime.
Decrease with the exception of elimination of non-mandated training (diversity, conflict resolution, mental health)
I don't want any Mental Health Services for victims attached to the police.
The police budget should be more like 20 million. where is the option to increase social services money?
Wish there was an option for more than 5%.
The Barrie Police serve an important role for the residents of Barrie. However, the proportion of tax dollars that they receive is not aligned with the best interests of our community. A reallocation of 5% is an important first step
No visible presence

<p>The legalization of cannabis should have resulted in less funding as less crime is being committed. The budget has not reflected that. In addition, strong evidence that police should be supplanted by more appropriate resources that lead to better outcomes. We live in some of the safest times in one of the safest countries in existence, police budget should not be what it is and the money can be more widely invested in proactive, preventative measures</p>
<p>Diverting this money to education, public health, and services will decrease our need for police over time and will improve moral in the short term by showing support for movements against police brutality and faith in the community to behave. A net win!</p>
<p>Wages are MUCH too high, they are all on the sunshine list! Most of us don't make half of what they make. That's crazy, how many of us does it take to pay for one of them. They are valued in our community but just can't afford this anymore. Taxes in Barrie are much too high!</p>
<p>Divert resources from the police to social workers operation. We need social workers to deal with those who have depression, drug problems, the homeless, etc... They are much better prepared to deal with most situations.</p>
<p>There is far too much spending on the Barrie Police Service. At 29% it is one of the most expensive police forces in Canada. A significant portion of the funding for the BPS should be re-directed to mental health services, affordable housing and other pro-active resources. I would argue that funding could easily be decreased by 10% if those additional resources were spent on solutions that are actually designed to create a healthy, safe and sustainable community rather than to continue criminalizing and marginalizing people in this city.</p>
<p>10-15% decrease</p>
<p>There is always room for efficiencies. In a city the size of Barrie the service life of police vehicles could be extended. Even one line item like dry cleaning could be removed. With the salary levels of police officers there is no reason that the BPS should be paying to have uniforms cleaned. Even if the cleaning of uniform trousers was the responsibility of the constables this would result in savings.</p>
<p>Recruit smarter and get qualified candidates, more visible uniformed officers, increase traffic unit, look into installing photo radar.</p>
<p>I wish I could have decreased by more than 5%. Just look at all the other categories that were able to be increased, based on this decrease alone!</p>
<p>I really think the money invested in policing could be invested back into the community, to create a better community. We must start looking at the root of the problem.</p>
<p>Looking more holistically at what safety in our community means, we should focus spending on root cause, not on symptoms. If Barrie wants to continue to be an innovative city, there are major opportunities to examine and re-direct funding for a safe community. For instance-- a well-designed road encourages cars to slow down (narrow, street trees etc). This means fewer speeding cars and less of a need for officers to be speed gunning etc. in the city. This is a small example of how we can think more broadly about our spending and safety in Barrie.</p>
<p>More police presence in the South East end.</p>
<p>This is way too much we need to decrease police by a further 30%</p>
<p>Police salaries need to be held to held to salaries commensurate to professions such as nursing and teaching. They continue to receive higher salary increases even though those other professions, which are just as valuable, do not. Perhaps their salary grid should be expanded over 10 years like in those other professions. They also received a new station.</p>
<p>Cost seems fairly extreme compared to all other services. maybe I am crazy but, if the costs are indeed legitimately this high for the one service we should look at splitting responsibility's for certain calls that may not require a police officer. (have trained medical workers take certain calls for instance)</p>
<p>Ideally by much more than 5%</p>
<p>We must begin to defund the police, and put properly trained people in positions to help the most vulnerable.</p>
<p>Defund. The. Police. Free up funding for other services that can better support healthy, safe communities before police intervention is deemed necessary. It makes sense.</p>
<p>Spend money on services like social workers and mental health assistance programs</p>
<p>Be sure to have police programme in elementary and high schools.</p>
<p>A number of services that police are being asked to provide are not really suited to their training or job description. The money & responsibility should be shifted to other agencies.</p>
<p>Policing is important however, this is too high. Tighten your belts</p>

The Barrie Police does not need more resources. It requires a strategic review of how resources can be maximized.
I would like to see a reduction to police services and a shift in spending to support proactive supports like housing and social services.
Police services need a freeze until they can produce results for the downtown core. Also, reduce traffic police in favour of parked (unmanned) police vehicles as that has proven cost effective in many Cities.
Why only decrease .5%? There should be plenty of wiggle room in this budget now that they have their new building...
If most people now work from home why do we still need usual policing.
Greater need for police presence in downtown core.
Should be put into more community-based programs to help with things such as eradicating homelessness, mental health support, and help with the opioid crisis we have in the community.
Cost way too high for the level of non-service. Have you seen the stuff that goes on in Barrie after hours?
Fortunately, I have never needed the services of Barrie Police and I rarely see a police vehicle/presence where I live in the south east end. However, my daughters and I tried on a few occasions to visit downtown and support our local shops only to be terrified to walk around with the large groups of very intimidating what appear to be homeless people. I would suggest keeping the budget at the same or increasing if I felt this serious problem was being addressed in Barrie but after living here for 4 years now, we've given up on the downtown core for our personal safety. We have never seen any kind of a police presence in the areas where these groups of people are hanging about. I have always supported our police wherever we have lived but I'm very skeptical here.
All emergency services should be amalgamated to find efficiencies. For example, one chief, reduced deputy chiefs/assistants, as well as administration etc across the board. This will allow in a reduction of bloated supervisor positions and more funding for on the ground resources.
The police in Barrie are over funded. We should reallocate some of these funds to social services.
Police must be defunded by at least 50 per cent with the goal of complete abolition. In its place, a new municipally run health, safety and security service could be built with input from the community.
Would LOVE to decrease this by a lot more than 5% - It's eating into everything.
It seems as though the City spends way too much on Police
I'm not surprised our police budget is this large
Quit paying your police officers so much. High school education, 115k a year. There is a big difference between an honest salary and sunshine list.

Roads

The Roads department maintains 1,583 km of roads and 618 km of sidewalks. This includes winter control, road resurfacing, pothole repairs, street sweeping, curb and sidewalk maintenance, catch basin cleaning and repairs. The Roads Department is also responsible for watercourse maintenance, stormwater management facility maintenance, sanitary sewer repairs, flushing and inspections and Barrie Collingwood Railway (BCRY) Operations.

- Increase spending by 5%: 365 (50.91%)
- Maintain current spending: 301 (41.98%)
- Decrease spending by 5%: 51 (7.11%)

Comments *

I am assuming that funds allocated for roads includes replacement of sewers, water lines etc. This area would be considered the most important and basic need after police/fire services. There are those who advocate for more funds being spent on rec, libraries, perhaps even parks and forestry but are these services of utmost importance? No.-----The City should not be considering new projects either until the economy stabilizes. Keep it simple please! Thank you!
A number of roads are horrible and need repair. Money should be directed to roads before any theatre and other unnecessary development.
Don't plow sidewalks, note our city does good job maintaining roads.
Budget should be increased to improve the streets in the older sections of Barrie. Most of the streets in Area 2 have not been resurfaced in 40 years.

Increased use from a growing city and weather consideration causes more work preparedness is the key, planning ahead.
I moved to Barrie from Brampton just over a year ago. I couldn't believe that sidewalks in residential areas are being plowed! It's nice but my opinion is if someone owns a home it's up to them to clear the driveway and sidewalk in front of their homes. I believe ceasing to do so would save a bit of money. No wonder the realty taxes are what they are here. Well above what it was in Brampton.
Why is Rose St. so rough between St Vincent and Duckworth. The railway should be separate. It may lose money that should be going to road repair!
The roads in Barrie are some of the poorest in the province for a city this size. Car repair shops benefit the most.
Sometimes my street never gets plowed. However, they'll come and trim the trees in the winter. Doesn't make sense.
There are a lot of bad roads in this city especially in older neighborhoods that have been neglected for years and need upgrades because more people are driving on them and their vehicles are being damaged. Make this a priority. Some of the roads are an embarrassment to this city.
Less money to road widening and more to active transportation.
Road diets, use AI to optimize traffic, turn roads into pedestrian zones in the DT core, stop salting.
Large projects have taken a large portion of allocated transit money. Hold off on future "projects" that aren't funded fully by the developers and use the money to upgrade roads and sidewalks that are deteriorating.
We need to be smarter about paving, and then digging the road back up. Traffic lights do NOT need to be put in every intersection in the city Get Byrne drive connected. Barrie has some terrible roads
Figure out the road sand re-use issue. it seems like a very intelligent and worthy initiative. re-use prevents the City from purchasing new and helps limit how much gets into the storm sewers. it has to save the landfill also, which if we lose, will cost the City dearly. having to send our waste elsewhere would have to cost more than maintaining our landfill. plowing was far better last winter than previous winters. At least in my neighbourhood, well done.
I live on Brown St which has been plowed excessively for the last 4 or 5 years. This street is OVER SERVICED. After the street is plowed and cleared the plow always returns again, usually the next day overnight, and "plows" a perfectly clear and dry road, to the point of sparks from the plow on the dry road. This is a preposterous waste of taxpayer money, not to mention useless burning of fuel into the environment.
We need more results with the current budget. Many roads are almost unusable, ie: Vespra St. We need more efficient allocation of funds and better cost management.
Road maintenance is important, however with more work from home and less time wearing them down we could probably take some funds away from this.
I assume roads also includes sidewalks and bike lanes. Would like to go higher then 5% with this one for active transportation.
Bicycle lanes are badly needed in the city of Barrie.
Although I chose Decrease here, I would like to see an increase in attention paid to sidewalks: completion of missing sections, and better winter maintenance. I'm confident this could still be done while decreasing the budget, for example: sidewalk winter maintenance could be improved simply by plowing roads less frequently, since the road plows often throw snow, slush and ice chunks back on to the sidewalk, after it has been plowed, leaving the sidewalk a mess.
East end roads are terrible. Stop paving all the roads around City Hall and spread the wealth.
Roads in Barrie are horrible and there is no excuse for it. We pay higher taxes than area's around us. Too many traffic lights so close to the next set and poorly timed. Very poor planning in my honest opinion.
Our roads are in massive disrepair. We need to absolutely step up here.
Barrie has some terrible and neglected roads and streets. Many in the UGC are in need of repaving and lines are worn out. Earlier this year they finally painted the lane markers on Bradford St. Until that time I thought that it was a single lane each way! That is how poorly it was marked! Perhaps road repair and pothole filling could be contracted out rather than the city carrying out this service. This would allow the city to reduce some staff by attrition. Simply not replacing those positions on retirement and reassigning staff.
As a taxpayer, I am very disappointed at the condition of the roads throughout Barrie. I have noticed a steady deterioration of our roads over the last few years. I notice potholes, sunken manhole covers and

crevices running horizontally across the road (e.g. Fairview /Little to ~Noble Cuisine). I very rarely see anyone out fixing them. I would appreciate putting sufficient money aside to fix all roads. This should be an ongoing work task and budget item. Thanks.
Improve roads in residential areas. Many are in desperate need for re-paving.
Defer some projects a year to minimize tax increases. Make city employees pay for parking or make it a taxable benefit. If they don't like it they can take the bus to reduce their carbon footprint. Fees for use of BCRY should cover all costs of maintenance, insurance etc. and not be subsidized by the taxpayer.
Does bicycle infrastructure fall under this category? Barrie should continue with road diets to bring down the yearly roads budget. Additionally, Barrie should prioritize bicycle infrastructure and building a cycling city. As population grows, cycling has a much smaller impact on the road surface, which will help alleviate road maintenance costs.
Severely underfunded. Needs much more than a 5% increase.
Let's do a spending blitz to get everything repaired that requires repair. however, lets also not waste money on superficial costs (such as the cobblestone downtown)
East end side streets are filled with potholes. Have been for the last 10 years.
When coming up with a list of roads to pave, please do the old decrepit Asbestos-Asphalt roads first. It's a matter of health for all citizens as these roadways are releasing hazardous toxic Asbestos fibres continually into our environment.
The streets in Barrie (particularly in the older section of the city) are a disgrace. I challenge you, Mayor Lehman to drive on John St., Victoria St., Vespra etc. see for yourself what it's like for folks who live in this area and have to use these streets every day.
Roads in Barrie are pretty awful. I bicycle and I drive and they are bad in places. Please improve cycling paths.
Save big dollars, cancel speed bump contract they serve no useful service as they are not in place 6 months of the year.
More cycling infrastructure.
We have to find ways to ease the traffic further around Essa/400, Mapleview/400 and Bayfield/400.
Would be great if the plow companies would not leave a 3 foot wall at the end of my driveway every large snowfall. They have a side blade and should be using it.
Inner congestion in Barrie is beyond what it should be. Some roads are so bad you need a 4x4 to traverse them.
I am happy with the roads infrastructure and maintenance within the city.
Should be more than 5%, but it won't let me... a lot of roads in this City are in terrible condition.
Make the city more accessible for non-car owners prioritizing cars is the destruction of urban living.
Will this be used to repave downtown again? Or will you maybe start addressing some of the side streets that are in horrible condition?

Transit:

Barrie Transit includes the daily operation and maintenance of a 46-bus conventional fleet, 17 specialized transit buses for persons with mobility difficulties and service provided 7 days-a-week through a private contractor.

- Maintain current spending: 324 (45.19%)
- Decrease spending by 5%: 224 (31.24%)
- Increase spending by 5%: 169 (23.57%)

Comments*

I still see a lot of partially filled and virtually empty buses. There must be some efficiencies to be found.
Buses look empty buy smaller buses reduce service.
Move to smaller electric vehicles for flexibility and pollution reduction.
I have yet to see a city transit bus with folks standing in the aisle because of lack of bussing. If anything, the big buses should be sold which would allow for a fleet of much smaller buses to be bought.
Not sure if the main use of riders are paying taxes to the city, not sure what the ridership is.
Just for the next year, it will be hard to get people to ride the buses if they don't feel safe.

Transit here is out of control, empty bus's all over the city all hours of the day and night. Decrease by at least 15% or more. Purchase smaller buses. Save on the carbon footprint. This is not Toronto.
Transit is very important to city residents.
Need for more buses and more frequent times especially on Sundays, we are growing and so should transportation. We should be encouraging people to ride the bus, but with hourly service and few and far between buses, this makes it difficult for those with early morning or late-night work shifts.
A cities true values lie in its budget. Our Transportation Master Plan and Official Plan call for transit supportive growth. It is time our wallets are in line with our words.
Increased investment in the transit system should be used to improve the availability and affordability of transit. This would help increase ridership and make it more accessible, particularly for working people, youth, and low-income people in the city who rely on transit. Furthermore, with the increased use of the transit system, we would reduce the wear and tear on our roads by reducing car-use and would also help reduce our carbon emissions and support our goals in addressing the climate crisis.
If busses are not being mostly filled, use smaller, more economical vehicles on those routes. Public transport must be largely self-supporting. not "free". Many of our seniors do have their own cars which should encourage vehicle sharing "apps" that are non-profit in nature.
Use smaller buses, more frequent.
Decrease spending or increase transit and related revenues to cover shortfall including use of reserves.
Ridership must determine this. if you are less than 30% occupancy on average (or whatever the actual number is), more buses are not the answer. figure out how to get more people on the buses and make the routes more accessible and useful. this will have to increase as population grows. but additional spending can be more reactive, unlike fire services. training and prep work are not nearly so necessary. by decreasing, you may lose riders which doesn't help future growth of the system since people would be disenfranchised. more funding results in even emptier buses if there is no one to ride them. leave it where it is for now.
With more need for physical distancing but also need for transportation I think increasing public transit options would be a good way to ensure those that need it can have it without always risking their well-being to do so.
Transit does not run frequently enough. Transit does not run late enough. Transit needs to have a reduced fare program for people on fixed incomes.
I'm wondering if busses completed routes less often but a digital display at stops or better still an application was used and advertised that we could save money by having more strategically planned (for employment and school) runs for the busses to save money.
Frequent service, including evenings and weekends, is critical in order to have a transit system people can rely on, and will use. Especially when we're still trying to maintain physical distancing on buses.
Too many empty busses.
As Barrie grows in size, we need to make the city more accessible to people who are able to live without the need for cars. We can cut our carbon footprint at the same time as encouraging cheaper transportation for residents.
I'm out on the roads all day with my business and there is rarely anyone on the buses. Such a waste of resources.
Our transit is key to bringing economies of separate regions together. It also provides major incentives for job searchers. It's currently massively underfunded and its importance undervalued.
I would have liked to be able to use the remaining surplus here, if the form allowed incremental increases
Increase fees so that it pays for itself. It shouldn't be subsidized by the taxpayer.
Barrie should take this operation in house.
More information and studies needed about possible enhancements to transit before higher funding allocations.
Due to Covid, it would be a bad time to increase investment in this as it is hard to change ridership at the moment.
Transit has taken a hit because of the shift to homework and schooling. I believe transit should also take this into consideration with vehicle servicing and terminal operations.
But prioritize routes. I'd be in favour of increasing if the routes could be more efficient and therefore used more.
We need to ensure that people can get to/from work. Short quick routes at key times need to improve as well as shuttles to GO Train stations & downtown.

A new paradigm should be initiated for transit. For example, more co-operation with surrounding county partners to share maintenance and infrastructure as well as personnel resources. Also, we can take a page from Innisfil in partnering with ride share services to increase service at an economical rate.
Transit service needs to improve. Not nearly where it should be based on other similar sized cities like Guelph and Kingston.
Need a program for subsidized youth ridership, as a way to shape the way the next generation views transportation. Cars and transportation are the leading contributor to greenhouse gas emissions in our region. We need to plan for a future with fewer individual cars on the road.
The city needs to make massive investments in transit, with more routes and free fares.
The buses are always empty. Maybe there are cheaper and smaller bus options
The transit system needs to be more frequent, need more buses on the road in busy parts of the city.
We need additional frequency on bus routes - make it 15 minutes.

Libraries:

The Barrie Public Library has two locations in Barrie, and both offer free Wi-Fi, computer access, printers, and bookable study and workspaces. The Barrie Public Library also offers over 75 online programs each month for all ages. Residents can access the Digital Library to stream or download e-books, e-audiobooks, TV shows and movies, or gain skills with online learning tools.

- Maintain current spending: 306 (42.68%)
- Decrease spending by 5%: 229 (31.94%)
- Increase spending by 5%: 182 (25.38%)

Comments*

With the advent of COVID19 some 10 months ago, I expect a very large number of residents have become more acquainted with "online" purchases and services for a variety of matters. I expect there may be a drop in actual library attendance for the future. Even that service may evolve into a more "digital" format.
Library is not needed, total waste of money. Everyone uses the internet.
Close and sell libraries
Focus on online services
As a new resident of Barrie with a background in libraries, I immediately noticed the need for a third branch in the southwest end of the city. I heard a branch in the Holly community was being proposed and I strongly believe this would benefit the members of this surrounding neighbourhood. Please consider helping to fill this gap!
A former councillor once stated that giving every household a tablet in a particular area would work out much cheaper than building a new branch. Virtual learning is happening in the schools, why not integrate it into the library system
Welcome to the 21st century. Work on digitizing all library resources and remote operations. While I recognize not everyone has access to the internet, perhaps this funding could help those in need as opposed to waste taxpayer dollars on establishment less than 10% of the population use
The city is getting bigger and more Libraries are needed.
Libraries are hugely important to the health and well-being of city residents in fact increase it their budget by 10%
Seek private funds for libraries
Libraries are so much more than a place to read books. People access so many services there, from essential access to the internet to social groups and skills building. The BPL has done a great job of transitioning to a modern community hub with greater potential still. As we saw from the presentation to City Council last week, there is a growing demand for a third branch as well as growth at existing branches. An increase in the libraries' budget in Barrie makes sense.
Pandemic. No need for Libraries in 2021
We need the libraries. further access for the south end is likely necessary but the current budget and a small space should encompass this. leave it where it is for now. development fees.
Temporarily decrease funding for 3 years to offset other expenditures.

Libraries are used by a very small percentage of the population. With internet in almost every home Libraries do not have the same need in communities as in past. We don't need bricks and mortar library buildings with high maintenance costs in every community.
Increase funding for the library. The library provides free programming to people in poverty who are falling through the cracks because the government is not spending enough directly on social services
A crucial service during a recession, providing resources for the poor, recreation for all, and raising intelligence among the masses! We need more critical thinkers in this city.
It's absolutely important during a pandemic to provide safe educational resources to students.
Compared to other regions Barrie doesn't seem to care about the library system and it's shameful. Barrie needs to find the library more to improve the community space it offers.
Would look to see if costs could be optimized, but as this service use is up right now it may not be the right time
Help libraries shift towards embracing technology for learning.
A lot of consideration to be made to moving some of the program online in the coming year. This is a reality that most cities are facing. Majority of the activities have to transition to a more safe medium.
Collaborate with other municipalities.
COVID-19 Adjustment
I think current services are acceptable, would like to see a shift online not more physical space.
Would love to see a branch in Holly area or in Northwest Bayfield area
Holly library should not be supported. If anything, online services should be expanded. Their presentation to council was unconvincing at best. I would reduce the budget more than 5% if possible. Alternatively, I would focus investment into online resources for the community to access.
In the digital age Libraries are a thing of the past. Not worth investing at all.
Libraries are valuable community learning spaces.
Speaking of overpaid staff - also not safe. Maybe don't adjust the budget but reallocate it to security.

Recreation and Culture Services:

Recreation and Culture Services builds vibrant, healthy, active and connected communities by providing facilities, programs and event management that give all Barrie residents an opportunity to participate in recreational and cultural activities. Recreational programs promote healthy and safe lifestyles, help develop physical skills, and foster community engagement. Cultural events provide residents an opportunity to celebrate special occasions such as Canada Day and experience events within our theatre locations. The department maintains 13 recreation facilities and two theatre venues, and coordinates use of 33 baseball diamonds and 56 soccer pitches.

- Maintain current spending: 278 (38.77%)
- Decrease spending by 5%: 251 (35.01%)
- Increase spending by 5%: 188 (26.22%)

Comments *

Perhaps the 5% reduction can be offset by more "user pay" approach. Why should residents that choose not to use recreation Centre services have to subsidize the users? Remember, we are all on tight budget restraints, particularly now.
Reduce this by more than 15% please.
Less focus on built facilities
Culture is the food, music, religion, and customs of the community. Let the individual groups develop and maintain it just like they did before government handouts became the norm. Speaking of theatre - when was the last time anyone was to a live theatre performance (strip joints excluded)
Culture panders to an elite few.
More programs, particularly for under-served and low-income communities, would benefit the health of the city. It would be good to invest in youth programs, including at under-used spaces such as the Lampman Lane Centre.
People need programs and services that will enhance their lives and improve their health and connectivity to the community

As a minimum, increase the cost of marina and other facilities by the tax increase every year. If these facilities were private, the city would get more tax revenue. Slip fees at the marina need to be increased so they are comparable to private marinas.
Again, pandemic. Slash the budget.
This year can't be used as a guideline.... the rec centres are well used. new facilities will be required in the south end but use development fees. not tax levies. festivals are always good entertainment.
Temporary decrease.
Increase funding for families in poverty to access more recreational services.
Tennis courts could include pickleball lines, making the space useable by many more citizens, at a very low cost. More time could be allotted to pickleball at the recreation centres. All of this helps with physical, mental, and social health.
Not a necessity when we are struggling to pay our property taxes.
If this is where the city is losing money because of COVID, increase fees or layoff staff to minimize tax increases
Futile academic exercise if one is not aware what line items fall under this budget category.
Another recreation Centre is needed in the south end with all these new builds.
Very underfunded
Extremely important once allowed again to be able to entertain.
Recreation has taken a huge tumble and the City should be looking to different ways to engage citizens within the space and cost of operations.
Barrie Rec centers are the best and more qualified instructors should be hired with more programming available.
A number of the subsidies and grants to festivals, etc should be scaled back or cut. If they cannot generate enough cash flow to run without significant financial assistance, they should be looking at donations from businesses or not run.
So important for our community, esp. during pandemic
Covid will allow for some savings here in 2021
Is it possible to scale back offerings at rec centres for programs because of COVID?
This does not help the residents of Barrie in any way. This only helps business. We can cut this by 20% given the savings from Covid in 2020
Although Barrie has first rate recreation centres, competition with private providers is a waste of money. Partnerships with organization such as the YMCA or allowing the multitude of big and small business in this industry to fill the void in transitioning to a decreased role in facilities, while maintaining park and other recreation space would be more cost effective and efficient.
Find efficiencies in the operation
Not sure how much of that is Culture, but take it all out of Culture
With the pandemic were less services used?

Solid Waste Operations:

Solid Waste Operations includes the residential curbside collection of garbage, organics, recycling and leaf and yard waste, landfill site operations and hazardous waste collection and disposal.

- Maintain current spending: 548 (76.43%)
- Increase spending by 5%: 107 (14.92%)
- Decrease spending by 5%: 62 (8.65%)

Comments*

I don't think you can decrease operations.
My water and waste bill is way too high and increases every year without fail
I am a family of 6 and I manage one bag of garbage every two weeks. Make 1 bag normal or fee for tags
It is great to have all of this recycling happening, but who is paying for this besides us the consumer. The companies that create these recycle items pay what. Where does all this recycle material end up at. In

somebody else backyard. If the companies who create these materials don't recycle them than who? I don't need to purchase any item in a fancy package.
As above, finish the road sand re-use project and determine its feasibility. our waste has been well managed this past year. no missed days. I assume that means staffing is adequate. however, as growth occurs, this will need to be revisited. leave it where it is for now.
I live on Shortreed Court. We pay high taxes and yet our water to the street has to be flushed almost weekly because it is too brown. We change our water filter in the house at the intake once a month. The problem should be investigated and resolved. Money should be allocated to replace pipes if this is what is necessary.
As more people work from home and create waste outside commercial residents it'd be nice to see the ability of the city to keep up there.
Waste management is handled well in the city. Garbage collection is handled efficiently. A cost savings could be found in reducing the collection of leaves. Residents should be encouraged to mulch most leaves and spread them into their lawns. collection should be limited to things such as branches.
Needs a much larger budget -add to future reserve funds for post landfill waste management
I would like to see a once a year large item disposal. This would allow people to get rid of their old mattresses, rather than seeing them dumped at the side of the road
Residents are the ones managing the recycling and separating of waste. They also have to pay and manage to dispose of any large waste.
I am happy with the current level of service.

Parks and Forestry Operations

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.

- Maintain current spending: 342 (47.70%)
- Increase spending by 5%: 244 (34.03%)
- Decrease spending by 5%: 131 (18.27%)

Comments*

Higher spending but less mowing for biodiversity
Stop planting maple trees directly under hydro lines, check out Anne St. North
I feel that the extra funding should be spent to fix and replant all the trees that have been ripped down in the name of UGLY condos and High-rise buildings. Say no to building and YES to putting trees and forests back where they belong. You are allowing any green space that we did have be ripped out and have ugly condos be put in their place. ESSA Road and Veterans Dr area have become a horrible area, and this bridge construction has been a thorn in my side since day one. I never wanted any part of it. No I will not be using it. It will bring even more traffic to the area. My street Montserrand has become a racetrack in the summer for people going north as a shortcut. Because Veterans is so busy there are so many people who come flying down this street to avoid the Essa and Ferndale intersection. The stop sign at Montserrand and Beacon Road should be made bigger and should have enforcement from early afternoon to late evening, because 95% of people do not even get close to stopping at the sign. The 3 condos just down the hill on Essa have a steady flow of people constantly making ILLEGAL turns in and out of the parking lot.
Preserve existing parkland. Better development and maintenance of walking and biking trails
Why cut grass in parks 3 times a week when it hasn't rained? It's a total waste of manpower & wears out equipment. Do you cut your own grass when it doesn't need it?
The city of Barrie does a good job we need nature save our trees and Parks. Quit allowing builders to clear cut trees.
We like to see our parks and forests look clean and pretty. We have a lot of lazy people out there throwing their garbage wherever they feel like and think nothing of it. Maybe more Education is required or heavier fines.
This is both carbon mitigation and flood resiliency. Start up a green bond for citizens to top up on voluntarily

Should invest more in climate action.
cut park grass maintenance to once every two or three weeks. weekly grass cutting is unnecessary. let some clover and dandelions grow. bees, birds, bugs all love them. let them naturalize a little. why resurface all the tennis courts? that was a ridiculous waste of money. the asphalt was fine. anyone with professional aspirations is not playing on a park court. paint white lines. no need for rubberized green surfaces. open the courts in the winter. there is no more opportunity for vandalism in the winter than in the summer. it makes no sense to lock them. perfect, controlled dog runs in the winter if nothing else. if the plan is to ice the baseball diamonds or park fields, i would suggest using the basketball courts instead. they are flat, not gravel, accessible. ice-rinks on the baseball diamonds don't work. convert some of the unused/underutilized play equipment (i.e. sand play area at East Bayfield) into a small cement, banked skate park. add some more splash pads. the parks need to be more useful. make some of the stormwater ponds accessible with walking trails. other municipalities do it. fence the water's edges if the concern is liability
Parks need more general caretaking and maintenance. Sunnysdale Park and Centennial Beach, are our largest and most used parks by local residents and visitors to our community. During summer months garbage can be seen everywhere and piling up at garbage containers. These parks need more garbage containers, more frequent garbage collection and ground maintenance personnel to pick up waste left behind by local and out of town patrons. Sunnysdale Park parking lot is a disgrace. Potholes so large you can lose a small car in them.
Please plant more trees at the waterfront. Manage invasive species in our public natural areas - we will need these spaces to stay healthy with sound ecological function well into the future.
As parks and green space is what is needed to have gatherings safely for the foreseeable future I think it would be wise to invest into it.
I would propose more tree planting and better cleanup along waterfronts, etc.
More walkable trails in the winter - esp. the Lakefront.
Increase by much more, Barrie is growing rapidly, and will need more green spaces so that our beautiful parks and waterfront don't become overcrowded.
Council boasts about having a premium waterfront. However there is limited public washroom access. From Thanksgiving to May there is only one washroom open on the waterfront. People are using the waterfront year around! Public washrooms are not only important for individuals, families with children and seniors. They are essential for the homeless and transient populations. Less money needs to be spent on planting flowers that are simply removed and disposed of! An example of inefficiency is having four staff working on one flower bed! This signals to the ratepayers that either manpower levels are too high or projects are being poorly managed!
Consider improving on the playground and court and installing lights at Golden Meadow Park. Allow ppl to use the playground, basketball court into the evenings. It would be great if lights were installed along the pathway.
Grossly underfunded. we to invest more to bring the entire city of Barrie into the 21st century of a greener and more environmentally sustainable place to live
More parks and more forests. Its the reason WE moved to Barrie
We need more nature, stop paving stuff over and add more green to parks.
Increase urban tree cover by protecting and better maintaining what we have plant more. There are many plantable boulevards.
Covid adjustment
Reduced usage from COVID should allow us to cut the budget here
Should have enough surplus in 2020 from Covid in this area, it does not require excessive funding.
Increasing parks and forestry operations is a more environmentally friendly and economical way to transition from the over provided recreation facilities.

Information Technology:

As a growing city, Barrie is using technology to deliver services more effectively and provide more innovative online options to improve Customer Service for citizens, visitors, and businesses.

- Maintain current spending: 370 (51.60%)
- Decrease spending by 5%: 190 (26.50%)
- Increase spending by 5%: 157 (21.90%)

Comments *

Show how staff is reduced by using internet-based systems
Maintain services
This seems extraordinarily high
The system of bookkeeping hasn't changed substantially in years, just the fancy machinery to report it. Not necessary
With the pandemic, we need online services
Website seems to work well when I'm using it. cybercrime is increasing so vigilance is definitely needed. more on-line services means more IT issues but this service is not City size dependent like outdoor services.
WIFI has become an essential service and should be at least subsidized
~2.5% (\$208k) increase
Again not a necessity when we are struggling to pay our exorbitant property taxes
Increase spending if it offsets staff reductions. If there are no staff reductions associated by transition to online service don't bother.
Critically underfunded. Smart technology investment needed to ensure innovation and enhanced online services
As a technology player, I can't see the city continuing to do business with the same budget for information technology. The city just has to do more to build and sustain a new future.
In this next fiscal year, it will be necessary for the city to reduce gratuitous spending. Therefore, the IT that we have now should be suffice during the COVID 19 pandemic crisis. The IT department has to delay, if necessary, any further development until the crisis is over
More pressure to automate and be virtually accessible will require additional IT support
This category is too vague to really assess.
Keep moving forward, not backwards
By increasing IT, efficiencies can be found across the board. Whether it being working from home which will reduce the need for office space/infrastructure or automated processes which will reduce the need for personnel.

Economic and Creative Development

The Economic and Creative Development department delivers supports, programs and services that foster a vibrant, economically diverse city, in which creativity and culture drive business innovation and City building, and businesses can grow and thrive. The department works to retain and grow jobs and investment within the community, contributing to an overall positive quality of life. Key programs support a strong arts & culture sector, business retention and expansion activities, attracting new businesses to Barrie, economic recovery actions, site selection services, talent attraction and retention, tourism development, growing industrial clusters and deploying provincially funded programs aimed at starting and growing small business in the community.

- Increase spending by 5%: 250 (34.87%)
- Maintain current spending: 249 (34.73%)
- Decrease spend by 5%: 218 (30.40%)

Comments*

Postpone new projects for Downtown Barrie and the waterfront.
Don't buy junk art
Our city has had far too many changes and is no longer a very happy place for me. Too much change. Everything seems to be to invite visitors and not make things better for Barrie residents.
Reduce tourism initiatives that promote Barrie waterfront so that taxpayers have access to parks. Businesses that need tourism inputs should cover costs of advertising as part of their business case.
Economic development is crucial in terms of encouraging new revenue generating businesses. I do not agree to wasteful spending.
Cut here until such time as City debt is reduced. No more projects that will increase the debt in short or long term. Plan to develop that which is sustainable without City support (Collier St Parkade)
Attract talent and brains to Barrie. Not just meat and muscle.
Increase the funds here to support those struggling the most through the pandemic. The BIPOC business owners, the newcomer families, the LGBTQ+ community, Indigenous people. Give ways for them to survive and possibly thrive. The funding here is abysmally low. Really shows how little supporting diversity matters to the city and I hate it.
Spending should not result in higher taxes. Covid has taxed too many people. Hold the taxes to 2020 levels. This is a year to look at efficiencies and hold the line on spending. Any Surplus should be put into reserve for emergencies.
Support Barrie's growing economy, by supporting more local businesses and incoming ones from the GTA. Our with the big box stores, and back to small businesses.
Living in Barrie since 1971 I can't believe what I see in development. Take the newer lakeshore road, you move it over what 30 feet spend millions to do so and then make it narrower. So when an emergency vehicle needs to go by, they can't. Then to add to it you build a flower garden in the middle of the road adding to the problem plus the expense of maintaining it. Had to build a new police station because it was not big enough attached to the firehall (when it was on Vespra) so you build this tag mahal of a police station then what 10-15 years later now that one is not big enough so you build this colossal expensive exorbitant building ironically enough with emergency services again when you should have built another station/precinct in the south end having 2 locations. I could go on and on with the waist I see never mind what I don't see. Barrie's taxes are TOO HIGH! So many businesses have left because of this. I get that taxes are a necessary thing but they have risen much more that wages have, it needs to stop
This is important for economic recovery.
I would have loved to increase this by 10%!!
Why is everything focused on the waterfront and downtown? The only revenues the city gets is parking fees and parking tickets. The money people spend goes into the pockets of business owners
Futile academic exercise if one is not aware what line items fall under this budget category.
And keep the big guys out of here with their massive projects.
More funding vitally required to ensure economic and cultural recovery
Economic development should be the most important spend going forward into 2021 and 2022. Barrie should focus far more resources to develop economic growth initiatives that will shift us from a commuter



town. As an example; Long term property tax exemptions for large scale mixed use projects and companies who relocate operations to our city.
I would decrease this by 10%
Yes please attract more business to Barrie
With the Provincial and Federal governments introducing more programs to help cities recover from the COVID 19 pandemic, the city has to show restraint in any gratuitous spending in this area.
Invest in social determinants of health through the Barrie Health Accord or any other tool to support marginalized citizens
Innovation is key during these unprecedented times!
Small businesses need support across the city.
This is more tiered to helping business and not the people of Barrie.
Increasing economic and creative development will pay long term dividends for the city by not only increasing business/entrepreneurship but increasing the tax base by transitioning Barrie from a bedroom community to an anchor hub for business and innovation.

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