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**TO:** GENERAL COMMITTEE

**SUBJECT:** 2017 BUSINESS PLAN

**PREPARED BY AND KEY CONTACT:** M. JERMEY, CPA, CA, DEPUTY TREASURER, EXTENSION #4407  
C. MILLAR, MBA, CPA, CGA  
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COMMUNITY & CORPORATE SERVICES, EXTENSION #4450

**SUBMITTED BY:** C. LADD, CHIEF ADMINISTRATIVE OFFICER  
P. ELLIOTT-SPENCER, MBA, CPA, CMA, GENERAL MANAGER OF  
COMMUNITY & CORPORATE SERVICES  
R. FORWARD, MBA, M.Sc., P. Eng., GENERAL MANAGER OF  
INFRASTRUCTURE & GROWTH MANAGEMENT  
R. BUNN, EXECUTIVE DIRECTOR – INNOVATE BARRIE  
R. JAMES-REID, EXECUTIVE DIRECTOR – ACCESS BARRIE  
Z. LIFSHIZ, EXECUTIVE DIRECTOR – INVEST BARRIE  
I. PETERS, DIRECTOR OF LEGAL SERVICES

**CHIEF ADMINISTRATIVE OFFICER APPROVAL:** C. LADD, CHIEF ADMINISTRATIVE OFFICER

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**RECOMMENDED MOTION**

1. That the 2017 tax-supported base operating budget for municipal operations, with total gross expenditures of \$223.2 million and a net property tax levy requirement of \$139.8 million, be approved with the following amendments to reflect changes since the 2017 Business Plan's publication on January, 9, 2017:
  - a) That the budget for insurance premiums be reduced by \$70,827.
2. That the 2017 tax supported base operating budget for Barrie's Service Partners presented on page 18 of the 2017 Business Plan, with total gross expenditures of \$82.1 million and a net property tax levy requirement of \$79.9 million, be approved with the following amendments to reflect changes since the 2017 Business Plan's publication on January 9, 2017:
  - a) That the Lake Simcoe Regional Airport 2017 General Operating Levy Request be decreased from \$425,732 to \$423,279 resulting in a reduction of \$2,453 to the net tax levy; and
  - b) That the Nottawasaga Valley Conservation Authority 2017 Asset Levy Request be decreased from \$20,045 to \$6,615 resulting in a reduction of \$13,430 to the net tax levy.

3. That the New Investment and Service Recommendations associated with Operating Budget requests as outlined on page 21 of the 2017 Business Plan with a net tax cost of \$473 thousand (operating), net water cost of \$70.2 thousand (operating), net wastewater cost of \$65.9 thousand (operating), net parking cost of \$10.7 thousand (operating), and \$57.8 thousand (capital), be approved with the following amendments to reflect changes since the 2017 Business Plan's publication on January 9, 2017:
  - a) That Intake Form #20 regarding the Communications Operator (Fire) be added, resulting in a net levy increase of \$63,660 for 2017.
4. That the Water base operating budget, with gross expenditures of \$34.2 million and revenues of \$34.2 million, be approved.
5. That the Wastewater base operating budget, with gross expenditures of \$42.3 million and revenues of \$42.3 million, be approved.
6. That the Parking Operations base budget, with gross expenditures of \$2.4 million and gross revenues of \$2.4 million, be approved.
7. That the 2017 new Capital Budget requests of \$79.8 million be approved with the following amendments since the 2017 Business Plan's publication on January 9, 2017:
  - a) That the Sandringham Drive New Trunk Watermain – Big Bay Point to Mapleview project 2017 budget amount be removed from the list of 2017 new Capital Budget requests as this project was pre-approved on the November 2016 Capital Status Report;
  - b) That the Ashford Drive and Madelaine Drive New Transmission Watermain – Big Bay Point to Mapleview project 2017 budget amount be removed from the list of 2017 new Capital Budget requests as this project was pre-approved on the November 2016 Capital Status Report;
  - c) That the Bell Farm Road ROW Expansion – St. Vincent to Duckworth project 2017 budget amount be reduced from \$100,000 to \$70,000 as \$30,000 of the funding was pre-approved on the November 2016 Capital Status Report with funding from Development Charges (DCs) (\$19,500) and Tax Capital Reserve (\$10,500);
  - d) That the Harvie Road and Big Bay Point Road New Crossing – Highway 400 project 2017 budget amount be reduced from \$2,171,600 to \$871,000 as \$1,300,000 of the funding was pre-approved on the November 2016 Capital Status Report with funding from DCs (\$871,000) and Tax Capital Reserve (\$429,000);
  - e) That the Harvie Road ROW Expansion – Essa to Bryne project 2017 budget amount be reduced from \$3,554,900 to \$3,504,900 as \$50,000 of the funding was pre-approved on the November 2016 Capital Status Report with funding from DCs (\$32,500) and Tax Capital Reserve (\$17,500);
  - f) That the following project be added to the 2017 new Capital Budget list: Year Round Downtown Market – Financial and Technical Study, in the amount of \$100,000 to be funded from the Tax Rate Stabilization Reserve;
  - g) That the funding source for capital project number 000468, Mapleview Drive East New Transmission Watermain – Yonge to Prince William be changed to Developer Front Ending (Annex) - Developer Build, to reflect the change from a City-build project to a Developer-build project; and

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- h) That the North Shore Trail New Water Access Points - Sam Cancilla Park, St. Vincent Square and Nelson Square project be removed from the 2017 new Capital Budget requests and deferred with the design phase in 2018 and construction phase in 2019, as the City was unsuccessful in its Community Infrastructure Program Canada 150 grant application, and therefore to proceed, the project would require an additional \$192,500 in funding from the Tax Capital Reserve.
8. That staff in the Finance Department be authorized to increase the Sea Cadets Building Rehabilitation project budget to \$60,000 to be funded from the Marina Reserve (13-04-0420).
9. That, consistent with the Capital Project Control Policy, the 2018, 2019, 2020 and 2021 Capital Budget relating to new 2017 capital projects of \$32.2 million in 2018, \$4.4 million in 2019, \$95 thousand in 2020, and \$55 thousand in 2021 be approved and the 2017-2021 Capital Budget items not requiring approval, be received as forecast information.
10. That effective May 1, 2017, By-law 2016-011, as amended, be repealed and replaced with a by-law incorporating the fees and charges presented in the 2017 Business Plan, with the following amendments to reflect changes since the 2017 Business Plan's publication on January 9, 2017, pages 307-347.
- a) That a new user fee entitled Development Charge (DC) Credit Agreement Administration Fee be approved and added to the Finance section of the User Fees By-law, in the amount of \$5,000.
11. That pursuant to Ontario Regulation 284/09, this report serve as the method for communicating the exclusion of the following estimated expenses from the 2017 Business Plan:
- a) Amortization expense - \$51 million;
- b) Post-employment benefit expenses - \$2.6 million; and
- c) Solid waste landfill closure and post-closure expenses - \$50 thousand.
12. That staff be authorized to submit applications for grants that would reduce expenditures associated with projects, programs and services approved as part of the operating and Capital Budgets.
13. That the Mayor and City Clerk be authorized to execute any agreements that may be required to accept grant funding from other levels of government or other partners to reduce expenditures associated with programs, services and/or capital projects.
14. 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 be presented prior to the execution of any agreement associated with the acceptance of such grant.
15. That staff in the Finance Department be authorized to establish a "Growth Management" reserve.
16. That staff in the Finance Department be authorized to establish a "Legal Contingency" reserve with a maximum permitted end-of-year balance of \$500,000.
17. That the Treasurer be authorized to make the necessary alterations to the transfer to and/or from reserves to reflect changes since the 2017 Business Plan's publication on January 9, 2017.

18. That Debenture financing as identified in the Capital Budget be approved.
19. That the City Clerk be authorized to prepare all necessary by-laws to implement the above recommendations.

#### **PURPOSE & BACKGROUND**

20. The purpose of this report is to recommend the Corporation's 2017 Business Plan. The proposed 2017 Business Plan follows the directions provided by Council in Motion 15-G-161 (provided in Appendix "A") with the exception of the direction that any potential 2017 tax increase be capped at 2.25%, excluding the 1% levy associated with the Dedicated Infrastructure Renewal Fund.
21. Generally, the plan reflects current services and service levels and recommends new investments and service to present a plan that reflects Council's budget guidelines. It also incorporates new service levels directed by Council to commence in 2017.
22. The City continues to lay the foundation for a financially sustainable and responsible plan that addresses the needs of residents and business owners within the community. The City is moving into a period of high growth and will need to manage the costs driven by this growth while continuing to maintain current service levels and existing infrastructure. The 2017 Business Plan sets out to balance these pressures.

#### **ANALYSIS**

##### Summary

23. The tax based budget as presented in the 2017 Business Plan Binder includes a 2.76% increase for the projected cost to maintain existing service levels for all services in 2017 and new investments in services.
24. The Tax Based Budget also includes 1% for the Dedicated Infrastructure Renewal Fund. Council approved the Dedicated Infrastructure Renewal Fund starting with the 2015 Business Plan. This policy requires an additional 1% increase in the net tax levy over and above service delivery costs, but it is dedicated entirely to rehabilitation of the City's infrastructure.
25. Recommended amendments will result in a \$23,050 decrease to the projected cost of 2017 programs and all recommended service level changes, while the 1% Dedicated Infrastructure Renewal Fund remains unchanged. This will result in a total blended tax increase of 2.75% for service delivery and an additional 1% for the dedicated infrastructure renewal fund.
26. The impact on a typical home assessed at \$302,000 is estimated at \$3,992.
27. The proposed water and wastewater rate based budgets as presented in the 2017 Business Plan Binder include a recommended annual rate increase of 2.50% and 5.00% respectively. For a typical household that consumes 180 cubic metres of water annually, the annualized increase in cost is \$7.95 for water and \$22.06 for wastewater.

28. The Corporation's Financial Policies Framework establishes an affordability threshold for property tax, and combined water/wastewater rate supported services. Specifically, it states that annual property taxes and combined water/wastewater charges for a typical household will not exceed 4.0% and 2.5% respectively, or in total, 6.5% of household income. If approved as presented with recommended amendments, the 2017 Business Plan requires approximately 3.78% of household income to pay for property tax-supported services and a combined 0.86% for water/wastewater, resulting in a grand total of 4.64%.

### **Tax Supported Operating Budget**

#### Overview

29. The 2017 Business Plan reported a net tax levy requirement of \$217.7 million in 2017 for ongoing service delivery and excluding the Dedicated Infrastructure Fund. The net tax levy requirement, after adjusting for recommended amendments, is \$217.7 million reflecting a \$11.8 million increase over 2016 (2016 = \$205.9 million). The levy requirement incorporates the budgetary requirements of the City, the City's Service Partners, the New Investment and Service Recommendations.
30. The 1% Dedicated Infrastructure Renewal Fund adds an additional \$2.5 million, bringing the total 2017 Tax Levy to \$220.2 million.

#### Base Budget – Recommended Amendments

31. Staff received correspondence from the City's insurance provider subsequent to the preparation of the draft budget materials. This correspondence indicated the City should expect a year-over-year decrease of \$70,827 for its annual insurance premiums.

#### Service Partners – Recommended Amendments

32. **Lake Simcoe Regional Airport** – The first draft budget submission received on November 23<sup>rd</sup>, 2016 is \$2,453 lower than the preliminary estimate included in the base budget. The letter from the Lake Simcoe Regional Airport Board is on page 252 of the 2017 Business Plan.
33. **Nottawasaga Valley Conservation Authority (NVCA)** – For 2017, the NVCA introduced an Asset Levy in support of the approved Asset Management Plan. This plan has a ten year forecast of the conservation authority's capital replacement costs. The City's proportionate share of this levy is \$20,044.67 for 2017 and this amount is reflected in the proposed budget.
34. The NVCA heard from some municipalities that they would like to phase this levy in over four years, so each municipality has the option to either go all in or phase-in the levy.
35. The recommended motion includes an amendment reflecting the selection of the phase-in option. If Council chooses the phase-in option the levy against the City will be reduced by \$13,430 for 2017. The levy will then increase to \$13,229.46, \$20,044.63, and \$22,936.79 in 2018, 2019, and 2020 respectively, to make up the City's share of the Asset Levy.

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New Service and Investment Recommendations – Recommended Amendments

36. The decision to include Intake Form #20 – Communications Operator (Fire) in the 2017 Business Plan was made after the Business Plan binder was printed. The form was initially discussed by the Executive Management Team during their review of the 2017 Business Plan materials, which included all new service and investment requests. Additional information was needed for this particular form to further evaluate the need and timing of the request. The final decision by the Executive Management Team was to recommend the form for inclusion in the 2017 Business Plan.

Schedule of Fees and Charges – Recommended Amendments

37. The Infrastructure Implementation Plan (IIP) referred to in the Memorandum of Understanding (MOU) between the City and the Salem and Hewitt's landowners has identified various growth-related projects that could be constructed by the developers on behalf of the City, in exchange for development charge (DC) credits. These projects are referred to as Category 'D' projects within the IIP. The intent of providing this alternative to the landowners is to facilitate development within the Salem and Hewitt's Secondary Plan Areas and to assist the City in preserving cash flow. Should the developers wish to proceed with this alternative, a DC Credit Agreement is required between the City and the landowners. The DC Credit Agreement Administration fee would serve to partially recover costs of Finance's role in the development of these agreements and the ongoing administration of the agreements, including the calculation of fees, monitoring the timing of securities to be received or released, verification of DC credits earned and used, reconciliation of DC payments and credits against information from the Trustees, and ensuring adherence to the financial conditions in the agreement.

Growth Management Reserve

38. The City is forecasted to experience significant growth to 2031 and beyond. Projections call for a 50% increase in population from 2014-2031 (an additional 70,000 residents). There are new requirements and expectations which dictate that the City put in place a more comprehensive and coordinated approach to managing growth (e.g. Developer Agreements and the Growth Plan).
39. In preparation for this development activity, staff resources were added as part of the 2015 Budget with a primary objective to manage a more efficient, better informed and integrated process. This includes overall coordination, monitoring and reporting, development review and approval, technical support, systems maintenance and financial administration.
40. An incremental application fee was also implemented through the 2015 Budget with the intent of fully mitigating the cost of these resources on the tax base. Similar to the Building Code Reserve, in years whereby the development application fee activity generates a surplus. It is recommended any surplus be allocated to a Growth Management Reserve to offset years when the application fee revenues are insufficient to cover annual operating costs.

Legal Contingency Reserve

41. The City is currently engaged in a number of litigation matters that have resulted in legal representation and subject matter expert consultant costs being higher than historical norms. These costs are expected to continue in to 2017 and highlight the potential for volatility in this area. It is this volatility/unpredictability and the potential significant cost of defending the City's interests that were the trigger for proposing this reserve.
42. If approved, this reserve will be used to pay for legal representation and expert consultants; it is not a source of funding for settlements. A modest reserve with a maximum permitted balance of \$500,000 should be sufficient to address this exposure (i.e. unbudgeted legal costs).



43. The 2017 proposed budget contains a \$200K contribution to this reserve which is also budgeted to be drawn from the reserve during the same period to fund an increase in budgeted legal costs.

### **Water and Wastewater Rate Supported Operating Budget**

#### Overview

44. 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 Council's budget directions in Staff Report EMT002-16 in June, 2016. While the financial plans for water and wastewater were built with an annual rate increase of 2% and 3% respectively, staff are recommending 2016 rate increases of 2.5% for water and 5% for wastewater. The Financial Plan presents a 10 year horizon and relies on aggressive assumptions for Development Charge revenue. These increases are calculated based on the financial impact for an average residential rate payer for the calendar year with proposed rates effective May 1st, 2017.
45. For a typical home that consumes 180 cubic metres annually, the annualized cost of water and wastewater services in 2017 are estimated to be \$326 and \$463 respectively for a combined cost of \$789 (\$759 in 2016). This represents a 4.0% combined increase over 2016 levels of which \$8 relates to water and \$22 relates to wastewater.
46. The contribution to water and wastewater reserves reflected in the 2017 base budget are \$5.9 million and \$14.8 million respectively.

### **Parking Rate Supported Operating Budget**

#### Overview

47. Revenue from parking permits and meters was over plan in 2016 which helped to reduce the annual operating deficit. A portion of this increase in revenue was due to private parking lot reconstruction projects resulting in those patrons parking in City lots. This one time bump in revenue is not expected to recur in 2017. However, parking meter revenue was increased in the 2017 Business Plan to reflect the increasing annual parking revenues.
48. The draw from the parking reserve in 2017 is estimated to be \$597,543. The revised forecasted parking reserve balance at the end of 2017 is approximately \$364 thousand deficit.

### **2017 - 2021 Capital Budgets**

49. The 2017 Capital Budget is \$111.1 million, including \$31.2 million in previously approved funding, \$79.8 million in new funding requests, and \$58,410 associated with New Investment and Service Recommendation Operating Budget requests. Details of the 2017 Capital Budget are found on Pages 261-277 of the 2017 Business Plan and in the 2017 Capital Plan Project Details Reports.
50. Consistent with the Capital Project Financial Control Policy, where the 2017 Capital Budget includes projects that will be completed over more than one reporting period, Council's approval of new projects in the 2017 Capital Budget includes approval of the funds required in 2018, 2019, 2020 and 2021, as applicable, to conduct the work. This results in approvals for 2018, 2019, 2020 and 2021 totaling \$36.7 million.

51. In addition to the portion of the Capital Budget that is recommended for approval, the 2017-2021 capital plan provides a forecast for capital spending over the next five years. The 2017-2021 capital plan includes \$844.8 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 projects deemed critical were deferred. As aging assets fail, their ability to deliver service to the community will be impacted.
52. The recommended 2017 Capital Budget contains several projects for which the City has applied for grant funding, but the results of the grant application aren't yet known. When funding the projects, staff have assumed the applications will be successful and have shown the grants as funding sources. Should the funding application results be positive, the projects will proceed as per the approved capital plan. However should the applications be unsuccessful, staff will seek Council's direction about whether the projects should proceed with municipal funding sources replacing the requested grant amounts. The projects and assumed grants are as follow:
  - a) Waterfront New Basketball Court and Artificial Ice Rink Relocation (000109), page 97 of the Capital Plan Project Detail Reports – Ontario Trillium Foundation Ontario 150 grant (\$260,000);
  - b) Bayfield Street Pavement Rehabilitation - Cundles to Coulter (000115), page 17 of the Capital Plan Project Detail Reports – Connecting Links Program (\$48,500).
53. The City was advised in late January, 2017 that the funding application through the Community Infrastructure Program Canada 150 for the project North Shore Trail New Water Access Points - Sam Cancilla Park, St. Vincent Square and Nelson Square was unsuccessful. In order to proceed with the project in 2017, an additional \$192,500 in funding from the Tax Capital Reserve would be required. Should the City be successful in the grant application for the Waterfront New Basketball Court and Artificial Ice Rink Relocation, it would be a challenge to deliver both projects in 2017, in addition to the many other waterfront/parks projects in the 2017 capital plan. While the project is important to the City, it is not considered as critical as many other projects that are identified in the 2017 Capital Plan. Staff are recommending the original proposed timing for the North Shore Trail project, with design in 2018 and construction in 2019.

#### **Sea Cadets Building Rehabilitation – Request for Budget Increase**

54. In 2016 a budget was approved for the introduction of a Customer Service Kiosk at the Marina, more specifically the Bayfield Basin area. The intent is to support the Waterfront Users, Downtown Patrons, Transient Boaters and City Staff in coordination with the AskME! Program. After some market research and gathering staff requirements it was decided that the best path forward was the utilization of a Metal Sea Container and fabricating it to serve as a modern, mobile kiosk which can achieve all of the required functions.
55. Facilities Planning and Development Staff completed a Design and tendered construction in 2016 but the tenders received all came back over budget. The overall scope was paired down to meet only the base requirements and additional funding was requested on the November 2016 Capital Status Report to increase the budget based on the revised project scope. After tendering the construction for this project a second time the bids came in higher than expected. Staff are requesting an additional budget increase of \$60,000.00 to complete the project within this scope of work.



56. The scope of work includes a stable concrete pad serviced with electrical and data feeds. The base container is to be outfitted with heating, cooling, electrical and data feeds up to modern Electrical Safety Authority Standards, and some finishes such as a watertight roof system, service windows and doors, insulation, drywall, and a durable plywood floor with an epoxy coating. The site will need to be landscaped neatly once servicing and Kiosk are in place.

#### **Year Round Downtown Market – Financial & Technical Study**

57. On January 23, 2017, General Committee considered Staff Report FCT001-17 – Year Round Downtown Public Market.
58. This report included a motion directing staff to include as an addendum to the 2017 Capital Plan; the addition of a project to complete a financial and technical validation of the Downtown Barrie Permanent Public Market Business Plan, including common programming factors, development components and interrelated costs that could potentially be located at the Transit Terminal consistent with the Market Precinct Concept. The proposed budget for the project is \$100,000 to be funded from the Tax Rate Stabilization Reserve.

#### **Mapleview Drive East New Transmission Watermain – Yonge to Prince William**

59. In the original version of the Infrastructure Implementation Plan (IIP) from July, 2015, the watermain and road expansion on Mapleview Drive, East of Yonge St. to Prince William were combined within one project, with the watermain portion scheduled in the 2021 timeframe. It has been determined that without the new watermain in place, the landowners are restricted as to the number of residential units they can construct. Consequently, they have expressed interest in completing the watermain project on behalf of the City in the 2017/2018 timeframe. Having the services in place allows the developers to accelerate the number of residential units that can be constructed, which also benefits the City by way of receiving earlier DC payments and tax revenue. As this project is DC-eligible, the developers would pay for and construct the works in exchange for DC credits. This project was originally set up as a Category C (i.e. the City would construct the works) project to be funded by DC's, but has been changed to a Category D (Developer-build) project in the 2017 Business Plan. The total cost of the project is currently listed at approximately \$2.7 million. This is further broken down between design costs of \$540 thousand in 2017 and construction costs of \$2.1 million in 2018.

#### **Budget Engagement Summary**

60. Further to Council's strategic priority of Responsible Spending, Access Barrie worked closely with Finance to engage citizens in the 2017 Budget process with the goal of improving understanding of how tax dollars are spent and demonstrating value for money.
61. Building on the success from 2016, residents were encouraged to join the conversation using the Budget Allocator Tool, an online engagement tool that allowed residents to choose how to invest their tax dollars and leave comments about their choices. The Budget Allocator Tool launched in November 2016 and included major service areas in the tax based operating budget that impact the daily lives of residents and businesses. For each service area respondents had the option to "increase spending 5%", "maintain existing service level", or "decrease spending 5%" and each option included details about the associated service impacts. The tool closed for official comment on January 24, 2017 with a total of 373 submissions and 179 comments, representing a 38% increase in submissions from 2016. A complete summary of results and comments are included as Appendix "B" to Staff Report EMT001-17.

62. In addition to the Budget Allocator Tool, Access Barrie created a video featuring the Mayor asking residents how they want their tax dollars spent and talking about some of the ways the City is improving and saving money through innovation. The video was leveraged online via [www.barrie.ca/budget](http://www.barrie.ca/budget) and through the City's Facebook, Twitter, and YouTube accounts. As of January 24, 2017 City-originated posts about the 2017 Budget had generated over 50,000 combined impressions on Facebook, Twitter, and YouTube.
63. Content on the website ([www.barrie.ca/budget](http://www.barrie.ca/budget)) continued to be expanded to include facts, highlights, and FAQ's about the budget process, how Barrie compares, and how tax dollars are spent, with the goal of providing residents and businesses with clear, simple, accessible budget information. Additionally, expanding website content allowed Access Barrie to better leverage social media channels to drive traffic to the website, and further educate citizens.
64. Finally, the City's website provides information about who to contact with budget questions ([budget.questions@barrie.ca](mailto:budget.questions@barrie.ca)).

#### **Ontario Regulation 284/09 - Expenses not included in the 2017 Business Plan**

65. 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.
66. A related provincial requirement that took effect in 2011 is for municipalities to disclose the amounts that are reported in their financial statements but not included in their budgets. The City of Barrie is forecasting depreciation expense of approximately \$51 million for 2016 but the corresponding transfer to capital reserves in 2017 is \$29.8 million. Prior to the introduction of full accrual accounting, this difference would have been neither noted nor reported, but it is significant for understanding how municipalities developed what has become known as "infrastructure deficits".
67. Prior to passing the 2017 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:
  - a) Amortization expense - \$51 million;
  - b) Post-employment benefit expenses - \$2.6 million; and,
  - c) Solid waste landfill closure and post-closure expenses - \$50 thousand.

#### **ENVIRONMENTAL MATTERS**

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

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**ALTERNATIVES**

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

**Alternative #1**

General Committee could change the recommended levy requirement by removing one or more of the recommended investment and service level changes identified in the 2017 Business Plan.

EMT believes these service level changes are required in 2017 to improve the Corporation's ability to respond to service demands, address affordability concerns, and act on previous directions from Council.

**Alternative #2**

General Committee could alter the proposed recommendation regarding water or wastewater rates.

The staff recommended rate increases for 2017 balance affordability against capital needs. Lower water and wastewater rates would increase the City's future reliance on debt financing.

**Alternative #3**

General Committee could alter the proposed recommendation regarding the 2017 Capital Budget by changing the capital works that are included.

The recommended capital projects have been carefully prioritized and reflect only the Corporation's most critical needs and affordability thresholds. Removing recommended capital projects in favour of other capital projects that were not considered to be as critical works increases the risk of asset failure and the potential for service interruptions.

**FINANCIAL**

70. The financial impacts of the 2017 Business Plan are addressed in the analysis section of this report.

**LINKAGE TO 2014 – 2018 COUNCIL STRATEGIC PLAN**

71. The recommendations included in this Staff Report support the following goal identified in the 2014-2018 Strategic Plan:

- Responsible Spending

**APPENDIX "A"**

**2017 BUDGET DIRECTIONS**

1. That staff prepare a Business Plan for 2017 for all tax supported services that considers:
  - a) One budget year and three forecast years;
  - b) The cost of maintaining current programs at current service levels, based on anticipated 2017 activities;
  - c) Annualization of prior period decisions;
  - d) The financial impact on the 2017 budget of Council directions throughout 2016;
  - e) Recommendations for changes to funding sources that result in a decreased reliance on property taxes;
  - f) An estimate of assessment growth based on the value of newly assessed property throughout 2016;
  - g) The continuation of an annual 1% Dedicated Infrastructure Renewal Fund;
  - h) Contributions to reserves that are consistent with the Financial Policies Framework; and,
  - i) A cap on any potential 2017 tax increase of 2.25%, excluding the 1% levy associated with the Dedicated Infrastructure Renewal Fund.
  
2. That staff prepare a Business Plan for 2017 for Water and Wastewater services that includes:
  - a) The cost of maintaining current programs at current service levels, based on anticipated 2017 activities;
  - b) Annualization of prior period decisions;
  - c) Recommendations for changes to user fees that reflect the full cost of providing the program or service, including fixed assets, net of any subsidy approved by Council;
  - d) An estimate of water consumption that reflects past consumption patterns and forecasted conditions in 2017; and,
  - e) Contributions to reserves that are consistent with the Financial Policies Framework and Council direction that reflect, to the extent possible, the anticipated current and future commitments against the reserves.
  
3. That staff prepare a Business Plan for 2017 for Parking Services that includes:
  - a) The cost of maintaining current programs at current service levels, based on anticipated 2017 activity;
  - b) Annualization of prior period decisions; and,
  - c) Options to eliminate the annual operating deficit, and if necessary, a subsidy from the tax rate.
  
4. That any significant impacts to the 2017 budget, such as recommended changes in level of service, or changes in staff complement levels, be presented to Council for consideration.
  
5. That any user fees that are added, removed, or increased/decreased by 5% or more of the current fee, be presented to Council within the Business Plan Binder.

6. That a ten year Capital Plan be developed that includes a one year Capital Budget, a four year forecast, and a five year outlook.
  - a) 1 year approved Capital Budget (2017)
    - i) With multi-year approvals in accordance with the capital control policy
    - ii) Project specifics
    - iii) Detailed funding
  - b) 4 year Capital Forecast (2018 – 2021)
    - i) Project specifics
    - ii) Detailed funding
  - c) 5 year Capital Outlook (2022 – 2026)
    - i) Project specifics where available
    - ii) Detailed funding
7. That staff prepare the 2017 Capital Budget with appropriate consideration of:
  - a) Council's strategic goals;
  - b) A risk based approach to project selection driven by the rehabilitation and replacement of existing assets, considering full lifecycle costs and the City's most critical needs;
  - c) Master plans and infrastructure implementation plans, considering full lifecycle costs; and,
  - d) Availability of financial and staff resources to do the work.
8. That staff continue to find new and innovative ways to increase public education and engagement during the 2017 Business Plan and Budget development process.
9. That the 2017 Budget Development Schedule identified in Appendix A, be used to develop the 2017 Business Plan for Council's review and approval no later than February 2017.
10. That staff advise the County and all Agencies, Boards and Commissions of Council's expectations that:
  - a) The budget directions established herein be used when preparing their 2017 budgets; and,
  - b) Budgets are prepared in accordance with the 2017 Budget Development Schedule.
11. That a Capital Reserve specific to the Barrie Police Services Board be established and funded from an annual contribution from the annual Police Service operating budget.



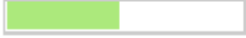
APPENDIX "B"

BUDGET ALLOCATOR TOOL RESULTS SUMMARY

<b>Environmental Operations</b>	<b>Responses</b>	<b>Percentage</b>	<b>Respondents: 373</b>
<b>Curbside Collection, Waste Disposal and Diversion</b>			
increase spending 5%	57	15.70 %	
maintain existing service level	219	60.33 %	
decrease spending 5%	87	23.97 %	
<b>Parks &amp; Forestry</b>			
<b>Parks &amp; Forestry Operations</b>			
increase spending 5%	53	14.52 %	
maintain existing service level	205	56.16 %	
decrease spending 5%	107	29.32 %	
<b>Roads</b>			
<b>Roads Operations</b>			
increase spending 5 %	150	40.21 %	
maintain existing service level	191	51.21 %	
decrease spending 5 %	32	8.58 %	
<b>transit</b>			
<b>Transit</b>			
increase spending 5 %	77	21.04 %	
maintain existing service level	230	62.84 %	
decrease spending 5 %	59	16.12 %	
<b>Recreation</b>			
<b>Recreation</b>			
increase spending 5 %	63	16.98 %	
maintain existing service level	206	55.53 %	
decrease spending 5%	102	27.49 %	
<b>Fire &amp; Emergency Service</b>			
<b>Fire &amp; Emergency Service</b>			
increase spending 5%	28	7.53 %	
maintain existing service level	256	68.82 %	
decrease spending 5%	88	23.66 %	



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<b>Culture</b>	<b>Responses</b>	<b>Percentage</b>	
increase spending 5%	75	20.38 %	
maintain existing service level	119	32.34 %	
decrease spending 5%	174	47.28 %	

The following comments were received through the 2017 Budget Allocator Tool. Comments are presented as submitted:

Date	Comments
1/24/2017	Large recreation complex with 50 meter pool and indoor water park. Like Windsor Ontario. If we can't have a university we can at least have a state of the art sports complex. If you build it people will come. Goodluck.
1/24/2017	Stop building more recent centers, STOP wasting millions by postponing road work. the longer construction cones sit on the road side with ZERO work being fine due to weather the more money you are wasting!! And dont choose companies for construction that do a half assed job resulting innrepairs in 10-15 years. And Start using LOCAL companies like Decast with premium products that last. Support the local businesses because they employ OUR Barrie residents. STOP wasting money on dumb things like putting seasons greetingsxwraos wraps on busses. That costs A Lot of money and is a waste!!!
1/24/2017	I think the roads do need improvement in terms of plowing. Frequently I see a salter then a plow truck following. Doesn't make much sense to me. Therefore the budget wouldn't be overspent
1/24/2017	Affordable housing.
1/24/2017	<p>My results came in under budget. So, if I were to increase budget in one other category it would be the forestry category.</p> <p>I also believe it is a good idea for Barrie to invest much more in preserving the natural beauty of its waterfront. The latest improvements are great. Keep up the good work but I think more emphasis and dedication must be made to ensure the waterfront stays a public space around all of Kempenfelt Bay. It is these types of things that add value to a city, make the community proud to live in it and attracts tourists, residents and spending. Spending time and energy on city beautification can go along way in making a city great.</p>
1/24/2017	Barrie has a lot of great cultural events such as the New Year's Eve concert, ribfest, summer movies, etc. which makes it a fun place to live. Waterfront park / trail system is really nice too. Perhaps more spending on creating multi use trails such as this.
1/24/2017	plans to increase accessibility for everyone? there are still businesses which are not accessible in Barrie.
1/24/2017	Decrease the amount spent on Barrie Police. Requires too much of the total allocation, increasingly so for no further direct or indirect benefit.
1/24/2017	Need to see positive results and less spending on salaries.
1/24/2017	Plant more trees. Create a program to help save our Bees. Install smart traffic lights that can synchronize with the others. lower speed limits. Install more 4 way stops. Thank you : )
1/24/2017	All I really want are more traffic controle bump's in high traffic neighborhood's. .ie loon Ave ,little Ave. These neighborhood's are highly impacted by the maple view construction with ppl traveling high speeds in school zones. .
1/24/2017	Reduce police budget, increase infrastructure .. Beutification in south end when improvements are made (big bay point widening with paved boulevards is truely ugly). Finish with min cost the lakeshore and quit spending vast amounts on this one aspect of our city.
1/24/2017	I strongly feel that we need to control the geese on the waterfront. They are ruining one of our greatest assets.
1/24/2017	An idea for the winter months - I lived in Sudbury ON during University. They developed a skating path on the lake in the city. This was a great attraction and people, especially students living close to the Laurentian University visited the path often. I think this could be a great addition to the Barrie downtown/waterfront in the winter months. This obviously is dependent on weather and the status of the ice on the lake during the winter. It would also bring people to the downtown which has been a priority of the city for a number of years. If not the lake, I wonder if there is an opportunity to do something similar to the ice path in Arrowhead Provincial Park. Just some nice additions to the city that allow people to congregate and spend time in our downtown during the winter months.

1/24/2017	Morrow road needs to be worked on. My car is being damaged driven on daily to get to work. Just had more work done as front wheel about to fall off.
1/24/2017	Transit improvement is a must. I have to be a stay at home parent because there are no late night transit options in my area and I would have to work nights since daycare is too expensive.
1/24/2017	Forrestry and roads need tlc. Nothing worse then going for a run and watching for tree branches I am 5'3" this shouldn't be an issue. Capital road works is a need roads are deteriorating fast.
1/24/2017	Barrie Transit needs improvement. An online system easy to negotiate and figure out how to plan your trip from start to finish with schedules, bus numbers, location stops included. Larger buses to accomodate seniors with walks, parents with strollers. No passenger should be left out in the cold especially because not enough room on the bus for strollers/walkers. Run services more frequently 15 minutes vs 30 especially in harsh winter and hot summer conditions.
1/24/2017	Would like to see less wage increases to government employees.
1/24/2017	As the city of Barrie works to entice people and businesses to move north increasing the availability and quality of public transit is of utmost importance
1/24/2017	more community garden plots bot called allotement plots as some people feel they are for the community to help themselves, water at Sunnidale garden. Sudbury has 16 community gardens, Barrie has 2???
1/24/2017	Increase affordable housing availability to a MAXIMUM of a one year wait list time. Recommend that priority given to persons with disability and chronic illnesses who are recipients of CPP or ODSP. Homelessness does not help these individuals who are already suffering such as myself. Some of us do not have years left to be on a wait list..
1/24/2017	This survey is a fantastic idea!
1/24/2017	Many roads need maintenance. A .35% increase (I think that is the correct figure) is a reasonable increase. An increase in the other items would certainly improve service, but, on the whole they seem to be in reasonable shape
1/24/2017	I would still like to see an increase in arts and culture. Programs for artists to get together, perhaps some volunteer type programs and venues that would be offered for this type of event.
1/24/2017	Would like to see more designated parks, ie a bike park, skate park, more forests protected within the city, more non motorized trails, we NEED another recreation centre, and a Library.
1/24/2017	It is becoming impossible to get around Barrie.....Essa used to be great...its driving me nuts now and the new builds have only just begun. As a result our roads are going to need attention. We need new routes to get around. I moved here not to feel like Toronto and its starting to feel that way. thanks.
1/23/2017	1. Police budget is way to high. 2. Stop spending municipal taxes on a provincial responsibilities such as Georgian College.
1/23/2017	The central bus station needs to be moved from Toronto St to the ols Railway Station building. This gives better access for all city buses and coaches that serve our community. More effort needs to be done to have the County of Slmcoe if smaller towns want there citizens to be able to travel in, out and through Barrie.
1/23/2017	since we are the 2nd safest city, I recommend we keep police at current values
1/23/2017	More buses, more routes, get current routes back on time,
1/23/2017	Reducing "soft" items like recreation and culture erodes us as an independent city worthymofmlivingnin and visiting for ifs own sake. We should aboid the temptation to merely become a cheap place to sleep whilst spending our free time in York or Toronto.
1/23/2017	Bottom line is control on constantly rising and what are some of the highest property tax rates in the area.
1/22/2017	Trim the police budget as much as humanly possible. They need to start being more efficient and allocating their resources better rather than be a gluttonous organization that just keeps asking for more money when they are not effectively utilizing the money they already receive. Just from a citizens perspective, they clearly are not running anywhere near the level of

	<p>efficiency they should. I just watched a guy get pulled over tonight. He had beer in his trunk. He was being fully cooperative, but apparently it required two patrol cars and two black undercover trucks and almost a half hour in total. One officer dealt with the gentleman, the other bunch of cops just sat around and chatted.</p>
1/22/2017	<p>Road infrastructure needs work. Potholes are becoming the primary road surface in areas of the city. Band-aids only last so long. Is there a game plan for the older areas with Roads and Sewer/Water lines?</p>
1/22/2017	<p>The annual increases have to stop. Find efficiencies, reduce staff numbers, stop the constant wage increases with every contract. Enough is enough. I am a government employee and we have been wage frozen for four plus years. Fiscal restraint!</p>
1/22/2017	<p>I see way more sidewalk snow removal people than road plows. Maybe hire more road plows instead. You can barely drive down my road but the sidewalk is always clear. I also feel we have some sort of festival every weekend in the summer. Maybe spend less \$\$ o. Doing those all the time so people can enjoy some peace.</p>
1/22/2017	<p>I would like to comment directly on our Fire Protection Services. Barrie cannot afford the level of service and costs associated with Fire Services. Barrie firefighters get paid the same as Toronto firefighters when they do much less. Firefighters do not work strenuous jobs. They work 7 days a month based on 24 hour shifts where they get paid to sleep. Many if not all work other jobs and I personally know a few fire fighters that have businesses that they monitor during their "working" hours. Our teachers, health care, and police services all have taken cuts and provide way more value for the tax dollar.</p> <p>I recognize this is political with MP Brossard and the fire fighter unions but we cannot afford to have these costs for communities outside of Toronto. Also the argument of insurance rates being affected needs to be challenged. How many house fires do we have in Barrie?!? Having all these fire fighters to service the 911 needs for car accidents makes little sense. The main personnel needed at these locations is paramedics and police and the odd time when extraction services are needed. We cannot afford to pay this luxury.</p> <p>Also, the decision to close an arena in Barrie and replace it with a fire hall with a museum that no one uses was a terrible decision for Barrie. Please take a close look at the Fire Services budget.</p>
1/22/2017	<p>Desire is to maintain current service levels, but with NO increases in other areas, such as policing &amp; library. Would be nice if residential roads received more attention, worst winter road maintenance I've observed in 25+ years!</p>
1/22/2017	<p>Finding ways to generate funds by charging more to new home builders would be one way to ease tax increases. And maybe slow down the growth of Barrie. The road systems are not capable of handling the new subdivisions and condo/apartment/townhouse complexes being built. Wealthy home builders like Pratt Homes should be paying a larger fee back to the city to help compensate for the strain on the roads and transit...More homes means more cars and people that need to get around.</p>
1/21/2017	<p>We really need a new arena to allow for more access to ice time for kids and for adults at decent times.</p>
1/21/2017	<p>The increased culture funding is only \$100K - no brainer for Canada's 150th. The increased transit funding is needed to battle local air pollution and global climate change - necessary.</p> <p>The increased infrastructure funding is desperately needed in areas of the city - necessary. An increase of less than 1% to keep services at current levels and make necessary investments in transit and infrastructure is a bargain!</p>
1/21/2017	<p>residents cannot afford yet another tax increase. counselors should be starting at 0%, rather than with an automatic rate increase. i don't understand how counselors run on election platforms of tax reduction, yet immediately vote for tax increases as soon as they are elected. i'm looking at you Mike McCann! there should be a way to kick counselors out of office if they refuse to follow through on election promises.</p>
1/21/2017	<p>I rely heavily on transit, as do many other young or low-income citizens. Please at least maintain the same budget for Barrie's transit operations!</p>

1/21/2017	We need more bus shelters and sidewalk clearing. Also, some of the walk signal buttons do not work when they are covered in ice, making crossing the street on a green light even more dangerous than usual.
1/21/2017	Snow removal is a beautiful thing to witness in this city. Don't change it.  I often see garbage and recycling trucks go by 4-5 times after and before our pick up. Which seems like wasted time and money.
1/21/2017	I would also look at the stationary, electronics and other office equipment that is in the budget that probably does not need to be purchased. I would also look at the salaries of city staff over \$60,000 a year except our fantastic Mayor.
1/21/2017	I think the City of Barrie (in particular the Mayor) are doing a terrific job!
1/21/2017	As a resident that lives in a condominium subdivision of only townhouses (no apartment buildings) I was very displeased when my garbage collection was stopped by the Town. I didn't see a decrease in my property taxes but I did see an increase in my condo fees since the property management company had to hire garbage collectors.
1/21/2017	Give barrie tax payers a break this year barrie is known for high taxes, let's make barrie more attractive for business growth for once!!!!
1/21/2017	Stop spending money on council members pet projects like adding signage telling motorists to slow down. Speed limits are already posted and these spending projects are designed to help council members get re-elected by pandering to their local constituents. Make spending about city needs. That's all you have the money for.
1/21/2017	After snowploughs drive past homes on heavy days have a driveway clearer come by to make driveways passable.
1/21/2017	Barrie has city police, Simcoe police, OPP, RCMP. There are provinces that don't have their own police force. Although each force has different areas of responsibility, surely we could do some consolidation.
1/21/2017	Seniors cannot be crushed further with any more tax increases. The Provincial government has created hardship conditions for us. Our snow removal on subdivisions is deplorable. Our subdivision required a grader and front end loader to make our street drivable because of snow turned to ice because of sub standard plowing. Seniors in our area could not get out to walk pets or grocery shopping because the sidewalks were not plowed. My next door neighbour was hospitalized due to a slip and fall on the roadway. Put a freeze on emergency services wages. A Barrie cop or firefighter or teacher should not be holding us for ransom with their \$100,00 salaries plus benefits. Rein in the unions for gods sake. Have the guts to stand up to arbitration threats by negotiating with the province.
1/21/2017	Spend more on winter road maintenance on salt on residential streets. My street is in a disgusting state this year.
1/21/2017	More access directly to the lake for swimming or kayaking along the shore at Kempenfelt Drive. Additional stairs down to the rail trail at the bottom of St. Vincent Street.
1/21/2017	The option of only 5% increase or decrease is not appropriate in all cases. There should be other alternatives ie. multiple options from 1% to 5% with the ability to choose the appropriate % within the range. Many of our roads are in bad condition and we need to have more right turn lanes on busy streets to help move the traffic better.
1/21/2017	I would love to see the waterfront preserved for recreational use (as opposed to unsightly parking lots and additional buildings) for use by all city of Barrie residents. Too often, this space is used by out of town guests who use our resources without spending anything / contributing to the local economy. I would also like to see downtown beautified so downtown businesses are better served.
1/21/2017	Two things that really bother me #1: the amount of funding for police services is way too high. Divert money to social programs to help prevent people from feeling desperate and getting involved in bad situations such as affordable housing, access to food, training, jobs, childcare, mental health services, additions and quit smoking assistance. #2 - there should be no employee at city hall on the sunshine list!

1/21/2017	Tax increases are not a bad thing to live in a livable city one you are proud to call home. Now if someone could just do something with our though guy police force everything would be great.
1/20/2017	Increasing resources for children and teens in the south east end of Barrie. Example Splash pad or rec centre. Basketball courts
1/20/2017	There should be no parking allowed, on the respective streets, on garbage collection days. This would facilitate much quicker, safer, therefore more economical garbage collection. In fact, I think it is downright inconsiderate, to obstruct and endanger these people, as we currently do. Let's ticket these inconsiderate individuals, and apply those revenues to offset collection (garbage) expenses.
1/16/2017	I would hope Barrie will not raise taxes as they are already very high in this City, as compared to surrounding areas.
1/15/2017	I can't believe there is a proposal to increase property taxes by over 3%. We are already paying over \$5000. I look at my road this morning and I cannot see pavement- rather I see it covered in snow and ice
1/14/2017	Thank you for providing such a pleasant poll for the care of the citizens' opinions.
1/13/2017	we see the park across the street getting the grass cut THREE times a week. Even in August heat it still gets cut when no homeowners grass is growing ! I once asked an potential alderman about this & his answer had to do with budget allotment must be spent or it would be reduced. I think that philosophy if true is not a way to maximize department efficiency. I'd rather the money be spent on repaving city streets. The street we live on ,Rose St. between St. Vincent & Duckworth needs attention. About 3 years ago it was scheduled for repaving. What Happened? I have had pieces of pavement go through my snowblower. With all the new development I think there should be cash for maintenance or why have new development. Thank You for reading this.
1/12/2017	I would decrease spending on Fire Services and increase spending on Paramedic services.
1/12/2017	Increase culture spending!
1/12/2017	Barrie needs to stop spending money they don't have. We do not need to increase any services, we cannot afford to increase any services and residents of Barrie are just going to have to deal with it. Barrie is crisis and are paying some of the highest fees for water and sewer usage in the the province, as well as outrageous tax increases year after year. Overpaid, over staffed Barrie City services needs to stop.
1/12/2017	I would gladly spend an extra \$35. per year in taxes to support my budget proposal. I have increased the things that I feel are most important to me and to many residents.
1/12/2017	Recycling pickup reduced to once every two weeks. Police Budget is far too high for a city of our size.
1/11/2017	By attrition start to reduce staff levels. If we have lets say 1000 employees, with a population of say 150,000 that works out to one employee per 150 persons or roughly 1 employee per 38 approx. households. That is a very low level of dollar efficiency. Staff reduction by attrition should be a target.
1/10/2017	Arbitrary 5% interfered with my calculations. I would eliminate cultural spending.
1/7/2017	It seems Barrie Police and Fire Services eat up a large percentage of our tax dollars. Not withstanding the importance of these services the management of funds leaves a lot to be desired. A small example of waste is the choice of vehicles used to patrol our streets. There seems to be an abundance of high end SUV's like the Ford Explorer that cost \$50 thousand plus. I am sure a vehicle is available that would meet the needs of the police at lower cost. If other city staff need to tow the line on wages and benefits then police and fire staff need to do likewise.  Looking at the allocation of tax dollars to various services compared to police and fire is disturbing. It seems council gives the police and fire a blank cheque while other other services have to fight for every dollar. This type of budgeting isn't sustainable if we are to support the needs of Barrie residents.



1/7/2017	The road work done to reduce lanes causes traffic backlogs and is a mess. I barely make it from my work, home and to my daughters swim lessons because I am sitting at red lights unable to turn because of new traffic lights and bike lanes (that are NEVER used). It was a ridiculous waste of taxpayers' money). Same as city busses stopping at green lights while I sit through it. In a city that is supposed to be growing, why would roads not be made easier to travel? Why would there not be enough facilities or parking to support the capacity? It makes me want to move from the city. The planning of this city is done very poorly. I avoid the south end because of the traffic sitting at lights. I am less inclined to go out in Barrie and spend my money instead, traveling outside of the city where I can easily get around.
1/7/2017	Continue to offer healthy recreational activities and encourage the use of public transit.
1/6/2017	Why don't you go after MVT for this disaster of route changes in the south end of Barrie that happen after May 29th 2016. How long will you keep Route 11 (Lockhart) running? A route that runs empty over 90 percent of the time per day.
1/4/2017	The dedicated infrastructure renewal fund was a fantastic idea, continue to reduce the total debt created by the funding gap required to maintain and renew the City's infrastructure and push towards a better balance of maintaining the City's assets in a good operating state.
12/24/2016	<p>Looking at city services page it says our property taxes pay for water/waste water services. I am confused isn't that what our water bill statement says. So are we paying for water bills through both means? Just like electricity if we want to pay less we use less, same goes for water yet you want us to use more so you can get more? Sounds more like a business then a need.</p> <p>I heard on the radio 107.5 kool fm that Barrie has 9 more officers than it needs? Why is this? I understand we all need police and city services, but we don't need 9 then lets not have 9 extra. If each constable make \$ 50,000 x 9 = \$450,000 extra??? Plus equipment for them??</p> <p>Again I heard in radio Barrie tax payers help pay for hospital and college improvements? Why isn't this a provincial/federal mandate?</p> <p>I make a modest income not lavish. I choose to live within my means. I mean I own a townhome plus 1 small hatchback car. I choose to walk to work every day 2 KM walk but possible. I choose to not upgrade. I choose it takes longer for me to upgrade my house.</p> <p>I know governments have the habit of overspending or maxing our their budget to make sure they get the same amount next year. I am asking you this to look at it more as a need perspective.</p> <p>For example - If we don't need 9 extra officers then put that money towards roads or other maintenance needs</p> <ul style="list-style-type: none"> <li>- If we need the rec centers because of barrie population and we use them please keep them</li> <li>- Do we need to plant flowers and make things pretty?</li> <li>- Do we really need to libraries if we use them please keep them</li> <li>- All the city staff do we need them?</li> </ul> <p>I work in the private sector so I do not know the public sector to well. But you do know the public sector.</p> <p>Thank you</p>
12/23/2016	It's difficult to negotiate the downtown area on foot in winter because snow banks pile up along the curbs and many of us have to walk along the street to find access to the sidewalk. It would be nice if either the city could remove the snow or store owners provide paths to their entrances. It's good for business.

12/23/2016	<p>The amount this city spends on police &amp; fire services is ridiculous &amp; needs to be reduced.</p> <p>Council could be far more innovative in looking for ways to increase efficiency/save money by looking at what other places do e.g.</p> <p><a href="https://www.google.co.uk/amp/www.independent.co.uk/news/uk/home-news/turning-off-street-lights-does-not-cause-increase-in-traffic-accidents-or-crime-says-study-10421845.html%3Famp">https://www.google.co.uk/amp/www.independent.co.uk/news/uk/home-news/turning-off-street-lights-does-not-cause-increase-in-traffic-accidents-or-crime-says-study-10421845.html%3Famp</a></p> <p><a href="https://www.wsdot.wa.gov">https://www.wsdot.wa.gov</a> › roundabouts</p>
12/21/2016	<p>I am not sure how else we can change the road structure in Barrie but I do believe that this is a number one problem in Barrie. I know myself am considering moving out of Barrie due to how busy the roads are and nothing seems to be done about this major problem. When is Bryne drive going to be opened up to give relief to the Molson Park area? Park Place was put in but the road structure did not seem to be considered when this happened. The roads should have been thought of first before Park Place could be put in.</p>
12/21/2016	<p>Increasing property taxes every year should not be the default option for the City of Barrie. The clear majority of private sector taxpayers do not get salary increases every year or even every few years as wages have stagnated. Why was a multiyear salary freeze for all city employees not one of the options? If the answer has to do with unions, then it is time to privatize many of the jobs performed by City employees. I have neighbours who work for the City of Barrie and the stories they tell me of their lax work environment and large salary increases should make the Mayor and Council ashamed of how taxpayer money is being spent.</p> <p>The survey mentioned that Transit cannot be cut or service levels will not be met. Most of the time, large Barrie Transit vehicles are almost empty. The city should explore using smaller vehicles on city routes and not full size buses.</p> <p>The Fire Budget should also be reduced. With modern smoke detectors etc, I am sure the statistics have shown the number of fires per 100,000 homes is declining. The protocol for vehicle accidents needs to be examined, since I heard that a fire truck goes to almost every car accident along with an ambulance.</p> <p>The two services I mention below fall under "Service Partners" but should be targets for budget cuts.</p> <p>A recent study listed Barrie as the safest community of its size in Canada. The City should be looking at reducing the Police budget.</p> <p>With digital media accessible to everyone, the Library budget should also be reduced. It has been years since my children went to the Library to take out a book. It might be more cost effective to loan e-readers with digital books on them.</p>
12/20/2016	<ul style="list-style-type: none"> <li>- council should look at maintaining levels, finding efficiencies to pay for any costs above maintaining current levels of funding</li> <li>-capital projects (or portions of projects) meant to enhance areas for purely cosmetic reasons should be curtailed.</li> <li>-it would be nice to see a Council that simply maintained tax levels instead of continual annual increases levied against homeowners.</li> <li>-Although useful as a quick look at the budget, this tool should also include the top 10 capital projects in the city and also by ward so that taxpayers can truly be made aware of actual decisions made by our councillors in the areas that we live.</li> </ul>
12/20/2016	<p>I do not want any money wasted. Spend wisely Council, that includes your salaries, bonuses, and retirement funds. This is not a "let's waste money stupidly". If you don't have anyone who can manage the budget then get someone who can. We pay enough taxes for you to get all the categories done. This includes your ridiculous budget.</p>
12/20/2016	<p>Wages of residents are not going up. Taxes have to come down. Oh ya here comes the carbon tax.</p>
12/19/2016	<p>Resurface Dock Rd. It is full of pot holes.</p>
12/17/2016	<p>Increasing taxes is not a bad thing if it means better services for everyone!</p>

12/16/2016	The city needs to manage the funds better. Mill rates are already too high in Barrie. Unfortunately the high rate of taxes will eventually cause me to relocate out of the city. Try doing more with less like the rest of us do.
12/16/2016	Continue doing a great job!!! Consider allowing companies to "name" the rec centers. It's basically FOUND money. Solicite local business for funding the new rec center.... allow each rink to be named. (Build a 4 pad) Unlock the south end! Keep pushing forward on Mapleview widening and fasttrack the Big Bay- Harvie connection.
12/14/2016	Please make Barrie Transit better... This would be years away but please strive for service every 15 minutes, bring the WiFi bus back, and, in the here and now, get transit going to Innisfil/Oro-Medonte. Please! Much needed to connect us all. Everyone knows it's only a matter of time before Innisfil is wholly and totally incorporated into our great city. Might as well prep the infrastructure.
12/14/2016	A few general comments on this challenge and different ideas for increasing city revenue : -5% increase and decrease is a large amount, it would be more beneficial to look at single percentage movements to re-allocate the budget. -introduce tree protection by laws -does the city charge developers on tree removals? Including the future planting, maintenance, equipment and yearly staff cost to replace the tree to what it once was? -develop "wild areas" or gardens that don't require as much weeding and mowing -enhance bike pathways, with solar panels along water front. <a href="http://www.triplepundit.com/2016/01/looking-at-the-dutch-solar-bike-path-after-one-year/">http://www.triplepundit.com/2016/01/looking-at-the-dutch-solar-bike-path-after-one-year/</a>
12/14/2016	It is surprising how low is the budget planed for culture. It is interesting that on some categories is given more importance, not even equal then culture. We have to have in mind that cultural events bring more tourists or visitors in Barrie. And let's not forget that we, professional artists are living from financial help that is provided by the City. It is sad to see that 5% increase in total is almost 5 times lower then the lowest number of other categories. Please, rethink and have us in mind when you plan the future of this city. Thank you,
12/14/2016	Stop spending all the money on downtown, and use the money to improve conditions for the people of Barrie that pay all the taxes.
12/13/2016	After completing this survey I would love to see a much deeper cost chart breakdown associated with each grouping. Attempting to make a decision to spend 10 or 20 million based on a small writeup explaining where the money would or would not be spent is just irresponsible.
12/13/2016	The decrease in the parks budget can be countered, and more, with increased community participation.
12/8/2016	Barrie Transit needs to be drastically improved with buses running every 15 minutes AND changing the hourly service at night to either every half hour or 15 minutes.
12/8/2016	Continue to investigate salary reductions and look for work inefficiencies. Too often I see City staff in trucks just sitting around. They can't always be on break or lunch!
12/6/2016	I'm aware that our current police department is insufficiently staffed and suggest hiring more police officers to ensure the safety of Barrie residents.
12/2/2016	I believe that being Canada's safest city is a significant attractor to businesses and families. With the incredible expansion of our population and our geographic size I firmly believe the Police should follow suit in terms of budget. The number of police officers is smaller than it was 5 years ago however the size and population is larger.
12/2/2016	The Barrie Police Service requires a new centrally located headquarters suited to the growth the city is experiencing. Having sufficient officers to deal with the increasing workload placed on them. My only other comments would be that the roads that need to be paved aren't and the roads that don't need to be paved are??Penatang Bell farm Vespra need paving. St Vincent and north Bayfield really didn't need paving. Garbage collection during the summer months should be once a week and go back to every other week in the cooler months.

12/1/2016	I realize the City of Barrie has been afforded the esteemed designation as Canada's Safest City for two years now. This is a badge of merit our politicians can use to attract new residents, professionals and business to this fine city. However, our Police Service has gone from 241 Sworn members 5 years ago to its current 237 members presently. I believe that if Barrie wants to maintain it Safest City designation we need to do better than maintain status quo. Our city is growing its borders and its population, yet this administration of government expects our Police to do more with less. This constant tax on the Service will one day rear its ugly head and bite the City and/or its employee resource in a negative way. Increase our Police numbers.
11/30/2016	spend more money on transit and active transportation. Stop spending irresponsibly on vehicle lanes.
11/30/2016	Cut spending and freeze or cut salaries
11/27/2016	Although I would like to see the cultural spending increase, I do not want to see a lot of money spent on fireworks. Likewise, I would like to see the many sub par roads in the east end improved, I could only vote to maintain existing levels without going over budget.
11/24/2016	Please work towards lowering property taxes in general.
11/24/2016	Why so many high rise developments everywhere? It spoils the city altogether.
11/23/2016	We need to think outside the box to achieve efficiencies. i.e. for most minor accidents, a number of "first" responders arrive presumably to get their response statistics up. Why are we having \$100,000 + year policemen provide traffic control for construction projects in the City? contractors price this into jobs and pass it back to the taxpayers. Traffic control should be provided by competent certified individuals who are a fraction of the cost of our police force. The status quo is not sustainable - everywhere I look, all I see is a structural deficit. Respectfully submitted by a CPA CA
11/23/2016	I would like to see even more spent on recreation and access to community centres
11/23/2016	Better access in bottlenecks at 400 highway. Park Place needs another crossing at 400 to ease congestion.
11/23/2016	Police and Fire costs need to be substantially reduced. Their budgets are out of control! Why do police, fire, and ambulance all show up at all 911 calls? Why do most firemen I know have so much time off that they can have a second job or run a business on the side? Public service wages, pensions and benefits are out of line with similar jobs in the private sector. The status quo is unsustainable!
11/22/2016	<p>We must have budget reductions in fire and emergency services. A clear and consistent message that they should do more with less, should be delivered to the department chiefs. We can no longer afford to have these departments continually eat up more and more dollars that are needed elsewhere within the city budget. This department is consuming an ever growing percentage of the city's budget at a time where there are fewer fires, less violence and fewer serious criminal activities within the city. Please remind their management that the sheer size of their budgets are :</p> <ol style="list-style-type: none"> <li>1) diminishing the quality of life within the city ( no money for badly needed programs and activities,etc)</li> <li>2) actually decreasing safety within the city ( degraded roads/transit/sidewalks due to insufficient infrastructure upgrades,etc)</li> <li>3) burdensome levels of debt servicing that diverts money from building a better city of Barrie now and in the future</li> </ol> <p>Reducing the fire/police and emergency budget is not politically easy, but its absolutely needed and the right thing to do for current and future citizens of Barrie. We need f/p/es budget reductions for a number of years to restore Barrie to a more intelligent and equitable balance to the city's budgetary allocations.</p>

11/22/2016	I understand that there is not enough money to do everything that city residents want for their neighbourhoods. I do think that the city's north east end is in need of road improvement. Duckworth and surrounding residential roads are a mess and yet we are repaving a relatively new residential area such as Livingstone Street. Does the city have a plan for addressing the heaving and potholes that are the trademark of this section of the city? Thanks for the opportunity to add my comments.
11/22/2016	We also need to reduce our policing costs. Pay, pensions and operating costs of our policing is out of control and need to be reigned in. Furthermore, police services need to focus less on the trivial issues (traffic tickets, petty crimes etc) and focus on organized crime, major drug crimes, white collar crime, fraud etc.
11/22/2016	Barrie needs to increase spending on all services but at the same time being fiscally responsible to ensure the greatest value for our dollars spent. I would like to see Barrie's downtown core a destination spot for not only residents but out of town visitors.
11/22/2016	East end road repairs PLEASE. We are the forgotten neighbourhood. The new Duckworth Cundles area does not count. Head across Grove and travel east. Look at Jeffrey and Nelson - and their side streets. awful. Roads \$\$\$ please
11/22/2016	Roads Operations – 'increase spending 5 %' I live in the east end of Barrie. The roads are an embarrassment. Drive down Jeffrey or Nelson just to name a few.
11/20/2016	our roads and sidewalks are in great need of repair, some roads are like a constant speed bump with the many sections of asphalt temporary fixes, Grove, Duckworth are the worst. Less handouts to special interest groups till this problem is fixed.
11/18/2016	I have seen my property taxes triple over the last 10 years. Taxes are more than my mortgage payment.  You need to cut the budget much more starting with our over staffed police which took the largest percent out of the budget \$780. We have the lowest crime rate in Canada I quote; Results released Wednesday showed the Barrie area was listed as the top city in the Crime Severity Index (CSI) in 2013. Barrie is the safest city in Canada, says crime rate stats Barrie Advance By Janis Ramsay  Do not hire more police or fire persons and reduce their budget to the contract minimums.  Taxes can then be cut significantly.
11/17/2016	Any manager that cannot reduce their spending by at least 10% without affecting services should not be in management. All we ask as tax payers is you spend our money like a responsible person would. Our household and business budgets must be balanced what makes a government budget any different. Continued deficits will lead to bankruptcy it's only a matter of time.
11/16/2016	I believe our council should be more guarded in spending our tax dollars. I am not pleased with our current level of spending. I have no problem with spending money...we have a great life in Barrie! I have a huge problem with frivolous spending and decisions...ie/ the fitness equipment on the Lakeshore, selling the downtown property (for CHEAP) in exchange for space deal - too sneaky for me and leaves a bad taste in my mouth! Hiring someone to deal with investments - bologna! and other poor choices...please stop playing the politician game and do your job!
11/16/2016	1- Freeze salaries for all city employees, 2-Challenge each city manager to reduce departmental costs by 10%,3-Continue to find ways to add more Outsourcing in order to reduce legacy costs, 4-Stop using tax \$ to subsidize Provincial responsibilities ie. RVH. Georgian College, 5-Increase Mayor/Councillors compensation, perhaps 3%. We require decent compensation in order to attract good people. \$30K is not enough to attract good, qualified people. 6-Increase the effort in attracting large companies to our city. Would help to



	reduce the household tax burden. 7-Do away with city sidewalk snow removal. Some exceptions may apply. There is no reason why the homeowner cannot shovel the sidewalk. After a 24HR. period, if not shovelled, a fine is levied. 8-Do away with 24hr. street parking. Allow for 1am max. Fine after 1am. Some streets are so congested emergency vehicles would have difficulty. Could cost lives!
11/15/2016	Since we don't get any free dump runs anymore why should it stay the same. Ive been there sometimes and not much is going on, just guys standing around or in the trailer doing nothing.
11/15/2016	Yes. Every time a member of Council and senior management of Administration contemplates expenditures and long term capital projects keep the residential, commercial and industrial property tax payers front of mind. Remember, they provide the "public pur\$\$e". Finally, reading the statements for each budget category and the "more info" button, it is very clear the person or people who crafted the text built-in a bias that nudges the rater to pick "stay the same or increase" as the responsible choice. Very disappointing.
11/15/2016	New overpass to help traffic around Mapleview and the 400. That area can take 30mins to get from the BMC to the 400
11/15/2016	It is not about SPENDING the tax dollars - it is about justifying what you have to spend currently and what you are currently spending it on. As a tax payer it is extremely difficult to justify the current spending, but it is what it is.
11/15/2016	The wages for fire and police should be red flagged for three years as they make up over 75 percent of the sunshine list. Study showed most of fire dept. calls are ambulance chasing not fire related.
11/14/2016	<ul style="list-style-type: none"> <li>- reduce spending on fire; improved building codes and the subsequent decrease in fires doesn't merit an increase. (and why do they show up to medical calls but stand around waiting for the paramedics?! Save money by only send the paramedics.)</li> <li>- Bike lanes/shared paths (like Essa) on arterial roads, and around Georgian College</li> <li>- Create a tree preservation policy for for private lands (check out Toronto), partner with organizations such as yourleaf.org to promote our urban forest, offer/encourage planting of trees on private property at a reduced/subsidized rate</li> </ul>
11/14/2016	I would be in favour of a large aquatics centre. Something like Windsor Ontario built. 50 metre pool with connecting water park. If you build it people will come from all .
11/14/2016	The different departments and partners should face a freeze on staff numbers. Council should have the guts to institute and enforce this policy. If a manager cannot figure out how to do this they should be replaced with someone who can. The statements made as a lead up to this survey state our taxes are within the parameters of other municipalities which is typical govt talk. If council wants to do something to attract families and workers to our City, then it is time for them to get off their butts and do their job. Stop hiding behind the civil service rhetoric that we are over worked and underpaid and we have to decide how much of a tax increase the citizens will accept. If you want an honest answer the answer is no tax increase until you cut out all waste and get your financial house in order.
11/14/2016	New branch of the Library needed for the Southwest part of the City. Transit spend should remain the same but examine patterns for frequency opportunities to busier areas that provide employment around the City. Culture/Recreation may need to be put on hold as the City ensures that proper infrastructure in place for Barrie economic growth
11/14/2016	A new rec. Centre in the south east is needed. A stadium with turf field and all-weather track should be built in conjunction with rec. centre. It is embarrassing that a city the size of barrie does not have such a facility.
11/14/2016	It is difficult to complete this budget questionnaire not knowing all of the priority projects and long-term goals for the city departments. For example, I am satisfied with the schedule to upgrade roads and would not suggest any increase in this area. However, I do support long-term infrastructure planning to deal with the effects of climate change and realize that we will have to add to budgets to achieve this goal. I would hope that city council are considering climate change in their plans and will do more outreach, education with the public to highlight its effects on Barrie specifically. Also, I would not support any increase to policing, but didn't see where on the allocator I could indicate it.



11/14/2016	Environmental Operations – Existing service levels ok. Any enhancements should be done within existing budget and can be done if managed correctly.
11/14/2016	Parks & Forestry – ‘maintain existing service level’ Can be done within existing budget
11/14/2016	Roads – ‘maintain existing service level’ Existing levels are fine and can be done within budget
11/14/2016	Transit – ‘maintain existing service level’ Buses run empty except for what is considered hours. Should be able to manage existing levels with proper management of hours i.e. split shifts. Schedules could be altered based on ridership
11/14/2016	Recreation – ‘ maintain existing service level’ scare tactics don't work for decreasing spending. Everything can be done within existing budget if managed correctly.
11/14/2016	Fire & Emergency Service – ‘ decrease spending 5%’ These services are valuable however existing service levels are attainable if managed correctly. i.e. crews and equipment don't need to respond to an ambulance call. They give the impression service cannot be provided without them. This is a management problem with not only Fire but with council
11/13/2016	<p>Create a better recreation facility with "world class" opportunities like platform diving possibilities, separate leisure pool with beach entry, lazy river (so there can be "open" swim all day), climbing wall. Offer family rate to pool that is affordable (e.g. \$10 for the entire family - otherwise a family of 5 gets very prohibitive to swim!).</p> <p>Create more neighborhood library branches. 2 does not seem enough for a city this size!</p> <p>Have life guards at public beaches until at least after labour day weekend and from at least 9.30am to dusk. Many young families are at beaches earlier in the day and having guards available only from 11.30am-5.30pm is not ideal. This is a huge safety issue. Many people also enjoy going to the beach after work and into the evenings during the long summer days. And there are many swimming/beach days left after mid August so to not have lifeguards is a bit shocking.</p>
11/13/2016	I support increasing property taxes to improve services. The services the City provides affect our lives daily and I am proud to spend money on making our community better.
11/13/2016	Tax dollars should benefit the taxpayers not minority groups. I see no reason why there should be any tax increase considering the huge tax increase obtained through Mpac re-assessment each year !!
11/13/2016	Continue to support libraries!
11/12/2016	<p>work to make community more accessible via transit and sidewalks for public with limited mobility, more benches on paths.</p> <p>Increase affordable housing options.</p> <p>Maintain summer programming for child camps.</p>
11/12/2016	<p>a moratorium on all capital spending for 2 years and REDUCE our deficit....we cannot afford to increase our outstanding debt...any company could not survive with our debt load....we MUST hold our taxes or even reduce them....check our house taxes with the main Toronto area...</p> <p>we are up to 50% more on same value home.....our parks are not used enough to need our maintenance costs eg. 2 parks within 1/2 kilometer on Livingston and Cundles....my visual check on these parks show almost no use, except for dog owners ....expenses on Centennial Beach were not required for beautification, only for structure.....my wife and I have a problem finding a comfortable stop to sit and enjoy due to visitors from other communities...</p>
11/12/2016	I live in the original Riverwood Farm subdivision which is 43 years old. The roads in this subdivision are a total disgrace and have never had any improvements done to them. Lillian Crescent was resurfaced last year but not our roads and they are a lot older than Lillian Crescent. We see roads being resurfaced around the city and yet we are ignored. I have brought this to the attention of our alderman (Ward 4) but as usual he hasn't done anything to help improve this subdivision in all the years he has been in the job. We pay substantial taxes and would like to see some improvements for our tax dollars.

11/12/2016	Annual salary increase for non-Union City of Barrie employees should be controlled in a smarter way! They should negotiate their salary increase separately. Those are in majority much higher than the Union ones on their own ! Same percentage in increase for management salaries mean higher numbers than for Union employees.
11/12/2016	The current waste programme leaves our parks without any garbage or recycling containers in most case as soon as the snow appears. Since the parks are used year round by many people please maintain at least one container of each type at the play stations in the park or at a suitable location for the ease of retrieval by the collectors.This will result in a considerable less spring clean up by the local residents and will send more containers etc to the recycling programme.
11/12/2016	I support all of these areas and find them all very important to a growing Barrie. We cannot cut our infrastructure or else we will pay for it later. We cannot sacrifice the environment and our recycling and landfill need to be able to support Barrie as it grows. Seniors and low income families need access to recreation and culture programming. Culture and arts are a growing economic driver in the City. The Library gives everyone in Barrie the chance to access new technology and experience the arts, culture and diversity equally.
11/12/2016	I believe non-union staff should negotiate their own contract, i.e. their own salary increase and NOT automatically get the same% from union contract negotiations because non-union staff benefit while union staff "could" be on strike losing income.
11/11/2016	why is there no choice about reducing red tape at city hall making it easier for builders to construct buildings faster no choice re holidays, sick days, benefits and pensions of all city employees??
11/11/2016	Without sounding disrespectful to our military, I feel that the waterfront lands allocated for the Military Heritage Park would be better served by opening up the lands for development of a five star hotel and convention centre with the understanding that a memorial or a military heritage museum be incorporated in the design as a focal point. While recognizing our military heritage the lands would add substantially to our tax revenues, be a focal point to our city, increase the use of the Go train, encourage tourism, increase employment and make better use of the lands. The development would be designed to maximize the existing green space, maintaining the trail along the waterfront. If built incorporating the latest energy efficient technologies such as solar, green roof, water conservation and ground/lake water source heating and cooling, the building could also serve as an example to the world that the City is a leader in environmental practices. There may also be an opportunity to expand the marina facilities making Kempenfelt bay more desirable for marine travelers.
11/10/2016	The Barrie parks aren't golf courses. Waste of money on the amount of time and money spent on Sunnydale Park ground maintenance and leaf management .Also need to reduce the amount of upper management staff..
11/9/2016	A break in property taxes would be really helpful!
11/9/2016	The police have been over budgeted for a long long time. With now the waste continuing via unessery vehicle raps. We need to cut them back. Along with this, many many roads in the ward 2 area are not being maintained or repaired while other roads that do not need any repair are being torn up. We have lost a lot of tourists thanks to paid parking on lakeshore and we as tax payers are now subsidizing the loss. It's time we got rid of pay for parking so business and tourism can thrive
11/9/2016	Our city spending is out of control and must regress. Our water and sewage rates are already among the highest in the province. Our police services have the most expensive auto's of any city force I can think of. Hold services, reduce staff costs through attrition. Get rid of all defined benefit pension plans - no employer (read - we taxpayers) can afford them.
11/9/2016	<ul style="list-style-type: none"> <li>* more money to the Libraries, especially for digital resources</li> <li>* car free, pedestrian only on one or two streets downtown</li> <li>* more bike lanes, like when you convert 4 lane to 2 lanes, center turning lane and wide bike lanes on the side, like Livingstone</li> <li>* you seem to be doing resurfacing on roads that are already okay, rather than fixing roads, like Penetang, south of St. Vincent, that are terrible</li> </ul>

11/9/2016	Make the downtown area a walking mall area, encourage development of small stores. When developing an area of new homes, push developers to set aside a parcel of land for commercial development. Small service stores that would enhance the walkability of an area and reduce vehicle emissions and the need to drive to big box stores. Would increase the tax base and enhance a feeling of community in the areas in which the small stores serve.
11/8/2016	The City of Barrie has been increasing taxes every year I have lived there which is over 16 years. I have not seen significant results of this and find their monies are wasted in some areas like dropping the plough when there is no snow or salting major routes over and over when it is hardly snowing and I have witnessed this. I agree infrastructure needs to be maintained but that is all in the planning and Barrie is trying to grow so fast and it needs to slow down before it drives people to more remote areas.
11/8/2016	The roads are atrocious (witness Bayfield St.) and please do something about the stoplight timing sequences - in my opinion Barrie surely has the longest waits at the red light.
11/8/2016	Our city taxes should be enough to cover what we have and what we need. Wants are nice but let's save for that. There surely are savings to be had within departments.
11/8/2016	Our city taxes should be enough to cover what we have and what we need. Wants are nice but let's save for that. There surely are savings to be had within departments.
11/8/2016	Downtown development is my focus of interest. I would like to see more waterfront development - enhance downtown marina with a clubhouse, & waterside cafes. I would like to see more downtown & waterfront high rise development with main floor storefront. The tax return on highrises should be attractive since the footprint is multiplied by the vertical stories. I would like better businesses downtown. We seem to be overrun with tattoo parlours, drug paraphernalia shops & bars. I would like Bryne Drive completed through. I would like Georgian Mall improved as a destination shopping experience like Upper Canada Mall. I look forward to Meridian Place. When ?? I would like a much bigger & better live theatre venue downtown with summer theatre and big name artists. I would like a large downtown hotel & convention centre. Barrie is a great place to live. I love all of the cultural activities. Keep up the good work!
11/8/2016	We only moved to Barrie in May and we have been so pleased with how the city is run. We love Barrie! The waterfront is so beautiful and it is obvious how much effort is put into it and how smart the decisions being made are for making it accessible, especially with parking. Thank you for the great job you are doing!
11/8/2016	Cut Cites portion of Police Services Budget. Newly decorated cars...really! More officers and enhanced patrols would of been better use of our tax dollars.  Cut City Fire Services Budget...why are we paying for both Fire and Paramedics to respond to the same call....unless extraction is required or fire related...stay put! Enough noise in the city without these vehicles screaming around to calls that clearly both services do not need to attend!  Common sense needs to come back to politics or we will have our own Donald Trump!
11/8/2016	I'd like to see another route created to ease congestion at mapleview/bayview to walmart plaza. Also more job creation and support to help finance small businesses. I'd also like to see property tax not increase for a couple years. It has gone up so much since we moved here 3 years ago.
11/8/2016	I wonder why a city the size of Barrie has a mere two library branches? The Barrie Public Library is teeming with services and opportunities for residents of all ages, origins, and socioeconomic status. We should have micro-branches in other residential parts of the city as well (Holly, Livingstone/St. Vincent, Prince William Way, etc.) to ensure that residents have easier access to the services available to them.
11/8/2016	DECREES POLICE FUNDING
11/8/2016	I would like my tax dollars spent on building safer sidewalks and more separated bike paths so it's easier to get around Barrie without having to own a private vehicle. Please make the city safer to walk and bike in, and stop widening roads just for cars. Invest in the resident's of the city, instead of forcing them to spend their pay checks on their vehicles. Give resident's

	freedom of mobility and build a city that anybody can live in happily. Build equity into the transportation system, and safety too. Build a transportation system that works for every age group and ability, not just motorists and middle-income earners. Build a better Barrie that can finally work for all of us.
11/8/2016	This budget is useless...this city needs roads repair over anything else and this budget has no room for that to happen because of Collective Agreements in place and that is even at the expense for other necessities. Hurst Dr for one example has been terrible for YEARS...same with Duckworth yet nothing has been done.
11/8/2016	I really would like to see the city balance its book, reduce staff and not have a tax increase. I understand that is a tough decision but I would encourage you to try the exercise.
11/8/2016	I think 0.10 c per dollar is madening. I moved from Toronto to Barrie... Toronto sucks up all of the money because it helps out those who don't want to work hard for there dollar. I'd rather see Barrie accumulate more money personally.
11/8/2016	It is absurd how much we spend on the Barrie police service considering Barrie is already the second safest municipality in Canada. We know that structural factors cause crime (e.g Poverty, lack of education) so let's invest in the community to keep Barrie safe.
11/8/2016	Instead of a 5% reduction, lets looks at a 3% reduction on spending.
11/8/2016	Please invest in upgrading city streets in Ward 1/north end of town. Our roads have been getting better, but there is more work to do!
11/8/2016	Spend more to attract good employers to the area, but spend wisely. The more local businesses we have, the stronger the community. Focus on mid-large employers so that the jobs created can be real jobs for professionals - don't need more drive-thru jobs.
11/8/2016	Not much of a big diff. Even when I put everything at the reduce pending its not much of a change.. Im sure this tool could be a bit more specific.