



**Minutes - Final
General Committee**

Monday, January 20, 2014

7:00 PM

Council Chamber

**GENERAL COMMITTEE REPORT
For consideration by the Council
of the City of Barrie on January 27, 2013**

The meeting was called to order by Mayor Lehman at 7:00 p.m. The following were in attendance for the meeting:

Present: 11 - Mayor J. Lehman; Councillor B. Ainsworth; Councillor L. Strachan; Councillor D. Shipley; Councillor B. Ward; Councillor P. Silveira; Councillor M. Prowse; Councillor J. Brassard; Councillor A. Khan; Councillor B. Jackson; and Councillor A. Nuttall

STUDENT MAYOR(S)

Rachel Pearson, Codrington Public School
Noor Imran, Maple Grove Public School.

STAFF:

Chief Administrative Officer, C. Ladd
City Clerk/Director of Legislative and Court Services, D. McAlpine
Deputy City Clerk, W. Cooke
Deputy City Treasurer, M. Jerney
Director of Building and By-law Services, G. Allison
Director of Business Development, H. Kirolos
Director of Corporate Asset Management, B. Parkin
Director of Culture, R. Q. Williams
Director of Engineering, J. Weston
Director of Environmental Services, J. Thompson
Director of Facilities and Transit, K. Bradley
Director of Finance, D. McKinnon
Director of Legal Services, I. Peters

Director of Human Resources, A.M. Langlois
Director of Information Technology, C. Glaser
Director of Recreation, B. Roth
Director of Planning, S. Naylor
Director of Roads, Parks and Fleet, D. Friary
Executive Director of Access Barrie, R. James-Reid
Executive Director of Innovate Barrie, R. Bunn
Fire Chief, J. Lynn
General Manager of Community and Corporate Services, E. Archer
General Manager of Infrastructure and Growth Management, R. Forward.

The General Committee reports that the following matter(s) were dealt with on the consent portion of the agenda:

SECTION "A"

**14-G-013 TRANSPORTATION AND ECONOMIC DEVELOPMENT COMMITTEE
REPORT DATED JANUARY 14, 2014**

The Report of the Transportation and Economic Development Committee dated January 14, 2014 was received. (File: C00)

Attachments: [140114 Transportation and Economic Development Committee.pdf](#)

This matter was recommended (Section "A") to City Council for consideration of receipt at its meeting to be held on 27/01/2014.

The General Committee recommends adoption of the following recommendation(s) which were dealt with on the consent portion of the agenda:

SECTION "B"

14-G-014 POTENTIAL IMPLEMENTATION OF RED LIGHT CAMERAS

That the Barrie Police Services Board, in conjunction with City departments, as required, be requested to provide a memorandum to Council concerning the potential implementation of red light cameras including, but not limited to, the cost associated with installation, process used for red light camera enforcement, effectiveness of its use in other jurisdictions and the merits of implementing the cameras. (Item for Discussion 8.1, January 13, 2014) (File: T00)

This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 27/01/2014.

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

Pursuant to Procedural By-law 2013-072, Section 4, Subsection 10, the Committee adopted a procedural motion to alter the order of business such that the recommendation from the Transportation and Economic Development Committee regarding the Parking Rate Review - Parking along the Waterfront and Evening Parking would be considered before the 2014 Business Plan Presentation.

SECTION "C"

14-G-015 PARKING RATE REVIEW - PARKING ALONG THE WATERFRONT AND EVENING PARKING

1. That visitor parking charges on the waterfront be implemented as soon as practical in 2014.
2. That staff develop a proposed approach to providing additional funding in the parking budget from the proceeds of the sale or improvement of parking lots including the Collier Street Parkade, to ensure sustainability.
3. That the BIA's proposed 24/7, 2 hours free model be referred to staff in the Finance and Engineering Departments for evaluation of the strengths and weaknesses, and revenue and cost estimates, and a report back to the Transportation and Economic Development Committee. (RPF003-13) 13-G-327 and 13-G-328) (File: T02-PA)

Attachments: [RPF003-13 131209.pdf](#)
[Parking Services Rate Review Report](#)
[Presentation - Parking Strategy.pdf](#)

This matter was recommended (Section "C") to City Council for consideration of adoption at its meeting to be held on 27/01/2014.

The General Committee met and reports as follows:**SECTION "D"****14-G-016 2014 BUSINESS PLAN PRESENTATION**

Mr. Ed Archer, General Manager of Community and Corporate Services provided a presentation regarding the 2014 Business Plan. He highlighted the communications efforts undertaken to improve feedback and key messages with respect to the 2014 Business Plan. Mr. Archer reviewed the budget directions provided by Council through the business planning process and noted that the 2014 Business Plan recommended by staff includes:

- Services and service levels resulting in a 2.8% property tax increase;
- Water and wastewater services reflecting all current regulatory and legislative standards resulting in a 7% increase for water rates and a 12% increase for wastewater rates; and
- A \$152 million capital budget, including \$53 million in new projects and \$99 million in projects approved in prior periods that are on-going in 2014.

Mr. Archer described areas where additional information became available after the publication of the Business Plan in December 2013. He detailed 2014 budget changes in comparison with the 2013 budget and the impact of the subsequent events on the tax rate. Mr. Archer outlined the 2013 BMA Municipal Study property tax comparisons for Barrie and cities with populations of 100,000 or greater noting that property taxes in Barrie are generally lower than the average. He provided graphs illustrating the City's financial condition and how it is being managed, noting the decline in reserves and reserve contributions since 2006. He also provided graphs that illustrate that municipal taxes as a percentage of household income remain below the 4% threshold in the Long Range Financial Policy and demonstrate the City's low reliance on funds from senior levels of governments.

Mr. Archer provided details on the proposed rate increases in the water and wastewater budgets, noting that rate adjustments influence the amounts of funds transferred to the water and waste water reserves. He highlighted the capital planning objectives and provided charts illustrating the 2014-2016 Capital Plan (total planned) expenditures by asset class and funding source. Mr. Archer noted that funds allocated for asset renewal are lower than current funding requirements.

Mr. Archer discussed the use of reserves and indicated that current contributions are not sufficient. He also discussed the increased reliance on

user fees and charges for discretionary services. In closing, Mr. Archer reviewed the overall objectives of the 2014 Business Plan observing that it addresses priority service areas established by Council, continues the direction started in 2010 to address asset renewal and maintenance needs, anticipates future financing requirements by minimizing debt and maintains the City of Barrie's position as a community with lower than average property taxes.

Attachments: [140120 PRES - 2014 Business Plan.pdf](#)

This matter was recommended (Section "D") to City Council for consideration of receipt at its meeting to be held on 27/01/2014.

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

SECTION " E"

14-G-017 2014 BUSINESS PLAN

1. That the 2014 tax-supported base operating budget for municipal operations, with total gross expenditures of \$179.2 million and a net property tax levy requirement of \$113.0 million be approved with the following amendments to reflect changes since the Business Plan's publication on December 19, 2013:
 - a) That the net levy requirement be decreased by \$236,000 to reflect an increase in the Investment Income of the same amount derived from the PowerStream Inc. promissory note receivable;
 - b) That expenditures associated with waste collection be increased by \$20,000 to fund the additional equipment costs related to the temporary provision of single family residential weekly garbage collection on a 5 day collection cycle from April 7, 2014 to January 11, 2015;
 - c) That the net budget allocation associated with Corporate postage be increased by \$40,000 to fund the increase to postage rates announced by Canada Post;
 - d) That the \$30,000 associated with the Downtown Market Feasibility Study (a feasibility study for a self-sustainable year-round market in the Downtown in accordance with motion 13-G-323) be funded from the Council Strategic Priorities reserve;

- e) That the 2014 International Relations Committee gross operating budget be increased by \$17,000 to a total of \$37,500 in accordance with motion 13-G-314;
 - f) That expenditures associated with employee insurance & benefits be increased by \$319,000;
 - g) That the transfer to the parking rate reserve from tax supported operating budget in the amount of \$814,000 (subsidy of parking operations) be reduced to \$nil;
 - h) That the funds included in the Working funds reserve account 13-04-0401 in the amount of \$464,861 and the General support services reserve account 13-04-0461 in the amount of \$693,455 be applied as determined by staff, as an alternate funding source for completed project(s) included in the June 2014 planned debt issuance to reduce the reliance on debt financing with a resulting decrease in the net levy requirement of \$67,467 (principal and interest charges) and the adjustments be addressed through Capital Plan Status reports;
 - i) That the net levy requirement be reduced by \$216,000, reflecting the transfer of waterfront parking maintenance costs to parking budget in 2014;
 - j) That the net levy requirement be further reduced by \$129,000 through a reduction in the budget for Extended Health Care costs;
 - k) That the fleet operations budget be decreased by \$200,000 to reflect cost avoidance that would be achieved as a result of the replacement of the Operations Centre wash bay;
 - l) That the net levy requirement be increased by \$39,500 to allow for the installation of parks lighting at the Stollar Park basketball court and playground equipment; and
 - m) That the alterations to the 2014 fees and charges identified in paragraph 13 be incorporated into the net levy requirement.
2. That the 2014 tax supported base operating budget for Barrie's Service Partners presented on pg. 73 of the 2014 Business Plan with total gross expenditures of \$81.6 million and a net property tax levy requirement of \$78.6 million, be approved with the following amendments to reflect changes since the Business Plan's publication on December 19, 2013:
- a) That the 2014 budget request submitted by the Police Services Board be increased by \$282,000 for employee insurance and benefits costs, to be funded from the tax levy;

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- b) That the preliminary 2014 Library Services Board gross operating grant be increased by:
 - i) \$192,557 to match the Library Board's Operating Grant Request of \$6,600,581 and that the gross operating grant be funded as follows: \$6,191,421 from tax levy, \$237,160 from Library Ramp-up Reserve, and \$172,000 from Development Charges; and
 - ii) \$1,000 for employee insurance and benefits costs, to be funded from the tax levy.
 - c) That the 2014 Nottawasaga Conservation Authority gross operating grant request be reduced by \$7,864 to a total of \$318,137 to match grant request received from the Conservation Authority on December 10, 2013 and that gross operating grant be funded as follows: \$272,536 from tax levy and \$45,600 from water rate;
 - d) That the 2014 budget for the Lake Simcoe Region Conservation Authority be increased by \$120,509, to reflect the following 2014 additional requests; and:
 - i) An additional \$75,795 for the Creeks Project, to be funded from the water rate; and
 - ii) An additional \$44,714 in one-time funding for the Scanlon Creek infrastructure capital project.
 - e) That the 2014 Simcoe Muskoka District Health Unit tax-supported gross operating grant request with preliminary base budget of \$1,651,392 be reduced by \$40,648 to a total of \$1,610,744.
3. That tax-supported Service Level Changes, with a gross 2014 cost of \$358K and a net savings of \$359K as detailed on pages 338-375 of the 2014 Business Plan, be approved.
 4. That an economic adjustment for non-union staff salaries, equivalent to a 1.5% adjustment to salary levels and consistent with the CUPE negotiated increase, be approved.
 5. That the Wastewater base operating budget, with gross expenditures of \$33.7 million and revenues of \$33.7 million, be approved with the following amendments to reflect changes since the Business Plan's publication on December 19, 2013:
 - a) That the 2014 operating budget be increased by \$23,000 to fund the increase to postage rates announced by Canada Post;
 - b) That the 2014 budget for employee insurance and benefits be increased by \$10,000; and

- c) That an equal and offsetting change to the contribution to reserves from the Wastewater reserve to reflect the amendments above, be approved.
6. That the Water base operating budget, with gross expenditures of \$29.1 million and revenues of \$29.1 million, be approved with the following amendments to reflect changes since the Business Plan's publication on December 19, 2013:
- a) That the 2014 operating budget be increased by \$23,000 to fund the increase to postage rates announced by Canada Post;
 - b) That the 2014 budget for employee insurance and benefits be increased by \$16,000;
 - c) That the gross operating expenditures be increased by \$75,795 to reflect the grant to the Lake Simcoe Region Conservation Authority for the Creeks Project;
 - d) That the budgeted water rate revenue be reduced by \$1,174,845; and
 - e) That an equal and offsetting change to the contribution to reserves from the Water reserve to reflect the amendments above, be approved.
7. That the Parking Operations base budget, with gross expenditures of \$2.1 million and gross revenues of \$2.1 million, be approved with the following amendments to reflect changes since the Business Plan's publication on December 19, 2013:
- a) That permit and meter revenue and revenue from the sale of parking lot(s) be increased by a combined total of \$785,000;
 - b) That expenditures be increased by \$20,000 associated with communicating the plan for paid non-resident waterfront parking operations and \$216,000 in waterfront lot maintenance costs (to be offset by an equivalent reduction in the net levy requirement); and
 - c) That the draw on the parking rate reserve be reduced to a total of \$265,000.
8. That User-rate supported Service Level Changes, with a gross 2014 cost of \$238.2K and a net 2014 cost of \$57.2K, be approved as follows:
- a) Net savings of \$88.5K for wastewater operations, as described on page 93 of the 2014 Business Plan; and
 - b) Net cost of \$147K for water operations, as described on page 98 of the 2014 Business Plan and as amended as follows:

- i) That the Service Level Change Form for the Water Utilities Program Clerk as described on pages 364-366 of the 2014 Business Plan, with a water rate supported impact in the amount of \$51,687 be amended to reflect implementation occurring later in the year, resulting in a net reduction of \$25,843.50; and
 - ii) That the Service Level Change Form for the Water Infrastructure Maintenance - 2 Class II Distribution Operator and 1 Class IV Distribution Operator as described on pages 367-369 of the 2014 Business Plan, with a water rate supported impact in the amount of \$182,516 be amended to reflect 1 Class II Distribution Operator and 1 Class IV Distribution Operator, resulting in a net reduction of \$85,233.
9. That the 2014 capital budget of \$151.9 million, comprised of \$25.6 million in new funding and \$126.3 million in funding approved in prior periods, be approved with the following amendments to reflect changes since the Business Plan's publication on December 19, 2013:
- a) That the following previously approved projects be deferred and undertaken in 2015:

Project:

56 Mulcaster - Structural Remediation design & construction phases) (page 447 of the 2014 Business Plan/page 176 of the 2014 Capital Plan)

Financial Impact:

Gross = \$105,000

Tax Capital Res. = \$105,000

Project:

Allandale Recreation Centre - Blue Arena - Low E Ceiling (page 447 of the 2014 Business Plan/page 178 of the 2014 Capital Plan)

Financial Impact:

Gross = \$49,000 (new estimate)

Tax Capital Res (2014) = (\$225,000)

Tax Capital Res (2015) = \$49,000

Project:

Allandale Recreation Centre - Blue Arena - Flooring Upgrades (page 447 of the 2014 Business Plan/page 180 of the 2014 Capital Plan)

Financial Impact:

Gross = \$125,000

Tax Capital Res (2014) = (\$125,000)

Tax Capital Res (2015) = \$25,000

Project

1-15 Bayfield Street Site remediation and Parking Lot construction (page 445 of the 2014 Business Plan/page 6 of the 2014 Capital Plan)

Financial Impact

Gross = \$500,964

User Rate Res. = \$500,964

- b) That the budget for the following project(s) be increased by the amounts indicated:

Project

Dunlop Street - Anne to Eccles (design phase)

Financial Impact

Gross = \$30,000

Wastewater Res. = \$30,000

Project:

Dunlop Street - Anne to Eccles (construction phase)

Financial Impact:

Gross = \$335,000

Wastewater Res. = \$335,000

- c) That the following project(s) identified in the 2014 Capital Plan be deleted:

Project:

Advanced Nutrient Removal at the Wastewater Treatment Facility - Interim Solution (page 447 of the 2014 Business Plan/page 11 of the 2014 Capital Plan)

Financial Impact:

Gross = \$160,000

Wastewater Res. = (\$160,000)

Project:

Ardagh Ferndale Water Quality Sampling Station construction year 2 (page 441 of the 2014 Business Plan/page 16 of the 2014 Capital Plan)

Financial Impact:

Gross = \$20,000

Wastewater Res. = \$20,000

- d) That the following project(s) be added to the 2014 Capital Plan:

Project

Lakeshore/Waterfront pay and display machines and signage

Financial Impact

Gross = \$190,000

User Rate Res. = \$190,000

Project

Intersection Pedestrian Control Signal on Marsellus Drive near Sundew Drive/Timothy Lane

Financial Impact

Gross = \$65,000

Tax Capital Res. = \$65,000

Project

Extension of the sidewalk on the East Side Essa Rd. south from Timothy Christian School to Athabaska Road

Financial Impact

Gross = \$55,000

Tax Capital Res. = \$55,000

Project

Intersection Pedestrian Control Signal on Bayview Drive at Springhome Road

Financial Impact

Gross = \$65,000

Tax Capital Res. = \$65,000

- e) That the following previously approved projects be deleted from the 2014 Capital Plan and considered for inclusion in future capital plans:

Project

BFES Aerial Platform Truck (page 448 of the 2014 Business Plan/page 230 of the 2014 Capital Plan)

Financial Impact

Gross = \$1,200,000

Tax Capital Res. (2014) = (\$400,000)

Tax Capital Res. (2015) = (\$800,000)

- f) That the following project(s) be added to the 2014 Capital Plan for completion in 2014:

Project

North Shore A" Neighbourhood Renewal Project (Algonquin - Indian Arrow to Shoreview, Campfire - Johnson to End, Chippawa - Indian Arrow to End, Crestwood - Shanty Bay to Penetanguishene, Garrett - Shanty Bay to Shoreview, Garrett - Shoreview to Shoreview, Indian Arrow - Huron to Penetanguishene, Shoreview - Garrett to Indian Arrow)

Financial Impact

Gross = \$585,000

Tax Capital Res. = \$585,000

- g) That the following projects be deleted from the 2014 Capital Plan and considered for inclusion in future capital plans:

Project

Roads - Skid Steer (01-228) (page 449 of the 2014 Business Plan/page 245 of the 2014 Capital Plan)

Financial Impact

Gross = \$40,000

Tax Capital Res. = (\$40,000)

Project

Parks - Forestry Chipper (01-230) (page 449 of the 2014 Business Plan/page 236 of the 2014 Capital Plan)

Financial Impact

Gross = \$55,000

Tax Capital Res. = (\$55,000)

Project

Roads - Sidewalk Tractor (01-251) (page 449 of the 2014 Business Plan/page 244 of the 2014 Capital Plan)

Financial Impact

Gross = \$122,000

Tax Capital Res. = (\$122,000)

- h) That the funding and funding sources for the following project identified in the 2014 Capital Plan be amended and approved as follows:

Project

Transit Bus Replacement (for 2014) (page 449 of the 2014 Business Plan/page 248 of the 2014 Capital Plan)

Financial Impact

Gross = \$1,800,000

Tax Capital Res. = (\$1,260,000)

Tax Capital Res. = \$1,020,000

Other/Grants: (\$540,000)

Other/Grants: \$780,000

10. That no expenditure of funds occur for the following capital project and/or operating plan related initiatives, if they are approved as part of the capital budget, until a separate staff report has been presented and approved for implementation:
 - a) Artificial Turf Sports Facility (design phase) (page 441 of the 2014 Business Plan/page 169 of the 2014 Capital Plan).
11. That, consistent with the Capital Project Control Policy, the 2015 and 2016 capital budget relating to new 2014 capital projects of \$28.2 million in 2015 and \$5.5 million in 2016 be approved.
12. That the Neighbourhood Road Renewal Program Project be included in the 2015 and subsequent capital plans at a typical funding level of \$500,000.
13. That the 2015 and 2016 preliminary operating budgets be approved as forecasts.
14. That effective March 1, 2014, By-law 2013-031, as amended, be repealed and replaced with a by-law incorporating the fees and charges presented in the 2014 Business Plan, published December 19, 2013, pages 376-439 with the following amendments:
 - a) That the current hourly rates for parking be increased by \$0.25 per hour effective April 30, 2014;
 - b) That the Parkade Monthly Pass rate be raised by \$5.00 from \$80 to \$85 effective April 30, 2014;
 - c) That a \$3.00/hour, \$15.00 daily maximum rate be established for visitor parking on the waterfront, effective June 1, 2014; and
 - d) That the proposed 7% increase in water rate revenue be reduced to 2% through the adjustments to the residential and non-residential fixed and volumetric water user rates.
15. That pursuant to Ontario Regulation 284/09, this report serve as the method for communicating the exclusion of the following estimated expenses from the 2014 Business Plan:
 - a) Amortization expense - \$49.7 million; and
 - b) Post-employment benefit expenses - \$1.6 million; and

- c) Solid waste landfill closure and post-closure expenses - \$1.0 million.
16. 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.
17. That the Mayor and Clerk be authorized to execute any agreements that may be required to accept grant funding from other levels of governments or other partners to reduce expenditures associated with programs, services and/or capital projects.
18. That the Mayor and Treasurer be authorized to execute a Letter of Agreement with the Province of Ontario as represented by the Ministry of Transportation related to the Dedicated Gas Tax Funds for Public Transportation Program to allow for the alignment of the program year with the Provincial fiscal year.
19. That in response to a request from the Province of Ontario as represented by the Ministry of Transportation related to the Dedicated Gas Tax Funds for Public Transportation Program, the City of Barrie reconfirm its commitment to continue to act as the host for the provision of public transit service to the Township of Essa.
20. That staff be authorized to submit applications for grants that would reduce future capital expenditures, fund service enhancements or enable capital projects to be advanced and a report be presented prior to the execution of any agreement associated with the acceptance of such grant.
21. That staff in the Finance Department review the City's current vendor payment terms and options to enhance the City's cash flow by altering payment terms to 60 days and report back to the Finance and Corporate Services Committee.
22. That staff report back to the Finance and Corporate Services Committee on how the Staff Strategic Plan will address the following items:
- a) A reduction in average number of absences (in days) per employee;
 - b) A reduction in total cost of lost time and lost time accidents;
 - c) A reduction WSIB claims as well as Short Term Disability (STD) and Long Term Disability (LTD) claims;
 - d) An aggressive return to work strategy and protocols; and
 - e) A reduction in absenteeism.

23. That By-law 80-138 as amended, be further amended to reflect the following:
- a) The establishment of the following parking lots as parking meter zones where such lots have not been previously established/existed:
 - i) North Centennial, South Centennial, Southshore, Tyndale, Minets Point, Johnson's, Tiffin and Marina North Lots with 24 hour a day, 7 day a week hours of parking operations and enforcement; and
 - b) The establishment of Lakeshore Drive between Simcoe Street and Minet's Point Road as a parking meter zone with 24 hour a day, 7 day a week hours of parking operations and enforcement.
24. That staff investigate the potential alternatives to address the rising cost of postage and report back to General Committee with recommendations.
25. That staff in the Finance Department in conjunction with the Environmental Services Department prepare a new 10 year forecast of anticipated contributions to the Water Capital Reserve, based on the new Capital Plan prepared as part of the Growth Management studies, and report back to General Committee.
26. That the City Clerk be authorized to prepare all necessary By-laws to implement the above recommendations. (EMT001-14) (File: F05)

Attachments: [EMT001-140120.pdf](#)
[Hyperlink](#)

This matter was recommended (Section "E") to City Council for consideration of adoption at its meeting to be held on 27/01/2014.

ENQUIRIES

There were no enquiries at General Committee.

ANNOUNCEMENTS

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

ADJOURNMENT

The meeting adjourned at 10:42 p.m.

CHAIRMAN