



# City of Barrie

70 Collier Street (Box 400)  
Barrie, ON L4M 4T5

## Minutes - Final General Committee

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Wednesday, October 21, 2015

5:00 PM

Council Chamber

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### GENERAL COMMITTEE REPORT

For consideration by the Council of the City of Barrie on November 9, 2015

**The meeting was called to order by Mayor Lehman at 5:05 p.m. The following were in attendance for the meeting:**

- Present:** 9 - Mayor, J. Lehman; Councillor, B. Ainsworth; Councillor, R. Romita; Councillor, D. Shipley; Councillor, P. Silveira; Councillor, M. Prowse; Councillor, A. Khan; Councillor, S. Morales; and Councillor, M. McCann
- Absent:** 2 - Councillor, B. Ward; and J. Brassard

#### STAFF:

Acting Director of Business Development, S. Schlichter  
Chief Administrative Officer, C. Ladd  
City Clerk/Director of Legislative and Court Services, D. McAlpine  
Council Constituent Administrator, M. Limani  
Deputy City Clerk, W. Cooke  
Deputy Treasurer, M. Jerney  
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, C. Millar  
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 Assistant to the Mayor, N. Brancaccio

Executive Director of Access Barrie, R. James-Reid  
Executive Director of Innovate Barrie, R. Bunn  
Executive Director of Invest Barrie, Z. Lifshiz  
Fire Chief, J. Lynn  
General Manager of Community and Corporate Services, P. Elliott-Spencer  
General Manager of Infrastructure and Growth Management, R. Forward  
Innovation Analyst, D. Clarke  
Manager of Building Services/Chief Building Official, S. Barks  
Manager of Corporate Asset Management, K. Oakley  
Performance Analyst, H. Miller.

**The General Committee met and reports as follows:**

**SECTION "A"**

**15-G-215 PRESENTATION AND DISCUSSION REGARDING THE 2016 BUSINESS PLAN**

Craig Millar, Director of Finance and City Treasurer, Carla Ladd, Chief Administrative Officer, Richard Froward, General Manager of Infrastructure and Growth Management and Rebecca James-Reid, Executive Director of Access Barrie provided a presentation regarding the 2016 Business Plan Update.

Mr. Millar discussed slides concerning the following topics:

- The 2016 operating and capital budget directions provided by City Council;
- The building blocks associated with the 2016 Budget;
- The preliminary estimate of the tax impact associated with the following:
  - o Maintaining current service levels;
  - o Debt and reserve management;
  - o Service partner budget requests; and
  - o The total budget funded by the tax rate; and
- The rate budgets for water and wastewater as well as parking.

Ms. Ladd discussed slides concerning the new investment and service recommendations related to:

- Infrastructure;
- Economic investment;
- Financial management;
- Public safety and asset security;
- Environmental protection;
- Growth management;
- Customer service;
- Workforce; and
- Technology infrastructure and business systems.

Mr. Forward discussed slides concerning the phases of key investments identified as 2016 capital projects related to:

- Highway 400 projects;
- Waterfront;
- Neighbourhood renewal;
- Major roads;
- Major facilities; and
- Technology.

He identified two projects to be discussed (Waterfront Centre and Spirit Catcher Commercial) including the estimated gross cost and status in the draft capital plan of each project.

Ms. James-Reid provided an overview of the proposed methods of engaging the public in the 2016 Business Plan and Budget and the next steps in the budget process. She presented a video that had been prepared to encourage public feedback regarding the 2016 Business Plan and Budget.

Members of General Committee asked questions of clarification and provided comments related to the following topics:

- The total labour costs (salaries and benefits) included in 2014, 2015 and 2016;
- The scope of potential impacts to the City's workforce from a retirement "bubble";
- The recognition program adjustments identified under the workforce theme;
- Whether recent events require additional investment in technology infrastructure and business systems;
- The amount of collaboration with the Ministry of Transportation regarding the timing and financial contributions associated with capital projects involving the Highway 400;
- The status of Provincial decisions regarding new revenue tools for municipalities and the input staff has provided on the need for new revenue tools;
- The potential to transfer of stormwater management funding from property taxes to a user-fee program;
- The community engagement opportunities proposed;
- The implications for the City of Barrie taxpayers if a new mandatory Provincial pension plan was introduced;
- The definition of an inter-fund charge;
- The estimates utilized for assessment growth and the impact of appeals of assessments;
- The scope and timing of the Dunlop Street (Mulcaster to Five Points) capital project;
- The timing associated with receiving master plans and updated financial information concerning the Waterfront Centre and Spirit Catcher Commercial capital projects;
- The timing of the Ferndale Drive (Dunlop to Tiffin) capital project and whether completion of the project is later than previously planned;

- The amount of the City's commitment to the Memorial Square capital project;
- The status of the service partner budget requests and whether the requests were final;
- The infrastructure renewal fund and the elimination of the contributions to reserve;
- The amount of the contribution to the tax capital reserve through the retirement of debt in 2014;
- The timing of the Duckworth Street (Bell Farm to St. Vincent) capital project and whether completion of the project is later than previously planned;
- The challenges with changes to the timelines for capital projects when members of Council have communicated previous timelines to residents;
- Whether the changes to timelines for various projects are the result of affordability concerns or resourcing challenges or both and the potential to advance projects;
- The capital plan presented with the first year for approval, the next several years as a forecast and the later years as an outlook only;
- The most recent cost of living adjustments included in Collective Agreements for City staff and the Barrie Police Services;
- The timing associated with the presentation of the Water and Wastewater Financial Plan and resulting recommendations for rate changes;
- The status of the Corporate Branding Strategy and the timeline associated with implementation;
- The timing of the Mapleview Drive East (Huronia to Country Lane) and Mapleview Drive East (Country Lane to Yonge) capital projects and whether completion of segments of the two projects is different than previously planned;
- How a stormwater management utility fee would be implemented;
- The timing of resurfacing for Huronia Road; and
- The timing and costs associated with the Waterfront Centre (Sea Cadets) project.

Members of General Committee provided comments on the following topics associated with the 2016 Capital Plan:

- The work undertaken on the MacLaren Art Centre's HVAC system, concerns regarding the system and whether the work undertaken fully utilized the available budget;
- The scope of work and costs associated with the Marina Basin project;
- The Waterfront Centre (Sea Cadets) capital project and whether additional direction would be sought through a staff report to be presented before year end;
- The potential to adjust the phasing associated with the Dunlop Street (Mulcaster to Five Points) capital project;
- Whether particular projects not identified as key investments would be proceeding and if not, if the funds could be utilized to advance other projects;

- When the complete capital plan would be provided;
- The changes to the timing of some projects;
- Concerns regarding the construction phase of the Dunlop Street (Mulcaster to Five Points) capital project taking two years;
- The rationale for the expansion of Fire Station #3;
- The relatively small increase in revenues from non-tax revenues including fees and the amount being net of adjustments in revenues from all areas; and
- The potential to advance the timing of the Duckworth Street (Bell Farm to St. Vincent) capital project.

The additional information requested by Members of General Committee from staff was summarized as follows:

- The total labour costs (salaries and benefits) for 2015 and 2016;
- The MacLaren Art Centre's HVAC system;
- Additional details concerning the revenue changes;
- The feasibility and implications of advancing the Dunlop Street (Mulcaster to Five Points) capital project;
- The feasibility and implications of advancing the Duckworth Street (Bell Farm to St. Vincent) capital project or the portion from St. Vincent to Napier; and
- The feasibility and implications of completing the two Mapleview Drive East capital projects concurrently or splitting the projects at different intersections.

**General Committee recessed at 7:17 p.m. and reconvened at 7:44 p.m.**

Members of General Committee provided comments on the following topics associated with the 2016 Operating Budget:

- The interest in reducing the preliminary estimate of the tax rate increase;
- The opportunity to reduce the tax impact associated with economic adjustments associated with labour;
- Concerns regarding the number of new hires proposed;
- Concerns regarding service partner budget request increases (Barrie Police Services and the County of Simcoe);
- Reductions already made by the Chief of Police and the Barrie Police Services Board to the budget request for Barrie Police Services;
- The opportunity and process associated with reducing service partner budget requests;
- The Nottawasaga Valley Conservation Authority Board of Director's decision to undertake a pilot to reduce the number of Board members and the potential budget implications in future years;
- The status of the remaining service partner budget requests and assumptions made by staff with respect to the service partner requests;

- The potential to reduce the preliminary tax impact identified with debt and reserve management and the implications associated with reducing the contribution to reserves;
- The review of the Long Range Financial Plan including a review of the financial policies associated with contributions to reserves; and
- A request to review the preliminary estimates regarding revenues and growth and assessment. (File: F05)

**This matter was recommended (Section "A") to City Council for consideration of receipt at its meeting to be held on 11/9/2015.**

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

**SECTION "B"**

**15-G-216      2016 BUSINESS PLAN - BARRIE POLICE SERVICES BOARD BUDGET REQUEST**

That the Barrie Police Services Board be requested to investigate the feasibility of reducing its budget request increase from 3.4% to 2.75% and report back with a memorandum on the implications of such a decrease. (File: F05)

**This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 11/9/2015.**

**The General Committee met and reports as follows:**

**SECTION "C"**

**15-G-217      DISCUSSION REGARDING THE 2016 BUSINESS PLAN**

Members of General Committee provided comments on the new investment and service recommendations related to:

- Intake Form #924 - Traffic Operations and Crossing Guard Supervisor being considered when the staff report on the matter is presented
- The inclusion off Intake Form #924 - Traffic Operations and Crossing Guard Supervisor in the 2016 Business Plan for consideration pending the deliberations on the staff report;

- The purpose of Intake Form #1094 - Supervisor of Transit Infrastructure and Compliance to address risk management, monitor and track information regarding the City's transit fleet and facility assets;
- The inclusion of Intake Form #1094 - Supervisor of Transit Infrastructure and Compliance for consideration as part of the 2016 Business Plan;
- The rationale associated with Intake Form #1103 - Climate Change Adaptation Strategy and whether or not to include it for consideration as part of the 2016 Business Plan;
- The interest in discussing the Intake Forms related to new investment and service recommendations when additional details are available;
- The potential to review the Intake Forms during General Committee's deliberations of the entire 2016 Business Plan and Budget;
- The Intake Forms originally providing flexibility in the budget and relatively small tax implication from the Intake Forms;
- The process and timing associated with review of the Intake Forms; and
- A discussion with staff at the MacLaren Art Centre regarding their concerns with respect to the facility. (File: F05)

**This matter was recommended (Section "C") to City Council for consideration of receipt at its meeting to be held on 11/9/2015.**

**The meeting adjourned at 8:51 p.m.**

**CHAIRMAN**