

TO: GENERAL COMMITTEE

SUBJECT: 2014 BUSINESS PLAN - ADDITIONAL DIRECTIONS

WARD: ALL

PREPARED BY AND KEY CONTACT: D. MCKINNON, DIRECTOR OF FINANCE X5130

SUBMITTED BY: D. MCKINNON, DIRECTOR OF FINANCE X5130

GENERAL MANAGER APPROVAL: E. ARCHER, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES *Sell*

R. FORWARD, GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT *Forward*

R. BUNN, EXECUTIVE DIRECTOR – INNOVATE BARRIE *R. Bunn*

R. JAMES-REID, EXECUTIVE DIRECTOR – ACCESS BARRIE *R. Reid*

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

RECOMMENDED MOTION

1. That the following service level changes, as described further in this report and Appendix "A", be approved for implementation in 2014:
 - a) Elimination of Landfill Tipping Fee exemption
 - b) Residential Sidewalk Snow Removal
2. That the direction provided on October 5, 2013 regarding draft service level changes be reflected in the 2014 Business Plan
3. That the direction provided on October 5, 2013 regarding the exploration of partnerships, lease or sale opportunities be explored further and considered for inclusion in 2015.
4. That 2014 base departmental budgets reflect the user fee changes, as applicable, identified in Appendix "D", representing fee changes greater than +/- 5% from 2013 rates.

PURPOSE & BACKGROUND

Report Purpose

5. The purpose of this report is to generally describe the status of the draft 2014 Business Plan and:
 - a) Recommend approval of two proposed 2014 Service Level Changes to ensure appropriate communications plans and other preparatory steps can be taken in a timely manner;

- b) Discuss other 2014 Service Level Changes that could help produce a property tax change that reflects the Budget Directions Council approved by Motion 13-G-167 (June 17, 2013);
- c) Recommend fee changes to be incorporated into 2014 base departmental budgets that address Council's direction to increase reliance on non-tax revenues and that could help produce a property tax change that reflects Council's Budget Directions.

Background

- 6. Barrie's award-winning business planning process reflects several best practices for municipal budgeting. One of these practices has been renamed for 2014: "Program Change Forms" have been renamed "Service Level Change Forms". The form's purpose remains unchanged. It is designed to transparently describe significant changes in resources and/or service levels, separate from department base budgets, for Council's consideration. Service Level Change Forms will also be used to propose new fees and charges.
- 7. The 2014 Budget Directions directed staff to produce a plan with a blended tax rate increase of not more than 2%. Since the preliminary estimate of 2014 property taxes was a 5.8% increase over 2013 levels, Council also directed staff to use the following principles for identifying and prioritizing service level changes:
 - a) Maintain the City's ability to meet financial commitments now and in the future
 - b) Raise or introduce new user fees to reduce the need for property tax subsidies
 - c) Take a focused approach to service changes rather than "across the board" type adjustments to spending plans
 - d) Maintain our disciplined approach to capital planning so that renewal needs don't get displaced by investments to fund growth.
- 8. Council also directed staff to investigate and report on the following specific tactics to achieve the desired blended tax rate change:
 - a) Reducing 2014 debt service costs by substituting debt financing with funding from dedicated reserves or the Tax Capital Reserve;
 - b) Re-examining reserve contribution requirements after considering the effect of the 2012 operating surplus contribution to the Tax Capital Reserve and the potential for applying Powerstream Inc. dividends;
 - c) Examining alternatives to expected latex paint costs associated with line painting in the City's road maintenance program;
 - d) Examining potential utility cost reductions through accelerating the implementation of the Energy Management Plan;
 - e) Re-assessing the anticipated capital contribution to the County of Simcoe based on prior commitments, the First Responders Campus Development Plan, and recent funding announcements;
 - f) Re-assessing anticipated operating contributions to the County of Simcoe based on upload savings and the separate reporting of operating and capital requests; and

- g) Staffing reductions for non-critical and non-essential staff.

ANALYSIS

Preliminary Tax Rate Supported Operating Budget

9. Over the summer, staff assembled workplans and budget estimates to produce a draft business plan that would meet Council's direction for no more than a 2% blended tax rate change. As at September 30, the preliminary 2014 tax supported operating budget, before service level changes, would require a 4.5% blended tax rate increase.
10. Staff identified a number of service level changes that would produce Council's budget directions. The tax rate supported service level changes represent a combined reduction in property tax funding requirements worth \$1,303,800. This would reduce the 2014 tax rate increase to 3.9%.
11. An additional reduction of property tax funding worth \$1,033,000 is subject primarily to Council's consideration of changes to parking rates and staff's commitment to identifying opportunities for leveraging user rates. Details of the parking rate changes will be reported to Council later in October. If the proposed changes are approved, the blended tax rate increase would then be 3.5%.
12. There are two service level changes, presented in Appendix "A"; elimination of the landfill tipping fee subsidy and the elimination of residential sidewalk plowing. These are being recommended for approval now in order to allow implementation activity such as communications to occur, prior to 2014, so that the 2014 savings can be maximized. It is important to note that all service level change forms contained in this report should be considered as draft at this stage, both in terms of business case and financial implications.
13. Appendix "B" contains a service level change for utilizing a Corporate Sponsorship Broker that involves selling naming rights in order to generate revenue. Staff are interested in Council's feedback regarding this service delivery approach.
14. Finally, Appendix "C" includes a summary of draft service level changes that will be included in the 2014 Business Plan. The summary is attached here to provide an indication of the service level changes currently under consideration and give Council an opportunity to provide timely feedback.

Assessment Growth Projection

15. Staff have been working closely with MPAC to ensure that assessment is being captured as quickly as possible. Staff projected revenue growth of \$1,450,000 for the 2014 Budget Direction Report based on past experience, however, growth is materializing slower than expected. Revenue growth to date is approximately \$240,300 however, this has been eroded by approximately \$139,000 in revenue reduction due to assessment appeals. Staff have included revenue growth of \$1.0M in the preliminary tax supported operating budget and will continue to work with MPAC to capture as much assessment as possible for the final supplementary assessment run in November.

Preliminary Water and Wastewater User Rate Supported Operating Budgets

16. The water and wastewater user rate budgets have been established based on Council's direction of applying rate changes of 7% and 13% respectively. The key element driving rate changes in both of these services is the need to manage reserve balances in accordance with the long range financial plan. Service changes representing a net increase of \$134,278 for water and \$14,400 for wastewater have been developed and are included in Appendix C for review. The preliminary operating budgets which include the service level changes result in a contribution to reserve of \$1,540,000 for water and \$2,281,725 for wastewater as compared to planned contributions of

\$11.3M and \$14M respectively (per "City of Barrie Water and Wastewater Long Range Financial Plan Forecast").

Preliminary Parking Rate Supported Operating Budget

17. The preliminary parking rate supported operating budget currently requires a tax rate subsidy of \$814,000. A parking rate report will be presented to Council in October which will provide rate and service level changes that, if approved by Council, will reduce the need for the tax rate subsidy in 2014 by ~\$650K. When fully annualized in 2015, staff anticipate these changes will eliminate the need for tax rate subsidy of the parking operations. The impact of these service level changes will reduce the blended tax rate increase by 0.65%.

Status of Specific Service Adjustment Tactics

18. During consideration of the 2014 Budget Directions report, Council directed staff to investigate and report on specific tactics to achieve the desired blended tax rate change. The status of these investigations is as follows:

- a) *Reducing 2014 debt service costs by substituting debt financing with funding from dedicated reserves or the Tax Capital Reserve.*

Federal Gas Tax is a dedicated reserve that can be used when a project produces one or more of the following outcomes: cleaner water, cleaner air or reduced greenhouse gas emissions. The Landfill Reengineering Phase II project is a viable candidate for this funding, and it relies on debt financing. However, the debt will not be issued in 2014 so there would be no impact to the 2014 operating budget. Staff will further review the financing plan for the Landfill Re-engineering Phase II project to assess the feasibility of replacing some portion of debt financing with FGT funds and will report back as part of the 2014 Business Planning process.

The tax capital reserve is currently over committed. Therefore, the opportunity to replace planned debt issuance with funds from this reserve is not currently available.

- b) *Re-examining reserve contributions based on the 2012 operating surplus contribution to the tax capital reserve and potential Powerstream Inc. dividend contributions;*

The current strategy for building the tax capital reserve is to use a phase in approach with the objective of matching the amortization of existing assets to reserve contributions. This was always intended to be a first step toward building the reserve to an appropriate level, based on affordability constraints. Contributions to the tax capital reserve are currently insufficient as they do not reflect the difference between historical cost and replacement costs of assets. The contributions also don't include an amount for funding the City's share of growth and capacity building, strategic initiatives and new opportunities. However, the Tax Capital Reserve is being identified as a funding source for initiatives in these areas. This will further constrain asset renewal and rehabilitation activities and/or increase the corporation's reliance on debt financing. Therefore, reducing contributions to the tax capital reserve is not consistent with Council's goal to strengthen Barrie's financial condition and is not recommended.

Dividends from PowerStream payable to the City of Barrie via Barrie Hydro Holdings have been committed to supporting PowerStream's business development plans. The returns available from these investments will increase dividends as the plans are implemented. Currently, the corporation's financial policies anticipate that PowerStream dividends would augment, but not replace, planned contributions to the Tax Capital Reserve.

c) *Examining alternatives to latex paint costs;*

The Province has legislated that lower "Volatile Organic Compound" products be utilized for traffic marking. Staff consulted with a traffic marking specialist and based on the advice provided, are recommending a durable marking program that will manage the risk associated with fading traffic marking.

d) *Examining potential utility cost reductions through the advancing the implementation of the Energy Management Plan;*

EMT has emphasized the importance of Energy Management through the creation of an Energy Management Branch within the Facilities and Transit Department. Following the deliberation of the 2014 Budget Directions report, a review was conducted by this team and utility savings of \$493K were identified in both tax and user rate budgets.

A number of capital requests for energy reduction projects have been identified and are being considered in the Capital Planning process. The potential operating cost savings these projects could produce will be considered as part of the prioritization process.

e) *Re-assessing the anticipated capital contribution to the County of Simcoe based on prior commitments, the First Responders Campus Development Plan, and recent funding announcements;*

Through discussion with the County of Simcoe, the \$950K raised in 2012 was for three paramedic stations located in Alliston (land and building), Beeton (land and building) and Collingwood (land only). These projects did not proceed as anticipated, so while the City of Barrie included the funds in the 2012 levy, the County did not request the funds. This is consistent with the Service Agreement, wherein the County bills the City only after it expends funds. The funds are currently being held in the Tax Capital Reserve and will be available for use when the County proceeds with those projects.

The City will be entering into discussions with the County to discuss a framework for a joint development/shared services agreement to house the Paramedic services hub that is planned for Barrie in the First Responders Campus. The County's preliminary Capital Budget includes \$1.6M for acquiring land for the Barrie Hub of which the City's share represents \$420,000. This funding will still be required under the First Responders Campus model as the land acquisition for this facility is anticipated in late 2013 or early 2014. However, it is possible that the County's share of the First Responders Campus land requirements may change through upcoming negotiations.

The balance of the County's preliminary capital request for 2014 is for Long Term Care (\$37K), local housing (\$1,770K) and a variety of paramedic requirements such as conveyance equipment, ambulances and land for new facilities in Bradford, Midland and Orillia (\$917K, total of \$1,337K). Discussions are ongoing with County staff regarding the timing and value of funds, if any, required in 2014.

- f) *Re-assessing anticipated operating contributions to the County of Simcoe based on upload savings and the removal of capital from request;*

The Ontario Works budget request was reduced by \$860K for 2014. There may be an opportunity to apply some portion of the available DC funding to the paramedic capital requirements, however, additional investigation needs to be undertaken prior to making this change.

The preliminary tax operating budget reflects the total County capital request for 2014 including the land for the Barrie Hub at \$3,144K (a \$1,699K increase over 2013), however it has been offset by savings in Ontario Works of \$860K for a net increase of \$872K (4% increase over 2013) This increase reflects a 0.87% blended tax rate increase.

- g) *Staffing reductions for non-critical and non-essential staff.*

The Business Plan is based on the principle that services and service levels drive the corporation's costs. Staff are one type of resource required to provide the corporation's services at the levels approved by Council. Benchmarking information available from Barrie's participation in the Ontario Municipal Benchmarking Initiative shows Barrie achieves efficiency levels that are at, or above, the median level for the majority of the benchmarked services that Barrie provides. If a service was identified that could be reduced or eliminated, all implications, including staffing implications, were considered when describing the financial implications in the appendices to this report.

Fees and Charges

19. Over the past five years, the corporation has been making a concentrated effort to increase reliance on non-tax revenues to reduce its reliance on tax, water and wastewater rates. Staff review fees annually for opportunities to reduce subsidies and consider several other factors that influence pricing decisions.
20. Typically, staff prepare a memo in the fourth quarter, prior to deliberations on the Business Plan, to advise Council of changes in fees and charges greater than +/-5%. With the opportunity to further engage members of Council at the October 5 General Committee meeting, Appendix "D" provides information about fee changes greater than +/- 5%. This replaces the fourth quarter memo.
21. If the fees and charges presented in Appendix "D" are not included in the applicable departmental base budgets, the gap will increase between the preliminary operating budget and the anticipated tax rate change described in the 2014 budget directions.

ENVIRONMENTAL MATTERS

22. There are no environmental matters related to the recommendation.

ALTERNATIVES

23. The following alternative is available for consideration by General Committee:

Alternative #1

General Committee could choose not to approve, or delay the implementation of, the service level changes identified in Appendix A

The recommended motion reflects staff's judgment about the lead time required to maximize the cost reduction opportunities available in 2014 by making these service level changes. Staff recognize, compared to traditional service levels provided in prior years, that the recommended service level changes may be difficult for some constituents to accept. Based on choices needed to produce a plan that aligns with the 2014 budget directions, it is staff's opinion that these service level changes should be approved.

Alternative #2

Council could elect to adjust the fees described in Appendix "D"

This is not recommended because any reductions in fees reduces the potential to present a plan that reflects the budget directions.

FINANCIAL

24. Currently, the draft 2014 Business Plan requires a 3.9% blended property tax increase when all draft service level changes included with this report are taken into account. This is higher than the budget directions approved by motion 13-6-167. Council's feedback on the draft service level changes included with this report is important to assist staff in finalizing a plan that fulfils Council's directions.
25. The savings associated with the approval of the service level changes identified in Appendix A is \$380,780 in 2014. Considering the seasonal nature of the services, approving them now ensures staff can implement appropriate communication plans and make other preparations to ensure maximum cost reductions are achieved.

LINKAGE TO 2010-2014 COUNCIL STRATEGIC PLAN

26. The recommendation(s) included in this Staff Report are not specifically related to the goals identified in the 2010-2014 Strategic Plan.

APPENDIX "A"

Service Level Changes Recommended for Approval

Service Level Change Form 2014 Business Plan

Program Details

Program Title:
 Position Title:
 Division:
 Department:
 Department code:

Complement Impact: FTE Job Class:

Duration: if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Access to Landfill Site	Residential customers receive a free one time visit for disposal of up to 100 kg per year	Customer payment for all waste disposed at the Landfill Site

Enterprise Service

Environmental Operations

Business Case

Eliminating the one free load of waste up to 100kg/residence/yr is consistent with the 2011 City of Barrie Waste Management Service Review, the 2012 City of Barrie Sustainable Waste Management Strategy and the 2014 Budget Direction.

On June 24, 2013 Council Direction Motion 13-G-167, 2014 Budget Direction Paragraph 5.a) In recognition of Council's expectations for a tax rate change that is lower than the preliminary estimates, and in addition to other service or fee changes required to meet the expectation, the following service level changes be included in the 2014 Business Plan for the implementation within the first quarter of 2014 : a) Elimination of the landfill tipping fee exemption.

In 2012, 22,752 loads of residential garbage weighing less than 100 kgs was received at the Landfill Site. Scale house data tracking system shows that the total value of the subsidy in 2012 was \$227,520.00. Scale house data also showed that the value of the subsidy over January and February 2013 was \$35,650. Anticipating that the elimination of the subsidy would be effect March 1, 2014 the resulting savings is estimated to be \$191,870. It should also be noted that the use of the subsidy during the months of January and February 2014 could be much greater than previous years due to the proposed elimination of this subsidy. Indirect cost of administering the subsidy is estimated at \$160,000 which includes approximately \$65,000 of customer service burden and approximately \$95,000 of waste handling costs and associated overhead.

The City of Barrie Sustainable Waste Management Strategy dated October 30, 2012 as prepared by Golder Associates states the following: "In an effort to promote waste reduction and conserve the remaining capacity at the Barrie Landfill Site, it is recommended that the allowance for the 100kg of free disposal each year be eliminated in 2013. " The Sustainable Waste Management Strategy was adopted by City Council on November 19, 2012; under Council Direction Memorandum 12-G-315, staff continues to investigate the implementation of the First Priority Initiatives as outlined in the Sustainable Waste Management Strategy.

On April 4, 2011 Council approved Resolution 11-A-124 which amended the 2011 Business Plan as presented under Motion 11-G-072. Through this approval Council directed staff to undertake service delivery reviews in certain areas of the Corporation including solid waste operations. Golder Associates received approval to conduct the service review and in the December 6, 2011 report entitled "City of Barrie Waste Management Service Review", Golder Associates recommended the City consider the elimination of the one free load of waste up to 100 kg/residence/year or reduce the allowed quantity.

Measurement Canada amended the Specifications Relating to Non-automatic Weighing Devices. The current landfill scales determines the weight of a load in 10 kg increments and because of this the scales can not be used to weigh a load for direct sale purposes that is not less 100kg.

The recommendation to eliminate the one free load of waste up to 100 kg/residence/year is consistent with recommendation from the 2011 Service Review, the 2012 Sustainable Waste Management Strategy and with the 2014 Council Budget Direction.

Service Level Change Form 2014 Business Plan

Program Details

Program Title: Residential Sidewalk Snow Removal
 Position Title:
 Division: Infrastructure and Growth Management
 Department: Roads Parks and Fleet
 Department code: 18

Complement Impact: Select.. FTE Job Class: [Salary Calculator](#)

Duration: Select.. if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

DRAFT

Salaries and Benefits: \$ 120,000

Materials and Supplies: \$

Purchased Services: \$ -309,000

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$ -189,000

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$ -189,000

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$ -189,000

Total Rate Supported \$ -189,000

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2013 Current	2014 Proposed
Sidewalk snow clearing in residential is currently provided by the corporation	We currently provide sidewalk clearing in residential areas. This is usually performed on weekdays only and only during regular business hours. (Exceptions are made during storms with large accumulations of snow)	Pass a Bylaw requiring residents to clear their own sidewalks. This would require approximately another 10 PT Bylaw officers to inspect and enforce the Bylaw (City still

owns the sidewalks and would ultimately be liable for slip/falls etc.)

Enterprise Service

Roads Operations (Winter Control)

Business Case

Staff are recommending the creation of a Bylaw requiring the home owners to clear the sidewalks within 24hrs of a snow fall. It is common practice in other municipalities to have residents clear the sidewalks in front of their properties, which is the current practice in the BIA where shop owners are responsible for clearing the areas in front of their shops.

There are 10 secondary/tertiary routes. 4 routes are contracted. The remaining 6 are done with city staff and equipment. Total km of secondary/tertiary routes is 308km + additional sidewalks added annually through development. There are approximately 215m of Tertiary routes that would not be cleared while the secondary routes adjacent to schools and other critical areas would continue to be maintained.

The Primary and secondary routes will continue to be cleared. Primary routes are already completed by a contractor. Secondary/Tertiary sidewalks are cleared by the same vehicle and route. The secondary sidewalk routes would be consolidated and continue to be cleared by City staff and these areas would receive a higher level of service that currently provided. Some sidewalks may be impassible due to snow accumulation if they aren't cleared and reported and access to community mailboxes may be affected. Residents will not likely be required to sand sidewalks and this would result in slippery conditions especially during thaw/freeze conditions.

The requirement to clear sidewalks is currently not covered under the Minimum Maintenance Standards Regulations but municipalities have been found negligent in court for not ensuring maintenance to their sidewalks. Increased risk of slips and falls and associated claims could result in potential payouts estimated at \$40,000 each. Even though the responsibility would be transferred to the home owners the City would be responsible for the inspections and follow up.

In order to enforce the By-law additional Bylaw officers would be hired to ensure compliance as the City owns the sidewalks and would ultimately be held liable if the sidewalks were not cleared in a timely fashion. Extra revenue would partially cover the cost of enforcement and may be realized through fines or charging the residents if we had to clear the walk.

The gross savings is estimated at approximately \$309,000 but it is estimated that we may require another 10 part time seasonal Bylaw Enforcement Officers to patrol and inspect (Currently we require 2 for the BIA where there is a Bylaw in place). The estimated net cost for Officers is \$120,000 which would equate to a net savings of \$189,000.

Details

GL	Description	\$	Sub Total
01-18-4522-0000-xxxx	Sidewalks- Winter Control	-309,000	-309,000
01-20-5214-0000-xxxx	By-law Enforcement	120,000	-189,000
01-24-0800-0000-8000	Tax Levy	189,000	0

Enterprise Service	Dept Service	Dept Service \$	Dept Service %
			0
Roads Operations	Winter Control	-189,000	100

Total -189,000

APPENDIX "B"

Service Level Change Requiring Direction

Service Level Change Form 2014 Business Plan

Program Details

DRAFT

Program Title: Corporate Sponsorship Broker
 Position Title: _____
 Division: Select...
 Department: _____
 Department code: _____

Complement Impact: Select... FTE Job Class: _____ Exempt Fire
Non-Exempt
 Duration: Select... if Temporary, specify duration: _____

Funding Impact

Cost Annualized? if no, specify duration: _____

Operating

Salaries and Benefits: \$ _____
 Materials and Supplies: \$ _____
 Purchased Services: \$ _____
 Capital: \$ _____
 Computer Equipment: \$ _____
 Facilities (Office Furniture): \$ _____
 Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$ -150,000

Subtotal operating expenditures: \$ -150,000

External Financing

Government Subsidy: \$ _____
 Increased from Fees & Charges: \$ _____
 Other Revenue (Specify): \$ _____ If Other, identify source _____
 Net Impact to Tax/User Rate: \$ -150,000

Funding from Other Municipal Sources

Object/Project Code: _____

Parking User Rate: \$ _____
 Water User Rate: \$ _____
 Wastewater User Rate: \$ _____
 Tax Rate: \$ -150,000
 Total Rate Supported \$ -150,000

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Contracted service resource solely focused on Revenue Generation to support EDO, Recreation, Culture, Facilities and Transit to find NEW revenues to support new and existing infrastructure, programs and services that are delivered to residents and visitors to Barrie.	Manager of Marketing and Promotions position was vacated in mid 2013 and gapped until a new strategy could be devised. The complement has been reallocated as part of the 2013	Acquisition of a Sponsorship Broker to generate \$150,000 of new revenues to offset tax base supported infrastructure, programs and services.

Enterprise Service

Business Case

The City acquire a Sponsorship Broker through an RFP process that would be an agency or individual who would be responsible for assessing the market value of naming rights and sponsorship of various City assets and negotiating sales with potential partners on the City's behalf. The agreement would be within a commission framework where the individual or agency would receive payment based on a percentage of new revenues generated. Aligned within Invest Barrie, this agreement would facilitate revenue generation for events, naming rights for facilities, infrastructure, programs and services, advertising, displays and signage. Departments partnerships will include Recreation, Facilities and Transit, Culture and other areas as identified through unique opportunities.

Community Partners would be given the opportunity to be connected within our community and showing their connection to the community through the promotion and support of City facilities, programs and events. The partner will receive increased brand awareness, access to promotional tools, create a legacy and strengthened community relationships that will help them to attract new clientele.

Some current deals include naming rights for the Mady Centre, Barrie Molson Centre, events sponsorship by Pepsi, RBC, TD and program sponsorship by Simcoe Muskoka District Health Unit, Sun Media Corporation, Tim Horton etc.

Opportunities for Revenue Generation include;

Naming Rights

- Community Centres and interior spaces such as rooms, pools, rinks, gymnasiums, lobbies, concourse, changerooms, individual seats etc.
- Parks and included amenities such as equipment, fields, pavilions, trail system etc
- City Operations including buildings, rooms and equipment
- Transit System hubs, platforms, seats etc
- Fire Stations and training facilities
- Corporate Facilities - Rotunda, Circle in the Square, Marketplace, Marina, Parking Lots, Libraries

Program Sponsorship

- Culture Events and Services
- Recreation programs, Services and Publications such as Public swims, skates, summer beach operations, march break programs, summer daycamps, accessibility programs
- Parks - Communities in Bloom, Spring into Clean, Dog off leash areas, Community gardens, trail sponsorships

Signage Advertising

- Rinkboards,
- inhouse electronic billboards
- display spaces

Upon approval of the 2014 Budget, Invest Barrie will submit a detailed policy on Sponsorship and Naming Rights for Council Approval. The policy will guide this program to ensure compliance with City of Barrie goals, objectives and criteria as well as balance public desires with corporate needs. The policy will include plans to engage corporate partners and the community as well as the controls, authorization and approvals required from Council and Staff for municipal sponsorship, advertising and naming rights. Some areas of control will include naming rights – what is available, for how long and the monetary value and thresholds for various levels of approvals that will ensure protection of City assets and image.

The previous Manager of Marketing and Promotions position was gapped and reassigned in 2013 as part of the Corporate Re-Organization as the position did not fulfill the mandate as indicated in the 2008 Budget and Business Plan. It is anticipated that this method of revenue generation will more closely align with the mandate to meet the needs of our customers while striving to provide services in the most cost effective manner at best value to the residents of Barrie.

APPENDIX "C"

Recommended Service Level Changes for 2014

2014 SLCFs - Endorsed by EMT

#	Division	Department	Name	Description	Rate	Revenue Source	Revenue	Gross Cost	2014 Net Impact	Annualized Amount	Staff	Permit Temp	Tax Rate	Water Rate	Wastewater Rate
1	Access	Communications	CTV2 Ads	Discontinue weekly TV advertisements.	Tax	Cost Savings	(46,000)		(46,000)	(56,000)	0		(46,000)		
2	Innovate	IT	Great Plains (GP) Support Contract Reduction	Decrease maintenance plan packages for GP	Tax	Cost Savings	(50,000)		(50,000)	(50,000)	0		(50,000)		
3	Innovate	IT	Technology Support Contract Reduction	Reduce maintenance contracts for technology systems	Tax	Cost Savings	(65,000)		(65,000)	(65,000)	0		(65,000)		
4	Comm/ Corp	Finance	Continuation of Temporary Purchasing Agent	Extend purchasing agent contract position for 2 years	Tax			84,035	84,035	84,035	0	Temp FT	84,035		
5	Comm/ Corp	Finance	Final Meter/Reading Fee	Introduce fee for final water billing	W/ WW	Fee	(60,000)		(60,000)	(60,000)	0		(30,000)		(30,000)
6	Comm/ Corp	Finance	Property Tax New Mortgage Fee	Introduce fee for property tax paid by mortgage companies	Tax	Fee	(79,000)		(79,000)	(158,000)	0		(79,000)		
7	Comm/ Corp	Finance	Adjustment to Water Penalty	Charge penalty on overdue installment	W/ WW	Penalty	(121,000)	4,000	(117,000)	(153,000)	0			(58,500)	(58,500)
8	Comm/ Corp	Recreation	Statutory Holiday Closures	Close recreation facilities on statutory holidays	Tax	Cost Savings	(46,200)	6,200	(40,000)	(40,000)	0		(40,000)		
9	Comm/ Corp	Building & Bylaw	Pool Enclosure and Sign Building Inspection	Hire summer student to complete outdoor pool inspections	Tax	Permit Fee Reserve	(14,159)	14,159	0	0	0	Casual FT	0		
10	Comm/ Corp	Building & Bylaw	Tax Industry Overnight Enforcement	Reduce overtime hours for overnight tax inspections	Tax	Cost Savings	(12,500)		(12,500)	(12,500)	0		(12,500)		
12	Intra/ Growth	Environmental	Landfill Satellite Recycling Depot	Additional recycling depot location	Tax			37,071	37,071	37,071	0	Casual FT	37,071		
13	Intra/ Growth	Water	Water Utilities Program Clerk	New positions to sustain the CityWorks system	W			44,874	44,874	67,311	1	Perm FT		44,874	
14	Intra/ Growth	Water	Water Works Infrastructure Maintenance	New positions to maintain distribution infrastructure	W			177,904	177,904	253,356	3	Perm FT		177,904	
15	Intra/ Growth	Wastewater	Wastewater Collection Supervisor	New position to oversee wastewater collection functions	WW			102,899	102,899	121,399	1	Perm FT			102,899
16	Intra/ Growth	Facilities & Transit	City Hall Uniformed Guard Security Service	Reduce contracted security service usage	Tax	Cost Savings	(39,000)		(39,000)	(39,000)	0		(39,000)		
17	Intra/ Growth	Roads, Parks, Fleet	Fleet Services Technician	Hire 2 technicians for in house repairs and satellites	Tax	Cost Savings	(165,000)	135,071	(29,929)	(45,239)	2	Perm FT	(29,929)		
19	Intra/ Growth	Facilities & Transit	O3 Sanitization System	Switch from chemical sanitizers to new O3 technology	Tax	Cost Savings	(25,564)	10,000	(15,564)	(25,564)	0		(15,564)		
20	Intra/ Growth	Engineering	Park Morality Lighting Program	Discontinue lighting installations at requested locations	Tax	Cost Savings	(24,000)		(24,000)	(24,000)	0		(24,000)		
21	Intra/ Growth	Roads, Parks, Fleet	Naturalization of City Parks	Discontinue maintenance at most parks	Tax	Cost Savings	(240,000)		(240,000)	(240,000)			(240,000)		
22	Intra/ Growth	Roads, Parks, Fleet	Boulevard Grass Cutting	Discontinue boulevard grass cutting when residents don't cut switch to jetex paint	Tax	Cost Savings	(60,000)	150,000	(60,000)	(60,000)	0		(50,000)	150,000	
24	Intra/ Growth	Roads, Parks, Fleet	Traffic Line Painting Program	Increase maintenance due to switch to jetex paint	Tax			150,000	150,000	150,000	0		150,000		
25	Intra/ Growth	Engineering	Tree Planting Program	Reduce to half of the current annual planting	Tax	Cost Savings	(95,000)		(95,000)	(95,000)	0		(95,000)		
27	Intra/ Growth	Planning	Pre-consultation for applications	Pre-consultation mandatory for all applications	Tax	Cost Savings	(30,000)		(30,000)	(30,000)	0		(30,000)		
28	General Government	Service Partners & Grants	Physician Recruitment Program	Discontinue CoB participation in program	Tax	Cost Savings	(60,000)	(60,000)	(60,000)	(60,000)	0		(60,000)		
TOTALS										(284,151)	7		(604,887)	134,278	14,399

Service Level Change Form 2014 Business Plan

Program Details

DRAFT

Program Title: TV Ads Discontinue weekly 15 Sec X2 ads

Position Title:

Division: Select...

Department: Marketing

Department code: 01-38-0980

Complement Impact: 0

FTE Job Class: N/A

Exempt Fire
Non-Exempt

Duration: Select...

if Temporary, specify duration: N/A

Funding Impact

Cost Annualized? if no, specify duration: N/A

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$ -46,000

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$ -46,000

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$ -46,000

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$ -46,000

Total Rate Supported \$ -46,000

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Weekly 2 X 15sec TV ad on CTV2 news per week	\$46,000.00 purchases ads during the 6pm evening news. # of ads - 2 X 15 sec X 52 weeks = 104 spots for a total of 1560 seconds (26 minutes of air time)	\$0.00 - no ads would be purchased.

Enterprise Service

Marketing and Communications

Business Case

The cost for this service if continued will be increasing to \$56,000.00 per yr from \$46,000.00. The intended impact of this medium is not being reached due to the limitation of number and scope of ads (total 30 seconds per week). The ongoing uptake on our online presence will allow us to replace the majority of this service with only internal resources being required. This will allow us to be more timely in our responsiveness to issues and concerns as the lead time to produce and post information is greatly reduced.

With the changing dynamics of how the public accesses media, there is a concern that the value/benefit equation for this service is not being met. We now have other opportunities to reach the public through a variety of mediums with more opportunities being developed for 2014 with little to no cost to the city.

Staff resources allocated to this service are approximately 15hrs per month that will be better utilized for in house promotion through our website, This Week in Barrie and Social Media and new opportunities. In 2012/13 the following campaigns utilized this medium - Transit Launch, Summer Daycamps, University for Barrie, various PSA's.

For the past 12 months

of ads - $2 \times 15 \text{ sec} \times 52 \text{ weeks} = 104 \text{ spots}$ for a total of 1560 seconds (26 minutes of air time)

of topics covered - 21 different ads were produced. Each ad involves approximately 5 hours of staff time.

Themes included - Online Services, Street Parking notification, Go Transit Opening, Water Billings, Bag Tags, Spring into Clean, Breathe Easy, Free Goods Exchange, Parks and Recreation Month, Summer Camp, Smoke Alarms, Curbside Pickup, Yard Waste, Casio Information, University in Barrie, Budget Information etc

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title:
 Position Title:
 Division:
 Department:
 Department code:

Complement Impact: FTE Job Class: Exempt Fire
 Non-Exempt

Duration: if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Annual maintenance contracts for the Great Plains Financial System	\$105,000 in operating costs for the annual vendor support "Platinum" package of the Great Plains application system	Reduce the annual vendor support to \$55,000 "Gold" package for the Great Plains application with funds included for additional support costs

		should they be required by the City

Enterprise Service

Corporate Sustaining Services

Business Case

The IT Department purchases software licensing and support for the Great Plains application from its support vendor. The current cost of this annual support, \$105,000 is broken down into \$35,000 for licensing and \$70,000 for "Platinum" maintenance. The new ERP is scheduled to replace Great Plains by the first quarter of 2015. The timing is such that it makes good business sense to rationalize a portion of the GP maintenance cost due April 2014 for the period up to March 2015.

Licensing

The licensing cost to run the Great Plains software is \$35,000 annually, which is a fixed fee that will remain at \$35,000 for the 2014/15 period.

Gold vs. Platinum Support

The City has up to now purchased Platinum support for Great Plains. Upon review of the vendor support packages in light of our 2015 ERP implementation, Gold support at \$10,495 annually will meet all our support requirements from a software and user maintenance perspective. One of the main differentials between the Platinum and Gold support is the unlimited vs. capped number of hours available for vendor support, before the City would be billed. Gold is limited to a maximum of 84 hours annually. Platinum maintenance provides similar support with unlimited hours at \$70,000 annually. By reducing our maintenance level to Gold and adding an additional \$10,000 for billable hours over and above the Gold plan, the City could realize a reduction in its annual costs for Great Plains by \$50,000.

Risks

The risks associated with these savings are minimal, as Gold support provides the necessary payroll tax table updates. Diamond support mechanisms and staff resources are the same. Furthermore, the City's knowledge of the system has increased and the system environment is mature and stable. Through this proposed service level change, no negative impacts on service level to City users or the citizens are anticipated or expected.

Service Level Change Form 2014 Business Plan

Program Details

DRAFT

Program Title:

Position Title:

Division:

Department:

Department code:

Complement Impact: FTE Job Class: Exempt Fire
 Non-Exempt

Duration: if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported: \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Reduction of annual support and maintenance contracts for communications and computing infrastructure.	130000 in operating costs associated with vendor maintenance contracts to support: - vendor monitoring of the primary and secondary sites of the City's telephone	Reduction of 65000 in operating costs to remove: - vendor monitoring of the 14 secondary sites of the City's telephone services; and

services across 16 City facility locations; and
- network, server and storage equipment outside of warranty coverage

- vendor support contracts for 32 hardware items associated with the server, storage and network infrastructure

Enterprise Service

Corporate Sustaining Services

Business Case

The IT department purchases support and maintenance contracts with third party support vendors to enable the reliable operation of technology systems used by the corporation. This service level change form is focused on proposed reduction to the maintenance contracts for components of the communications and computing infrastructure. Specifically a reduction of \$65,000 in the 2014 operating budget could be realized by eliminating and/or reducing some of the annual contracts within these two areas. Due to the varying renewal dates of the maintenance contracts in question, the proposed \$65,000 reduction in costs would be realized in its entirety by Q4 of 2014.

Communications Infrastructure:

The City's telephone communications is architected and configured to rely on technology infrastructure at 2 primary sites and 14 secondary sites in the provisioning of telephone services across 16 City facility locations. No changes to the maintenance contracts for the two primary sites are being proposed. It is suggested that the City could reduce in 2014 support contracts associated with its 14 secondary sites - resulting in a budget reduction of approximately \$25,000.

Through this proposed service level change, the City would remove the monitoring that its support vendor currently undertakes for the administrative office telephone services at all 14 secondary sites. Critical service delivery areas (such as SCADA and 911 Dispatching) would not be impacted - as they have separate support contracts that would remain in-tact.

The risks associated with this proposed service level change are threefold:

- removal of the monitoring for secondary sites could delay identification and reporting of system issues - IT staff would be unable to monitor the 14 sites 24/7, and would need to rely on staff feedback regarding telephone service availability at the sites;
- telephone service restoration at a site could be delayed, as IT staff would need to trouble-shoot the issue first and then contact the service/support provider for issue resolution; and
- the City could experience increased support costs, if delays in issue identification and reporting by staff resulted in the support vendor needing to make emergency repairs or other site servicing measures to restore telephone service.

The risk of extended telephone service outage at any one of the 14 secondary sites could be reduced through staffs' use of an independent fax line (installed at each site) and cell phones for calls going out.

Computing Infrastructure:

The second area proposed for support contract reduction is with the computing infrastructure (server, storage, and network hardware). New hardware is purchased with service and support contracts covering the recommended lifecycle of the product. Annual support and maintenance contracts are regularly purchased for equipment outside of warranty coverage, to ensure the equipment is properly serviced and maintained. It is suggested that the City could eliminate in 2014 support contracts for 32 hardware items associated with the server, storage and network infrastructure. The elimination of these contracts would result in an approximate \$40,000 reduction to the 2014 operating budget.

The risk associated with this proposed service level change would be associated with extended outage times in either an individual system or more general network access, depending on which equipment failed, as IT staff would need to trouble-shoot the issue first and then purchase replacement hardware.

This risk of extended service outage could be mitigated by IT staff through the purchase of spare equipment and continued focus on replacing/retiring older infrastructure, through capital infrastructure renewal initiatives.

Service Level Change Form 2014 Business Plan

Program Details

DRAFT

Program Title: Continuation of Temporary Purchasing Agent

Position Title:

Division: Community and Corporate Services

Department: Finance

Department code: 01-10-1200

Complement Impact: 0 FTE Job Class: Union [Salary Calculator](#)

Duration: Temporary FT if Temporary, specify duration: 2 years

Funding Impact

Cost Annualized? if no, specify duration: Yes

Operating

Salaries and Benefits: \$ 84,035

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$ 84,035

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$ 84,035

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$ 84,035

Total Rate Supported \$ 84,035

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2013 Current	2014 Proposed
Purchasing process review and improvements	No capacity to address known opportunities to streamline and simplify procurement processes	Make 0.5 FTE available to implement projects that build Corporate procurement knowledge, improve informal bid process, enhance reporting and streamline administrative

		processes
Bid document processing	Complete 142 formal bid processes, or 80% of anticipated service demand	Complete 162 formal bid processes, or 93% of anticipated service demand

Enterprise Service

Corporate Sustaining Service

Business Case

The City has realized some success and benefits with this resource. The Temp PA position has put in place approximately 50 new Contracts and Standing Agreements(SAs). This has provided greater clarity and assurance with the required service levels, quicker mobilization of contractors, anticipate reduced annual costs of \$95,000, increased revenues of approx \$20,000; and an overall reduction of POs issue by approx 20%.

At this time it is felt that we have exhausted opportunities for new Standing Agreements primarily due to competing priorities. With the planned implementation of a new ERP system, the best way to help staff is to develop and deliver procurement and contract management related training that will translate to more effective and efficient procurement processes and the management of their suppliers/contracts; and develop procedures and tools for their informal procurement processes.

Projects would include:

- assisting with the development of a corporate training program
- developing informal bid procedures and tools to both streamline the process and provide increased opportunities for vendors/suppliers to participate in the bid process.
- enhance corporate reporting capability and transparency about the efficiency and quality of bid processes
- review administrative processes to ensure consistency and minimize workload requirements

These projects build capacity and are necessary to reduce the rate of growth in staffing levels as procurement activity increases to support development in south Barrie.

Purchasing Agents' workloads exceed their capacity by approximately 35%. This leads to extended turnaround times, reduced quality in procurement documents, delays in addressing procurement requirements or increased overtime. Based on the current purchasing staff complement, 142 bid process can be undertaken each year. It is estimated that 175 bid processes would be required for 2014 which would mean that either overtime in the amount of \$84,000 would be required to process the remaining 33 or they would not be done. If approximately 50% of this temporary Purchasing Agent's time was spent on bid processes then 20 of the remaining 33 could be completed.

Utilizing the temporary Purchasing Agent as recommended will provide the opportunity to improve procurement processes and will allow the Purchasing Branch to provide a more appropriate level of support to the corporation. Given that this temporary Purchasing Agent existed in 2013 there is no incremental cost in continuing the contract into 2014 and 2015.

Details

GL	Description	\$	Sub Total
01-10-1200-0000-2800	Salaries and Wages	66,812	66,812
01-10-1200-0000-2900	Benefits	17,223	84,035
Enterprise Service	Dept Service	Dept Service \$	Dept Service %
Corporate Sustaining	Purchasing	84,035	100

Total 84,035

Service Level Change Form 2014 Business Plan

Program Details

Program Title: Water Billing - Final water billing fee
 Position Title: _____
 Division: Select...
 Department: Finance
 Department code: 10-1202

DRAFT

Complement Impact: 0 FTE Job Class: 0 Exempt Fire
Non-Exempt
 Duration: Select... if Temporary, specify duration: 0

Funding Impact

Cost Annualized? if no, specify duration: 0

Operating

Salaries and Benefits: \$ _____
 Materials and Supplies: \$ _____
 Purchased Services: \$ _____
 Capital: \$ _____
 Computer Equipment: \$ _____
 Facilities (Office Furniture): \$ _____
 Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$ _____

Subtotal operating expenditures: \$ 0

External Financing

Government Subsidy: \$ _____
 Increased from Fees & Charges: \$ 60,000.00
 Other Revenue (Specify): \$ _____ If Other, identify source _____
 Net Impact to Tax/User Rate: \$ -60,000

Funding from Other Municipal Sources

Object/Project Code: _____

Parking User Rate: \$ _____
 Water User Rate: \$ _____
 Wastewater User Rate: \$ _____
 Tax Rate: \$ -60,000
 Total Rate Supported \$ -60,000

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
recovering the cost of generating and collecting a final water billing when a customer moves to a new location	\$0.00	-\$60,000

Enterprise Service

Business Case

A final water billing fee of \$15 is being recommended to recover the operational costs of creating and collecting a water bill, that is outside the regular billing cycle, for those customers that are moving to a new location. Although we can retrieve the meter reading through the AMI system, the process still requires loading of the data into the software, verifying and printing the water bill. In most cases, copies of the water bills must be sent to the appropriate lawyers' offices for settlement funds distribution. Collection activities such as issuing reminder and final notices and transferring the outstanding amount to the property tax account if necessary.

Some municipalities are charging a final meter reading fee however it is through their hydro provider who bills water services on their behalf. Oakville charges \$30 per reading and they are not utilizing an AMI system. Toronto charges \$15 per reading and some areas of Toronto are utilizing the AMI system. Other municipalities include this in their new account fee or administrative fee for which those fees are much higher in comparison to Barrie's water new account fee of \$30

Estimated revenue of \$60,000 is based on implementation in April of 2014 to allow sufficient time for configuration, process development and public communication. Annualized revenue is expected to be \$80,000.

Service Level Change Form 2014 Business Plan

Program Details

DRAFT

Program Title: Property Tax - new mortgage account fee
 Position Title: _____
 Division: Select...
 Department: Finance
 Department code: 10-1200

Complement Impact: 0 FTE Job Class: 0 Exempt Fire
Non-Exempt

Duration: Select... if Temporary, specify duration: 0

Funding Impact

Cost Annualized? if no, specify duration: 0

Operating

Salaries and Benefits: \$ _____

Materials and Supplies: \$ _____

Purchased Services: \$ _____

Capital: \$ _____

Computer Equipment: \$ _____

Facilities (Office Furniture): \$ _____

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$ _____

Subtotal operating expenditures: \$ 0

External Financing

Government Subsidy: \$ _____

Increased from Fees & Charges: \$ 79,000.00

Other Revenue (Specify): \$ _____ If Other, identify source _____

Net Impact to Tax/User Rate: \$ -79,000

Funding from Other Municipal Sources

Object/Project Code: _____

Parking User Rate: \$ _____

Water User Rate: \$ _____

Wastewater User Rate: \$ _____

Tax Rate: \$ -79,000

Total Rate Supported \$ -79,000

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Increase reliance on non-tax revenues by charging a fee to mortgage companies that pay property taxes on behalf of the owner.	\$0.00	-79,000.00

Enterprise Service

General Public/Transaction Services

Business Case

Currently the City issues reports to the various mortgage companies that pay property taxes on behalf of the property owners advising them of the taxes due for each property owner. Staff are required to maintain and manage this data; such activities include, updating tax accounts based on ownership changes, owners changing banks and owners no longer requiring a mortgage company to administer it for them. When a mortgage company makes a payment, the payment must be reconciled and applied to tax accounts in accordance with the mortgage companies instructions.

There are approximately 20 mortgage companies that serve 15,800 taxpayers.

To recover the cost of this maintenance, it is recommended that a \$5 fee per account be charged to the respective mortgage companies. This is consistent with practices used among our benchmarking partners, as follows:

Ottawa - charges \$7
Calgary, Richmond Hill - charges \$5
Toronto - charges \$25
London - charges \$20

The estimated income for 2014 represents 50% of a year's estimate additional income considering that the budget would not be approved until late January 2014, time required to initiate and advise the respective mortgage companies, therefore the new charge would not be implemented until the final bills that are issued in May 2014. In 2015, the estimated income would double to \$158,000.00

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title:
 Position Title:
 Division: Select...
 Department:
 Department code:

Complement Impact: FTE Job Class: Exempt Fire
Non-Exempt

Duration: Select... if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
charging additional penalty/interest on those water accounts that are in arrears beyond 60 days	\$0.00	-117000

Enterprise Service

Business Case

Currently the water billing collection policy is as follows:

water bills are issued which are due 35 days later

a Reminder Notice is sent to the customer 14 days after the due date

a Final Notice is sent to the customer 14 days after the reminder

the City charges a penalty of 1.25% if the water bill remains outstanding 35 days after the bill date. There is no further penalty or interest charged on the account.

To encourage customers to pay their water bills in a more timely fashion, it is proposed that additional penalties/interest (1.25% per month) be charged when the bill remains outstanding at 60 and 90 days after the bill date. If the bill remains outstanding beyond the 90 days, it will be transferred to property taxes as all outstanding water arrears are considered a lien against the property as specified in the Municipal Act.

Kingston, Sudbury, Guelph, Ottawa - charges 1.5% on the first of each month and every month that the account remains unpaid

Toronto - transfers the water arrears within 30 days past the due date

Orillia - begins water shut off process 15 days after due date

Hydro Companies that invoice for water on behalf of a municipality - follow the Hydro Company's collection and arrears charges

Purchased Services - estimated cost to customize and/or modify the current configuration of the existing software

Estimated revenue of \$121,000 is based on implementation in April of 2014 to allow sufficient time for configuration, process development and public communication. Annualized revenue is estimated at \$153,000

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title:
 Position Title:
 Division:
 Department:
 Department code:

Complement Impact: FTE Job Class:

Duration: if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Operating Days for Recreation Facilities & Programs	All recreation facilities were open 9am to 5pm on all statutory holidays except Christmas Day, Boxing Day, and New Year's Day. A	All recreation facilities and programs will be open on Family Day, with full program availability. Recreation facilities

limited number of arena ice rentals were hosted on these days, and drop-in activities and other programs were available.

would be closed on Good Friday, Easter Sunday, Victoria Day, Canada Day, Civic Holiday, Labour Day, and Thanksgiving Day. Facility rentals including arena ice will NOT be hosted on these days, and no drop-in activities or other programs will be operated.

Enterprise Service

Recreation/Facilities

Business Case

In 2013 Recreation Services operated on all statutory holidays (with the exception of Christmas, Boxing Day and New Year's Day) in order to accurately assess the impact and viability of operating on these days. While in years past the operation of recreation facilities varied from facility to facility, and holiday to holiday - the hope was that by offering consistent hours and a consistent program of activities across the entire recreation system on all holidays for one year, Recreation Services would be able to determine the level of demand for these services by residents.

The following statistics for statutory holidays in 2013 DO NOT INCLUDE Family Day:

- The approximate total labour cost of opening on statutory holidays was \$46,200.
- Ice Rentals totaled approximately \$3,400 for all statutory holidays for under 20 hours of total rentals. The majority of this use was on 1 day.
- Drop-In Revenue totaled approximately \$2,800 for all statutory holidays, or approximately \$400/day from just over 100 people
- Membership holders visited the fitness centres and participated in drop-in programs a total of 1,732 time on statutory holidays

After reviewing the cost of operating on these days, and the level of participation by residents, it appears that there is an opportunity to realize operational savings with minimal impact on residents, by closing all recreation facilities and programs on statutory holidays. This would include Good Friday, Easter Sunday, Victoria Day, Canada Day, Civic Holiday, Labour Day, and Thanksgiving.

Any statutory holiday closure of recreation facilities and programs should not however include Family Day, where a well developed program of activities have lead to high resident participation on this relatively new holiday. In 2013, sponsorship funding also covered the cost of additional labour incurred on Family Day, and Recreation Services anticipates receiving this funding again in 2014.

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title: Pool Enclosure and Small Building Inspection
 Position Title: Summer Student
 Division: Select...
 Department: Building and By-law Services
 Department code: 01-20-5200 & 01-20-5210

Complement Impact: 0 FTE Job Class: Summer Student Exempt Fire
Non-Exempt

Duration: Casual PT if Temporary, specify duration: 17 Weeks

Funding Impact

Cost Annualized? if no, specify duration: N/A

Operating

Salaries and Benefits: \$ 6,909.40

Materials and Supplies: \$ 2,000

Purchased Services: \$

Capital: \$

Computer Equipment: \$ 5,250

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$ 14,159.4

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ 14,159.40 If Other, identify source Permit Fee Reserve

Net Impact to Tax/User Rate: \$ 0

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$ 0

Total Rate Supported \$ 0

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Timely management of simple permit applications	Summer student dedicated 25% to Pool Inspections.	Summer student dedicated 100% to Pool Inspections and Deck Footing Inspections.

Enterprise Service

Permits & Inspections

Business Case

The City processes approximately 200 permit applications for outdoor pools each year. The inspection work primarily occurs during the summer months. Without seasonal staff assistance, building inspectors are tasked to carry out these inspections along with the inspection of construction projects under building permits.

Adding a student does not increase the revenues received from pool permits, but it does free up the building inspector to increase the service level for building inspections, and the student provides prompt service to the pool inspections.

Building inspectors are currently splitting their salary costs between building code services and pool permit services. Adding a student allows the building inspectors to shift a portion of their salary costs to Code services. There are sufficient permit fee reserves to cover the additional cost of the building inspector's time for Code services, and the permit fees charged for pool permits is sufficient to pay for the student expenses.

This will result in more timely response for pool permit inspections and better utilization of Building Inspectors' time during a peak workload period.

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title: Taxi Industry Overnight Enforcement
 Position Title: _____
 Division: Select...
 Department: Building & By-law Services
 Department code: 20-5214

Complement Impact: 0 FTE Job Class: n/a Exempt Fire
Non-Exempt

Duration: Select... if Temporary, specify duration: n/a

Funding Impact

Cost Annualized? if no, specify duration: n/a

Operating

Salaries and Benefits: \$ -12,500

Materials and Supplies: \$ _____

Purchased Services: \$ _____

Capital: \$ _____

Computer Equipment: \$ _____

Facilities (Office Furniture): \$ _____

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$ _____

Subtotal operating expenditures: \$ -12,500

External Financing

Government Subsidy: \$ _____

Increased from Fees & Charges: \$ _____

Other Revenue (Specify): \$ _____ If Other, identify source _____

Net Impact to Tax/User Rate: \$ -12,500

Funding from Other Municipal Sources

Object/Project Code: 01-20-5214-0000-2804

Parking User Rate: \$ _____

Water User Rate: \$ _____

Wastewater User Rate: \$ _____

Tax Rate: \$ -12,500

Total Rate Supported \$ -12,500

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Overnight Enforcement for Taxi Industry.	\$25,000 for Overnight Taxi Industry Enforcement on evenings and weekends to ensure compliance with by-laws.	\$12,500 for Overnight Taxi Industry Enforcement on evenings and weekends to ensure compliance with by-laws.

Enterprise Service**By-laws and Regulations****Business Case**

In 2012 Council approved the use of \$12,000 for overtime for Municipal Law Enforcement staff to conduct overnight Taxi Industry Enforcement / Inspections. This program was successful in ensuring compliance with the current regulations. In 2013 Council increased this amount to \$25,000.

Both programs have been very successful to ensure those persons currently licensed with the City are conducting themselves accordingly. If they are found in violation the appropriate enforcement measures are taken. (Issuance of a fine or court proceeding). We are now half way through 2013 and have noted a decline in persons found in violation of the current by-law. We anticipate that trend to continue. The Industry knows and appreciates our enforcement measures and expect us to be conducting these inspections regularly.

In 2014 we would like to continue our enforcement efforts related to the Taxi Industry however we believe that a reduction in costs are appropriate. We anticipate that \$12,500 would allow us to continue with our enforcement measures while still providing the overall service requested.

Service Level Change Form 2014 Business Plan

Program Details

DRAFT

Program Title: Sustainable Waste Management Strategy - Landfill Satellite Recycling Depot
 Position Title: Landfill Operations Attendant
 Division: Select...
 Department: Environmental Services
 Department code: 18-2710

Complement Impact: 0 FTE Job Class: Exempt Fire
Non-Exempt
 Duration: Casual FT if Temporary, specify duration: 8 months per year

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$ 34,571.20
 Materials and Supplies: \$ 2,500
 Purchased Services: \$
 Capital: \$
 Computer Equipment: \$
 Facilities (Office Furniture): \$
 Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$ 37,071.2

External Financing

Government Subsidy: \$
 Increased from Fees & Charges: \$
 Other Revenue (Specify): \$ If Other, identify source
 Net Impact to Tax/User Rate: \$ 37,071.2

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$
 Water User Rate: \$
 Wastewater User Rate: \$
 Tax Rate: \$ 37,071.20
 Total Rate Supported: \$ 37,071.2

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Increased access to recycling opportunities, increased waste diversion and reduced wait times at landfill.	Household Hazardous or Special Wastes (MHSW) currently collected April to November at satellite facility at the Environmental Centre .	Seasonally staff and operate a recycling depot (April to November), in addition to MHSW operations, to recover and divert non-hazardous

material types that do not have a waste management tipping fee.

Enterprise Service

Environmental Operations

Business Case

Barrie's Environmental Centre currently receives pure loads of the following material types at no cost: Blue/Gray Box Recyclables, Corrugated Cardboard, Scrap Metal, Waste Electronics, and Old Tires. Customers wishing to dispose of these materials currently must wait in the line to pass by the scale house to gain access the existing waste segregation area. A satellite MHSW facility was established in 2006 to improve access to this service and to take pressure off of the main landfill line-up.

Based on a complete set of data for the 2012 operating year, the Barrie Environmental Centre received a total of 73,864 loads of waste. Of those loads 86% (63,735) were residential customers. Approximately 10% of the residential loads were pure loads of recyclables and it is estimated that over half of all residential customers separated recyclable materials from their mixed load of waste. The data also indicates that over 28% of the loads are received on Saturdays and approximately 20% of the loads are received on each of the following days: Tuesdays and Fridays. Approximately 15% of the loads are received during the winter months (Jan, Feb, Dec). Wait times at the landfill can exceed one (1) hour and at times the customer line-up has extended onto the travelled portion of Ferndale Drive creating a potential traffic hazard.

During the public engagement component of the Sustainable Waste Management Strategy, Barrie residents voiced concerns regarding hours of operation and long wait times associated with the public drop-off depot. The Sustainable Waste Management Strategy indicates that waste diversion can be improved by providing collection at existing depots and recommends that this be implemented as a first priority initiative (2012 - 2016).

As a result of the Landfill Re-engineering project, the existing recycling depot area at the east side of the landfill will be re-built to accommodate stormwater management requirements. The final concept plan of the area will be shared with council as part of a landfill re-engineering update memo in Q4 2013.

The recycling depot is proposed to operate concurrently with public waste receiving hours of Tuesday to Saturday, 9:00 am to 4:00 pm and would mirror the current seasonal operation of the MHSW from April to November. The recycling depot would receive those material types that do not have a waste management fee associated with disposal. This would allow residents to dispose of recyclable material without entering the line up for access to the scale house. As a result, pressure on the main landfill line-up is reduced, landfill wait times are reduced, access to waste diversion services is improved and waste diversion increases.

The operation of the satellite MHSW depot would remain unchanged since it is under contract and it be opened to the public on Saturdays only from 9:00 am to 4:00 pm.

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title:
 Position Title:
 Division:
 Department:
 Department code:

Complement impact: FTE Job Class: Exempt Fire
 Non-Exempt

Duration: if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$
 Materials and Supplies: \$
 Purchased Services: \$
 Capital: \$
 Computer Equipment: \$
 Facilities (Office Furniture): \$
 Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$
 Increased from Fees & Charges: \$
 Other Revenue (Specify): \$ If Other, identify source
 Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$
 Water User Rate: \$
 Wastewater User Rate: \$
 Tax Rate: \$
 Total Rate Supported: \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Work order management and asset management maintenance	Time allotment for CMMS maintenance is 2700 hours/year over and above current full time staff allocation. The ability to manage the data input	Continued maintenance of work order management system and asset management records. complete and accurate data for

	<p>and asset attribute updates have only been realized with the use of summer and temporary resources.</p> <p>Inaccurate data for field staff and other corporate users who rely on the data for planning and forecasting infrastructure renewal and replacements and life cycle costing.</p> <p>Operators are taken out of the field for work order processing.</p>	<p>field operators and corporate users.</p> <p>Operators performing their field duties. Preventative Maintenance Programs stay on track.</p>
<p>Accurate and up-to-date documentation for regulatory compliance and field staff operations.</p>	<p>Operations and Maintenance Manuals (for 22 stations plus the Surface Water Treatment Plant) are required to remain up to date and accurate for compliance and conformance purposes.</p> <p>All manuals except for those associated with the Surface Water Treatment Plant are currently out of date.</p>	<p>Upkeep of Operation and Maintenance manuals and records to ensure regulatory compliance and conformance.</p> <p>Ability for field staff to reference accurate information in the field preventing mistakes in operations and maintenance tasks as well as delays in correcting the mistakes.</p> <p>Time savings associated with non-compliance regulatory reporting requirements will also be realized.</p>
<p>Maintenance of regulatory reporting databases and trending and report generation.</p>	<p>Reporting errors from regulatory databases, documents for conformance, report preparation for regulatory compliance and DWQMS conformance, Balanced Scorecard database, National Water and Wastewater database maintenance. Data gathering on an ad hoc basis or crisis mode with no data validation and review of reports before submissions.</p> <p>For example, in 2012, there was a discrepancy in the numbers of adverse water quality incidents that were reported leading to regulatory reporting questions.</p>	<p>Accurate report development and maintenance.</p> <p>Improved databases accuracy could be maintained with better accuracy of information for regulatory reporting, compliance and conformance and process decision making.</p>

Enterprise Service

Water

Business Case

Recommendation:

A Water Utilities Program Clerks is being requested to sustain the CityWorks work order management system. Without the approval of the request:

1. There will be a return to manual record processes or no work order management being sustained. There will be no ability to use the data for life cycle analysis and costing and resource efficiencies will be lost as Lead Hands try to manually organize work for 50-55 staff.
2. No ability to manage the data input and asset attribute updates leaving field staff and other corporate users operating and maintaining the system with inaccurate, out of date data.
3. Inability to update Operation and Maintenance manuals and records to ensure regulatory compliance. Manuals are also used to update the work order management system.
4. Operators will be taken out of the field to assist with the Work Order Management System reducing the ability to complete Preventative Maintenance tasks.

The Water Operations Preventative Maintenance Program and Corporate Asset Management Program rely on CityWorks, the Computerized Work Order Management System (CMMS). This program requires a number of tasks to be completed on a regular basis including database updates. In addition, all changes in asset information as a result of operations and maintenance activities in the field must be updated in the database. To date, through monthly estimations, this work required approximately 5000 hours annually and was only completed with the use of COOP and summer students, both administrative and field students. Upon the students returning to school in the fall, the Branch will be 2700 hours short of staffing resources to maintain this program.

The impact to this resource shortfall will be electronic databases in an inaccurate state. Field staff as well as other corporate users who rely on the

data for planning and forecasting infrastructure renewal and replacements and life cycle costing will be functioning with inaccurate, out of date data. In addition, this would affect the efficiency of day to day operation if working with inaccurate information.

Reporting from the CMMS system requires regular development and revision. Currently, an outside contractor is being used to develop 5 out of 10 required compliance and conformance reports at a cost of approximately \$10,000. Given the need to develop 50 identified reports to date, Water Operations is looking at \$100,00+ (at 2012 dollars) in contractor costs for the next 5+ years. Any report revisions or alterations that may be required as the years go on and the potential need to develop more reports as required in the future will incur more costs. Efficiencies can be realized in training the Water Utilities Program Clerks to perform this function in house.

Operations and Maintenance manuals contain the information required to operate the system/station as designed as well as maintain the equipment as per manufacturer's recommendations. These manuals are required by provincial regulation to be updated to stay in line with the changes that occur in the system and associated equipment. The Water Utilities Program Clerk would ensure that regular updates occur and would work to find efficiencies with this task. This would save guess work and/or repeated phone calls from field operators looking for repair instruction. With up to date field information the operators would have increased confidence in the work that they are performing and know that there is consistency in operational guidance documents. This would also assist with the Preventative Maintenance Program.

System optimization is an integral part of efficient operational performance. System optimization is based on a large number of quality and quantity performance numbers. Without efficient organization of this type of data it becomes useless in assisting troubleshooting and analyzing system performance. These positions would be responsible for ensuring all sample analysis databases are kept updated allowing for Lead Hands, Supervisors and the Manager to have confidence in the reports that are being generated. In addition, this would ensure the information in the data base is updated in a timely manner and could be used for internal and external regulatory compliance and conformance requirements such as the monthly/annual report, MOE inspections and resident inquiries.

In addition to these tasks the Water Utilities Program Clerk will be part of a team responsible for monitoring and finding process efficiencies as it relates to work order management; as a trainer, would train and support CMMS end users; maintain the automated meter reading database and associated processes; design/customize and generate reports on daily/weekly tasks and productivity, equipment/repair costs for budget, OMBI requirements and PSAB purposes; assist staff with PCard processes to avoid operators spending time in the office instead of operating and maintaining the drinking water system; and will be an integral part of the QMS Maintenance Team responsible for QMS document maintenance and overall system conformance.

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title: Water Infrastructure and System Renewal/Expansion and Commissioning and Preventative Maintenance Program

Position Title: 2 Class II Distribution Operator/ 1 Class IV Distribution Operators

Division: Select...

Department: Environmental Services

Department code: 18-2640

Complement Impact: 3 FTE Job Class: Union Level 6, Step 3/ Level 7, Step 3 Exempt Fire Non-Exempt

Duration: Permanent FT if Temporary, specify duration: n/a

Funding Impact

Cost Annualized? if no, specify duration: 8

Operating

Salaries and Benefits: \$ 168,904.35

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$ 7,000

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$ 2,000

Subtotal operating expenditures: \$ 177,904.35

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$ 177,904.35

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$ 177,904.35

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported \$ 177,904.35

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact

2010 Current

2011 Proposed

Increased infrastructure reliability to ensure potable water that is readily available for the customer and for fire fighting purposes.

Fire Hydrant repairs are backlogged by approximately 1 month. These hydrants are consequently out-of-service for fire fighting purposes.

Hydrants being repaired within 2 days as per the target level of the Hydrant Repair Program. With no additional resources

Reduce "run-to-failure" and "emergency-repair" situations

Service Leak repairs are targeted to be fixed within 24 hours of discovery. Currently they are being repaired 1-2 days after discovery.

status quo as per 2013 or contractor costs of approximately \$1000-\$1500/day compared to staff costs of approximately \$500/day.

Ability to meet the Service Level for repairs. Contractor costs for this type of work is approximately \$3000/day.

The 2011 Water/Wastewater Service Review identified unplanned maintenance hours as approx 50% higher than the national median because inadequate staffing levels prevents focus on preventative maintenance.

With no additional resources status quo as per 2013 or contractor costs of approximately \$1000-\$1500/day compared to staff costs of approximately \$500/day.

Less than 10% of valves are being exercised and maintained. (recommended best practice is 30%- see 2011 Service Review)

With no additional resources status quo as per 2013 or contract out the work. With 24, 300 valves in the distribution system estimated contracted service at a cost of \$20 - \$40/ valve = \$486,000 - \$972,000.

The 2011 Water/Wastewater Service Review identified that the number of inoperable valves is 3x the national median.

reduced downtime which impacts the service to customers

During main breaks staff spends extra time (approximately 0.5 hours/main break) locating valves that are able to shut the main down or to redirect flows and pressures to assist firefighting activities. This result also increases the number of residents affected by the main break. On average customers affected could move from 10 to 60 with inoperable valves.

Reduce the number of customers affected by the increasing number of main breaks.

Leaks and other repairs that require prompt action are sometimes weeks before repair can occur. Approximately 250-500m3 of leaked water at a cost of \$78,750.00 becomes a non recoverable cost. (\$45,000 water + \$33,759 wastewater costs)

With resources, increase response times thereby reduce unaccounted for and non cost recoverable water.

Reduce the amount of unaccounted for/unpaid for water

Average 375m3x60 breaks = 22500m3 x ave \$2/m3 (water) and ave \$1.5/m3 (wastewater)

Main breaks have the majority of staff addressing emergencies with no resource availability to maintain the system. An emergency repair costs 200% more than preventative maintenance costs and, in some cases become short term repairs.

Contracted main break costs amount to approximately \$5000.00/main break compared to costs of \$4000/main break with in-house resources. The City of Barrie carries the liability regardless of if the work is contracted out.

protect tax payer investment in infrastructure

Inability to provide adequate infrastructure information for asset management programs.

In the 2011 Water/Wastewater Service Review the Cathodic Protection Program was identified as a priority for 2013. With no resources field information cannot be verified or updated for such a program.

Another example is the Valve Exercising Program. The verified field information is provided for asset management analysis. Resourcing would assist in obtaining and providing such information.

Enterprise Service

Water

Business Case

Recommended:

As per key recommendations of the 2011 Service Review, 4 staff are required to maintain distribution infrastructure preventative maintenance requirements (One staff compliment was approved in the 2013 budget). Incomplete maintenance, leads to infrastructure deficits. Without this Program Change Form;

1. Total 2013 contractor costs for hydrant, valve and curb box repairs and valve exercising are estimated at Total Contractor Costs of \$1.5M compared to \$288,586.72.
2. Increase in customer complaints at a cost of \$60.00/complaint leaving the inability to decrease cost of customer care, a recommendation on the 2011 Service Review
3. Increasing volumes of unaccounted for water leaving increasing loss of revenue. In 2011, this amounted to approximately \$78,750.00.
4. Increasing costs associated with emergency repairs. Emergency repairs cost approximately 200% more than preventative maintenance repairs and, in some cases become short term repairs.
5. The 2011 Water/Wastewater Service Review identified unplanned maintenance hours as approx 50% higher than the national median because inadequate staffing levels prevents focus on preventative maintenance.
6. In the 2011 Water/Wastewater Service Review the Cathodic Protection Program was identified as a priority for 2013. With no resources field information cannot be verified or updated for such a program
7. Valve cycling will not occur. The 2011 Service Review identified that the current staffing levels prevent valve cycling from occurring and cost of a contractor is prohibitive (\$486,000 - \$972,000).

With the increase in infrastructure associated with capital additions to the water system and future requirements associated with boundary expansion, taking steps towards achieving our priorities in 2014 requires more effort and resources for infrastructure maintenance activities. Stats include:

1. In 1989, there was approximately 302 km of water main compared to 620 km in 2012. (approximately a 50% increase)
2. In 1989, there were 1632 hydrants requiring maintenance compared to 3674 hydrants in 2012. (approximately a 45% increase)
3. In 1989, there were 17, 032 services with curb boxes compared to 48, 000 in 2012. (approximately a 40% increase)
4. In 1989 there were 8 distribution staff responsible for the operation and maintenance of this system compared to 8 in 2013. (0% increase in 23 years)

The operational costs of an asset are a function of their capabilities and therefore require continuous planned and reactive maintenance activities to ensure efficient operation while minimizing disruption to the 24/7 operation. Tasks associated with such an approach would include scheduling maintenance activities and performing the work, tracking progress and reporting the identification of infrastructure integrity problems. With annexation development, the current resources are insufficient for adequate operation and maintenance of the expanding distribution system.

In the 2011 Water/Wastewater Service Review it was identified that the current staffing levels in the distribution system are inadequate and the higher than median number of unplanned maintenance reflects the fact that staff are spending a significant amount of time on emergency and critical issues and therefore are unable to complete the desired levels of preventative maintenance.

Without this additional staffing resource, preventative and reactive maintenance activities cannot be maintained at current levels which are below required levels for effective and adequate infrastructure maintenance; even with the year after year increase in overtime for the section (approximately \$120,000 in 2011 overtime costs). In 2012, direction from EMT to decrease overtime costs has put the maintenance work further behind. Corrective and breakdown maintenance will continue to occur resulting in more and longer service delays to customers.

In addition, the change in infrastructure, Health and Safety Regulations and downloading of responsibilities to the Lead Hand has shown a deficiency of leadership in the field work. Experience in other areas of Water Operations has shown that the Operator Class IV position is capable of assuming some these responsibilities. A Operator Class IV would assist the Lead Hand and monitor field work for efficiencies and effectiveness and associated record keeping requirements as the Lead Hand will now be able to spend more time with work order management processing and planning as well as assisting with asset management strategies.

Program Details

DRAFT

Program Title:

Position Title:

Division:

Department:

Department code:

Complement Impact: FTE Job Class: Exempt Fire
 Non-Exempt

Duration: if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Combines all Wastewater Operations within one Department (Environmental Services) and within one Branch (Wastewater Operations)	Currently portions of the City's Wastewater Collection function are located in the Environmental Services Department/Wastewater Operations Branch, plus in the Roads, Parks	Division & Department management propose to relocate the portion of the WW Collection function currently in Roads and Parks, to the WW

	& Fleet Department, Roads and Parks Operations Branch.	Operations Branch. Supervisory oversight is required to transition and oversee this function.
Aggregates WW operational knowledge/expertise in one area, allowing for greater effectiveness and cross-functional learning within the same industry.	Currently Roads and Parks Operations has WWC Operators to manage the MOE Class 1 infrastructure (gravity collection system); and WWOB manages the more sophisticated pump station force mains which are MOE Class 3 WWC infrastructure.	Career path progression for WWC Operators is obtained by working on WWC infrastructure that is classed by MOE as more complex. (All Water and Wastewater plant/infrastructure is classified by MOE. MOE issues licenses to operate various systems, depending upon each system's (or plant's) complexity). WWOB manages the plant/infrastructure that can offer WWC Operators career progression – in WW Collection (or learning/expansion into WW Treatment Operator positions.) Progression and career diversity is motivating for staff, creates a greater pool of internal applicants from which to draw when vacancies occur, and helps with succession planning.
Consolidates responsibility for MOE compliance and reporting for City WW Operations in one Branch (WWOB).	Currently a portion of the Wastewater Collection function is located in Roads and Parks Operations, along with related MOE compliance and associated reporting requirements.	It is more efficient and effective from a regulatory compliance perspective to have one Branch monitoring and reporting on all WW Operations MOE compliance. WWOB has greater knowledge of the WW industry, emerging issues/trends, best practices and potential/pending legislative changes.
Improves back-up contingencies for quality and compliance assurance	Currently we have OROs (Overall Responsible Operator) for the WWOB collection (WWC) and treatment (WWT) systems and OROs for the WWC system managed by Roads and Parks Operations.	Consolidating all WWC operations in WWOB provides the City with greater knowledge and assurance for compliance plus ORO back-up contingency. There are additional qualified WWC Operators located in WWOB that can share ORO responsibility on a rotational or back-up basis.
Refines organizational and operational model for greater efficiency, greater capacity to contribute to on-going growth projects, and better workload balance.	WWTP and WWC and field operations are currently supervised by one Supervisor. It is not feasible for this position to supervise more staff.	Additional supervisory resource permits Branch to implement "future state" org model outlined to (and supported by) EMT in July 2013. Additional supervisory resource permits Branch to group WW Collection supervision with oversight of remote WW facilities to improve org structure and operating model.

Enterprise Service

Wastewater

Business Case

In July 2013, with the endorsement of EMT, the WWOB began realigning its organizational and operational structure to allow a priority focus on implementing and developing an optimization function within the Branch. At that time, EMT also supported a "future state" model that would see all WW operations located together in the WWOB, and realigned to accommodate WWTP growth.

Timing and adequate supervisory resources are important considerations to successfully implementing the "future state" model.

To implement the "future state" model requires:

The transfer and integration of three (3) unionized positions assigned to maintain the MOE Class 1 gravity-based WW Collection system from Roads and Parks Operations to the WWOB. WWOB looks after all other aspects of WW Operations including the more complex MOE Class III WWC system that is the pumping station force mains (which take wastewater from lower elevations and pump them up to higher elevations so that

gravity can once again do its work until all wastewater eventually ends up at the WWTP for cleaning and treatment prior to being discharged back into Lake Simcoe.)

The addition of a new Supervisor position

Realignment of Maintenance & Operations functions within WWOB to:

Group responsibility for all WW Collection systems (gravity system + 14 pumping station force mains) together with remote WW facilities (Oro Bio-Solids facility, Lake Simcoe Regional Airport, Barrie Sports Complex) under a new Supervisor of WW Collection & Remote Facilities position.
Permit existing Supervisor of Maintenance & Operations workload capacity to focus on the ever-expanding and highly sophisticated WWTP.

The WWTP has undergone constant change for the past 50 years, increasing capacity in each of the past 5 decades. This means that at any given time, the WWOB is involved in planning, designing, constructing, and/or commissioning new or expanded WW infrastructure. Notwithstanding some of this responsibility is that of the Design & Construction Department, WWOB is constantly involved from an operational perspective in the planning and design, during construction, and fully during commissioning. This takes considerable time, input and leadership of the Manager and Supervisors to effect these WWTP upgrades and to contend with additional regulation and compliance requirements.

Currently, the City must meet new phosphorus level regulations for Lake Simcoe by June 2015. As such, the City is moving to new technology for a portion of the WWTP. Specifically new membrane technology involving the conversion of a portion of the plant's tankage is being considered to meet these new requirements. Grouping WWC and remote facilities together under a new Supervisor, will allow the current Operations & Maintenance Supervisor additional capacity to focus on ensuring this new technology is commissioned and operating effectively.

In addition, in consultation with the Director of Roads, Parks & Fleet, the transfer of responsibility for the gravity-based WW Collection system to the WWOB will allow his Department capacity to focus more on Roads and Storm Water Management. (It should also be noted that the three (3) unionized positions planned to be transferred also do standby winter control. This can continue, similar to the method that some Water Operations Branch staff also assist with winter control.)

In summary, this organizational realignment would benefit the City in the ways outlined in the Service Impact portion of this submission and above. And most notably because it makes organizational sense to have same-industry functions and staff located together, particularly in a highly regulated environment where legislative and regulatory compliance is paramount to protect the health of city residents and quality of wastewater going back into Lake Simcoe.

Timing: The WWOB can commence implementation of the "future state" organizational model (supported by EMT in July 2013), upon approval and hire of a new Supervisor position for WWOB; (and will work in consultation with the Director of Roads, Parks & Fleet and the Human Resources Department to ensure a successful transition and integration of any incumbents to positions transferred to WWOB.)

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title:

Position Title:

Division:

Department:

Department code:

Complement Impact: FTE Job Class: Exempt Fire

Non-Exempt

Duration: if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Uniformed security guard service at City Hall	Daily guard service from 8:00am to 4:30pm including foot patrols through City Hall and emergency response, Evening guard service for Council meetings.	Evening guard service for Council meetings and for tax payment days.

Enterprise Service

Facilities & Transit

Business Case

Weekday guard service was implemented in 2012 in response to two threats of violence that occurred in the Mayor's office. Service was continued in 2013 budget based on dialogue with senior staff.

Corporate Facilities staff are aware of only two further incidents, both in the Mayor's administration area in early 2013, with no subsequent threats of violence within City Hall to an elected official or staff member. Despite the absence of any recent threats please note that some form of uniformed security is standard at many municipal administrative centres. Future physical and security improvements to City Hall using defensible design strategies and CCTV systems will assist to alleviate the threat of violence but given the ease of access to all areas of the facility the risk will remain until such time as the capital works are completed. The CAO's and Mayor's areas will have significantly improved security through the space project in progress. There are no other space/security projects included within the 2014 capital plan for City Hall.

Service Level Change Form 2014 Business Plan

Program Details

DRAFT

Program Title:

Position Title:

Division:

Department:

Department code:

Complement Impact: FTE Job Class: Exempt Fire
 Non-Exempt

Duration: if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Savings reflected in Repair budget with the addition of two technicians	\$1,732,080.00	1,692,080.00

Enterprise Service

Fleet Services

Business Case

in January 2012 as a cost cutting experiment Fleet Services decided to perform more safeties in house to try and bring down costs by having more control over parts and repairs. Our costs for outsources safeties in 2011 was \$325,000.00. Of that \$275,000.00 was labor. In 2012 we managed to do 75% of our safeties in house. The cost of doing our safeties in house was \$275,000.00. A saving of \$50,000.00 was shown by doing the work internally with existing staff. With the addition of two Technicians we would raise the amount of safeties done internally to 100% Labor costs for outsourced safeties was \$230,000.00 as opposed to \$175,000.00 in house.

Fleet Services also noted a sharp decrease in breakdowns by doing work in house as we have a better control over parts and work quality. The decrease in breakdowns reflects in the overall repair budget and directly to the overtime budget which has shown a steady decrease since we have initiated the in house program.

In 2011 the overtime budget was overspent by 106% decreasing to 59% in 2012 and so far in 2013 we are at 19% spent of our overtime budget . Savings will also be shown in the overall fleet budget as in addition to safeties the addition of two Technicians will decrease the amount of equipment sent out for repairs by an estimated 20%

Estimated yearly savings to be approximately \$220,000.00 before salary differentiation

Service Level Change Form 2014 Business Plan

Program Details

DRAFT

Program Title: O3 Sanitization System for Facilities

Position Title:

Division: Select...

Department: Facilities & Transit

Department code: 01-17

Complement Impact: Select...

FTE Job Class: Exempt Fire
Non-Exempt

Duration: Select...

if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$ -25,564

Purchased Services: \$

Capital: \$ 10,000

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Subtotal operating expenditures: \$ -15,564

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$ -15,564

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$ -15,564

Total Rate Supported \$ -15,564

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Process improvement to use new sanitization technology that minimizes costs and improves health of facilities.	Currently using standard industry chemicals for sanitization.	Invest in technology for 4 main facilities that are the highest users / cost of cleaning chemicals.

Enterprise Service

Facilities & Transit

Business Case

Currently in Corporate Facilities we spend \$52,213. annually in cleaning chemicals for all of our facilities.

O3 technology uses ozone infused water that acts as a cleaner, sanitizer, and disinfectant. Proven to eliminate 95% of chemicals, while being superior in quality compared to chemical use (ie. grout cleaning).

With positive results from a pilot in City Hall and SWTP, testing the market, as well as positive site visits to CN Tower and ACC, City staff have been consulted with and are in agreement with this process improvement.

Cost per unit is \$2500 each, and operating cost for the cartridge which need to be changed monthly are \$150 each - breakdown below.

Cost and savings breakdown:

Cost of Chemicals per year

City Hall - \$8,872

29 Sperling - \$9,607

SWTP - \$5,104

Ops Centre - \$9,181

Year 1

Initial cost outlay - 4 units at \$2,500 ea = \$10,000

Operational costs - 48 cartridges (1 per unit, 1 per month) at \$150 ea = \$7,200

Year 1 Tax savings = \$15,564

Year 2

Initial cost outlay - 0

Operational costs - 48 cartridges (1 per unit, 1 per month) at \$150 ea = \$7,200

Year 2 Tax savings = \$25,564

Program Details

DRAFT

Program Title: Removal of Park Morality Lighting Program
 Position Title: _____
 Division: Select...
 Department: Engineering
 Department code: 01-16-2311

Complement Impact: Select... FTE Job Class: _____ Exempt Fire
Non-Exempt
 Duration: Select... if Temporary, specify duration: _____

Funding Impact

Cost Annualized? if no, specify duration: _____

Operating

Salaries and Benefits: \$ _____
 Materials and Supplies: \$ _____
 Purchased Services: \$ -24,000
 Capital: \$ _____
 Computer Equipment: \$ _____
 Facilities (Office Furniture): \$ _____
 Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$ _____

Subtotal operating expenditures: \$ -24,000

External Financing

Government Subsidy: \$ _____
 Increased from Fees & Charges: \$ _____
 Other Revenue (Specify): \$ _____ If Other, identify source _____
 Net Impact to Tax/User Rate: \$ -24,000

Funding from Other Municipal Sources

Object/Project Code: _____

Parking User Rate: \$ _____
 Water User Rate: \$ _____
 Wastewater User Rate: \$ _____
 Tax Rate: \$ -24,000
 Total Rate Supported: \$ -24,000

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Safe Park Lightning Program	Install lighting in deficient park areas	Discontinue program

Enterprise Service

Asset Planning and Management

Business Case

The Parks Lighting Policy was established in 2008 through Council Motion 08--G-367. The policy includes morality lighting to be implemented on a request basis. The associated staff report also included a prioritized list of parks to be included for morality lighting. The morality lighting is intended to illuminate playgrounds to deter inappropriate activities including vandalism.

Under the current program with a budget of \$24,000, the City was able to implement one park morality lighting project in 2012. This was Pringle Park. The City is currently implementing a single Park in 2013 (Bear Creek Park). The costs for a typical morality lighting project is between \$12-20,000, depending on factors such as distance to power source.

Program Details

DRAFT

Program Title: Naturalization of City Parks

Position Title:

Division: Select...

Department: Roads Parks and Fleet

Department code: 18

Complement Impact: Select... FTE Job Class: Exempt Fire
Non-Exempt

Duration: Select... if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$ -240,000

Subtotal operating expenditures: \$ -240,000

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$ -240,000

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$ -240,000

Total Rate Supported \$ -240,000

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Turf maintenance in and around all parks.	Staff maintain the turf areas for the entire park which may include cutting every 1-2 weeks.	Naturalize all city neighbourhood parks excluding areas around playground equipment

Enterprise Service

Parks Operations

Business Case

We would continue to maintain the waterfront and community parks but 93 neighbourhood parks and 31 open spaces would be allowed to turn back into natural areas with no maintenance provided. Staff reductions would cause lower levels of service in washroom cleaning and special event support.

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title:

Position Title:

Division:

Department:

Department code:

Complement Impact:

FTE Job Class:

Duration:

if Temporary, specify duration:

Exempt Fire
 Non-Exempt

Funding Impact

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Contract Services

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported: \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Grass on boulevards is currently cut by the City when the homeowner refuses to maintain.	The City maintains vegetation on boulevards when it reaches a height of 12" and the homeowner refuses to cut it.	Establish a by-law requiring homeowners to maintain boulevard grass and hire enforcement staff (\$12,000) to regulate.

Enterprise Service

Parks Operations

Business Case

The established practice for private property owners has been that they cut the front boulevard located on City right of way adjacent to their property at the same frequency as their front lawn. In some cases a private property owner does not cut the grass on their adjoining boulevard and this often results in a complaint being received by Property Standards or Roads and Parks Operations from neighboring residents or concerned citizens. The City maintains these areas when they reach a height of 12" and the homeowner refuses to cut it.

A by-law could be established requiring homeowners to maintain vegetation on boulevards adjacent to their property with the exception of reverse lot boulevards that are not easily accessible. The cost of enforcement is estimated at \$12,000 for additional staff.

Parks Operations can reduce the cost of contractor services required to maintain boulevard grass as this task will be carried out by all landowners.

Service Level Change Form 2014 Business Plan

Program Details

DRAFT

Program Title:

Position Title:

Division:

Department:

Department code:

Complement Impact: FTE Job Class: Exempt Fire
Non-Exempt

Duration: if Temporary, specify duration:

Funding Impact

Cost Annualized? if no, specify duration:

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$

Contract Services

Subtotal operating expenditures: \$

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$ If Other, identify source

Net Impact to Tax/User Rate: \$

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$

Total Rate Supported \$

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact

2010 Current

2011 Proposed

Changing legislation has changed the materials and techniques required for Traffic line painting resulting in reduced durability and longevity of markings. The absence of traffic markings reduces road safety and increases the City's exposure to claims resulting from vehicular accidents and injuries

The City uses latex based paints for most traffic markings that are worn off during Barrie's winter conditions and sand and salt applied for winter control.

Roads and Parks Operations plans to implement a durable marking program in a phased approach to minimize budget impact and to create a rotated,

cyclical renewal of markings annually that will result in a consistent and manageable budget.

Enterprise Service

Parks Operations

Business Case

Changing legislation to protect the environment and health of Canadians from the effects of air pollution which increase the risk of respiratory and heart diseases has resulted in the need for additional resources to meet compliance. Environment Canada adopted Volatile Organic Compound (VOC) Concentration Limits which include regulatory requirements affecting traffic marking. Switching to alternative marking products and lower VOC concentration coating products requires changes in application equipment and techniques from current practice. For example: water-based paints require corrosion-proof equipment; epoxy paints need separate tanks for the two reacting agents, plus mixing equipment; and tape markings require completely different application equipment, as do other durable traffic marking products. Low VOC traffic markings used in 2012/2013 include latex based paints that have significant weather, and temperature limitations compared to previous VOC paints and have shown reduced durability and longevity through Barrie's winter weather. Traffic lines painted with latex based paints have worn off by spring with winter driving and the abrasion from sand and salt. The absence of traffic markings reduces road safety and increases the City's exposure to claims resulting from vehicular accidents and injuries. Roads and Parks Operations have consulted with a traffic marking specialist that is highly respected throughout North America for his advise on establishing a durable marking program tailored to meet the City of Barrie's conditions and current and future needs. The consultants report notes the shortfall of funding to establish a durable marking program of approximately \$378,000 in year 1 and an additional \$240,000 in each subsequent year and the need to establish and maintain a traffic marking inventory to manage the program efficiently and control costs. Roads and Parks Operations plans to implement the program in a phased approach to minimize budget impact and to create a rotated, cyclical renewal of markings annually that will result in a consistent and manageable budget.

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title:

Position Title:

Division:

Department:

Department code:

Complement Impact: FTE Job Class:

Duration: if Temporary, specify duration:

Funding Impact

<u>Operating</u>	
Salaries and Benefits:	\$ <input type="text"/>
Materials and Supplies:	\$ <input type="text"/>
Purchased Services:	\$ <input type="text" value="-95,000"/>
Capital:	\$ <input type="text"/>
Computer Equipment:	\$ <input type="text"/>
Facilities (Office Furniture):	\$ <input type="text"/>
Other(e.g. Communication Strategies, Website Development, etc) (Specify):	\$ <input type="text"/>
<input type="text"/>	
Subtotal operating expenditures:	\$ <input type="text" value="-95,000"/>

External Financing

Government Subsidy:	\$ <input type="text"/>
Increased from Fees & Charges:	\$ <input type="text"/>
Other Revenue (Specify):	\$ <input type="text"/> If Other, identify source <input type="text"/>
Net Impact to Tax/User Rate:	\$ <input type="text" value="-95,000"/>

Funding from Other Municipal Sources

	Object/Project Code: <input type="text"/>
Parking User Rate:	\$ <input type="text"/>
Water User Rate:	\$ <input type="text"/>
Wastewater User Rate:	\$ <input type="text"/>
Tax Rate:	\$ <input type="text" value="-95,000"/>
Total Rate Supported	\$ <input type="text" value="-95,000"/>

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Boulevards and EP Tree Planting Program	Plant approx 675 trees annually	Reduced to about half of the current annual planting

Enterprise Service

Asset Planning and Management

Business Case

Street Tree Planting Program:
Current total street tree inventory = 33,000
Current Budget = \$150,000

Program involves planting of approximately 500 replacement trees each year (trees removed after death and removal through city operations). The program also includes planting of approximately 50 trees as a result of requests for "new" trees on boulevards in locations where there has not been a tree since the 2001 street tree inventory was completed (Likely where previously removed but never replaced). Waiting time between tree removal and tree planting is currently less than one year on average at the current level of funding.

Affect of reduction of planting budget by assumed \$60,000 means a 2014 Budget of \$90,000.
Planting program for replacement trees = 325 trees per year (equivalent to pre-2007 program levels)
Annual deficit of replacement trees = 175 per year (unable to replace in 2014, moved to 2015 planting list)
Planting program for "new" tree requests = 0 (assumed program cancelled).
Annual deficit of tree planting requests = 50 per year.

5-year impact would result in a deficit (waiting list) of trees = 225 trees per year * 5 years = 1,125 trees (~\$310,000). By only completing 325 trees per year, it would mean a 3.5 year average 'waiting list' by year 2018 (3.5 years between tree removal and tree replacement) and the potential for over 100 repeat complaint callers asking when their tree will be replanted. Currently, clerks in Park Operations and the urban forester receive calls from residents on a daily basis about the street tree planting program (when, what species, location, why it is taking so long, etc). The impact of a long waiting list would increase complaints to staff, EMT and Councilors.

Note: as newer subdivisions (built within the last 15 years) begin to age, the tree removal and replacement requirements will increase (as the inventory matures). Long-term need for replacement planting will increase over time to an estimated average need of approximately 825 trees per year (using an average 40 year lifespan for street trees). This future budget impact will occur on top of an any deficit that is allowed to accumulate prior to that point in time.

Park and Open Space Planting Program:
Current number of parks and open space/ EP areas = 127 parks and 117 EP areas
Current budget = \$40,000
Budget allocation = approx \$35,000 tree planting and \$5,000 towards support of community planting partnerships (e.g. naturalization planting program, rotary club planting program, LSRCA programs)
Park planting accounts for approx 125 replacement park trees per year (in approx. 10 parks each year)
Approx. \$5,000 per year supports naturalization planting, Rotary Club planting, and other community partnership planting programs (e.g. Living Green, LSRCA Conservation Fund, etc).

Affect of reduction of budget by \$35,000:
2014 Budget = \$5,000
Assumed cancellation of the park planting program
It is assumed that the support of community partnership naturalization programs would continue (planting of seedlings with community groups, support of partnership planting programs like LSRCA, Living Green, Tree Canada, TD Bank, etc.).

5-year impact = no new or replacement trees around new playground installations for the next 5 years (approx. 25 new playgrounds with no replacement trees for shading play areas). Planting deficit in parks = 625 trees (\$172,000) by year 2018.

Examples of related impacts: Urban canopy reduction, long term loss of street shading and community complaints would result from significant reduction in the annual planting programs. Residents waiting for a street tree would complain about property value reduction, impact on their views/quality of streetscape, etc. Draft urban forest strategy, in keeping with other Ontario municipalities advocates increase in urban canopy which would not be supported in the event of any program funding cuts.

Service Level Change Form 2014 Business Plan

DRAFT

Program Details

Program Title: Preconsultation Fee for all Development Applications
 Position Title: _____
 Division: Select...
 Department: Planning
 Department code: 01-19-5100

Complement Impact: 0 FTE Job Class: _____ Exempt Fire
Non-Exempt
 Duration: Select... if Temporary, specify duration: _____

Funding Impact

Cost Annualized? if no, specify duration: _____

Operating

Salaries and Benefits: \$ _____
 Materials and Supplies: \$ _____
 Purchased Services: \$ _____
 Capital: \$ _____
 Computer Equipment: \$ _____
 Facilities (Office Furniture): \$ _____
 Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$ _____

Subtotal operating expenditures: \$ 0

External Financing

Government Subsidy: \$ _____
 Increased from Fees & Charges: \$ 30,000
 Other Revenue (Specify): \$ _____ If Other, identify source _____
 Net Impact to Tax/User Rate: \$ -30,000

Funding from Other Municipal Sources

Object/Project Code: _____

Parking User Rate: \$ _____
 Water User Rate: \$ _____
 Wastewater User Rate: \$ _____
 Tax Rate: \$ -30,000
 Total Rate Supported: \$ -30,000

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2010 Current	2011 Proposed
Recovering costs associated with assisting applicants on developer applications	Currently there is no fee	new preconsultation fee

Enterprise Service

Planning and Economic Development

Business Case

The Planning Act and general good planning principles encourage pre-consultation for all types of development applications. Currently, Staff conducts pre-consultation with prospective applicants on an ad hoc basis when needed for applications for Official Plan Amendment (OPA), Zoning By-law Amendment (ZBA) and Draft Plan of Subdivision applications. This informal process required a significant investment of Staff time and generally includes a preliminary review of applicable Provincial and Municipal policy, Zoning and design review, identification potential policy and technical issues, circulation to key departments and coordination and hosting of a meeting with the prospective applicant and Staff. At present this service is provided without cost recovery and in the absence of a formal procedure. Staff's intention is to formalize the pre-consultation process and propose to increase the application fees for OPA's, ZBA's and Plans of Subdivision in the amount of approximately \$1,800 per application. This is anticipated to equate to additional revenue in the amount of approximately \$30,000 in 2014, based on application volume projections. This process would be preferred as it will allow cost recovery through the exiting application process, which is more efficient in Staff's opinion than creating a new application and accounting process.

Staff have implemented a Pre-Consultation process for Site Plans which has been very successful and well received by the development community. Similar to the this process Staff believe the proposed pre-consultation for OPA's, ZBA's and Subdivision will result in more efficient review of applications, recovery of Staff costs and improved service to the development community. The latter is critical as Staff would be able to provide comments in a formalized manner earlier in the process to better inform the decision making of applicants and their potential investment in the process. Moreover, it ensures Staff has the opportunity to communicate potential issues regarding conformity of an application with applicable planning policies and priorities.

APPENDIX "D"

Recommended Fees and Charges +/- 5%

ITEM	2014 PROPOSED FEE	% CHANGE	REVENUE CHANGE	EXPLANATION
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FEE CHANGES + / - 5%

**SCHEDULE B
BUILDING SERVICES DEPARTMENT**

13. COMPLIANCE REPORTS/LETTERS

13.1 Standard department information (each property)	\$65.00	-47.15%	NA	Due to org restructure, Building's compliance letter will no longer respond to zoning by-law compliance requests.
13.2 Forty-eight hour rush response (each property)	\$100.00	-47.37%	NA	Due to org restructure, Building's compliance letter will no longer respond to zoning by-law compliance requests.

**ADULT ENTERTAINMENT INDUSTRY - BY-LAW 2008-276
ADMINISTRATIVE FEES**

Duplicate Licence	\$30.00	20.00%	\$150.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Change of Name, Licensee	\$30.00	20.00%	\$150.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Late Application Fee	\$30.00	20.00%	\$150.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013

**GENERAL BUSINESS LICENSES - BY-LAW 2006-266
ADMINISTRATIVE FEES**

Duplicate Licence	\$30.00	18.58%	\$90.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Amendments to Licence	\$30.00	18.58%	\$300.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Replacement of Licence (no changes)	\$30.00	18.58%	\$60.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013

ITEM	2014 PROPOSED FEE	% CHANGE	REVENUE CHANGE	EXPLANATION
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FEE CHANGES + / - 5%

By-law Exemption	\$30.00	20.00%	\$250.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Refreshment Vehicle - Motorized Replacement Vehicle	\$55.00	9.24%	No Change	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Refreshment Vehicle - Non-Motorized Replacement Vehicle	\$55.00	9.24%	No Change	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Boarding, Lodging and Rooming House Small - new	\$155.00	14.81%	\$620.00	Note - 2013 fee was reduced from original fee by Council - 2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Boarding, Lodging and Rooming House Small - renewal	\$155.00	14.81%	\$2,635.00	Note - 2013 fee was reduced from original fee by Council - 2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Boarding, Lodging and Rooming House Large - new	\$155.00	14.81%	No Change	Note - 2013 fee was reduced from original fee by Council - 2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Boarding, Lodging and Rooming House Large - renewal	\$155.00	14.81%	\$1,705.00	Note - 2013 fee was reduced from original fee by Council - 2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013

**LOTTERY - BY LAW 2010-032
ADMINISTRATIVE FEES**

Denial of Licence Administrative Fee	\$30.00	20.00%	No Change	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Lottery Licence amendments application to municipally issued Lottery licences	\$30.00	50.00%	\$60.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013

ITEM	2014 PROPOSED FEE	% CHANGE	REVENUE CHANGE	EXPLANATION
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FEE CHANGES + / - 5%

SIGNS - BY-LAW 2005-093 and 2006-105				
Election sign removal fee	\$11.00	10.00%	No Change	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013

TRANSPORTATION INSPECTION AND APPROVALS - BY-LAW 2006-265 ADMINISTRATIVE FEES				
Duplicate Licence	\$30.00	18.58%	No Change	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Amendments to Licence - Change of name, Licensee	\$30.00	18.58%	No Change	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Replacement of Licence (no changes)	\$30.00	18.58%	\$1,500.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Late Application Fee	\$30.00	20.00%	\$1,200.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Denied Licence	\$60.00	19.17%	\$120.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Limousine, Replacement Vehicle	\$60.00	19.17%	No Change	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Taxicab - Replacement Vehicle	\$60.00	19.17%	\$900.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013
Tow Truck, Replacement Vehicle	\$60.00	19.17%	\$120.00	2014 fee increase better reflects a move towards cost recovery and also includes the estimated CPI increase of 1.2% above 2013

ITEM	2014 PROPOSED FEE	% CHANGE	REVENUE CHANGE	EXPLANATION
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FEE CHANGES + / - 5%

**SCHEDULE C
LEGISLATIVE AND COURT SERVICES**

Review of Municipal Information Forms associated with Liquor Licence Board of Ontario applications for Council clearance (includes commissioning of affidavit)	\$40.00	74.29%	NA	The increase is intended to recoup the full costs associated with circulating the information to the community, Council and City departments for review and comments, as well as the time and effort spent in coordinating the City's response to the AGCO. The previous fee address the commissioning of the document only.
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**SCHEDULE E
ENGINEERING DEPARTMENT**

SECTION 6: COMMEMORATIVE PROGRAM FEES

Municipal Bench with Bronze Plaque	\$1,400.00	16.67%	NA	Fee represents current cost projections
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**SCHEDULE F
FINANCE DEPARTMENT**

Transfer Arrears to Property Taxes	\$23.57	127.73%	NA	Represents Full Cost Recovery
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Procurement documents (tender documents, request for proposals etc.)

10- 25 Pages	\$25.00	25.00%	\$25.00	Increase is, in part, due to an increase in the cost of materials and resources to assemble the documents. As well, this brings the fees into full cost recovery
26 to 50 pages	\$40.00	33.33%	(\$80.00)	See Above
51 to 100 pages	\$60.00	20.00%	\$180.00	See Above

ITEM	2014 PROPOSED FEE	% CHANGE	REVENUE CHANGE	EXPLANATION
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FEE CHANGES + / - 5%

Drawings and Maps for Procurement Documents - Hardcopy Only (tender documents, request for proposals etc.)				
1 to 5 Dwgs	\$30.00	20.00%	(\$30.00)	Increase is, in part, due to an increase in the cost of materials and resources to assemble the documents. As well, this brings the fees into full cost recovery
6 to 10 Dwgs	\$80.00	60.00%	No Change	See Above
11 to 15 Dwgs	\$120.00	60.00%	\$120.00	See Above
Over 16 Dwgs	\$175.00	75.00%	No Change	See Above

**SCHEDULE I
RECREATION, FACILITIES, AND TRANSIT DEPARTMENT**

Launch Ramp				
Daily (each way) - All Residents	\$8.85	-19.10%	NA	More accurate reflection of true cost
Seasonal - All Residents	\$106.20	-19.09%	NA	More accurate reflection of true cost
Key purchase	\$8.85	-19.10%	NA	More accurate reflection of true cost
Battery boost/charge	\$8.85	-19.10%	NA	More accurate reflection of true cost

**SCHEDULE J
ENVIRONMENTAL SERVICES**

SECTION 4: WATER SERVICE FEES				
Stop and Drain Replacement	\$185.00/hour	32.14%	NA	Was 140.00 hourly. Change is to meet the full cost recovery objective

ITEM	2014 PROPOSED FEE	% CHANGE	REVENUE CHANGE	EXPLANATION
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FEE CHANGES + / - 5%

**SCHEDULE K
PLANNING SERVICES DEPARTMENT**

OFFICIAL PLAN/ZONING BY-LAW AMENDMENTS				
Rezoning - without Official Plan Amendment	\$12,000.00	9.37%	NA	New fee represents projected full cost recovery for 2014
Rezoning Applications with Official Plan Amendments	\$14,500.00	9.19%	NA	New fee represents projected full cost recovery for 2014
Rezoning- Removal of Holding Provision	\$3,000.00	19.33%	NA	New fee represents projected full cost recovery for 2014

PLAN OF SUBDIVISION/CONDOMINIUM				
Plan of Subdivision Application	\$16,500.00	7.27%	NA	New fee represents projected full cost recovery for 2014
Condominium Exemption	\$1,925.00	6.77%	NA	New fee represents projected full cost recovery for 2014

SITE PLAN				
- Up to 5000 m2	\$5,000.00	12.33%	NA	New fee represents projected full cost recovery for 2014
- 5001 to 20,000 m2	\$8,500.00	16.20%	NA	New fee represents projected full cost recovery for 2014
Revision to Site Plan	\$2,500.00	30.14%	NA	New fee represents projected full cost recovery for 2014
Extension of Site Plan Approval	\$3,000.00	35.62%	NA	New fee represents projected full cost recovery for 2014

COMMITTEE OF ADJUSTMENT FEES				
Application for Minor Variance	\$1,750.00	5.42%	NA	New fee represents projected full cost recovery for 2014

Service Level Change Form 2014 Business Plan

Program Details

Program Title: Physician Recruitment Program

Position Title:

Division: Invest Barrie

Department: Office of the CAO

Department code: 01-22-6003

Complement impact: 0

FTE Job Class: N/A

[Salary Calculator](#)

Duration: Select...

if Temporary, specify duration: N/A

Funding Impact

Cost Annualized? if no, specify duration: N/A

Operating

Salaries and Benefits: \$

Materials and Supplies: \$

Purchased Services: \$

Capital: \$

Computer Equipment: \$

Facilities (Office Furniture): \$

Other(e.g. Communication Strategies, Website Development, etc) (Specify): \$ -60,000

Contribution to Physician Recruitment Program

Subtotal operating expenditures: \$ -60,000

External Financing

Government Subsidy: \$

Increased from Fees & Charges: \$

Other Revenue (Specify): \$

If Other, identify source

Net Impact to Tax/User Rate: \$ -60,000

Funding from Other Municipal Sources

Object/Project Code:

Parking User Rate: \$

Water User Rate: \$

Wastewater User Rate: \$

Tax Rate: \$ -60,000

Total Rate Supported \$ -60,000

Describe in detail Funding Source from "External Financing" and "Other Municipal Sources"(Mandatory)

Service Impact	2013 Current	2014 Proposed
Marketing program and related activities that attract physicians who will establish a practice and reduce the number of residents who do not have a family physician.	\$60,000 + Council representation on the Physician Recruitment Task Force	No funding + Council representation on the Physician Recruitment Task Force

Enterprise Service

Planning and Economic Development

Business Case

The Royal Victoria Hospital and area partners formed a task force to facilitate physician recruitment to Barrie and area. For several years, the City of Barrie has participated on the committee and contributed funding to assist the Task Force with its work.

The Task Force focuses on the various needs of incoming physicians. They tour visiting physicians throughout the catchment area as well as ensure a support system is in place for both the physician and their families should they choose to start a practice in the Barrie area. The Task Force also ensures a structured retention plan is in place to maintain physician satisfaction within the Barrie Area.

As most recently discussed in Report CLK016-11, the Royal Victoria Hospital and area partners formed a task force to facilitate physician recruitment to Barrie and area. A doctor shortage in the community and surrounding area persists. Report EDO014-09, "Economic Development Strategy and Action Plan", identified physician recruitment activities as part of the work the City of Barrie could do to support its goal of establishing Barrie as a "Health and Wellness Centre of Excellence".

In 2012, Council approved annual funding of \$60,000 in support of the Committee's work. The purpose of the funding is to support activities that result in the recruitment and retention of family physicians and specialists into the area. As at September, 2013, staff need to make further inquiries regarding the governance implications associated with removing these funds from the operating budget. For example, reducing or eliminating these funds could result in no Council representation on the Physician Recruitment Task Force.

The availability of other funding sources and/or the effect on the City of Barrie's participation on the Task Force if funding is eliminated requires further investigation. Nonetheless, in consideration of Council's goal to produce a 2014 budget that requires no more than a 2% property tax increase, staff believe it is appropriate to consider this choice.

Details

GL	Description	\$	Sub Total
01-22-6003-0000-3800	Transfers to Others	-60000	-60000
01-24-0800-0000-8000	Tax Levy	60000	0
Enterprise Service	Dept Service	Dept Service \$	Dept Service %
Planning and Economic Development	Marketing	-60,000	100

Total -60,000