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**TO:** FINANCE AND RESPONSIBLE GOVERNANCE COMMITTEE

**SUBJECT:** 2025 BUSINESS PLAN AND BUDGET – CITY OPERATIONS AND INFRASTRUCTURE INVESTMENT FUNDING PORTIONS

**PREPARED BY AND KEY CONTACTS:** A. CESCHIA, SUPERVISOR OF BUDGET  
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C. GILLESPIE, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENTS

**SUBMITTED BY:** C. SMITH, ACTING CHIEF FINANCIAL OFFICER AND TREASURER  
B. ARANIYASUNDARAN, GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT  
D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES  
R. JAMES-REID, GENERAL MANAGER OF ACCESS BARRIE  
I. PETERS, DIRECTOR OF LEGAL SERVICES  
M. BANFIELD, EXECUTIVE DIRECTOR OF DEVELOPMENT SERVICES

**CHIEF ADMINISTRATIVE OFFICER APPROVAL:** M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

**DATE:** NOVEMBER 20, 2024

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**Strong Mayor Budget**

This report is being presented by Finance on behalf of Mayor Alex Nuttall in accordance with Section 284.16 of the Municipal Act and Section 7 of Ontario Regulation 530/22

**RECOMMENDED MOTION**

**Operating Budget Approvals**

1. That the 2025 tax-supported base operating budget for City operations and the Infrastructure Investment Fund, with gross expenditures of \$342.6 million and a net property tax levy requirement of \$197.8 million, be approved

**City Operations and Infrastructure Investment Funding**

2. That the 2025 budget request for City Operations, with a net tax supported municipal funding requirement of \$197.8 million (for the average assessed residential property this represents a 0% tax rate increase for City operations and a 2% increase associated with Infrastructure Investment Funding), be approved.
3. That the New Investment and Service Recommendations as outlined on page 20 of the 2025 Business Plan with a net cost of \$1.9 million (operating) and \$74 thousand (capital) and a net property tax levy requirement of \$701 thousand with additional funding of \$41 thousand from the water rate, \$14 thousand from the wastewater rate, \$649 thousand from capital projects and \$454 thousand from reserves, be approved.

4. That the Water base Operating Budget, with gross expenditures of \$34.2 million and revenues of \$34.2 million, and the proposed 2025 Water Rates as outlined in Schedule N of the “Proposed Fee Changes” section of the 2025 Business Plan be approved.
5. That the Wastewater base Operating Budget, with gross expenditures of \$46.5 million and revenues of \$46.5 million, and the proposed 2025 Wastewater Rates as outlined in Schedule N of the “Proposed Fee Changes” section of the 2025 Business Plan be approved.
6. That the Parking Operations base budget, with gross expenditures of \$2.4 million and gross revenues of \$2.4 million, and the proposed 2025 Parking Rates as outlined in Schedule O of the “Proposed Fee Changes” section of the 2025 Business Plan be approved.
7. That pursuant to Ontario Regulation 284/09, Staff Report EMT005-24 serve as the method for communicating the exclusion of the following estimated expenses from the 2025 Business Plan:
  - a) Amortization expense - \$ 67.6 million;
  - b) Post-employment benefit expenses - \$ 1.7 million; and
  - c) Solid waste landfill closure and post-closure expenses - \$ 500 thousand.

#### **Capital Budget Approvals**

8. That, consistent with the Capital Project Control Policy, the 2025, 2026, 2027, 2028 and 2029 Capital Budget relating to new capital spending requests of \$8.4 million, \$37.6 million, \$19.1 million, \$26.7 million, and \$42.0 million respectively be approved, with the following amendments to reflect changes brought forward after the Capital Plan had gone through its process for the budget binder:
  - a) That project FC1138 – Performing Arts Centre Redevelopment be amended as follows:
    - i) The facility be designed with a maximum total building cost of \$65M in hard and soft construction costs for the building itself including fit out of all seating and audio-visual components in accordance with motion 24-G-223, to be funded from the Theatre Reserve.
  - b) That a new capital project be added to EN1536 – Sidewalk Infill Program (Active), for new sidewalks on Edgehill Drive east of Pringle Drive to connect to existing sidewalks. This would increase the program and Capital Plan by an estimated cost of \$ 975,000, to be funded 60% from DC Reserves and 40% from the Tax Capital Reserve.
  - c) That a new capital project called “Little Lake Boardwalk & Dock” be added to the 2025 Capital Plan with a budgeted request of \$500 thousand, to be funded from the Tax Capital Reserve.
  - d) That a new capital project called “Ferndale Lighting & Furniture upgrades” be added to the 2025 Capital Plan with a budgeted request of \$100 thousand in 2025, to be funded from the Tax Capital Reserve.
  - e) That a new capital project called “Splash Pad – Peggy Hill CC” be added to the 2025 Capital Plan with a budgeted request of \$50 thousand in 2025 and \$1.25 million in 2026, to be funded from the Tax Capital Reserve.

9. That any Industrial Development Charge Discounts in 2025 be funded by any year-end surplus, with any remaining balance funded from the appropriate capital reserve.

**By-law update and forecasts received for information**

10. That effective May 1, 2025, By-law 2024-024, as amended, be repealed, and replaced with a by-law incorporating the fees and charges presented in the 2025 Business Plan.
11. That operating forecast information for 2026, 2027, and 2028 presented in the 2025 Business Plan be received for information.

**Reserve approvals**

12. That \$600 thousand be transferred from the Vacation Reserve to the WSIB reserve to fund anticipated 2025 WSIB expenses.
13. That staff establish an “Automated Speed Enforcement Reserve” to be funded through net fine revenue collected (after offsetting costs associated with operating the program) and the monies available in the reserve be used for Road Safety initiatives, as outlined in the Staff memo “Automated Speed Enforcement Program Update” on October 30, 2024.
14. That \$2,741,165.50 of the Building Faster Fund grant directed to the Tax Rate Stabilization Reserve in motion 24-G-143 be transferred out of the Tax Rate Stabilization Reserve and held as deferred grant revenue for use on project EN1464 – Sophia Trunk Storm Sewers, and that the funding for project EN1464 be amended to include Province of Ontario Grant Funding (Building Faster Fund) of \$2,741,165.50, with an offsetting reduction of Tax Capital Reserve funding.

**Council and Staff authorization requests**

15. That the Executive Management Team (EMT) be authorized to add temporary non-complement positions to the end of the budget year utilizing existing approved funds to deal with any unforeseen circumstances that impact delivery of City Operations.
16. That the Executive Management Team (EMT) be authorized to implement the economic adjustment for the Non-Union Group (NUG) of employees (including full time, part time and students), effective January 1, 2025.
17. That staff be authorized to submit applications for grants that would reduce expenditures associated with projects, programs and services approved as part of the Operating and Capital Budget.
18. That two of the following officers; either the Mayor, Clerk, Chief Financial Officer and Treasurer or their designates, be authorized to execute any agreements that may be required to accept grant funding from other levels of government or other partners, to reduce expenditures associated with programs, services, and/or capital projects.
19. That staff be authorized to submit applications for grants that would reduce future capital expenditures, fund service enhancements, or enable capital projects to be advanced, and a report or memo be presented, as appropriate, prior to the execution of any agreement associated with the acceptance of such grant.
20. That the Chief Financial Officer and Treasurer be authorized to make the necessary alterations to the transfer to and/or from reserves to reflect changes since the 2025 Business Plan’s publication on November 20<sup>th</sup>, 2024.

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21. That the City Clerk be authorized to prepare all necessary by-laws to implement the above recommendations.

### **PURPOSE & BACKGROUND**

#### Report Overview

22. The purpose of this report is to recommend the Corporation's 2025 Business Plan and Budget for City Operations. The guidelines and principles provided in the Mayoral Direction to City Staff, Direction Number MDIR001-24 on July 12<sup>th</sup>, 2024 were used by staff to create the 2025 Business Plan. This can be found in Appendix "A".
23. The City Operations and Infrastructure Investment Funding portions of the budget included in this report are being considered at the November 20<sup>th</sup>, December 4<sup>th</sup> and December 11<sup>th</sup> meeting dates. The portion of the budget related to Service Partners will be included in a separate report and will be considered at the January 15<sup>th</sup>, January 22<sup>nd</sup>, and January 29<sup>th</sup> meetings in 2025.
24. The listing of Debenture Financing in Appendix "B" is intended to enhance transparency of approvals and make the debenture issuance process more efficient. The list contains debenture amounts scheduled to be issued in 2025. Forecasted debenture amounts are excluded from the listing.

#### Background

25. On July 1, 2023, the province extended the Strong Mayor, Building Homes Act to the City of Barrie. This report along with the 2025 Business Plan and Capital Plan binders provides the background to the budget the Mayor is presenting under the Strong Mayor, Building Homes Act.
26. On November 20, 2024, copies of the 2025 Business Plan/Capital Plan binders were distributed to members of Council. The same information was posted on the City's website (<https://www.barrie.ca/government-news/budget>). A presentation was also made at the Finance and Responsible Governance meeting on the same night, to provide an overview of the details contained within the 2025 Business Plan/Capital Plan binders.
27. As the details related to the City Operations annual budget and business plan/capital plans are extensive, the budget binders are intended to provide the necessary level of detail to allow members of Council to make informed decisions on its business planning for the year, as well as capital project plans.
28. The Executive Summary, Operating Budget and Financial Overview, and Capital Plan Overview provide details related to services provided by City operations, including proposed expenditures, and revenue sources. They also highlight significant drivers related to changes in the cost to maintain existing service levels, new investment and service recommendations, the City's financial condition, and Capital Program.

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## ANALYSIS

### **OPERATING BUDGET**

29. For City Operations, the 2025 Business Plan reported a net tax levy requirement of \$191.4 million in 2025 for ongoing service delivery, excluding the Infrastructure Investment Funding (IIF) (formerly the Dedicated Infrastructure Renewal Funding (DIRF)). The net tax levy requirement, after adjusting for recommended amendments, is \$191.4 million reflecting a \$5.9 million increase over 2024 (2024 = \$185.5 million). The levy requirement incorporates the budgetary requirements of the City Operations and the New Investment and Service Recommendations.
30. The 2.00% Infrastructure Investment Funding adds an additional \$6.4 million, bringing the total recommended 2025 Tax Levy to \$197.8 million, excluding Service Partners.

### **Tax levy increase for City Operations is 0%**

31. The tax-based budget as presented in the 2025 Business Plan binder includes a 0% tax rate increase for City Operations to maintain existing service levels and new investments in services for 2025. In addition, the tax-based budget includes a 2.00% tax rate increase for the IIF, representing 1% for tax-based infrastructure and 1% for stormwater infrastructure.

### **Water and Wastewater Rates are in line with 2021 Financial Plan Update**

32. The Water and Wastewater budgets were developed in line with the Water and Wastewater System Financial Plan 2021 update (21-G-140). The 2021 Financial Plan update estimated the need for increases of 4% for water and 5% for Wastewater in 2024. The 2025 Business Plan and Budget is in alignment with those rates.
33. For a typical home that consumes 180 cubic metres annually, the annualized cost of water and wastewater services in 2025 are estimated to be \$420 and \$615 respectively for a combined cost of \$1,035 (\$991 in 2024). This represents a 4.4% combined increase over 2024 levels of which \$16.00 relates to water, and \$28.87 relates to wastewater.

### **Parking Rate revenues sufficient to meet annual operating costs**

34. The 2025 Parking Operating Budget reflects the costs associated with the operations and maintenance of parking lots, parking structure and assets. The parking service is intended to be self-sustaining through user pay revenue.
35. Due to the retirement of the Collier Parkade debt in 2024, Parking Operations are forecast to generate sufficient revenues to meet the annual operating costs next year. For 2025, there will be a contribution to the reserve, expected to be \$983 thousand, which is an improvement of \$1.3 million over the 2024 budget.

### **Ontario Regulation 284/09 - Expenses not included in the 2025 Business Plan**

36. Prior to passing the 2025 budget, municipalities are required to disclose amounts that are expensed in their financial statements (full accrual accounting), but not included in budgeted figures (modified accrual accounting). For the City of Barrie this includes three estimated expenses:
- Amortization expense - \$67.6 million;
  - Post-employment benefit expenses - \$1.7 million; and
  - Solid waste landfill closure and post-closure expenses - \$500 thousand.

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## **CAPITAL BUDGET**

### **5-Year plan from 2025 – 2029 forecasts \$1.15B in spending for growth and asset renewal**

37. The 2025 Capital Budget is \$441.9 million, including \$308.1 million in previously approved funding, \$133.7 million in new funding requests, and \$74 thousand associated with New Investment and Service Recommendation Operating Budget requests. Details of the 2025 Capital Budget are found in the 2025 Capital Plan binder.
38. Consistent with the Capital Project Financial Control Policy, where the 2025 Capital Budget includes projects that will be completed over more than one reporting period, Council's approval of new projects in the 2025 Capital Budget would include approval of the funds required in 2025, 2026, 2027, 2028 and 2029 to conduct the work, totaling \$133.7 million.
39. In addition to the portion of the 2025 Capital Budget that is recommended for approval, the 2025-2029 Capital Plan provides a forecast for capital spending over the next five years. The 2025-2029 Capital Plan includes \$1.15 billion in spending and was developed with a focus on addressing the City's most critical asset renewal needs, areas currently experiencing service level deficiencies, and required investment to support growth. It should be noted that despite the significant investment being made, some important projects were deferred. When aging assets fail, their ability to deliver service to the community will be impacted.

### **Arts Centre budget reduced by \$100 million, four projects added to the Capital Plan**

40. In accordance with Council motion 24-G-223, the Performing Arts Centre Redevelopment budget of \$167.5 million that is currently forecast in years 2029-2033 of the 2025 Capital Plan be reduced to \$65 million, to be funded from the Theatre Reserve. This shall include hard and soft construction costs for the building itself including fit out of all seating and audio-visual components.
41. Four capital projects came forward after the Capital Budget had gone through the later stages of the budget process. Approval is sought to add these to the 2025-2029 Capital Plan:
  - a) To improve pedestrian connectivity, a new capital project be added to EN1536 – Sidewalk Infill Program (Active), for new sidewalks on Edgehill Drive east of Pringle Drive to connect to existing sidewalks that are roughly 175 meters away. This would increase the program and Capital Plan by an estimated cost of \$ 975,000, to be funded 60% from DC Reserves and 40% from the Tax Capital Reserve.
  - b) To allow for passive access to Little Lake for canoers and kayakers, a new capital project called "Little Lake Boardwalk & Dock" be added to the 2025 Capital Plan. This would have a budgeted request of \$500 thousand, to be funded from the Tax Capital Reserve.
  - c) That new path lighting and park furniture at Ferndale Woods Park, be included in the Capital Plan under a new capital project called "Ferndale Lighting & Furniture upgrades" and this be added to the 2025 Capital Plan with a budgeted request of \$100 thousand in 2025, to be funded from the Tax Capital Reserve.
  - d) That a new splash pad, either at Peggy Hill Community Centre, or at a more suitable location in Ward 7 be included in the Capital plan, under a new capital project called "Splash Pad – Peggy Hill CC". This to be added to the 2025 Capital Plan with a budgeted request of \$50 thousand in 2025 and \$1.25 million in 2026, to be funded from the Tax Capital Reserve.



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**DC Discounts for specific uses have no budget set aside and are estimated at \$1.9M**

42. The City's 2019 DC-Bylaw 2019-055, which was in effect up until June 20<sup>th</sup>, 2023, provided for a 40% Development Charge discount for specific uses. As is required under the Development Charge Act, these Development Charge discounts must be funded from alternative sources.
43. The 2023 DC Bylaw no longer provides for the 40% Development Charge discount for specific uses. There are, however, some developments that have received site plan approval under the previous bylaw, and therefore these discounts will continue for a few more years. There is no budget set aside to fund these discounts. Historically, the discounts have amounted to approximately \$2 million.
44. For the 2024 year-end, it is expected the City must fund \$1.9 million of such discounts, with \$1.3 million relating to the Tax Rate (which includes Stormwater), \$197 thousand relating to the Water Rate, and \$383 thousand relating to the Wastewater Rate.
45. The City's Financial Policy Framework recommends any year end surplus be allocated to the City's Capital Reserves to support needed capital renewal works. Relying on funding of DC discounts through year end surpluses and Capital Reserves further reduces the City's ability to complete needed renewal works.

**New Reserve to better track fine revenues; WSIB and Tax Stabilization reserve transfers required**

46. In June 2022, Council adopted motions to implement an Automated Speed Enforcement (ASE) program and started the program during the week of November 27, 2023.
47. On October 30<sup>th</sup>, 2024 Staff circulated a memorandum updating Council on progress of the program to date and included the results of a survey which asked residents "How would you spend ASE revenue?"
48. Currently, these net fine revenues are not separated and sit in operating. Therefore, drawing a link between net fine revenue and a road safety initiative can be difficult. Staff recommend that an "Automated Speed Enforcement Reserve" be established to enable tracking of the net fine revenue collected.
49. The balance in the reserve can be spent on temporary and permanent traffic calming measures such as: speed cushions, intersection improvements (including raised intersections), road improvements, traffic signal improvements, flexible bollards, planters, radar speed boards, and expansion to the Automated Speed Enforcement program.
50. Staff also recommend that \$600 thousand be transferred from the Vacation Reserve to the WSIB reserve to fund anticipated 2025 WSIB expenses.
51. Housekeeping regarding the provincial Building Faster Fund is required. A portion of this funding was allocated to the Housing CIP Reserve, with the remainder being directed to the Tax Rate Stabilization Reserve by motion 24-G-143. However, this funding is limited to specific uses and timelines and would not be used for general tax rate stabilization purposes. It is recommended that these funds be moved out of the Tax Rate Stabilization Reserve and into deferred revenue until utilized, which is the appropriate accounting treatment.
52. Staff have identified project EN1464 – Sophia Trunk Storm Sewers as a good candidate for the Building Faster Fund based on the grant requirements and spending timeline. As such, staff recommend revising the funding of this project to replace existing Tax Capital Reserve funding with the remaining \$2,741,165.50 of the Building Faster Fund grant.

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## STAFF AUTHORITY REQUESTS

### To be able to add positions due to Unforeseen Circumstances

53. To ensure delivery of City Operations and the 2025 Business Plan and Budget it is recommended that the Executive Management Team (EMT) have the authority to add temporary non complement positions to address unforeseen events, such as new service demands, project workload and staff absences.
54. As identified in the City's Human Resource Complement Management procedure, the following rules would apply to such temporary non complement positions:
- a) Funds must be available in the budget year to fund the position;
  - b) Length of term will not extend beyond that budget year;
  - c) Salary gapping targets must still be met for that budget year;
  - d) Appropriate approvals by way of Human Resources forms must be completed;
  - e) Any exceptions to the above will be reviewed by the Chief Administrative Officer in consultation with all members of EMT;
  - f) Departments will be required to prepare a memo for Council to outline the details of the position should the need to extend beyond the budget year as directed by EMT; and
  - g) The funding for these positions will not form part of the next year's base operating budget unless approved by the Mayor prior to being presented to Council for consideration.

### To implement economic adjustments for Non-Union Group (NUG) Employees

55. The City is party to various collective agreements negotiated with its unionized workforce. An agreement with the Canadian Union of Public Employees (CUPE) is in place for 2025. Budgeted labour costs reflect known and anticipated obligations for collective agreements, and an economic adjustment for Non-Union Group (NUG) labour costs.

### Budget Engagement Summary showed interest in maintaining spending in many areas

56. Access Barrie collaborated with Finance to educate and engage the public throughout the 2025 Business Plan and Budget process. Feedback was solicited through two online surveys hosted on the City's engagement platform BuildingBarrie.ca and a statistically valid phone survey conducted by Oraclepoll Research. The engagement opportunities were promoted through a marketing campaign that took place from October 4 – 21, 2024.

### Online Surveys were performed for City Operations & Service Partners

57. Two online surveys were created asking residents to provide feedback on major services included in the City's annual operating budget and the Service Partner budgets. Respondents had the option to increase, decrease or maintain spending for each area and learn about the service impacts associated with each choice. The goal of the surveys was to improve understanding of how tax dollars are spent and basic municipal budgeting processes, demonstrate value for money and get input from the public on key service areas.
58. In addition to the surveys, staff executed a marketing campaign with the objectives of encouraging residents to submit their feedback via the surveys. The campaign tactics included, but were not limited to, media releases, radio ads, digital and social media ads (X, Facebook, Instagram), updates to Barrie.ca, e-bulletins and digital facility screens. As of October 22, 2024, City-originated social media posts and ads about the 2025 budget generated more than 95,000 combined impressions.



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59. The surveys closed with a total of 988 submissions (617 submissions to the City Services Survey and 371 submissions to the Service Partners Survey). On each service area, respondents could increase spending by 5%, maintain current spending, or decrease spending by 5%. A summary of results and comments is included in the following link: [Budget Engagement | Building Barrie](#).
60. As part of the educational campaign, staff also included the opportunity for Barrie homeowners to review a personalized 'taxpayer receipt' that provided an estimated breakdown of how their 2024 tax dollars were used to fund City and partner services.

#### **Statistically Valid Phone Survey was conducted**

61. The City worked with Oraclepoll Research to conduct a statistically valid phone survey of residents to gather feedback on key questions related to the 2025 Business Plan & Budget. The phone survey included 1,000 Barrie residents from all 10 Wards (both cellular and landlines). A summary of results is included in Appendix "C".

#### **ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS**

62. There are no environmental or climate change impact matters directly related to the recommendation. The 2025 Business Plans and Budgets reflect various initiatives and capital projects that support a more sustainable community, features that mitigate climate change risks, and measures that promote adaptation to climate change.

#### **ALTERNATIVES**

63. This report is presented by Finance staff on behalf of the Mayor, following guidelines and principles provided in Mayoral Direction to City Staff, Direction Number MDIR001-24 (Appendix "A"). As such, there are no alternatives presented for consideration by Finance and Responsible Governance Committee.

#### **FINANCIAL**

64. The financial impacts of the 2025 Business Plan are addressed in the analysis section of this report.

#### **LINKAGE TO 2022-2026 COUNCIL STRATEGIC PLAN**

65. The recommendations in this staff report are aligned to each of the five priorities identified in the 2022-2026 Council Strategic Plan.
66. The approved annual business plan and budget reflects the real-world efforts to implement Council's strategic goals. The recommended motions provided in this staff report are an opportunity for Council to ensure the City's resources continue to be expended in a manner consistent with these goals.

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APPENDIX "A"

## Mayoral Direction to City Staff

Section 284.3 of the *Municipal Act* provides the Head of Council the authority to give direction to staff in writing.

I, Alex Nuttall, Mayor of the City of Barrie have provided the following direction to staff:

In accordance with Section 284.16 of the *Municipal Act* and Section 7 of Ontario Regulation 530/22, the Mayor shall on or before February 1 of each year prepare a proposed budget for the City and provide a proposed budget to Council for its consideration:

1. In accordance with Section 284.3 of the Act, the Mayor hereby directs the Chief Financial Officer or designate to:
  - a) Prepare and present the 2025 Budget and Business Plan and 10-Year Capital Plan based on the following:
    - i) A 0% increase to the City's Operating Budget;
    - ii) Continue with the Infrastructure Investment Funding increase identified in Council motion 23-G-023 beyond 2025
    - iii) That a ten-year Capital Plan be prepared that includes a one-year capital budget, a four-year forecast, and a five-year capital outlook, addressing both growth and renewal of infrastructure, with consideration to the maintenance of the City's AA+ credit rating and fiscal health
    - iv) Demonstrated connection of budget investments to deliver outcomes in the 2022-2026 Strategic Plan;
    - iv) Adherence to the City's Financial Policies;
  - b) Work collaboratively with the Mayor throughout the preparation of the 2025 budget, providing regular updates.
2. The service partners be requested to submit a 2025 budget that is in alignment with the principles and targets of the Mayor's Budget

3. The following schedule be established for presentation and consideration of the Mayor’s and Service Partner’s Budget:

Budget Activity	Start Date	End Date
Department Operating/ Capital Entry	May 20, 2024	June 28, 2024
Department Budget Commentary and Supporting Material	July 2, 2024	July 26, 2024
Finance/Treasurer Budget Review and Final Adjustments	July 2024	September 2024
EMT and Mayor Budget Review, Business Plan Binder Development, Mayor Sign-Off and Delivery	September 2024	November 18, 2024
Finance and Responsible Governance – City Services Budget Presentation	November 20, 2024	November 20, 2024
General Committee	December 4, 2024	December 4, 2024
Council approval -City Operating and Capital	December 11, 2024	December 11, 2024
Service Partner Budgets provided to Council	January 8, 2025	January 8, 2025
Service Partner Budget Presentations to Council	January 15, 2025	January 15, 2025
General Committee consideration	January 22, 2025	January 22, 2025
Adoption by Council*	January 29, 2025	January 29, 2025

\* Changed through the Mayor’s Direction MDIR006-24 on November 13<sup>th</sup>

4. That the Chief Financial Officer be directed to prepare and present the 2026 Budget and Business Plan and 10-Year Capital Plan in October 2025 and request to the Service partners to prepare and present their budgets/funding requests to Council in December 2025 in accordance with the parameters established in paragraphs 1 and 2 noted above, unless otherwise directed.

Dated at the City of Barrie, this 12th day of July, 2024.

“ORIGINAL SIGNED BY”

\_\_\_\_\_  
 Mayor Alex Nuttall



APPENDIX "B"

DEBENTURE LIST- SCHEDULED TO BE ISSUED IN 2025

Project ID	Project	2025
EN1011-25	Cundles Rd. E:Duckworth-Living	\$131,385
EN1013	Sunnidale: Letitia-Wellington Transmission Watermain	\$158,358
EN1016	Tiffin Street - Ferndale to Anne Street	\$2,737,863
EN1091	WwTF New Advanced Nutrient Removal	\$190,233
EN1097-25	Mapleview Drive East Improvements - Country Lane to Yonge (City)	\$27,384
EN1273-25	Hotchkiss Creek Culvert Expansion - Innisfil, 125m North of Tiffin	\$1,112,157
EN1274	Bunkers Creek Culverts and Watercourse Improvements - Innisfil to Lakeshore	\$1,844,060
EN1277	Bryne Drive New Road Construction - Harvie to North of Caplan	\$6,552,190
EN1322	Anne Street Right of Way Expansion - Wellington to Edgehill (within CAH limits)	\$3,195,959
EN1456	Essa Road Expansion - Athabaska to Salem (Developer)	\$56,250
FC1059-25	BFES Station 3 Interior Renovations	\$166,562
FC1147-25	BFES Station 4 Renovation	\$136,969
FC1215	WWTF Innovation Center	\$3,840,000
FC1264	Supportive Housing Project	\$31,628
RP1156	Fleet Replacement Program	\$3,852,630
	<b>Total:</b>	<b>\$24,033,628</b>

APPENDIX "C"

Oraclepoll Phone Survey Results



2024 Budget  
Survey Report



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## Methodology & Logistics

### Background & Overview

The following represents the findings from an October 2024 telephone survey of N=1000 voting age City of Barrie residents (18 years of age or older) conducted by Oraclepoll Research Limited for The City of Guelph. The purpose of the research was to gather opinions from residents on issues related to the 2024 City budget process.

This report includes an executive summary of the findings and the results by question, while a separate Excel file contains the results by question.

### Study Sample

A dual frame random database (RDD) was used for the sample that was inclusive of landline and cellular telephone numbers. The sample was stratified to ensure that there was an equal distribution across each of the ten City Wards. The survey screened to ensure respondents were 18 years of age or older and were residents of each Ward. Gender and age samples were also monitored to ensure they reflected the demographic characteristics of the community.

#### *SAMPLE BREAKDOWN*

Ward 1	N=100	10%
Ward 2	N=100	10%
Ward 3	N=100	10%
Ward 4	N=100	10%
Ward 5	N=100	10%
Ward 6	N=100	10%
Ward 7	N=100	10%
Ward 8	N=100	10%
Ward 9	N=100	10%
Ward 10	N=100	10%

### Survey Method

All surveys were conducted by telephone using live operators at the Oraclepoll call center facility. A total of 20% of all interviews were monitored and the management of Oraclepoll Research Limited supervised 100%. The survey was conducted using computer-assisted techniques of telephone interviewing (CATI) and random number selection (RDD).

### Logistics

Surveys were conducted by telephone at the Oraclepoll call center using person to person live operators from the days of October 17<sup>th</sup> to October 20<sup>th</sup>, 2024.

Initial calls were made between the hours of 6:00 p.m. and 9:00 p.m. Subsequent call-backs of no-answers and busy numbers were made on a (staggered) daily rotating basis up to 5 times (from 10:00 a.m. to 9:00 p.m.) until contact was made. In addition, telephone interview appointments were attempted with those respondents unable to complete the survey at the time of contact. If no contact was made at a number after the fifth attempt, the number was discarded and a new one supplanted it.

### Confidence

The margin of error for the total N=1000 sample is  $\pm 3.1\%$  at the 95% confidence interval. Error rates for sub-groups of the population (demographics) vary and are higher.

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## Top of Mind Issue

In the first question presented to all N=1000 respondents, they were asked in an open-ended or unaided probe to name what they considered to be the main issue facing the City of Barrie.

*Q1. What in your opinion is the main issue facing the City of Barrie at this time?*

Cost of living	28%
Community safety / policing / crime	13%
Housing	12%
Addictions / drugs / opioids	11%
Poverty homeless	11%
Unsure	5%
Health care	5%
Infrastructure / roads	5%
Economy, jobs, economic issues	5%
Transportation / transit / gridlock	3%
Environment	2%
Mental health	1%

Cost of living, policing and other social issues were most referenced.

## Perception of Safety

In the probe, respondents were asked to rate their level of safety in their neighbourhoods and local parks. A 10-point scale was used, and the total unsafe and safe scores are highlighted below.

*Q2. On a scale of 1-10, with one being very unsafe and 10 being very safe, how safe do you feel in your neighbourhood and when using community parks?*

1 Very unsafe	9%	} 22%
2 Unsafe	9%	
3	2%	
4	3%	
5 Neither unsafe nor safe	3%	
6	3%	
7	6%	
8	10%	} 66%
9 Safe	36%	
10 Very safe	14%	
Unsure	6%	

Nearly two thirds provided a rating from 7-10, claiming they feel safe.

## Tolerance for Higher Taxes

The following short descriptive statement was first read to all respondents after which they were asked if they would be willing to pay higher taxes to maintain service levels for City services and Service Partners.

*“While the City of Barrie provides many services for its residents and businesses, it also faces high inflation costs while delivering these services. In order to maintain existing service levels, would you be willing to pay slightly higher taxes for each of the following?”*

### Q3A. City Services



### Q3B. Service Partners (County, Police, Library)

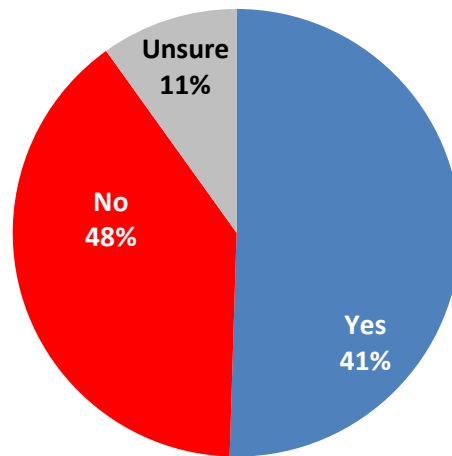


More than a third are willing to pay more for City Service, slightly more would tolerate and increase for Partners such as the Police

## Taxation vs Services Received

All N=1000 residents were then asked if the taxes they pay to the city were fair in relation to the services received.

*Q4. In your opinion, are the taxes you pay to the City of Barrie fair in relation to the services you receive?*



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## Greater Funding for Services & Areas

In the final question, respondents were asked in an open-ended or unaided probe to identify what local services or areas that should receive greater funding from the municipal taxes paid.

*Q5. What local services or areas do you feel should receive greater funding from the municipal taxes you pay?*

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Police services	25%
Infrastructure / roads / sidewalks	18%
Unsure	8%
Garbage / waste / recycling services	8%
Transit services	8%
Fire department	7%
Water / sewers	5%
Social services / outreach / support for drug addicted, the homeless	4%
Snow removal / winter road sidewalk maintenance	3%
Housing (affordable)	3%
Youth programs (after school, daycare, teen)	2%
Ambulance / paramedics	2%
Outdoor rec facilities / services / programs	2%
Street lighting	2%
Indoor rec facilities / services / programs	2%
Health Unit	1%
Seniors' programs	1%
By law department	1%
Libraries	1%

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