



TO: GENERAL COMMITTEE

SUBJECT: 2022 BUSINESS PLAN

PREPARED BY AND KEY CONTACT: J. KUEHL, MANAGER OF BUSINESS PLANNING AND BUDGET
C. GILLESPIE, SENIOR MANAGER OF CORPORATE FINANCE AND INVESTMENT

SUBMITTED BY: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER
B. ARANIYASUNDARAN, GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT
D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES
R. JAMES-REID, EXECUTIVE DIRECTOR – ACCESS BARRIE
I. PETERS, DIRECTOR OF LEGAL SERVICES
C. MILLAR, DIRECTOR OF FINANCE AND TREASURER

RECOMMENDED MOTION

Operating Budget Approvals:

1. That the 2022 tax-supported base operating budget for municipal operations, with total gross expenditures of \$392.4 million and a net property tax levy requirement of \$268.1 million, be approved with the following amendments to reflect changes since the 2022 Business Plan's publication on November 8, 2021:
 - a) That \$65,000 be added to the 2022 budget for the completion of phase 1 of the Wayfinding Master Plan project with offsetting funding from the Tourism Reserve;
 - b) That \$15,000 be added to the 2022 budget for the Operations Department to cover costs of potential graffiti removal and winter maintenance for the Heart Barrie sign as per motion 21-G-166; and
 - c) That \$606,000 be added to the 2022 budget for increased insurance expense.
2. That the 2022 budget request from the Barrie Police Services Board presented on page 23 of the 2022 Business Plan, with a gross tax supported municipal funding requirement of \$58.9 million, be approved.
3. That the 2022 budget request from the Barrie Public Library Board presented on page 23 of the 2022 Business Plan, with a gross tax supported municipal funding requirement of \$9.2 million, be approved.
4. That the 2022 budget request from the County of Simcoe, including contributions to the County of Simcoe Capital Reserve, presented on page 23 of the 2022 Business Plan, with a gross tax supported municipal funding requirement of \$25.3 million, be approved, with the following amendments to reflect changes since the 2022 Business Plan's publication on November 8, 2021:

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- a) That the budget for Long Term Care be decreased by \$303,700;
 - b) That the budget for Children and Community Services be decreased by \$1,260;
 - c) That the budget for Social Housing be decreased by \$23,782;
 - d) That the budget draw from the County of Simcoe Capital Reserve to support provider loans be decreased by \$297,580;
 - e) That the budget for Paramedic Services be increased by \$280,340;
 - f) That the budget for Ontario Works be increased by \$100,140; and
 - g) That the budget for Museum and Archives be increased by \$740.
5. That the 2022 tax supported base Operating Budget for the remainder of Barrie's Service Partners presented on page 23 of the 2022 Business Plan, with total gross expenditures of \$3.9 million, and a net property tax levy requirement of \$2.8 million, be approved, with the following amendments to reflect changes since the 2022 Business Plan's publication on November 8, 2021:
- a) That the budget for Lake Simcoe Regional Airport be increased by \$46,780; and
 - b) That the budget for Simcoe Muskoka District Health Unit be increased by \$55,524.
6. That the New Investment and Service Recommendations as outlined on page 21 of the 2022 Business Plan with a net cost of \$1.2 million (operating) and \$332 thousand (capital) and a net property tax levy requirement of \$894 thousand with additional funding of \$17 thousand from the water rate, \$10 thousand from the wastewater rate, \$47 thousand from capital projects, \$402 thousand from reserves, and \$120 thousand of sundry revenues, be approved.
7. That the Water base Operating Budget, with gross expenditures of \$29.9 million and revenues of \$29.9 million, be approved.
8. That the Wastewater base Operating Budget, with gross expenditures of \$38.8 million and revenues of \$38.8 million, be approved.
9. That the Parking Operations base budget, with gross expenditures of \$2.8 million and gross revenues of \$2.8 million, be approved.
10. That pursuant to Ontario Regulation 284/09, Staff Report EMT001-21 serve as the method for communicating the exclusion of the following estimated expenses from the 2022 Business Plan:
- a) Amortization expense - \$60.5 million;
 - b) Post-employment benefit expenses - \$1.5 million; and
 - c) Solid waste landfill closure and post-closure expenses - \$100 thousand.
11. That the impact of any amendments to the 2022 Operating Budget from the November 29, 2021 General Committee meeting relating to Staff Report CCS006-21 "Status Update concerning Consultation with Indigenous Communities" be incorporated into the tax-supported base operating budget.

12. That \$529,000 of Safe Restart Funding be used to offset increased expenses and decreased revenue for the Barrie Police Service in 2021 related to the ongoing impacts of COVID-19.

Capital Budget Approvals:

13. That, consistent with the Capital Project Control Policy, the 2022, 2023, 2024, 2025, and 2026 Capital Budget relating to new capital spending requests of \$74.8 million, \$66.8 million, \$39.3 million, \$12.2 million, and \$8.0 million respectively be approved with the following amendments to reflect changes since the 2022 Business Plan's publication on November 8, 2021, and the 2022-2026 Capital Budget items not requiring spending approval, be received as forecast information:
- a) That the following projects be deleted:
 - i) 000156 – Allandale Recreation Centre Facility Renewal Assessment in the amount of \$2,900,000;
 - ii) 000179 – East Bayfield Community Centre Facility Renewal Assessment in the amount of \$1,250,000;
 - iii) 00182 – Holly Community Centre Facility Renewal Assessment in the amount of \$100,000;
 - iv) 000184 – Lampman Lane Community Centre Facility Renewal Assessment in the amount of \$325,000;
 - v) 000160 – Sadlon Arena Facility Renewal Assessment in the amount of \$3,250,000;
 - vi) 000200 – Southshore Community Centre Facility Renewal Assessment in the amount of \$250,000;
 - b) That the budget for project 000196 – Parkview Community Centre Facility Renewal Assessment be reduced by \$125,000 in 2023 and \$8,000 in 2024;
 - c) That the County of Simcoe Capital Program projects be adjusted as follows:
 - i) FI1018 – Long Term Care & Senior Services be increased by \$239,591.05 in 2022 with \$27,310.01 funding from DC Reserves and \$212,281.04 from the County of Simcoe Capital Reserve;
 - ii) FI1019 – Paramedic Services be increased by \$435,946.42 in 2022 with \$182,313.43 funding from DC Reserves and \$253,632.99 from the County of Simcoe Capital Reserve;
 - iii) FI1020 – Social Housing & Community Services be increased by \$1,779,583.59 in 2022 with \$369,612.51 funding from DC Reserves and \$1,409,971.08 from the County of Simcoe Capital Reserve;
 - d) That a new project titled Lake Simcoe Regional Airport Waste Water System be added to the capital plan with a 2022 budget of \$15,000 funded from the Airport Reserve;
 - e) That project EN1237 – WwTF Sludge Thickening System Process - Polymer System Replacement budget request of \$100,000 in 2022, and forecasts of \$622,006 in 2023, and \$2,396,890 in 2024, be removed;

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- f) That a new project titled Anne Street Railway Crossing 2022 – Enbridge Relocation Cost Sharing be added to the capital plan with a 2022 budget of \$150,000 funded from the Tax Capital Reserve; and
 - g) That the impact of any amendments to the 2022 Capital Plan from the November 20th General Committee meeting be incorporated into the plan.
14. That any Industrial Development Charge Discounts in 2022 be funded first from the \$200 thousand allocated annually in the operating budget, followed by any year-end surplus, with any remaining balance funded from the appropriate capital reserve.

By-law Update and Forecasts Received for Information:

- 15. That effective May 1, 2022, By-law 2021-020, as amended, be repealed, and replaced with a by-law incorporating the fees and charges presented in the 2022 Business Plan.
- 16. That forecast information for 2023, 2024, and 2025 presented in the 2022 Business Plan be received for information.

Council and Staff Authorization Requests:

- 17. 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 services.
- 18. 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, 2022.
- 19. 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.
- 20. That two of the following officers; either the Mayor, Clerk, 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.
- 21. 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.
- 22. That the Treasurer be authorized to make the necessary alterations to the transfer to and/or from reserves to reflect changes since the 2022 Business Plan's publication on November 8, 2021.
- 23. That the City Clerk be authorized to prepare all necessary by-laws to implement the above recommendations.

PURPOSE & BACKGROUND

Report Overview

24. The purpose of this Report is to recommend the Corporation's 2022 Business Plan. The direction provided by Council in motion 21-G-163 (provided in Appendix "A") established a target for the 2022 budget to not exceed the aggregate of the following three components:
- a) 2.00% for operations excluding legislated changes, growth related requirements, and previous Council motions (0.35%); and
 - b) An increase of 0.75% for the Dedicated Infrastructure Renewal Fund.

This amounts to a 3.10% maximum tax rate increase based on Council's 2022 budget directions. Before taking amendments into account, the recommended operating budget proposes a 3.30% tax rate increase.

25. 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 for new budget requests and previously approved issuance amounts that are outstanding. Forecasted debenture amounts are excluded from the listing.

Background

26. On November 8, 2021, copies of the 2022 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/City%20Hall/Budget/Pages/Budget.aspx>) on November 9, 2021. A presentation was also made at the General Committee meeting held on November 8, 2021 to provide an overview of the details contained within the 2022 Business Plan/Capital Plan binders.
27. As the details related to the City's annual budget and business plan/capital plans are quite extensive, it would be challenging to address all of the aspects in a staff report. 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. Given the scope of the City's business activities, budget binders were distributed in early-November to allow for a fulsome review of the details.
28. The Executive Summary, Operating Budget and Financial Overview, and Capital Plan Overview provide details related to the services provided, 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, service partner requests, the City's financial condition, and Capital Program.
29. The focus of this staff report is to advise General Committee of any changes since the publication of the 2022 Business Plan/Capital Plan binders on November 8, 2021.

ANALYSIS

OPERATING BUDGET

Amendments increase the original 3.30% tax levy to 3.67%, no change to user rates

30. The tax-based budget as presented in the 2022 Business Plan binder includes a 2.55% tax rate increase for the projected cost to maintain existing service levels for all municipal services, service partner funding requests, and new investments in services for 2022. In addition, the tax-based budget includes a 0.75% tax rate increase for the Dedicated Infrastructure Renewal Funding bringing the total increase to 3.30%.
31. The adjustments included as part of the recommended motion to address changes since the publication of the binders, if approved, would result in a net \$1.1 million increase to the projected cost of 2022 programs and all recommended service level changes, while the 0.75% Dedicated Infrastructure Renewal Funding remains unchanged. This would result in the total blended tax rate increasing to 3.67%. After amendments, the estimated property tax bill for a typical home assessed at \$362,740 is expected to be approximately \$4,644 (2021 = \$4,480).
32. The proposed water and wastewater rate-based budgets as presented in the 2022 Business Plan binder include a recommended annual rate increase of 2.40% and 3.03% respectively. For a typical household that consumes 180 cubic metres of water annually, the annualized increase in cost is \$8.75 for water, and \$15.61 for wastewater.
33. The 2022 Business Plan reported a net tax levy requirement of \$265.9 million in 2022 for ongoing service delivery, excluding the Dedicated Infrastructure Renewal Funding. The net tax levy requirement, after adjusting for recommended amendments, is \$267.0 million reflecting a \$12.7 million increase over 2021 (2021 = \$254.3 million). The levy requirement incorporates the budgetary requirements of the City, the City's Service Partners, and the New Investment and Service Recommendations.
34. The 0.75% Dedicated Infrastructure Renewal Funding adds an additional \$2.2 million, bringing the total recommended 2022 Tax Levy to \$269.1 million.
35. Phase 1 of the Wayfinding Master Plan project was approved in the 2021 Business Plan with a budget of \$75,000 and equivalent funding from the Tourism Reserve. However, due to a longer recruitment time frame for hiring the Tourism Coordinator, the Request for Proposal document and plan was delayed until the fall of this year. It is expected that \$10,000 of the \$75,000 budget will be spent in 2021. As such the remaining \$65,000 is requested to be included in the 2022 budget to enable completion of the first phase of the project. Phase 2 funds have been included in the 2022 capital plan.
36. As part of the Heart Barrie landmark sign motion 21-G-166 approved an additional \$15,000 be added to the Operations Department 2022 budget to cover costs of potential graffiti removal and winter maintenance on and around the sign.
37. After the preparation of the 2022 Business Plan and Budget financial materials staff received information from the City's insurance broker about substantially increasing insurance rates. Staff have looked at a number of alternatives such as adjustments to deductibles, coverage, and providers. The most cost-effective solution while still maintaining appropriate coverages requires an increase of \$606,000 to the 2022 insurance budget to accommodate the increased rates that are affecting municipalities across the province.

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38. **County of Simcoe** – The preliminary budget for the County of Simcoe included in the City’s 2022 budget was based on the County’s long term financial plan. Staff received updated 2022 budget information from the County after the preparation of the 2022 Business Plan and Budget financial materials. The updated budget will require an increase to the net levy requirement of \$350,058 consisting of a \$52,478 increase in service costs and a decrease in the draw from the County of Simcoe Capital Reserve of \$297,580 due to a change in the allocation attributable to provider loans for social housing.
 39. **Lake Simcoe Regional Airport** – The preliminary budget for the airport was an estimate based on historical spending. Staff received the updated 2022 budget request after the preparation of the 2022 Business Plan and Budget financial materials. The updated budget will require an increase to the net levy requirement of \$46,780.
 40. **Simcoe Muskoka District Health Unit (SMDHU)** – Due to the timelines of the budget development for SMDHU there were no preliminary estimates received and a placeholder increase of 2.0% was used in developing the 2022 Business Plan. On Wednesday November 17th, the Board of Health directed SMDHU management to draft a 2022 cost-shared budget with a levy of the obligated municipalities increasing by 4.9% over the 2021 municipal levy rates. This budget direction will require an increase to the net levy requirement of \$55,524.

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

41. The Water and Wastewater budgets were developed in line with the Water and Wastewater System Financial Plan 2021 update (21-G-140), and in accordance with directions provided by Council in Motion 21-G-163 (provided in Appendix “A”). The 2021 Financial Plan update estimated the need for increases of 3% for water and 5% for Wastewater in 2022. The 2022 Business Plan and Budget is in alignment with those rates, however, the timing of the rate increases is planned for May 1st, 2022 which results in annualized rate increases of 2.40% for water and 3.03% for wastewater.
42. For a typical home that consumes 180 cubic metres annually, the annualized cost of water and wastewater services in 2022 are estimated to be \$374 and \$531 respectively for a combined cost of \$905 (\$880 in 2021). This represents a 2.77% combined increase over 2021 levels of which \$8.75 relates to water, and \$15.61 relates to wastewater.
43. The contributions to Water and Wastewater Reserves reflected in the 2021 requested budget are \$7.2 million, and \$17.3 million, respectively.

Parking Rate revenues have continued to fall below expenditures

44. The 2022 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. However, the previous operating model for the service has proven unable to generate sufficient revenue to meet the cost of annual operations on an ongoing basis.
45. An updated parking strategy was approved by Council in the fall of 2020 (20-G-168) and included rate increases that came into effect throughout 2021 as well as laying the foundation for a financially sustainable approach to parking going forward. However, the impact of the pandemic on parking revenues has put sustained pressure on the parking rate and shortfalls are expected to continue for 2022.
46. Parking Operations continues to generate an operating deficit requiring a draw from the Parking Reserve to balance the parking budget. For 2022, the draw from the reserve is expected to be \$1.4 million.

Safe Restart Funding for Barrie Police

47. The Barrie Police have identified additional expenses and reduced revenue in 2021 as a result of the ongoing pandemic. They forecast a total impact of \$529 thousand by year end. Safe Restart Funding is recommended to be allocated to the Barrie Police Service to cover these costs. City staff will include recommendations for the allocation of Safe Restart funding related to the City's 2021 operations in the 2021 Year End Staff Report. \$1.3 million of Safe Restart Funding is included in the 2022 budget as presented in the 2022 Business Plan.

Ontario Regulation 284/09 - Expenses not included in the 2021 Business Plan

48. Previous reports to Council described reporting requirements for tangible capital asset accounting that came into effect for municipalities in 2010. Generally, the effect of these requirements is to increase the level and type of information presented in the City's financial statements about the stock, condition, and use of tangible capital assets to support municipal operations, and to disclose information using the "full accrual" method of accounting. This method recognizes expenses when they are incurred and revenues when they are earned, regardless of when the cash outlay occurs.
49. Prior to passing the 2022 budget, municipalities are required to disclose amounts that are expensed in their financial statements, but not included in budgeted figures. For the City of Barrie this includes three expenses:
- Amortization expense - \$60.5 million;
 - Post-employment benefit expenses - \$1.5 million; and
 - Solid waste landfill closure and post-closure expenses - \$100 thousand.

CAPITAL BUDGET

5-Year plan from 2022 – 2026 forecasts \$1.167B in spending for growth and asset renewal

50. The 2022 Capital Budget is \$342.4 million, including \$141.0 million in previously approved funding, \$201.1 million in new funding requests, and \$332 thousand associated with New Investment and Service Recommendation Operating Budget requests. Details of the 2022 Capital Budget are found in the 2022 Capital Plan binder.
51. Consistent with the Capital Project Financial Control Policy, where the 2022 Capital Budget includes projects that will be completed over more than one reporting period, Council's approval of new projects in the 2022 Capital Budget would include approval of the funds required in 2022, 2023, 2024, 2025, and 2026 to conduct the work, totaling \$201.1 million.
52. In addition to the portion of the 2022 Capital Budget that is recommended for approval, the 2022-2026 Capital Plan provides a forecast for capital spending over the next five years. The 2022-2026 Capital Plan includes \$1.167 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 the growth management process. It should be noted that despite the significant investment being made, many important projects were deferred. As aging assets fail, their ability to deliver service to the community will be impacted.

A number of Facility Renewal projects are no longer required

53. In preparing the 2022 Capital Plan, Facilities staff further defined the scope and details of a number of Facility Renewal Assessment projects. These were submitted as new projects in the 2022 Capital Plan and as a result, previously submitted projects related to the same work are no longer required. Projects 000156, 000179, 000182, 000184, 000160, and 000200 for the Allandale Recreation Centre, East Bayfield Community Centre, Holly Community Centre, Lampman Lane Community Centre, Sadlon Arena, and Southshore Community Centre can be removed in their entirety, and project 000196 for the Parkview Community Centre can be reduced by the amount indicated in the motion.
54. The capital budget for the County of Simcoe included in the City's 2022 budget document was based on preliminary estimates as material had not yet been received from the County. Staff received updated 2022 budget information from the County after the preparation of the 2022 Business Plan and Budget financial materials. The updated budget from the County will require an increase to the County of Simcoe Capital Program projects in the City's capital plan for Long Term Care, Paramedics, and Social Housing, as well as a new project for the Lake Simcoe Regional Airport.
55. The City commissioned a consulting report that presented various options to address a health and safety concern. Wastewater Operations staff feel they can implement one of the options internally, putting measures in place to ensure the safety of staff. This will eliminate the need for project EN1237 – WwTF Sludge Thickening System Process - Polymer System Replacement. Budget that was approved in previous years will be returned on the spring Capital Status Report and the project will be cancelled.
56. The Enbridge Gas main located at the Anne Street Railway crossing needs to be relocated due to inadequate offsets from the rail infrastructure in addition to asset renewal to address pipe corrosion. The cost sharing for this work is subject to the City's Franchise Agreement with Enbridge per Council motion 13-G-308. This request is to defray the costs that the City is responsible for.

Funding of Industrial DC Discounts are a fraction of the annual costs, which are around \$2M

57. The City's 2019 DC-Bylaw 2019-055 includes providing Industrial Development Charge Discounts. As is required under the Development Charge Act, these Industrial Development Charge Discounts must be funded from alternative sources.
58. The 2022 Business Plan and Budget includes \$200 thousand in the base budget to fund such discounts. However, based on the last five years, the annual costs of such discounts have been \$2.0 million. At the time of drafting this report, for 2021 to date the City has to fund approximately \$2.0 million of such discounts.
59. The City's Financial Policy Framework recommends any year end surplus be allocated to the City's Capital Reserves to supported needed capital renewal works. Relying on funding of Industrial DC discounts through year end surpluses and Capital Reserves further reduces the City's ability to completed needed renewal works.

STAFF AUTHORITY REQUESTS

To be able to add positions due to Unforeseen Circumstances

60. To ensure delivery of City services and the 2022 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.
61. 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 base operating budget unless approved by Council in the form of a motion.

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

62. The City is party to various collective agreements negotiated with its unionized workforce. Agreements with both of the major unions, the Barrie Professional Fire Fighters Association (BPFFA) and the Canadian Union of Public Employees (CUPE), are in place for 2022. However, the CUPE agreement expires as of June 30th, 2022. Budgeted labour costs reflect obligations set out in the BPFFA and CUPE agreements, and an economic adjustment for Non-Union Group (NUG) labour costs up to June 30th, 2022.

OTHER ITEMS

Recommended motions do not include 4 intake forms which if approved would add 0.26% to tax levy

63. Through various motions in 2021 Council has requested certain items to be presented for information as part of this report. These items have not been included as part of the recommended motion and an amendment to the motion would be required in order for the items to proceed. The following intake forms for consideration can be found in Appendix "C":
- a) Georgian College Theatre operating cost implications for reopening as an interim solution until a new theatre is constructed (motion 21-A-026), with a tax levy impact of \$203,329 or 0.07%;
 - b) LDD Moth prevention via aerial spraying or the use of pheromone traps (motion 21-G-185), with a tax levy impact of \$135,180 or 0.05%;
 - c) Additional Enforcement Resources for proactive enforcement of yard maintenance, parking and property standards (motion 21-G-238), with a tax levy impact of \$220,895 or 0.08%; and

- d) Additional Zoning and Enforcement Resources for proactive enforcement of second suites and detached accessory dwelling units (motion 21-P-023), with a tax levy impact of \$174,379 or 0.06%.
64. The total impact of including all the above forms as part of the 2022 Operating Budget would be \$733,873 or a 0.26% increase to the tax levy.

Budget Engagement Summary showed interest in maintaining spending in many areas

65. Access Barrie collaborated with Finance to educate and engage the public throughout the 2022 Budget process using the Budget Allocator tool. The engagement tool collects feedback from residents, but it is not a statistically valid survey. The goal 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.
66. Building on previous year's successes, residents were encouraged to choose how to invest their tax dollars and leave comments about their choices using the tool. Launched on September 16, 2021 through the City's online engagement platform buildingbarrie.ca, the tool included a snapshot of 11 major service areas in the tax-based Operating Budget that impact the daily lives of Barrie residents and businesses.
67. The tool closed for official submission and comment at midnight on October 27, 2021, with a total of 1,999 submissions. A summary of results and comments is included as Appendix "D".
68. Overall trends in the data show the majority of respondents chose to:
- a) Decrease spending on fire and emergency service
 - b) Decrease spending on libraries
 - c) Decrease spending on recreation and culture services
 - d) Maintain current spending on roads
 - e) Maintain current spending on transit
 - f) Maintain current spending on solid waste operations
 - g) Maintain current spending on parks and forestry operations
 - h) Maintain current spending on development services
 - i) Maintain current spending on information technology
 - j) Maintain current spending on economic and creative development
 - k) Increase spending on police
69. To note, there was no limit to the number of times an individual could submit a response, and while there are some submissions that have the same IP address, the City nor the vendor administering the tool can confirm with accuracy if these instances are from multiple, different people in the same area (i.e. submitted in a public-access building, like a school or library), or a single person.
70. In addition to the Budget Allocator, staff executed a marketing campaign with the objectives of creating awareness on how the City spends tax dollars, and encouraging residents to submit their feedback via the tool. The campaign tactics included, but were not limited to, a media release, radio ads, social media ads (Twitter, Facebook and Instagram), updates to Barrie.ca, an e-bulletin, and print ads in This Week in Barrie. As of October 28, 2021, City-originated social media posts and ads about the 2022 budget generated more than 116 thousand combined impressions.
71. 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 2021 tax dollars were used to fund City and partner services

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

72. There are no environmental or climate change impact matters directly related to the recommendation. The 2022 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

73. There are five alternatives available for consideration by General Committee:

Alternative #1 General Committee could reduce the tax levy increase from 3.67% to 3.10% by increasing the draw from the Reinvestment Reserve by \$1,651,880.

This alternative increases the reliance on reserves by funding a larger portion of City operations from the Reinvestment Reserve and will create a tax levy pressure in future years when this subsidy is reduced. Currently the Reinvestment Reserve is funding \$3.5 million of City Operations via the Growth Strategy introduced in the 2020 budget, as well as the Council motion to utilize the reserve to reduce the tax levy in 2021 and 2022.

Alternative #2 General Committee could reduce the tax levy increase from 3.67% to 3.10% by increasing the draw from the Reinvestment Reserve, deferring the increased contribution to the Fleet Reserve, and eliminating the tax levy supported portion of the Community Improvement Plan (CIP) Reserve contribution for one year:

Item	\$	%
Reinvestment Draw	-1,001,880	-0.35
Fleet Reserve	- 450,000	-0.15
CIP Reserve	- 200,000	-0.07
Total Reduction	-1,651,880	-0.57
Alternative 2 Tax Levy	8,951,250	3.10

This alternative increases the reliance on reserves by funding a larger portion of City operations from the Reinvestment Reserve and will create a tax levy pressure in future years when this subsidy is reduced. It also reduces funding available to replace the City's fleet that have reached or exceeded end of life and results in higher operating expenses to maintain these aging assets. Finally, it reduces the contribution to the CIP Reserve which will result in less funding available for CIP initiatives such as Redevelopment Grants, Preservation of Built Heritage Grants, and Affordable Housing Grants. The contribution to this reserve was \$600 thousand in 2021 and increasing to \$1.2 million in 2022. This would reduce the 2022 contribution to \$1 million. The deferral of Fleet and CIP Reserve contributions by one year would create an additional tax pressure in 2023.

Alternative #3 General Committee could add the new services and staffing from Appendix “C” to the 2022 budget which would increase the tax levy by 0.26% from 3.67% to 3.93%.

Item	\$	%
#644 - Georgian Theatre	203,329	0.07
#654 - LDD Moth	135,180	0.05
#1666 - Enforcement Resources	220,895	0.08
#1668 - Zoning & Enforcement Resources	174,379	0.06
Total Increase	733,783	0.26
Alternative 3 Tax Levy	11,336,913	3.93

Alternative #4 General Committee could reduce the tax levy from 3.67% to 3.35% by doing a combination of Alternative #3 and either Alternative #1 or #2.

Alternative #5 General Committee could recommend an enhancement to the service level related to enforcement of various property standards, yard maintenance and parking matters by adding 2 of the 4 Municipal Law Enforcement Officers associated with Intake Form 1666 in Appendix “C”. This would reduce the tax rate impact of the form to a total of \$110,448 or 0.04%. Together with Intake Form #641 that has been included as part of the recommended motion, this would result in a total of 4 new Municipal Law Enforcement Officers in 2022.

A minimum of 4 additional Municipal Law Enforcement Officers will be required to move from a reactive response to proactive response. While this alternative may not achieve the most desired level of proactive response that a total of 6 Officers would, staff believe it could result in a shift to a small but significant allocation of resources for proactive enforcement while balance the City’s financial constraints.

FINANCIAL

74. The financial impacts of the 2022 Business Plan are addressed in the analysis section of this report.

LINKAGE TO 2018-2022 COUNCIL STRATEGIC PLAN

75. The recommendations included in this Staff Report support the following goals identified in the 2018-2022 Strategic Plan:

- Growing Our Economy
- Fostering a Safe and Healthy City
- Building Strong Neighbourhoods
- Offering innovation and Citizen Driven Services
- Improving the Ability to Get Around Barrie

-
76. The approved annual business plan and budget reflects the real-world efforts to implement Council's strategic goals. The recommended motion provided in this staff report is an opportunity for Council to ensure the City's resources continue to be expended in a manner consistent with these goals.

APPENDIX "A"

2022 BUDGET DIRECTIONS – OPERATING AND GENERAL

1. That staff prepare the 2022 Business Plan with a cap of 2% for the tax supported budget, excluding legislated changes, growth related service level requirements, and Council motions related to the 2022 Business Plan approved by motion 21-G-006 (2021 Business Plan).
2. That a letter from the Treasurer identifying the 2022 Budget Directions target and a copy of Staff Report EMT003-21 be forwarded to the respective Agencies, Boards and Commissions as follows:
 - a) County of Simcoe;
 - b) Barrie Public Library;
 - c) Lake Simcoe Region Conservation Authority;
 - d) Nottawasaga Valley Conservation Authority;
 - e) Simcoe Muskoka District Health Unit; and
 - f) Lake Simcoe Regional Airport.
3. That staff prepare the 2022 Business Plan for rate supported services that includes:
 - a) Recommendations for changes to user fees that reflect the full cost of providing the program or service, including fixed assets, net of any subsidy approved by Council; and
 - b) Contributions to reserves that are consistent with the Financial Policies Framework and Council direction that reflect, to the extent possible, the anticipated current and future commitments against the reserves.
4. That any significant impacts to the 2022 budget be presented for consideration, including:
 - a) New investments and changes in level of service;
 - b) Changes in staff complement levels; and
 - c) User fees that are added, removed, or increased/decreased by 5% or more.
5. 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.
6. That the 2022 Budget Development Schedule identified in Appendix "A" to Staff Report EMT003-21, be used to develop the 2022 Business Plan for Council's review and approval no later than December 2021.
7. That as part of the 2022 Business Plan and Budget, staff in the Finance Department in consultation with the appropriate departments report back on opportunities to fund the actions that are required in the upcoming Community Energy and Greenhouse Gas Reduction (GHG) Plan, including but not limited to public transit enhancement and expansion, active transportation infrastructure, and a deep energy retrofit program for all sectors.
8. That staff in the Finance Department report to back to the Finance and Corporate Services Committee with a breakdown of capital contributions by the City of Barrie to the County of Simcoe



over the past five years, and the currently forecast capital requests by the County for the next five years, with specific identification of contributions by the City to County capital projects and the locations of those projects.

9. That as part of the 2022 Business Plan and Budget, staff shift the focus of key performance indicators (KPI's) toward outcome metrics and away from volume (counting) metrics, including outputs from the Business Intelligence (BI) component of the City's Enterprise Resource Planning (ERP) systems.

APPENDIX "B"

DEBENTURE LIST

Project Title	Project ID	Previously Approved Debt Yet To Be Issued	Budget Year 2022 (One or Multi-year request)	Total
Sunnidale: Letitia-Wellington Transmission Watermain	EN1013	\$ -	\$ 2,085,694	\$ 2,085,694
Tiffin Street - Ferndale to Anne Street	EN1016	\$ -	\$ 2,881,000	\$ 2,881,000
WwTF New Advanced Nutrient Removal	EN1091	\$ 990,000	\$ 7,150,816	\$ 8,140,816
Mapleview Drive East Improvements - Country Lane to Yonge (City)	EN1097	\$ -	\$ 2,106,502	\$ 2,106,502
WwTF Biosolids Storage Tank Mixers	EN1127	\$ 3,548,000	\$ -	\$ 3,548,000
Bell Farm Road ROW Expansion - St. Vincent to Duckworth	EN1164	\$ -	\$ 4,726,573	\$ 4,726,573
Duckworth Street New Transmission Watermain and ROW Expansion - Bell Farm to St. Vincent	EN1166	\$ -	\$ 845,000	\$ 845,000
Lovers Creek New Bridge - Tollendal Mill, 150m West of Coxmill	EN1169	\$ 488,994	\$ -	\$ 488,994
McKay Road New Interchange - Highway 400 (City)	EN1251	\$ -	\$ 1,700,000	\$ 1,700,000
Huronion Road New Trunk Sanitary Sewer and Road Replacement - Lockhart to McKay (City)	EN1255	\$ 532,480	\$ -	\$ 532,480
McKay Road New Trunk Sanitary Sewer - Hwy 400 to Huronia (City)	EN1256	\$ 756,382	\$ -	\$ 756,382
McKay Road ROW Expansion - Reid Drive to West of Highway 400 (Developer)	EN1257	\$ 855,976	\$ -	\$ 855,976
Kidds and Sophia Creek Storm Pond Upgrades - Irwin (KD03), Ford (KD06), and Ottaway (SP03)	EN1269	\$ 254,353	\$ 606,150	\$ 860,503
Mapleview Dr E Road Expansion - East of Yonge to Prince William (City)	EN1271	\$ -	\$ 3,175,000	\$ 3,175,000
Bunkers Creek Culverts and Watercourse Improvements - Innisfil to Lakeshore	EN1274	\$ -	\$ 3,860,085	\$ 3,860,085
Salem Road New Transmission Watermain and Road Expansion - County Road 27 to Dunn (Developer)	EN1276	\$ 25,330	\$ -	\$ 25,330
Bryne Drive New Road Construction - Harvie to North of Caplan	EN1277	\$ -	\$ 6,377,597	\$ 6,377,597
Bryne Drive (North) New Road Construction - Harvie Rd to Essa Rd	EN1278	\$ 7,901,100	\$ 537,762	\$ 8,438,862
Big Bay Point Road ROW Expansion - Bayview to Huronia	EN1286	\$ 329	\$ -	\$ 329
Hurst Drive Pavement Rehabilitation - Cox Mill to Golden Meadow	EN1314	\$ 1,429,698	\$ -	\$ 1,429,698
Anne Street Right of Way Expansion - Wellington to Edgehill (within CAH limits)	EN1322	\$ -	\$ 4,320,260	\$ 4,320,260
McKay Road Road Expansion - Hwy 400 to Huronia (City)	EN1345	\$ 2,500	\$ -	\$ 2,500
Essa Road Right of Way Expansion - Bryne to Fairview	EN1392	\$ -	\$ 7,810,677	\$ 7,810,677
Essa Road Expansion - Athabaska to Salem (Developer)	EN1456	\$ 56,250	\$ -	\$ 56,250
Dunlop Street Bridge Sanitary - Sarjeant Drive to Anne Street	EN1469	\$ -	\$ 8,261,500	\$ 8,261,500
BFES Station 3 Interior Renovations	FC1059	\$ 900,000	\$ -	\$ 900,000
Allandale Historic Train Station Development	FC1064	\$ 2,076,435	\$ -	\$ 2,076,435
BFES Station 6 New Building Development	FC1084	\$ -	\$ 1,500,000	\$ 1,500,000
Operations Centre Master Plan Implementation	FC1124	\$ 7,950,000	\$ 23,500,000	\$ 31,450,000
BFES Station 4 Renovation	FC1147	\$ 1,000,000	\$ -	\$ 1,000,000
WWTF Innovation Center	FC1215	\$ -	\$ 9,440,000	\$ 9,440,000
Operations Centre Master Plan - Land Purchase	FC1262	\$ -	\$ 14,000,000	\$ 14,000,000
Modular Supportive Housing Project	FC1264	\$ 3,000,000	\$ -	\$ 3,000,000
Fleet Replacement Program	RP1156	\$ 5,191,000	\$ -	\$ 5,191,000
Grand Total:		\$ 36,958,827	\$ 104,884,615	\$ 141,843,442

APPENDIX "C"

NEW SERVICE LEVELS AND INVESTMENTS REQUESTED FOR CONSIDERATION BY COUNCIL

644 – GEORGIAN COLLEGE THEATRE

Community and Corporate Services

CONTACT: Dan Bell – Manager of Business Services (EXT. 4352)

DESCRIPTION:

Access to arts and culture is important to maintaining a healthy and vibrant lifestyle. To address this and support the performing arts community until a new, larger theatre is constructed, the Georgian Theatre is recommended to be re-opened. Re-opening Georgian Theatre will require a net operating cost to the City of Barrie of approximately \$214,500 which reflects estimated operating costs of \$346,200 offset by facility revenues of \$131,700. Should this intake form be approved, it will result in a \$203,000 increase to the tax levy. 2022 operating costs include minor capital expenditures of \$80,000 related to safety and facility requirements for this facility that is not owned by the City. Ongoing repair and maintenance costs of \$40,000 per year are also part of the financial projections, as part of the potential user agreement with Georgian College. This would be required to maintain absolute minimum safety and equipment standards for user groups and audiences. It does not address the \$1.3M in facility capital needs that have been identified as required over the next 4 - 5 years for the theatre elements that are beyond their lifecycle.

CONFIDENCE:

We are confident that Georgian Theatre will serve as a short-term option for specific staged events.

BENEFITS:

This solution will address a need for cultural performance space identified by the performing arts community. It is a short-term solution as the City moves forward with the potential of a new performing arts centre.



FINANCIAL DETAILS:

Operating Changes:

	2022	2023	2024	2025
Revenues				
Tax Levy	(\$203,329)	(\$121,931)	(\$118,809)	(\$114,330)
Rental Revenue	(\$78,400)	(\$95,000)	(\$100,000)	(\$105,000)
Miscellaneous Charges	(\$44,200)	(\$50,000)	(\$52,500)	(\$54,000)
Capital Facility Fees	(\$9,100)	(\$11,000)	(\$11,600)	(\$12,000)
Total	(\$335,029)	(\$277,931)	(\$282,909)	(\$285,330)
Expenditures				
Full-Time Salaries	\$0	\$0	\$0	\$0
Full-Time Benefits	\$0	\$0	\$0	\$0
Part-Time Salaries	\$70,419	\$74,253	\$74,996	\$75,746
Part-Time Benefits	\$9,510	\$10,048	\$10,152	\$10,258
Contracted Services	\$41,986	\$51,221	\$51,298	\$51,900
Repairs & Maintenance	\$69,109	\$71,794	\$73,193	\$72,965
Equipment	\$93,020	\$15,350	\$16,100	\$16,350
Supplies	\$8,188	\$9,110	\$9,527	\$9,720
Utilities	\$26,886	\$27,424	\$27,972	\$28,200
Advertising	\$5,600	\$6,600	\$6,900	\$7,000
Event Hosting	\$6,600	\$7,800	\$8,200	\$8,400
Other	\$3,711	\$4,331	\$4,571	\$4,792
Total	\$335,029	\$277,931	\$282,909	\$285,330

POSITION DETAILS:

Name	Part-Time Temporary
Venue Concierge	1
Facilities Attendant	1

654 – AERIAL SPRAY FOR LDD MOTH – CITY WOODLOTS IN 2022 and 2023

Infrastructure & Growth Management

CONTACT: Kevin Rankin – Manager of Parks & Forestry Operations (EXT. 4754)

DESCRIPTION:

Direction from Council to provide the estimated Operating cost to apply a biological pesticide (Btk) aerially over city owned woodlots and parkland trees for the control (population reduction) of the LDD Moth (*Lymantria dispar dispar*).

The large number of LDD Moth caterpillars eating the leaves of trees in Barrie has been evident in 2021 resulting in complaints from residents requesting an aerial spray in the city. Several large, city owned woodlots and parks have been heavily defoliated by caterpillars which have also migrated out into adjacent residential properties causing damage to private landscaping, difficulty for residents to enjoy their yards and severe skin irritations caused by the hairs of the caterpillar.

Based on 2021 surveys of where the caterpillar defoliation is greatest, staff have estimated that 396 hectares of city owned woodland have populations at the threshold of at least moderate defoliation, the majority of which are in year 2 or 3 of populations and will most likely persist into 2022 and 2023, though at reduced levels. Of these woodlands, 35.1 hectares are projected to have increasing populations of LDD caterpillars and experience severe defoliation in 2022. If Council were to direct a targeted aerial spray program, these specific 35 hectares of woodland would be recommended for treatment.

Estimated Cost for Aerial Spray Program contract costs (not including administration, education, permits, public consultation):

- Targeted Areas of high populations (35 ha) - \$53,000
- All affected City Woodlands (396 ha) - \$400,000
- All affected City Woodlands and surrounding street trees and private properties (2,095 ha) - \$1,100,000.

Should Council direct aerial application of Btk, an 18-month contract position would be recommended to complete the public consultation, ground management of non-spray areas, public education, volunteer organization, population surveys, and contract administration.

Staff completed a mapping of the areas (private lands) surrounding city woodlots with high LDD moth populations. Were Council to direct staff to aerial spray private lands as well as city parks and woodlots, the total area of recommended spraying would be 2,095 hectares. Typically, Council would have to issue an emergency order and/or pass a municipal by-law authorizing staff to spray private lands.

Staff are not recommending large, broadcast spraying over residential areas for several reasons. The estimated cost for spraying broader areas would be a lower cost per area, however would be approximately \$1.1 million in contracted services. While members of the public are unlikely to experience any health effects, the following measures may be considered by residents living in treatment areas: • Whenever possible, remain indoors for 30 minutes after spraying to allow for the droplets to deposit onto the tree leaves. • Bringing laundry, toys and pets indoors before spraying begins. • Practice good personal and food hygiene (e.g., hand washing after outdoor activities, especially after gardening; leaving outdoor shoes at the door; washing all fruits and vegetables before eating or cooking). • Covering lawn furniture, outdoor tables, pools, BBQs, play equipment and sandboxes and/or rinsing them off with water after spraying is

finished. • Minimize opening and closing windows and doors during the spraying. • Shutting off the heating/cooling vents or selecting the recirculate setting. • Contacting a family physician if anyone is concerned that a personal medical condition may be aggravated by the spraying.

CONFIDENCE:

Btk is a biological pesticide that specifically targets Lepidoptera caterpillars in the early instars (small) through ingestion (feeding of leaves coated in Btk). It is aerially applied in two sprays; one in late May, one in early June. Used at the the correct time and environmental conditions, Btk is a proven method for reducing LDD Moth populations within treed areas applied over multiple years.

Budget approval, procurement and Purchase Order issuance will need to be completed prior to the end of March 2022 as Btk orders must be received by the manufacturer by April 1st of each year and all other associated approvals, public notifications and planning completed by the beginning of May 2022. There is only one existing aerial spraying contractor in Ontario who applies Btk for LDD Moth, and are currently at capacity with spray requests. As such, there is no guarantee they could perform aerial spray within Barrie in 2022.

Municipal and Provincial bylaws will need to be adhered to and an extensive Transport Canada risk assessment and approval process must be presented and approved. These plans will include application and timing restrictions, aircraft type restrictions, pesticide product restrictions, personnel experience requirements, public consultation, and notification among other requirements.

Other required parameters for spraying would include: 90% of the caterpillars hatched, minimum of 40% of the oak leaves flushed out, and all required permits and public notification periods completed.

Btk aerial spraying is also not expected to have adverse effects on vulnerable populations including children with asthma, people with weakened immune systems, pregnant women or the elderly. However, infrequently there may be some residents who are more sensitive and may experience skin, eye or respiratory irritation. In addition to the Btk active ingredient, other ingredients called formulants have also been studied broadly and do not have any significant health risks. Formulants normally include water and other ingredients to make the product stick to leaves and needles of trees. While the aerial spray will not eradicate the gypsy moth populations currently present, it will reduce populations to more manageable levels to protect tree canopies.

Update:

The County of Simcoe (as well as several other municipalities) have officially reported that they will not be spraying any areas for LDD Moth in 2022.

2021 Egg Mass Surveys have discovered that approximately 90% of the woodlands where LDD Moth is present is in population decline. 35 hectares of woodland will experience severe defoliation in 2022 (Sunnidale Park north woodland, Barwick Park, Hogan's Woods, Bayshore Ridge East-Wilkin's Walk, and Vine Crescent Ravine).

BENEFITS:

LDD Moth is currently at very high populations in several areas within the city as well as across all of Simcoe County. 2021 was reported to be year 2 or 3 of the population cycle and staff anticipate that due to 2021 spring conditions that LDD moth will be high again in 2022 and will persist in areas into 2023. This is a species that in the caterpillar stage causes severe defoliation of red oak, birch and poplar, and also causes moderate defoliation of most species of trees and shrubs present in Barrie.



The hairs of the LDD Moth also cause skin irritations and rashes in approximately 70% of people and the excessively large numbers of caterpillars in some areas cause residents great cause for concern. Waste from the caterpillar feeding is also a cause for complaint from residents.

Staff and Ward Councilors have received many complaints from area residents requesting aerial spraying of Btk to reduce populations of the LDD Moth.

FINANCIAL DETAILS:

Financial Benefit - Cost Avoidance:

Budget Year	Amount	Description
2022	\$850,000	Estimated cost of removal and replacement per every 1,000 trees (replanting of caliper trees) lost due to long term damage from LDD Moth.

Operating Changes:

	2022	2023	2024	2025
Revenues				
Tax Levy				
	(\$135,180)	(\$139,805)	\$0	\$0
Total	(\$135,180)	(\$139,805)	\$0	\$0
Expenditures				
Full-Time Salaries	\$53,266	\$56,343	\$0	\$0
Full-Time Benefits	\$15,263	\$16,812	\$0	\$0
Contracted Services	\$52,650	\$52,650	\$0	\$0
Equipment	\$14,000	\$14,000	\$0	\$0
Total	\$135,180	\$139,805	\$0	\$0

POSITION DETAILS:

Name	Full-Time Temporary
Forestry Journeyperson 2	1

1666 – ADDITIONAL ENFORCEMENT RESOURCES (4 ENFORCEMENT STAFF PER COUNCIL OCT 25, 2021)

Community & Corporate Services

CONTACT: Tammy Banting – Manager of Enforcement Services (EXT. 4336)

DESCRIPTION:

Motion 21-G-238 related to the implementation of proactive enforcement of various regulations including but not limited to property standards, yard maintenance, parking etc.,. The motion directed that an intake form be prepared for consideration in 2022 for four (4) additional Municipal Law Enforcement Officer I positions and associated vehicles, workstations, uniforms etc.

CONFIDENCE:

High - additional resources will improve the ability to proactively enforce regulations throughout the City.

BENEFITS:

As noted previously in the Enforcement Services Review (2020) and most recently the report related to rental properties, the ability to proactively enforce various regulations including those related to property standards, yard maintenance and parking will assist in building strong, vibrant and safe neighbourhoods. In the previous Enforcement Services Review it was noted that calls for service have increased by 54% over a period where no additional resources had been approved to address these calls. This increase in volume does not allow staff time for proactive enforcement in most areas. The additional resources will allow for the implementation of proactive enforcement of rental properties and the start to building better neighbourhoods.

FINANCIAL DETAILS:

Operating Changes:

	2022	2023	2024	2025
Revenues				
Tax Levy	(\$220,895)	(\$240,077)	(\$255,646)	(\$271,445)
Fees and Service Charges	(\$118,942)	(\$129,272)	(\$137,656)	(\$146,163)
Total	(\$339,837)	(\$369,349)	(\$393,301)	(\$417,608)
Expenditures				
Full-Time Salaries	\$255,688	\$275,347	\$295,373	\$315,695
Full-Time Benefits	\$76,149	\$80,003	\$83,929	\$87,913
Uniforms	\$4,000	\$2,000	\$2,000	\$2,000
Repairs & Maintenance	\$0	\$10,000	\$10,000	\$10,000
IT	\$4,000	\$2,000	\$2,000	\$2,000
Total	\$339,837	\$369,349	\$393,301	\$417,608



Capital Changes:

	2022	2023	2024	2025
Revenues				
Contribution from Tax Capital Reserve	(\$76,000)	\$0	\$0	\$0
Total	(\$76,000)	\$0	\$0	\$0
Expenditures				
Vehicles	\$70,000	\$0	\$0	\$0
Laptops	\$6,000	\$0	\$0	\$0
Total	\$76,000	\$0	\$0	\$0

POSITION DETAILS:

Name	Full-Time Permanent
Municipal Law Enforcement Officer 1	4

1668 – ADDITIONAL ZONING AND ENFORCEMENT RESOURCES (MOTION 21-P-023)

Infrastructure & Growth Management

CONTACT: Michelle Banfield – Director of Development Services (EXT. 5466)

DESCRIPTION:

Motion 21-P-023 regarding the proposed City-wide amendment to comprehensive zoning Bylaw 2009-141 for affordable housing approved a pilot program for proactive enforcement of second suites and detached accessory dwelling units. The motion approved the hiring of one temporary Zoning Officer position and one temporary Municipal Law Enforcement Officer position for a period of 18 months.

CONFIDENCE:

High - these resources will ensure compliance with the changes to Bylaw 2009-141.

BENEFITS:

The City of Barrie is facing an affordable housing crisis and continues to work on introducing measures to mitigate this crisis within the City's mandate. The amendments to Zoning By-law 2009-141 are aimed to facilitate more affordable housing options and address barriers to housing affordability and improve implementation of City by-laws. The additional of one temporary zoning officer and one temporary municipal law enforcement officer will allow the City to proactively enforce the new zoning by-law to ensure compliance.

FINANCIAL DETAILS:

Operating Changes:

	2022	2023	2024	2025
Revenues				
Tax Levy	(\$174,379)	(\$90,212)	\$0	\$0
Total	(\$174,379)	(\$90,212)	\$0	\$0
Expenditures				
Full-Time Salaries	\$134,918	\$69,463	\$0	\$0
Full-Time Benefits	\$39,461	\$20,749	\$0	\$0
Total	\$174,379	\$90,212	\$0	\$0

POSITION DETAILS:

Name	Full-Time Temporary
Municipal Law Enforcement Officer 1	1
Zoning Officer	1

APPENDIX “D”

BUDGET ENGAGEMENT SUMMARY

Overall, the tool collected 1,999 submissions between the campaign period, September 16 – October 27, 2021. Note: comments in this section and the others have been edited as necessary for spelling and/or clarity. Submitted comments that violate the City’s [Social Media Policy](#) have been removed.

General Comments

In addition to allowing users to comment on specific service areas, respondents could also leave a general comment through the question:

Do you have any other general feedback you would like to share as part of the 2022 budget engagement?

Comments provided below:

Council should listen to residents who said that the police budget should be reduced by 5%, don't do public engagement if you're just going to ignore it.
Please don't increase taxes so that all the single, childless people paying the taxes are screwed. We don't even get discounts at the community centers like families do. It's so unfair.
Reduce police budget!!
Land-use planning is the city's greatest tool to do our part to meet global climate targets - stop sprawl and choose intensification so that we can reduce carbon emissions through more efficient use of land, city budget, energy, infrastructure. It also creates healthier, happier, more socially connected neighbourhoods. It's a win-win scenario all around. We cannot afford urban sprawl - environmentally, socially or economically.
Police should get less funding. Tax money is going to police that pull kids over with loud cars. They aren't hurting anyone.
Nope but the roads in Barrie are really bad nowadays.
Where is the budget for affordable housing, assisted housing, and public health?
Defund the police and provide more affordable housing.
We don't need more surveillance we need more support services.
Educate more mandate less.
Lower property tax.
Property taxes keep creeping up every year. It's getting expensive the property taxes.
Clean up downtown.
This tool doesn't let me adjust revenues. It seems to assume tax increases are never justified.
Do not raise transit Do not raise rent!!
Increase police presence and reduce crime and issues with graffiti and downtown reputation.
No safe injection site. The Barrie downtown core is a disaster, drug, prostitutes, crime. It's not safe to bring your family down there at night anymore.
Fix the side roads in Ward 2!! Permanent speed bumps!
Fix the roads.
Budget should be reduced.
Defund the police.
We spend far more than we bring in. You raise our taxes every year and have nothing of value to show. Find a way to do things more efficiently and only if necessary. If you gave an option of more than 5% I'd have chosen that. Stop spending money you don't have and sticking us with the bill.
Hold the line on taxes.



As a neighboring town we are denied services if you have them, so you should invest wisely.
Reduce police funding and make public washrooms available 24/7/365.
No, but stop raising my property taxes.
Fix roads, cut some services that most residents do not use.
Defund the police.
Cut anything to do with homeless and injection site, cut Transit it won't be noticed.
Trim every dollar we can. If people want services they should be PAY TO PLAY. Not subsidized by the general taxpayer. Municipal taxes are out of control. Stop any and all subsidies for services that are overpriced and undersubscribed especially public transit.
Defund the police.
Longer Advance green lights on detour routes around bridges being done in Barrie help the congestion of roads being closed due to bridge work, example Anne St bridge.
We paid 100% for last year and got nothing for our money. I think we should get a large break this year to get back on our feet.
Thank you for requesting our input.
Information & technology spending is still way too high!
I don't mind tax increase as long as it goes to correct services.
More full-time staff in Forestry.
Council didn't take the results serious last year I hope they will they this year.
I'd like to see better care for drug addicts and low-income housing.
Make Barrie affordable to live in again and stop having people from Toronto coming up here to use our beaches. Barrie residents can't even use them as they are so crowded.
Increase tax base by encouraging high rise development. Rather than decreasing police funding, find ways to decrease the need for social services.
Police need to do more in Barrie if that means giving more then so be it, need to stop the small crimes in this area people are getting fed up with it.
Decrease the police budget.
Too much staff at library and recreational facilities.
Reduce the police budget!!!
Barrie needs to be affordable for people who have lived here for years not just people moving up from the GTHA.
Make cuts in departments, but don't raise property taxes. As a city you have done so since 1999 with no rest to citizens.
Less money on police, fire. More on economic development.
Yes - Need more cops to patrol speeders. Too many are speeding in my neighbourhood. I don't feel safe.
Affordable housing.
Defund the police.
Please consider lowering property taxes.
Increase security. Provide opportunities. Keep taxes low. Business will come and community will thrive.
Build a ball stadium in the downtown core for residual spending.
Reduce spending. Approach the budget of our money like you do in your home when its your money. Pay down debt.
More bus routes need to be made to get from north to south end quicker.
Stop the waste.

The roads in Barrie are a disgrace. Change the company doing them. The company is not doing a good job. Other cities do not have these terrible conditions and they deal with frost heaves, more traffic on their roads and less repairs. Look at the rework at the corner of Big Bay Point and Bayview. How many times they tore up the work they did and had to rework it.
Don't raise taxes we can't afford it, especially us seniors on fixed incomes.
I would need more details on the spend breakdown to provide further input.
Spend more on improving roads for less potholes and improved bike and pedestrian safety.
I would like see a Barrie Arts Grant system to help individual artist that don't fall under charity status. Similar to that of the city of Toronto.
Love the waterfront area keep it beautiful. Please fix Essa at the 400 it's a disaster.
I didn't know that I would be able to write a note at the end of my survey, I wrote one at the beginning of my budget balancing box!! Thanks.
We should put some money to upgrade queens skatepark, I think that would be cool.
Enough of Property tax increases. Barrie is far too expensive.
Stop adding extra fees into the water bill.
Decrease Libraries even more than the 5% and give the rest to the community services to help improve the homeless/addiction problems in this city. Oh, and stick a few photo radar trucks along Livingstone Street West. You'll make enough there to pay for the entire budget.
Thanks for the opportunity to say my opinion. Nifty tool!
Good initiative. People need to regain their roles as "citizen"; not just "taxpayers".
We need to keep or reduce taxes. Inflation and cost of living is too high. Stop spending so much on areas that are not essential and reduce management and administration.
Please do not cut Police budget. I value living in a safe city.
Lower taxes.
Cost of Policing Services will have to capped sometime.
Just feel the city needs to pretty up its image, remove graffiti etc. from city areas. Spend / tender road work more effectively, fire costs are way out of reach for this city, sending paramedics and fire to near every call at least in the south seems redundant. Happy to discuss.
More diligent review of staff activities is needed.
Having set percentages to increase or reduce funding is problematic in budget balancing.
let Simcoe County look after their responsibilities.
City council needs to work on lowering the tax payable. Continuous increases are getting out of control. Tighten up the spending belt.
Cleanup downtown homeless/drugs.
Preventative work, social and economic development should be more of a focus and less money on police force. Wow, how dated.
Less into Police, more into schools, social programs, and healthcare initiatives.
We need more cops on traffic duty, it's crazy on the roads.
The roads in Barrie are a mess, should be top priority.
Start making cutbacks. Taxes up every year and no increase in service. This last year has seen a decrease in services but an increase in taxes. Seriously considering leaving Barrie due to this financial mismanagement by the city.
More adjustment options would improve this.
Drastically reduce the funding for Police.
Parks and facilities management should be priorities.
Would like to see the City place more priority on cost-saving initiatives. All City employees should be actively engaged in cost-saving ideas.
No increase in property taxes.

A city's infrastructure is important. We feel like we are living in a ghetto with roads that are unsafe even to walk on.
Freeze property taxes.
Well done City of Barrie employees. Please focus on realistic, affordable housing. Please look at improving water quality.
Barrie taxes are extraordinary for average citizens relative to GTA and services provided to that population.
Beautify our downtown and lake front.
Get creative and look Global for solution ideas!
Defund the library and get 9 million.
Roads need work and intersection lights need to be re-program to have better timing.
Just saved you 1+ million dollars on the budget. Spending more doesn't result in better results. I guarantee if you worked with the budget I just put in place, you would find a much cleaner and more upbeat city.
Reduce costs.
My beautiful city is starting to look like Toronto.
Include mental health workers in emergency response where needed.
The police do a poor job overall. They are reluctant to respond to complaints. They are slow and are not as efficient as other municipalities in their community outreach. Also, our bylaw enforcement has a failing grade. They do very little, passing on many of their responsibilities to the city police who then do nothing. i.e. dog complaints; noise complaints, etc., from 2020.
Roads are getting very bad especially on big bay point and Essa.
Keep the increase small as so many people have been out of work.
Stop putting money into libraries, they are not needed.
All City services should be looking to return money to the City wherever possible and act with integrity in their spending because Barrie residents are all struggling in some way.
We need a bike path to cross highway 400 that has a divider between car lanes. I can't safely take my kids to daycare on the other side by bike, so more car use.
Cut police funding and put it everywhere else that needs more support to recover post pandemic!
Decrease police funding.
Changing the fenced-off drainage area on Cardinal street into a community park or garden would be an easy, low cost way to improve a specific pocket of our community.
Surplus to police.
I would love to see improved infrastructure for young families including wading pools, splash pads and equipment suitable for all weather.
Please decrease police budget and increase social services and library budget.
Roads are in very poor shape, allocate funds to resurface them. Also blvds and sidewalks overgrown with grass and weeds ensure owners of vacant lands are cutting and blvd. That includes Barrie to look after their road allowances.
We need value for service from the police service, or more accurately lack of police service.
Decrease police budget and reallocate to other areas.
Defund the police department.
The fact that you could reduce Police and Fire Services by 5% in order to give almost every other area a 5% increase makes it a no-brainer move.
More geared to rent – climate action * more accessibility more social services.
Allocate surplus funding to children from economically vulnerable families. Children grow up fast and become heroes or losers. Invest in heroes.
The surplus can be put towards roads and infrastructure as it has been neglected for so many years.



Don't let lobbyists sway your choices.
Why is there no option to decrease what the politicians in Barrie make? All the cities executives should take a 5% pay cut and all staff should lose tax funded benefits.
Charge land developers more.
Thank you for giving us a chance to give feedback.
Reduce taxes.
Overall I would love to see this city focus on creative solutions to traditional problems. To strive to be a leader in green initiatives and social wellbeing. Be a place that residents are proud of and tourists want to visit.
Pay your employees less as they really don't do a lot. Fix the roads. All employees should live in Barrie!!
Defund the police, replace with non-emergency social workers and train them properly.
Reduce spending, reduce council size!
The 5% plus or minus is a pretty big shift so it was hard to reallocate much.
Lower our taxes. We pay way too much.
Housing needs to be a priority.
Defund the police.
Support the underprivileged, homeless, people struggling with housing, etc. and you won't need to waste all that money on cops.
Better transit is needed for the cost.
No. All jokes about the Budget Alligator aside, I think this survey is really well done. It's straightforward and easy to use, and gives us choices (increase or decrease by 5%, or maintain current spending), within the limits of what the city is willing to do.
Libraries should be given more funding as they provide so many invaluable services to ALL of Barrie. More money for the special events in Barrie is important too. Don't think it went unnoticed that you cancelled Celebrate Barrie, in a time when it is more needed than ever. Your lack of support for events and local businesses just because it doesn't turn a profit for the city is a disgrace and whoever decided that should be ashamed.
I would like to you to amend the tax due dates. Currently they are the last day of the month but for people who rely on pensions that doesn't work. 1st of the month is better. Then we can also benefit from the extra day in the bank to collect interest before we pay the tax bill.
It would be extremely helpful to be able to pay our taxes on the first of the month when the pension is deposited into the bank account. It has been very difficult to be sure some money is in the account at the end of the month and I get charged a fine by the bank if it is withdrawn on the last day of the month. So the first day of the month would work very well for many people including myself.
Library spending is a waste of money, where as road repairs are in dire need of attention.
Taxes in Barrie are high. Please maintain a 0% tax rate for 2022. Thank you.
Increase police numbers to provincial average.
No ballpark stadium on the waterfront!
It is time to reduce the police budget. It is just the right time...
No tax increase!!!!!!!!!!
Police and ES budgets need to be reduced more than 5% to ensure Barrie's economic recovery and a healthier, safer and more prosperous future.
Thank you for allowing feedback!
If you cut the police budget by just 5%, you can increase funding for almost everything else listed here by 5%. That's obscene, and so easy to make a huge difference.
Please more resources to arts community!

<p>Yes, the primary reason I increased by 5% the budgets for Recreation, Culture Economic Development or whatever those two categories are is to provide additional funds in support of local professional and community arts organizations. They are integral to what Barrie is and has to offer tourists, and this pandemic has been a struggle for so many of them. I worry that, not even having their own department and budget line item, their needs are easily overlooked.</p>
<p>Use any operational surpluses to improve the quality of staff performance.</p>
<p>Based on the recent council meeting regarding the city's finances, effort needs to be made to collect funds from all necessary positions with little to no increases board wide. Developers need to be held accountable for costs related to growth in annexed lands, not the people of Barrie. The health of body and mind coming out of the late wave of the pandemic should signal a shift towards the people wellbeing. If nothing is done soon to curb infrastructure spending in the near future, it will have long term effects on the next generations of Barrie residents, as you know I'm sure. Thanks to all the hard working people responsible for doing what's best for the City. Regards.</p>
<p>Increase public transportation.</p>
<p>Clean up unsightly vacant lots. Open Bryne drive connection.</p>
<p>Defund the Police.</p>
<p>Lower taxes!</p>
<p>We must defund the police.</p>
<p>Please improve roads.</p>
<p>Pay freeze.</p>
<p>Cut the frills (like flowers), Fix the roads, pay down the debt and freeze the taxes</p>
<p>I do not want any public funds spent on an I Love Barrie sign, especially when so many residents are experiencing financial hardship.</p>
<p>Affordable housing.</p>
<p>Why can't the program allow adjusting revenues.</p>
<p>There are literally hundreds of people in this city wondering if next month they will be able to pay their bills and put food on their table, not to mention a million other thing that are needed in life, this should be top of mind for you people and not so far down the list.</p>
<p>City should not be contributing to indigenous water improvements. This is a Federal issue, not Municipal. This is OUR money and the City of Barrie does have the right or authority to unilaterally give it away!</p>
<p>Would have liked to change by more than 5%. Would also appreciate it if Council paid attention to resident feedback this year, instead of ignoring it again.</p>
<p>I wasn't sure if there was a category for mental health support. For example assisting the police in dealing with issues with the homeless or supporting the underprivileged in general. I would have allocated budget to that area if it were clear where to indicate that.</p>
<p>Decrease police services by at least 25%. Investing in Social services will mean less work that the police need to do. Increasing and recreational services for people in poverty reduces crime. Increasing Social services for people in poverty reduces crime and reduces the need for the police. The police don't actually help anybody marginalized, the police allowed my ex to assault our child and myself in their station on camera and blamed us as victims. They don't need to be a part of victim services either if they don't care about victims in the first place. Reducing the police budget will increase everyone else's budget. Defund the police.</p>
<p>I would like to see more spent on safe walking and cycling paths.</p>
<p>Reduce the police budget.</p>
<p>Keep taxes down.</p>
<p>Increase public transportation.</p>

Take an additional 5%(minimum) from police and redistribute, otherwise cut police funding to be no more than any other sector.
Let's invest in infrastructure and hold city employees accountable.
Amalgamate police, fire, emergency budgets.
Increase ambulance services.
The police have way too much of the pie!
More bus routes need to be made to get from north to south end quicker.
I think in the context of this particular moment in history the police budget should be decreased. There are a number of other services which could benefit from increases resulting from a slight decrease in the police budget. These other services also contribute to public safety as well as provide other benefits.
When using this tool, I saw decreasing police budget by even 5% allows funding to increase in the majority of sectors, some of which could be more preventive (i.e. rec culture).
The City of Barrie should not be paying for the personal cars for the Chief of Police and the leadership team!!!! I just saved you another 350,000\$. I think with their salaries they can afford their own cars.
I believe that we are paying too much for our fire department. Barrie has very few legitimate fires, and firefighters do a similar job to what paramedics do in our city.
Stop giving money away to out of city causes.
Our debt has soared. I will be honest you will raise taxes I know you will every year we do it. We need to pay off our debts. I do not want to be responsible for irresponsible start paying these debts off we are paying interest for something that could have waited.
The roads in Barrie are horrendous for the amount of taxes that we pay. Proper road re-surfacing and proper snow removal should be priorities.
Where is funding for help with mental health and homelessness?
We have to reduce police.
Please don't raise taxes.
Libraries budget needs to be cut and given to other services like roads and fire.
Make Barrie an economic hub. It is rather becoming a city to buy homes and travel to Toronto for jobs. Bring more businesses in Barrie. Innisfil will take the spot if Barrie does not do right things at the right time.
Increase intensification and Low-Cost Housing.
Our taxes are out of control, 7000+ a year! and what do we get? a neighbor whose dogs bark 24/7 and police who don't care about that or the number of times our vehicles are broken into.
Not enough room to write here.
Please provide more detailed options and description of budget articles to allow for public review and comments. A set +/- % change for general categories is very vague and does not provide accurate representation of the budget, or option for public feedback.
Get the community involved.
Fund the SCS.
Taxes are too high!
Taxes need to be kept in check, especially for single people. Single people get NO breaks (ex. Partners & families have cheaper gym passes). Barrie is becoming unaffordable for young, single people.
Need more police. Less services indoors. Offices like city hall should only have staff that are necessary. Maybe turn it into a hotel or apartments. Bottom floor can be services. Libraries are useful but not necessary with all the online now. Should also close some of it down. And create more online resources. Lots of changes due to pandemic. As it's not just over. We should make parks and outdoor areas more fun. And promote active living.



Please pay attention this year - pretending you're listening, and then ignoring the public, makes it worse than if you just admitted you don't care.
Zero Increase is preferred, cut frivolous spending. Scrap the Market District.
The City should focus on municipal services and leave provincial and federal responsibilities to their respective governments.
Get province to have better train service to Barrie.
Spend money on roads!!!!
This tool isn't the best.
Get better sidewalk plows.
Barrie is beautiful :)
Public safety and the perception of community safety have to be the #1 priority in order to maintain our current levels of crime & public order.
My taxes are too high already.
There is a real shortfall when it comes to consultation with property tax payers. Also, its odd that this box on your display doesn't open a wider box to encourage feedback. This small/narrow box seems to contain the amount of feedback.
Do not raise taxes please! We can't afford it with gas\hydro\food already increasing day by day. We pay some of the highest taxes in the province.
We need more dollars allocated to by-law enforcement, specifically property & excessive noise violations.
In the summer months garbage should be collected weekly. If you need to swap recycling to every 2 weeks to compensate you should. Stinky garbage in your garage, seeping into your house in the summer is a 1st world problem that could be managed better with proper choices. In the winter, it is fine at every two weeks. The roads around Barrie are in sad condition in some areas. Do we really need to swap out flowers in parks continuously?
If we address poverty there will be less crime. Continue with our support parahealth services and we have a healthier community.
Don't waste tax dollars on lawyer cost for silly grievances, arbitration, negotiations and ethics investigation. Otherwise, I'm very pleased with the services I receive for my tax dollars.
We are in a housing crisis. Rental prices are insane. Why are we spending so much on police instead of on mental health care and social workers? Solve the root problem.
Please ensure that there are no staffing duplications or redundancies. We need to see how the City can improve staffing efficiencies and overlaps, union vs non-union.
Need to improve Barrie roads.
Don't raise my property taxes.
Please stop widening the highway
It's not the time to increase taxes, no more vanity projects, I'm sick of partisan politics and personal drama at council.
Reduce police funding. It must be diverted to social services.
Defund the police!!
We need more supportive services and less police. I hope you'll take into consideration the feedback from residents.
Reduce policing costs and put that money into social services and housing.
Reduce police and fire. the city will not suffer.
It is already in my remarks. No to highrise.
Thanks for all your good work!
Thank you for asking for citizen's feedback.
More cops.

I would be interested in seeing the results of this feedback and how it's actually used when determining the final budget.
Think long-term please.
Please save us money we are so poor now - cost of living keeps increasing but wages don't.
I would put housing and health as a priority but I'm not sure where that should fit in.
Repair side roads from Anne St to Innisfil St for years all side roads have been nothing but pot holes so many roads in Barrie in need of repair.

Comments* on property taxes:

Aware of the surplus! I don't think it's needed. Thank you for including us/asking for our opinion. All the best!
Reduce taxes with the surplus generated.
Way too high!
No increase in taxes for 2022 would be greatly appreciated.
Increase taxes on super homes on the waterfront.
Ridiculously high!
Property taxes in Barrie are ridiculous. 3000 for a 500 sq f condo is robbery.
Don't waste tax dollars on lawyer cost for silly grievances, arbitration, negotiations and ethics investigation. Otherwise, I'm very pleased with the services I receive for my tax dollars.
My property taxes are high enough to make me want to leave the city. Please don't raise them for a few years as all other expenses rise so dramatically.

Comments* on User Fees, Service Charges, & Rentals:

I would keep the cost to complete recreation activities low for families and raise parking at city beaches for out of towners.
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Comments* on Transfers, Grants, Recoveries:

N/A

A breakdown of the specific service area results and comments follows:

Police

Barrie Police Service provides 24/7 emergency response. Specialty units address complex investigations such as homicides, crimes against persons, human trafficking, fraud, and tech crimes. BPS also provides Courthouse Security, Traffic Services, Crime Prevention and Community Safety and Well-Being Services. Civilian members work alongside sworn members to deliver services to our community.

Submitted Responses, Police

Increase spending by 5%: 64.48%

Maintain current spending: 16.35%

Decrease spending by 5%: 19.15

Comments*:

The police are doing more harm than good in this community. They don't help victims of domestic violence. Victim services should not be connected to the police when the police are the ones that ignore us when we speak up about gender-based violence. They don't even show up when victims of domestic violence call 911.



If I could choose to reduce this budget even further I would. Police spending needs to be drastically reduced.
The police are rude and we need to work towards a society without the need for them. Our service is over-funded and overstaffed.
Find efficiencies. Too much bloat.
We need less police and more services. The majority of police calls can be handled by social services.
We don't seem to do a lot but give them more and they might look at car break ins and other smaller crimes as it's getting out of hand in Barrie!
We have been in lockdown for over 15 months. I'm sure Barrie Police was able to save funds, as officers worked less shifts, overtime wasn't necessary, according to city Barrie is one of the safest and crime has gone down, but domestic has gone up. I'm sure Barrie Police can find ways to trim their budget.
Need more visibility of officers proactively policing in the community!!!
Reduce police budget and allocate it to other services.
A lot of waste here, forget politics and unions and suggest that a more efficient service would require less money. Eliminate waste.
Most important service we have. Keep funding the police adequately.
We need strong policing as this city attracts Toronto people, most are good but our city has changed with some bad ones moving in.
The Police budget should be reduced even further than 5%, it's the largest item in the list by a huge margin what the heck?!
Police should be reduced by more than 5%. Savings should be put into social workers and more social programs to help those in need.
Barrie police should consolidate with OPP and realize significant cost savings.
Police service gets paid more than enough. The community needs advocates, we have a large police force currently. I say manage with what we have, spending more shouldn't decide how the police force does their work. With the right financial advisor, I'm sure you can find ways on saving money and spending it wisely.
Sadly, the Police did not report the drops in crime that happened because of the lockdown nor did they take the opportunity to bring savings back to the City.
Less crime in pandemic.
Put money towards crime prevention- social services, affordable housing, accessible mental health services- instead of into crime punishment.
Need an option for reducing by (far) more than 5% - defunding the police would not only free up the largest budget item to increase other things by more than 5%, like climate adaptation, but would allow more funds for community safety instead of community policing.
Reduce budget by 10% instead.
Crime has appeared to increase in the downtown area. Greater police presence required.
Spend on police crisis intervention.
I see little value for the \$ spent on policing in Barrie. Pretty much zero enforcement of traffic laws, and the inmates have taken over. People constantly entering intersections after light has turned red, especially at advanced left turn lights, and I have seen so-one get ticketed.
Consider hiring the OPP for policing. Also your additional information or scare mongering is wrong, it suggests that it would eliminate 28 officers AND 14 civilian staff, AND body worn cameras, AND other stuff. by my math it would eliminate at most 18 officers or some mix of less officers eliminated and some program or civilian changes. But I think major cost savings could be had by going over to the OPP, and I think they should eliminate 18 officer positions and remove responsibility for non law enforcement things like health checks, dealing with the mentally ill, vagrancy etc. from the police duties and hire workers that are specially trained to handle these aspects in a not policing way.
The 5% should be re allocated to improve mental health services in the community.
They don't show up for calls now. How much worse could they be?
Some of the police budget could be used to be proactive about the problems that cause crime and help those marginalized within our city. Policing is reactionary and not always the best option for every scenario.
Police don't need funding to be in schools.

<p>It took 3 hours for the police to attend my house when I called 911 for a break in attempt. The Ring Doorbell I bought the next day gives me more comfort. We pay too much in suspending officers with pay.</p>
<p>Why does Barrie provide courthouse security for provincial courts, why not OPP?</p>
<p>The amount of money spent on Barrie police is insane. It's a bloated, ineffective mess.</p>
<p>The police are not delivering enough value for the investment being put in by the taxpayers. Police services are subpar, and not for lack of funding. To continue to fund them at this level without an increase in the quality of service provided is a waste of taxpayer dollars.</p>
<p>Make it -10%.</p>
<p>2 deputy Chiefs and 4 inspectors for service this small is ridiculous! Sending police to noise complaints should be bylaw.</p>
<p>They are way over budget. We don't need a police force that obviously caters to a minority of anti vaxxors while ignoring real crime.</p>
<p>I would support a reduction in police services with the cost savings allocated to community groups or programs that support residents suffering from mental illness, homeless shelters, or other localities where there may be increased intersections with law enforcement. More funding should be allocated towards educational and support programs so that we have safer communities without the need for a huge police budget. I would like to express my disapproval that 1/3 of tax dollars go towards law enforcement as I believe that there are more effective ways than law enforcement to have a safe community. Frankly I would support a reduction of 5% over the course of several years to bring the policing budget down, as it is extremely high right now. It would also be interesting if funds were used to conducting studies on how other regions or municipalities ensure safe communities with a smaller policing budget to really get a good sense of the impact of reducing and increasing this budget.</p>
<p>Council must prioritize what is essential within the city. Police salary costs are strangling the city's finances with their grossly excessive salary costs. City staff should be asked to create a report for council to compare the policing share of the current city budget to that of 10, 20 and 30 years ago (violent crime rates have plummeted over the years). It would be evident that the current excessive police budget allocation is unwarranted and is weakening the city's ability to finance badly needed programs and services causing:</p>
<p>1) Diminished the quality of life of Barrie citizens by siphoning off funds for cultural and environmental programs.</p>
<p>2) Ironically hurt the public's safety by decreasing road maintenance/upgrades, sidewalk /trail upgrades and education programs.</p>
<p>3) Decreased the potential of this city by limiting new hires and city staffing levels in other departments.</p>
<p>There are so many badly needed programs and services in the city that are chronically under-funded because of the excessive policing costs that are continually exerted on Barrie's annual budget.</p>
<p>It should be more than 5%. I would like to see a 10% reduction instead.</p>
<p>Most police calls are non-criminal so reroute those calls to others including mental health experts, paramedics etc.</p>
<p>Better allocation of funding without reducing staffing levels.</p>
<p>Police budget is grossly too inflated.</p>
<p>Defund the Police already!</p>
<p>Have noticed on many occasions too many police cruisers parked beside each other with officers sitting inside just talking to one another...and still there on my way back 30 minutes later! My feeling is there are probably more than enough officers esp. in cruisers for a city this size and the manpower could be better distributed...there must be a better way than this!</p>
<p>A large percentage of the budget go towards this service. However the state of the downtown core with homeless, drugs, car vandalism, break ins. The amount of street racing and noise continues to be a major issue.</p>
<p>Reduce their spending by 25%.</p>
<p>Given how the Barrie Police have treated anti maskers with kids gloves while going after people who work hard it's clear they need to be reduced.</p>
<p>We all need to take a "hair-cut". Maybe reduce salaries by 5% for lack of revenue. Like many households and businesses have to do for survival.</p>

<p>Money saved on the reduction of police budgets should be spent on other community supports such as social workers, housing and mental health service.</p>
<p>Hold police accountable. They are overpaid.</p>
<p>I would love to reduce this more then 5%.</p>
<p>We need to hire more officers as our city grows.</p>
<p>Police have received new staff over the years and a new building on credit lets pay this off first.</p>
<p>Reduce this by more than 5%. Put the money into health services so those with mental health can see a much needed professional rather than a cop.</p>
<p>This is an obscene amount of funding for the police compared to social infrastructure like libraries and community centres.</p>
<p>Reduce by 10%.</p>
<p>They don't come when your car is broken into repeatedly.</p>
<p>Find options to be more financially responsible without cutting service levels.</p>
<p>Once again, I would prefer 10% or higher, but you (despite multiple complaints last year) still won't offer it. Of course, you'll likely ignore the overwhelming wishes of the public again this year, so I suppose it doesn't make a difference, anyhow.</p>
<p>Barrie police own statistics show crime decreasing why would we want to increase? Decrease upper management and an IT Manager should not be paid 240k when equals across province make half that. Reduce the number of inspectors and staff Sergeants and reallocate to front line.</p>
<p>Increase their budget so modernization can continue.</p>
<p>Safety in the City should be a priority - certainly developing a strategy within the Police Service to tackle the managing of the ongoing vandalism - developing or increasing mental health crisis support strategies. Move more funds from Transit to do this.</p>
<p>All the fancy equipment, tools and buildings yet they can not seem to manage. Throwing more money at it is not the answer. My firsthand dealings with any representative of BPS has been dismal. Money does not help that. Perhaps some behavioural adjustments could be taught or encouraged.</p>
<p>Too much \$\$\$ on downstream help services.</p>
<p>I'd prefer a MUCH larger reduction. 20% or more. We need to get upstream of ""crime"" and address the underlying reasons of why people make the choices that keep police in business. There are other things that actually SUPPORT residents - affordable housing, mental health care, etc. that should be prioritized and our dollars would be much better spent there. How might we find a way to reallocate this funding?</p>
<p>We should move towards addressing public safety by ensuring that people have access to safe housing, health care, and social supports, rather than putting more cops on the streets, or throwing more money into superficial changes that have been demonstrated to have NO IMPACT on the rates of police violence and abuse of power (body cameras, sensitization training, etc). Police don't keep communities safe--it's time to start investing in our communities themselves!</p>
<p>Reduce by at least 10%.</p>
<p>Would reduce by more than 5%.</p>
<p>A movement needs to be made, as quickly as possible, to shift certain services ex mental health crisis services, to other bodies rather than the police. Funds should be redirected as quickly as union contracts permit.</p>
<p>Reduce by more than 5%! Funnel the money to programs that will result in a decrease of police involvement. Proactive not reactive!</p>
<p>I would like to see the police budget decreased by more than 5% and allocated towards mental health response teams.</p>
<p>I would reduce it drastically more if I could.</p>
<p>I feel that for a community this size we spend too much on policing.</p>
<p>Police in this city do not actually solve crime. They respond to situations they are not appropriately trained for. More appropriately trained first responders should be hired. Furthermore it seems like every year the department has new cars and toys that they really don't need. Maintenance goes a long way. I would also like to see some tangible performance metrics. Not people arrested, but actual crime numbers decreasing. Cause the BPS seems rather ineffective and it is angering that so much of my tax dollars goes to them.</p>

Stop wasting resources 'guarding' road construction sites or protecting police bad apples.
They are over paid and the fact everyone in that building is paid so well for being basic civilians is insane. You could save so much by not offering pull pensions and such high wages to civilian employees.
There isn't an option in this budget allocator to maintain this budget at the current level, but eliminate the body camera project in order to realize savings. The police budget represents a significant portion of the municipal budget already. As a general trend, it doesn't serve residents well to place such a high percentage of tax dollars into this one facet of municipal services. Policing methods and approaches need to change, but I question the efficacy of body cameras as a solution to solving problems. I would like to know if there are any confirmed studies that indicate significant improvement in policing as a result of body cameras. It seems to me to be an expensive way to ensure accountability and transparency in professional police officers.
Police funding should be cut. In my opinion they have been increasingly deviating from applicable laws.

Fire & Emergency Service

Barrie Fire & Emergency Service provides fire suppression, technical rescues, public education programs, fire inspections, and fire communication services.

Submitted Responses, Fire & Emergency Service

Increase spending by 5%: 3.15%

Maintain current spending: 29.71%

Decrease spending by 5%: 67.13%

Comments*:

There are less and less fire emergencies these days as buildings improve.
I know that retired fire fighters for Barrie get benefits with zero payments into it. Negotiate harder. With increases in technology, firefighters have less chance of injury and illness.
Trim the fat!!
This department can find way to save and trim their budgets. For example, let's not order new fire truck now, but 2 years from now when we have a better picture of the economy, freeze wage increases, and no new hires for 1 year.
Please review the cost and service pros and cons of the 24 hour shift.
Not as many fires these days. They are not required to attend medical calls as we already have well trained Paramedics.
We are in need for more firefighters/stations as Barrie is growing, and they sacrifice their life and they put their life in danger to save our lives.
More community outreach on fire protection and making sure folks are up to safety standards. Fires can be prevented with proper community education. (Ex. Neighbour uses charcoal bbq inside garage. When fire was called, they advised to move the bbq onto the driveway. But didn't say it should be away from the home.) bring someone fishing they eat for a day, teach them how to fish.. they will eat for a lifetime.
Decrease police emergency funding.
Decrease fire spending specifically and put it towards EMS. Fire does not need to be spending 2k to go to hard of breathing complaint calls only to provide support till EMS arrives. Fire is only able to get to calls quicker because they have a monopoly on stations. If funding goes to EMS to get more stations, or they share with fire, they can be at those calls faster and eliminate the need for fire at health calls. Nothing against fire, they have just done a great job at minimizing fires in society and yet we still provide huge amounts of money to then to keep them relevant.
Stop grocery runs with large fire trucks!
Expensive Service. How much extra does 24 hour shifts cost? How can staff perform adequately?

Council must be courageous and prioritize what is really needed within the city. Fire services salary costs are suffocating the city's finances. Compare the fire department share of the current city budget to that of 20 or 30 years ago (yet fire rates have plummeted) and it is clear that the fire department budget allocation is needlessly strangling the city's capacity to finance badly needed programs and services. The excessive fire department budget has:
1) Diminished the quality of life of Barrie citizens by siphoning off funds for cultural and environmental programs
2) Ironically hurt the public's safety by decreasing road maintenance/upgrades, sidewalk and trail upgrades
3) Decreased the potential of this city by limiting new hires and city staffing levels in other departments
There are so many badly needed programs and services in the city that are chronically under-funded because of the outrageous fire department's financial burden continually exerted on Barrie's annual budget.
Time for a review- specifically the 24 hour shift.
There needs to be a system where the FIRST emergency responder to arrive and access a scene lets dispatch know if they are all that's needed. Many times multiple first responders all arrive at a scene within a minute (fire, police and ambulance). Wouldn't the idea above make sense?
I would like the city to review the 24 hour shifts. Is this cost effective for taxpayer? Does it compromise or enhance services? Fire is the only first responder or health care service operating on this schedule.
Overpaid and over staffed - bring in OPP.
Stop sending fire to every single call. These extra calls just tries to justify the expenditure.
Home fires on the decline for years. Firefighters most overpaid profession constantly on sunshine list yet get least value from.
Decrease spending for Fire Services. They do not need to be attending 911 Medical calls.
I would love to reduce this more then 5%.
Make a portion of Barrie Fire into paramedics and downgrade to volunteer fire for a percentage.
The emergency services have received many increases over the years, equipment and a new building with credit I may add which is more expensive. Take the time and pay off those debts.
Decrease benefits for fire fighters. My friend's husband just retired. ALL of his benefits are still covered for FREE upon retiring??? There should at least be a premium. Fire fighters attend fewer high-risk situations than in the 80s and 90s due to evolutions in engineering.
There has to be some common sense when deciding which service respond to urgency. The Police Service must remain focused on crime, life threatening events.
As Barrie grows, there is a need for emergency services to keep pace. My husband had a heart attack at home and if firefighters had been 10 minutes rather than five, he might not have survived.
Increase here - we are seeing more and more need for emergency services and they are paid less than the police but do more. It's time to make the change and support them more.
Since our medical system doesn't work for many people, paramedics are needed to do what our doctors used to do.

Roads

This area performs maintenance on roads, stormwater pipes, and bridges including snow plowing, pothole and sidewalk repairs, stormwater pipes, erosion in creeks, flooding, and the operation of the Barrie Collingwood Railway.

Submitted Responses, Roads

Increase spending by 5%: 19.75%

Maintain current spending: 77.53%

Decrease spending by 5%: 2.70%

Comments*:

<p>We're doing a good job maintaining our roads.</p>
<p>If Barrie adopted hard urban boundaries, we wouldn't have too many suburb roads that are wildly inefficient for the city to maintain for such low-density housing, so this budget item would actually decrease! And that saved money could go towards proper climate adaptation.</p>
<p>By increasing spending in this area we can or will create local jobs, support businesses in Canada with product purchase and above give resident pride in their city.</p>
<p>Maintenance required on quite a few well travelled roads.</p>
<p>Many of our roads are embarrassingly poor. Essa Road from Ardagh through Anne Street is well below the standards of a well-run city.</p>
<p>It would be great if some of the road construction included right turn lanes.</p>
<p>Here once again the roads in Barrie are terrible, 5% increase doesn't even to begin to cut it. Add the surplus here, I would rather drive to work on a good road than spend money for repairs due to the poor conditions of the roads.</p>
<p>Use increased budget to fast-track existing projects as traffic delays and disruptions have a negative effect on citizens productivity.</p>
<p>Roads in Barrie are in bad shape.</p>
<p>Our city streets are in terrible shape. The city does not check contractor work. This needs to be addressed. Stop with the traffics lights. Road Dept needs a SERIOUS overhaul.</p>
<p>Roads need maintenance all year long.</p>
<p>Barrie roads are in terrible condition and snow removal in the winter is less than ideal. Fix roads and improve traffic light synchronization to improve traffic flow and reduce GHG.</p>
<p>The decrease in traffic during the pandemic will give an opportunity for Barrie to catch up.</p>
<p>Roads are important to maintain, I feel this can be accomplished while spending less. Stop resurfacing roads that are in ok condition, spend that money on poor condition roads.</p>
<p>Barrie needs to start investing and operating an active transportation network. A large amount of our GHG emissions are from transportation within our City. Barrie has the able to be an active transportation leader, it just needs to start showing it more. More well-connected active transportation infrastructure is necessary now!</p>
<p>Barrie roads are disgusting. You know as soon as you enter Barrie just by the road conditions, without even seeing the "Welcome to Barrie" signs. This is not acceptable for a city this size (and still growing). I believe more than 5% should be added.</p>
<p>Increase the availability of bicycle infrastructure.</p>
<p>Add bike lanes wherever possible across the city!</p>
<p>With the increased growth the city is experiencing we really need to stay on top of having good, safe and easy to drive on roads.</p>
<p>I am new to Barrie and find the roads are in poor condition, especially in the older parts of Barrie.</p>
<p>Does this budget increase even need any justification? Numerous roads/streets in Barrie are in terrible shape in need of immediate repair because of chronic budget underfunding. Also some roads are so clogged that traffic spills daily onto hwy 400 causing extremely dangerous conditions.</p>
<p>Way too much sand is used on roads during the winter. Where does it end up in our creeks and waterways. Also get rid of sidewalk snow removal except for the elderly.</p>
<p>Too much money spent on downtown. My road has not been resurfaced in the 43 yrs. I have lived here.</p>
<p>Way way behind in improving all the old roads.</p>
<p>Whenever roads are being improved... consideration should always be made to include more bike lanes. In general, I think Barrie is doing a great job of maintaining and improving our roads.</p>
<p>I am not sure where to place the money, but since it concerns modes of transportation, I decided to place it in this category. I would like to see a comprehensive network of paved trails (perhaps half the width of a road) to accommodate the increasing numbers E-scooters, E-bikes, E-skateboards and all other varieties of small, personal E-modes of transportation. We have sidewalks to accommodate pedestrians. Appropriate trails/roads - not just lanes - are needed for the very rapidly growing sector of personal E-modes of transportation. If possible, I would increase this budget by 10% to begin to accommodate this need. With the proper infrastructure, I suspect that many people would be quite happy to save money on gas and reach local destinations in a more economical fashion. At the moment, when riding a bicycle on the road, one often feels is risking one's life. Yet, many do so. I also</p>

see skateboarders using the center lane of three lane roads and people of all ages riding E-scooters on the sidewalk. It is truly a mishmash and not a safe one for e-transportation users or pedestrians. A safe and productive structure for these modes of transportation needs to be developed.
Apply the surplus road improvement in the Allandale community.
Barrie roads need maintenance around railroad tracks!
Most of the streets in Barrie loosely resemble post world war 2 London. And not just side roads. Major thoroughfares are in rough shape.
Roads are a disaster.
We have a dedicated infrastructure fund. With a growing city and with a backlog of roads in need of repair this one should be increased.
My biggest grip is the Council and Administration over the past 20 years have regularly deferred preventive maintenance leading to more major replacement costs. All this to stay below the 3% tax increase thresh hold Council seems fixated on.
Not sure why we need to be operating the Barrie Collingwood Railway. That money would be better used to maintain the roads we have.
Inflation and currently poor road conditions require an increase here.
Patch work repair is costly-build sustainably.
The category description isn't clear if this includes capital works. My increase is based on capital projects. The infrastructure in this city is so far behind.
Spend the funds on repairs instead of building. We don't want any more traffic brought to the Essa and Veterans area. Please stop.
Maintenance and upgrading of critical infrastructure is important.
This year it has been good to see the road improvement projects to restore many north Barrie areas. Please continue to maintain our roads and clear the snow and prevent ice for safety.
So much work to be done.
Get creative in maintaining and operating. Eg: automation. Optimize scheduling of services. Notwithstanding, taxes are not a bad thing, as long as it is value for money, and Barrie is not overtaxed.
I believe that ensuring Barrie is climate change ready is critical for its future. We are already seeing increased frequency of 100 year storms and other related changes. Municipal infrastructure should be upgraded to beyond the 100 year storm benchmark and property owners should be provided with the tools to make their homes ready to withstand climate impacts. Municipal lobbying to other levels of government to provide grants for property upgrades (e.g. permeable paver installation, backflow valves, solar panels, insulation, heat pumps, electric charging stations ,etc) will also create a more resilient Barrie. Having said that, increased roads to support single use car traffic should not be a sole focus and active transportation must be encouraged, support and increased.

Libraries

The Barrie Public Library (BPL) has two locations in Barrie, and both offer free Wi-Fi, computer access, printers, and bookable study and work spaces.

Submitted Responses, Libraries

Increase spending by 5%: 7.55%

Maintain current spending: 12.85%

Decrease spending by 5%: 79.58%

Comments*

The library needs to continue to digitize and offer more digital services. Take Hamilton's libraries for example. They are digital first.
The libraries pick up the slack where social services and the police refused to support the most vulnerable people in our community.



Over paid and under utilized. Pay to play and eliminate subsidization. If they cannot operate without tax dollars. Sell off resources and the real estate.
Majority have internet access at home or can access in cafes, stop the free rentals. In today's world libraries have become obsolete and replaced by the internet, kindle books or any other digital format of books. Good to have in the community, but budget can definitely be cut here.
With today's technology libraries are being utilized less everyday no different than newspapers physically being read.
Seems to be an exorbitant amount for what we get.
Encourage BPL users to leverage more digital services with a future plan to reduce real estate footprint.
Are the libraries even open now with covid?
Move away from brick and mortar and shift to digital resources for library services.
Decrease by 100% it's 2021, libraries are obsolete, books digital now.
How much for kindle for every Barrie resident? High schools don't use textbooks anymore.
Online is about 99% of our world. Why a whole building for something that can translate to hundreds of thousands saved being online. Kids and parents need internet or a place for there kids to have access to the web? Than invest in low income web access and simple computers. It's 2021, almost 2022, everyone should have access to the internet, and not by wasting money on a massive building full of books.
Decrease 100%.
Love Barrie's libraries but the switch to online services means they don't require the same staffing levels. Lay-offs should be examined as well as sharing FTE.
Less in-person visitors since Covid.
I think a review of foot traffic into physical libraries should be conducted. Why not work with publishers to establish online access to books. Perhaps with a temporary access code that residents can "check out" from the library. Having an online catalogue of books may reduce the need for large library facilities, while also minimizing the overhead to operate. While physical services (such as computer and printing access) are still important to offer, with the reduced facility requirements, library services can share physical space with other local community locations such as rec centers, place or worship, or even space at city hall.
Outdated and irrelevant.
Libraries can be a community hub! We need more of them and to promote them more!
Brick and Mortar libraries are basically in existence for social services only. They are not relevant for research and education anymore. This budget should be used towards actual social services that help those in need.
Libraries are an integral part of our community. Barrie should have at least one location in each quadrant of the city.
More online books would reduce homeless taking over downtown branch.
As long as the library needs to get their visitors from children to be read to by drag queens, I vote for more than 5% reduction in spending!
We need more "maker spaces" and locations like Innisfil Idea Lab has where creatives can produce small runs of items and A/B test before production - printing, embroidery machine (hats, shirts/bags) making vinyl signs, laser cutting, laser engraving of items etc.
The future of accessing information is not going to a library. It is online. The library's mandate is creeping.
Late fees are a must. User fees are common across the board! Free if you return it on time!
Have more local branches throughout the city, not just the 2 libraries. People should be able to walk to their library, which is no longer just for books but for access to technology, programming and variety of services.
Invest in virtual - less on bricks and mortar.
Need to advertise and offer low costs programs for everyone.
The libraries are great for all age groups this should be maintained
Library use is declining. Reduce budget accordingly. Create a mobile library instead of wasting money on another branch in a strip mall.

Move the funds to the Police for Mental Health Crisis support - develop more volunteer positions at the Library.
Who goes to a library anymore?
Do people even use libraries anymore? Go online and mix the extreme spending. The library downtown is sucking our cities money to be empty.
COVID has demonstrated the value of public libraries in connecting communities, supplying reliable, accurate information, supporting the mental health of residents, skill-building etc. It is a municipal resource that is consistently undervalued and could be leveraged to a far greater degree in order to maximize the benefit for all residents.

Transit

Barrie Transit offers both specialized and conventional transit services to give Barrie residents an affordable and environmentally sustainable transportation option to their travel needs.

Submitted Responses, Transit

Increase spending by 5%: 7.65%

Maintain current spending: 78.08%

Decrease spending by 5%: 14.25%

Comments*:

Increase spending with the idea we will add street cars and go beyond bussing... otherwise I would decrease this.
Increase to speed up electrification of buses and city fleets obviously, but also to add more adequate infrastructure for active transportation, and not just downtown (more people biking/walking is cheaper for residents and for the city, not to mention the reduction of carbon emissions and the much more efficient use of city space!)
Public transit should be free, not a profitable business. If more people had access to public transit they could actually get to work.
Pay to play. This should not be subsidized by the taxpayer. The system either has to run self sufficiently or be reduced or eliminated until it can do so!!
Instead of spending large amounts of money on our own transit system. Why not partner with uber, lift and offer short trip ride with them and keep a small transit fleet for long city routes. This would save money, plus create another job market in the city. Incentives can be given to green vehicles.
Increase ridership fees, let those who use transit foot the bill a little more.
Buses look mostly empty when I see them, perhaps cut down on the frequency of the service.
I see many empty or tiny capacity routes running every day. We should scale back routes during off peak hours.
Notice that the buses are running empty a lot of the time.
Get smaller busses, and more of them to make the transit system better.
Transit fares should be set at a level where rates cover actual ridership costs. It's okay if taxpayers cover CapEx costs, however transit users should fully cover operational costs. Taxpayers should not be subsidizing ridership.
With the advent of Uber and such people are looking at alternative ways to travel since the bus system is not fulfilling their needs and timelines. Why not explore partnerships with those types of organizations like Innisfil recently did? It helps people doing those jobs as well as providing more timely transportation. The bus system is essential for those who can't afford other means but it shouldn't be considered the only way to move people around. We need to get creative! What about having bicycle fueled transportation options partnerships with small operators in the summer like India and China? How are other Countries in the world doing it? Stop comparing with only National cities and be creative!
Perceived utilization of transit services is poor. Consider reallocating funds to better used routes or alternative service models.

Only main routes should be maintained because ridership is down.
While I believe public transit is important, I do believe we could reduce our budget and still meet the needs of travelers. Public transit should be as convenient as it is affordable. Since it is a subsidized means of travel for many residents, they should expect that wait times are acceptable considering the alternatives (purchasing/leasing a vehicle at much greater expense).
Barrie needs to start investing and operating an active transportation network. A large amount of our GHG emissions are from transportation within our City. Barrie has the able to be an active transportation leader, it just needs to start showing it more.
Improved transit and the addition of bike lanes to make Barrie less dependent on cars!!
While providing travel routes for those without cars is essential, the service needs updating. The cost that is being spent is not represented in the value returned from use. We need to find a creative way to allow for civilians to better access the city but with a smaller budget and a more specific travel destinations. Start looking at the grassroots level to see what would best support those who use and run the transportation service.
Buses are always empty. Rather see green scooter rentals like used in Ottawa etc.
Every bus that goes along my street is almost empty. Smaller buses?
I only recommend no budget increase until transit ridership rates resume to the pre-covid era. The budget should be held accordingly.
We need more "transit on demand" type services. 90% of the day I see large busses driving around empty all the time. A colossal waste of our resources.
Scrap the big gas guzzling and polluting busses and go to smaller vehicles with an "On demand" service. I believe Innisfil did this and saved a lot of money.
The busses run around empty because they are so inefficient. They either need to be greatly increased or reduced.
Too many little used buses...people in this city like to drive or walk.
A new strategy should be explored. I see almost 90% of buses with fewer than 5 people on the bus. And yet people still complain about and want more! No one is taking it so it needs a fresh new look.
Low ridership, excessive pollution.
Everyone needs travel, maintain spending.
The buses are running empty most of the time in Barrie - we have empty buses circling the city for no particular purpose.
It we are ever going to get people 'on board' with busses, we need fewer large busses; and more smaller busses with more frequent service.
Provide quality transit options where population density is increasing.
I don't see people on the bus.
Public transit is great but you focus too heavily on it - so many of us never ever use it and get nothing from the spending budget for it.

Recreation & Culture Services

Recreation & Culture Services builds vibrant, healthy, active and connected communities by providing facilities, programs and event management that give all Barrie residents an opportunity to participate in recreational and cultural activities.

Submitted Responses, Recreation & Culture Services

Increase spending by 5%: 10.45%

Maintain current spending: 18.85%

Decrease spending by 5%: 70.68%

Comments*:

Unless the city can expand services to everyone, this is not something I nor my neighbours use.

Unless we start investing in a community centre with free gym and pool to residents - then I would increase spending.
Provide free passes to all cultural services to people on social assistance.
Outdoor recreation = good. Arts should not get a red cent of tax dollars.
Opt out of any contracts with Springwater in regards to the diamonds and fields and build such a site within city limits so all can enjoy. Possibly with a Baycats facility? Springwater is impossible for everyone to enjoy not withstanding the bug infested fields of Springwater.
Too much for what we get.
Take advantage of the fact that less people are engaging in these types of activities due to the pandemic and reduce and/or eliminate services that are underutilized.
Decrease cultural services...underutilized and then only by an elite few.
Culture is an area that has been neglected for too long. A cultural centre that will help grow arts and culture and benefit both participants and audience is long overdue. The city never hesitates to spend money on recreation, but for a significant portion of the population, a cultural centre provides recreation. It is also something that new businesses looking to see if Barrie is a good fit are looking for. Tourism and economic activity will increase once this missing piece is filled in.
Cut back for a year. Give it a rest.
Build businesses downtown and around the waterfront. I'm not sure how it could be accomplished but moving some of the bars away from the downtown area would encourage people to frequent it and feel safe.
Direct this money to supporting local arts organizations. They are working hard to improve the life of residents and bring tourists to the area. They deserve the extra support.
Northwest Barrie is an often ignored corner when it comes to recreational support. We have a splash park that can only be used in summer months and a building with extremely limited use potential. Where are our gym machines, indoor pool or fitness classes for those in our area who truly need it? Why is the south end receiving yet another library facility when North Barrie is yet to see one? Many who don't drive live in our area as well as those with lower income levels. I'd hate to think that those lower income levels are what's influencing the lack of support. Why isn't our councillor advocating for these services? The issue was present pre-Covid so please don't use that as an excuse for this inequality.
Reduced for 2022. Important but not during the pandemic
CULTURE is what is hurting after the last year and a half. The arts need support more now than ever before!
Due to covid-19, fewer recreation services should be offered. Normally I would like to either maintain or increase this budget item, but that does not seem reasonable for 2022.
Recreation within the City of Barrie is poor, it needs a facelift to better promote it's facilities and to push its staff.
Need more detail on what actually gets allocated to this account. Library could accommodate this type of cultural awareness.
Our children, our seniors and our less fortunate fellow citizens need more assistance and programs to help them thrive and grow. Underfund this, and you substantially reduce the quality and potential of our citizens.
Increase Arts Funding immediately - thank you! We need a new Performance Centre. We need more funding in the Grants process and a return to individual arts grants. We need supports and programs that build youth arts engagement and growth and we should be working with organizations like the Co-op to achieve better public-private partnerships.
I want to see an increase in the ARTS spending. Please devote AT LEAST 5% increase into arts spending.
While we can admire art work we feel way too much money goes into this for a city the size of Barrie...people can drive to Toronto who want a greater experience. Personally don't feel Barrie can AFFORD to be supporting art and live theaters with all the problems we have that require money!
Split up recreation and culture spending to better reflect discrete use, events, and user numbers
The services are the rec centers and culture are great for all age group keep spending.
I would like to see this increase to go to local arts organizations, which should not be merely another line item in this category.

Increase support for grassroot initiatives (e.g. woodworking club, other clubs and groups of interest)
Coming out of the pandemic, Recreational and Cultural events will be essential for the region's well being and recovery.
We need more recreation centres in Barrie, especially if the City is going to grow at the rate mandated by the province.
Move the funds to Police for Mental Health Crisis response - share this surplus of \$871,519 back to the entities that have had their budget reduced.
More programs needed for youth.
Recreational programs fill up too fast.
Pools need to be enhanced as the population has grown
Pay the Rec centre instructors more. The classes used to be great but all the good instructors go to the better paying places. Increase their pay so we can have good instructors.
Support the arts more. Art affects all of us, daily. Barrie and Ontario is falling behind - one example of many: Barrie Central shutting down, quadmester system. ie: students feeding future art. It is a part of the spectrum of health and community of our citizen. Taxes are not a bad thing, as long as it is value for money, and Barrie is not overtaxed. On its own, what does \$1MM represent over 60,000 households + businesses? \$16/household, less with biz tax rev. As a thought experiment - how many 55+ year olds enjoy playing guitar, drums, piano, acting, singing, painting, potting etc. - even just privately - is it more than those of that age playing basketball, hockey, baseball, running etc. One would think so. All of them important recreation and leisure activities. It would contribute to mental health and well-being to have more support and outlets for 'public' and 'closet' artists. :)
In order to create a vibrant, attractive community increased cultural opportunities are essential. Although roads, sewers, etc are important infrastructure, no one moves to an area or takes pride in their community for their infrastructure (unless it's the quality and quantity of active transportation). Residents take pride in the community based on the sense of connection and the amenities they can enjoy.

Solid Waste Operations

This area provides curbside collection services for garbage, organics, recycling and leaf and yard waste, as well as hazardous waste collection and disposal. Oversees the operation and maintenance of the active landfill cell and the various environmental controls in place to ensure sustainable operations and compliance with environmental legislation.

Submitted Responses, Solid Waste Operations

Increase spending by 5%: 5.55%

Maintain current spending: 87.84%

Decrease spending by 5%: 6.60%

Comments*:

We need more pickups instead of every other week, the garbage is starting to smell. Either that, or 26 bag tags a year free to residents for times when there is excess garbage.
Increase with a focus on composting, and promoting/educating residents on the environmental impact of their waste.
City already charges for EVERYTHING over 2 bags at garbage day and NEVER takes any large items (once a year) like other municipalities. Just regular pickup and maintenance of sun should not need this kind of funding.
I still see a number of residents neglecting the usage of the Green Bin. This needs to be addressed through a communications campaign as too much waste continues to be incorrectly routed to our landfill.
Due to the growth of Barrie population, this is a very important public facility that needs a good budget.

Given that the 'garbage' trucks come by weekly for compost collection, why not just collect garbage weekly?
Barrie is one of the dirtier cities that I have lived in. I see garbage lying around on the sides of roads. Appliances dumped on the sides of roads, whole garbage bags thrown from cars and sitting on sidewalks. As we strive to discourage illegal dumping / littering, we need to have more FREE options. This is the FIRST city I have lived in that does not have any big bulk item curb side pickups for Free. Most other municipalities there are at least a half dozen days where you can leave big items for pick up. We need to spend more of our tax money on removing more waist from tax paying residences.
Provide one or two free curbside bulk pickups (furniture etc.) for tax paying residents. Not everyone has access to vehicles to get to the dump or drop items off at charity stores. Peel region (Mississauga) will pick up anything from the curb on regular garbage days at no charge for taxpayers by having the garbage trucks notify others that bulky items are at the curb, and they are picked up that day. This is value for taxpayers money.
We need additional funds to help divert waste and continue to invest in a strategy to close the landfill. Funds are needed to investigate joining a consortium of municipalities to build a green and eco-friendly incinerator.
I enjoy the new initiatives of clothes pickup, battery pickup keep these services going. Maintain it as is if we can recycle more may be worth investing into
Greater effort by the city must drive the message to households to reduce, repair and repurpose items, etc. before allowing items to go to the landfill.
Move the funds to the Police for Mental Health Crisis response - Create User fees for waste management increase compliance on recycling.
I think we need to look at managing our recyclable plastics locally. Where is our plastic going now? China?
Current recycling program is excellent.
If solid waste removal budget needs any increase, please design it so that it is user pay on a cost recovery basis. Don't make those of us who are conservative in our conservative in our purchasing and thus minimal in our waste production, have to pay for those who are not.
This needs to be a priority. When some people are getting only brown water and switches are being used. There is noticeable odor in downtown core and north end due to wastewater management.

Parks & Forestry Operations

This area is responsible for the maintenance of parks, natural areas, trees and gardens. Responsibilities also include the waterfront, trail systems, downtown streetscape, sports fields, playground equipment, floral displays, greenhouse, gardens, Communities in Bloom, park furniture, litter/garbage collection, forestry planning/inspection and removal/maintenance of trees on City property.

Submitted Responses, Parks & Forestry Operations

Increase spending by 5%: 12.10%

Maintain current spending: 79.48%

Decrease spending by 5%: 8.40%

Comments*:

As great as it maybe to have all this done, we are just recovering from a pandemic. This is another department that can use a budget cut this coming year.
Our parks are beautiful and a joy.
Create more plant-able lands for trees. It is vital to our future and the health of the lake. Trees need space to grow where there is no road salt or concrete barriers to root growth. They need regular watering, and a healthy quantity and quality (live) of soil. Trees can't be an afterthought-they are far too important to our health and survival.
How about Barrie stops developing 'fancy' boulevards that just take up lane space and congest traffic

and result in high maintenance costs.
With that savings change all the park play areas with sand to wood chips or recycled rubber mats.
An opportunity is being lost here to train students in a volunteer-type scenario or for school credit. Or even to generate funding for the program by offering paid workshops for those interested in some of things this department does. Gardening expertise and forest management; building and maintenance training; knowledge is valuable! Also why not adopt a garden park area program for schools; or gardening competitions where people are given the opportunity to develop a flower bed (like the small patch at north Fox Run and Leacock)? It would engage the community and foster a feeling of all of us being part of our environment! And it could be done city-wide not just in Sunnidale arboretum.
Maintain because Parks should hopefully get increased usage.
Due to covid-19, increasing the city scape is important, as it is one of the cities best features, and allows residents to get out of the house and remain active, while maintaining safe distances from one and other.
Start maintaining trees on public boulevards, in front of peoples houses. Send pamphlets to tell residents how to maintain the city trees in front of their homes. provide deep root feeding and fertilization, and trimming to keep these trees healthy into maturity. We lose too many trees to neglect.
COVID has brought a fair amount of negativity to our doorsteps but the parks and naturals brought us nothing but positives... even before COVID.
No need to hang as many baskets. Plant perennials instead of annuals in permanent garden beds. Eco friendly, less labor intensive. Flowerbeds are beautiful but road maintenance and traffic movement is far more important.
More splash pads- safer and easier for families to cool down in the summer.
Let's have a beautiful city that people want to visit. Use the parks to showcase the plants and species native to this area as a tourist draw. Have more splash pads for the summers that kids can use.
We need a greener, healthier, more livable city. Barrie is a decade behind cities like Waterloo and many other similar sized cities when it comes to it's natural environment and trail system. We need larger interconnected green spaces for existing parts of the city and to invest in developing the old rail line into a trail system. We need a substantial budget increase in this department.
Have you seen the condition of Milligans Pond it's a disgrace. Is that how you treat land that was donated to you? We need a police or bylaw enforcement presence on a regular basis. I for one am sick of cleaning it up. How much \$\$ is spent on dumping fees?
Parks in the city are FIRST CLASS and their staff work hard at keeping them that way.
Instead of using noise to reduce the population of Canada Geese in our parks, use other methods such as oiling eggs (making them not viable) or hire some workers to clean up the mess the geese make. Noise controls may reduce geese, but also reduces other species of birds in our parks too!
Can you spray for the caterpillars?
More parks and community services. Sport fields and maintenance. Now more than ever people need outlets.
The parks in Barrie are great as they are now. We have spent much money on the waterfront over the years lets take the time to pay off our debts.
As we are able to gather more, maintaining our parks and walking trails will be important to the well being of the region and also to tourism which will bring more money in. This is a spend money to make money situation.
Move these funds to Police and Mental Health Crisis Support - Develop a volunteer program for the parks.
Allocate funds to keep bathrooms in parks open during the daytime year-round, or at least in spring and fall. It's difficult to use the parks if there are no bathrooms nearby, particularly for pregnant women, kids, post-partum women with babies etc.
Add way more green. Keep more. STOP chopping down our little mini stands of trees to build more UGLY condos. Please show respect to our nature instead of chopping down hundreds of trees and planting very few tiny ones. Existing trees and forests need to stay in order to be helpful.
Healthy trees are good for everyone!
I would increase it more if I could.
Please create a neighbourhood climate crisis awareness and mitigation program similar to Vancouver where for instance forestry experts meet and educate citizens on increasing the number of trees on

<p>their home properties to decrease the need for air conditioning etc. Please get this implemented urgently. There is no time to waste.</p>
<p>You better use all the money on the gypsy moths!! Masters Drive, Nicklaus, Stollar, Sunnidale park, we all need help to not get pooped on!!</p>
<p>Get creative in maintaining and operating. Eg: automation. Optimize scheduling of services. Notwithstanding, taxes are not a bad thing, as long as it is value for money, and Barrie is not overtaxed.</p>
<p>Although I would recommend keeping the funding at current levels, I would like to see a reduction in the frequency of mowing and the naturalization of certain park areas. The resources invested in this task could then be diverted to other areas, particularly those that create urban wildlife habitats, pollinator habitats, increased tree planting to offset the city's carbon footprint. Planting strategies should also be examined for their climate change readiness as well. We seem to be planting the same trees that have always been popular, but may now not be as resilient to future climate changes.</p>
<p>Our natural areas are our jewel, which can never be replaced. By spending more I do NOT mean putting down more concrete and asphalt. The love affair with those does not add to the city.</p>
<p>Environmental concerns should be addressed IMMEDIATELY! The forests are almost completely dead due to massive development and pipelines. My ancestors were here since before the 1700's and I am personally saddened to see the state of what was once a beautiful area.</p>

Development Services

Development Services is responsible for the preparation and implementation of plans regarding land use and development, and for reviewing, processing and making recommendations to Council on land development applications.

Submitted Responses, Development Services

Increase spending by 5%: 7.60%

Maintain current spending: 80.09%

Decrease spending by 5%: 12.30%

Comments*:

<p>Increase with a sharp focus on land-use planning to get innovative and speed up mixed-use developments and increase housing diversity (Barrie needs the missing middle!) WITHIN existing settlement boundaries (Barrie can't afford more sprawl and neither can its residents or environment, plus folks don't want to live in suburbia - speaking as a young professional who wants to stay in Barrie).</p>
<p>Increase direct funding to clients on social assistance.</p>
<p>Too much for what we get in return.</p>
<p>How about Barrie stops wasting time and money with 'planning' since council will just approve whatever zoning by-law exemptions and variances big developers request anyway.</p>
<p>While I understand the city is growing rapidly, i believe we can continue to offer development services while cutting this budget item. I think the city can get creative with streamlining processes, establishing fees for developer to pay for reviewing preliminary requests that do not result in a capital project/city improvement. impose fees on developers if they do not meet developmental milestones for certain projects.</p>
<p>Housing is a crisis in Barrie and needs to be addressed in all possible ways.</p>
<p>Would like more consideration for green and social development. Climate change is real and needs to be at the forefront of every development discussion. Barrie is one of the fastest growing cities, we can afford to set high standards and be a city that is leading the change.</p>
<p>With population growth pressures and the current affordable housing/shelter crisis, this department must be given additional funds to not only help manage and plan for development, but also ensure it has a viable strategy to tackle the housing crisis.</p>
<p>Start charging land developers REAL fees. This will assist in lowering our taxes.</p>

Surprised Development Services has a budget that size, those funds would be better spent else where. Again pandemic year, this is one of department's that can accept a cut this year.
The city planners should only be allowing high rise dwellings to be located where they are not interfering with the quality of life of people who are already living in the area.
There are too many, myself included, trying hard every month to afford rent utilities and food on a small amount of money, Barrie is a beautiful place to live but there is absolutely no reason why it should be one of, if not the most expansive place to live.
Build the condos proposed down at the waterfront we need them fast!!!
I believe this area needs accountability not more money. Definitely area that needs improvement.
Barrie is growing rapidly keep the growth going as is don't need to speed it up with more funding don't want to make mistakes with growth if grown too quickly.
Council and the Administration must do a deeper analysis into the tendency for capital development costs/investment is recovered at the front end of development.
Move the decrease in funds to the Police to develop Mental Health Crisis support.
Increase user fees if they're not sufficient to cover the budget. Most of the work done in this area should be covered by fees instead of on the levy. Not sure if you're showing the total budget. It would be helpful to show the amounts in categories that are on the levy and not covered by user fees.
The only assistance we should be funding for this area is for those developing rent geared to income housing and low income/fixed income housing starts. Big developers do not need to be given any incentives or tax breaks of any kind, they are already receiving sufficient remuneration.
Let's get some wisdom on staff that recognizes over development (height, for instance) is not good for the community.
Stop making apartments and other condensed living. We are full. We don't want to be Toronto.
City needs to grow less rapidly, and developers want unlimited growth.
If development does not change to benefit the people of Barrie and Canadians in general, it should be outlawed and the expropriation of such lands needs to stop.

Information Technology

Information Technology (IT) at the City delivers the technology infrastructure that supports the City's path to better integrate processes and systems with real-time communication and data.

Submitted Responses, Information Technology

Increase spending by 5%: 5.90%

Maintain current spending: 82.39%

Decrease spending by 5%: 11.70%

Comments*:

Provide technology to people on social assistance.
Pandemic year and we are all in this together. Another department that can absorb a budget decrease this year.
Partnerships with colleges and university and their students could help offset the costs of some of the more rudimentary sites and services.
This is a nice thing to have, but the city can stand to reduce this budget for 2022, to focus on more pressing items.
The city is not digitized enough, reduce spending until this department can come up with a real game plan on digitizing the city then they can have their budget.
Investment in technology is no-brainer. In today's hyper-competitive environment, the last thing Council should shrimp on is technology. Invest in this department or fall behind - it's simple as that.
That seems like that is way too much \$\$.
Need improve citizen engagement tools including portals and billing for property taxation.
What good is new technology if you are living on the street or you can't afford because your all of your

money goes to surviving, and that may not even be enough.
Keep as is.
Cloud adoption should be reducing costs not increasing.
IT attracts business.
What e-service projects are proposed that should be completed in the next budget year? What systems or infrastructure are at a state requiring critical replacement in the next budget year?
Need to keep up with current technology and protect the city against potential hacking attacks. COVID as shown us the importance of good IT systems.
Adequately fund IT security measures and set aside funding for essential upgrades to servers and other aging infrastructure.
If required use this out of the funds Barrie will save when incentives to large developers are trimmed.
We don't need faster communication.
This should include education to vulnerable people and targets of fraud to have access to knowledge about safety on internet and safe access to technology, Law enforcement should also have division specialized in online crimes and reduce outsourcing to unsecure companies.

Economic & Creative Development

Economic & Creative Development delivers supports, programs and services that foster a vibrant, economically diverse city, in which creativity and culture drive business innovation and City building, and businesses can grow and thrive. This area works to retain and grow jobs and investment within a community, contributing to an overall positive quality of life.

Submitted Responses, Economic & Creative Development

Increase spending by 5%: 12.60%

Maintain current spending: 75.88%

Decrease spending by 5%: 11.50%

Comments*:

The City is 2nd highest in high rental, we are slowly becoming a bedroom city. Would be ideal to increase spending in this department to increase job growth and attract more businesses to the city.
Bring more businesses to Barrie.
I think this city has done everything possible to eliminate new manufacturing with red tape, yes nice to have a downtown revitalized but we have become a commuter city over the last 50 yrs. Sad but all the manufacturing is gone , Honda would have been nice but that's another blunder of red tape that was put in the way.
Educate the public in creative ways about their roles as citizens. Support our struggling Arts and Environment Non-profit Sectors to give them the tools to help with public engagement. Get more people involved in helping the city to become progressive, informed, hopeful and engaged.
Can you decrease this wasted 'arts & culture' spending even more?
Let small businesses rebuild again, particularly downtown and around the lakefront. Have a look at how Stratford Ontario built around their waterfront - it's beautiful.
Need to help our small businesses (through Economies of scale) with resources so they can continue to adapt to the pandemic.
Help small businesses through COVID.
While I do agree it is important to bring industry to the city of Barrie, I also believe if we can do this on a reduced budget. As the city population grows, residents will inherently want to create work for themselves if they can not find work. Focus on sustainable population growth, increase the tax base, and business will follow.
Use the extra funds to try investing in creative green and social initiatives that make our city stand out and become a leader.

<p>Slow down growth. Going too quickly and taxes are ridiculous! There is reason people are moving just outside city.</p>
<p>Needs more funding to help Barrie stay competitive and market itself for better economic conditions for every citizen.</p>
<p>We need more spending in Creative Development - this is a key sector for economic growth in our City and must not be ignored.</p>
<p>Please increase the 5% increase in funds for the cultural granting funding.</p>
<p>Barrie needs way more better paying job opportunities than low paying retail jobs.</p>
<p>We need accountability. People working for City have to step up and do more with people and resources they have.</p>
<p>Development of new economic and strategic initiatives is crucial for further growth and development of the city.</p>
<p>Barrie is beautiful; we have to attract more business and talent to it to develop it well. Currently, I feel we don't have sufficient corporates investing here to give us that boost. This I feel is so important to pay attention at all times.</p>
<p>In my opinion the city is not using "smart tools" implemented by municipal jurisdictions around the world. Please research the DEAL (doughnut economic action lab) on the web along with the marvelous series on TVO, Life-sized Cities.</p>
<p>I've been in Barrie for 20 yrs & there has been zero growth in good paying white collar jobs. Barrie seems intent on attracting only general labour type jobs. So this money will be better spend elsewhere. I would decrease this amount by 10%.</p>
<p>Move this money to Police and Mental Health Crisis Support.</p>
<p>Even more here, please! I attempted to access the Small Business Centre and found them to be under-resourced. While lovely people work there, they're unable to keep up with the demand. Economic recovery, culture, creativity and innovation will be especially crucial in the coming years.</p>
<p>Make Barrie a great place for new business and social ideas.</p>
<p>Maybe you could be wiser when investing in big projects, like for example should Sandbox have gotten an extra \$300,000 for cost overruns. Simply being a meeting space is not making a tangible impact. Generally this department lacks vision and is not trying anything innovative, despite increasing staff in that area. You would be better served by more visionary leadership here.</p>
<p>On the creative side please.</p>
<p>Seriously you need to stop wasting our tax money on 'art' - those metal boxes were the biggest joke. Not one person thought that was a good way to spend our hard-earned money.</p>
<p>More programs to enhance indigenous peoples access to information and to get assistance to be registered and be able to take advantage of the benefits owed to them including land entitlements and education. Focus on the oppression and exploitation of the documentation and work toward correcting the records accurately.</p>

*Submitted comments that violate the City of Barrie's [Social Media Policy](#) have been removed from the final report.