

#### **Focusing on Service**

2011 Business Planning



March 21, 2011

FOCUSING ON SERVICE

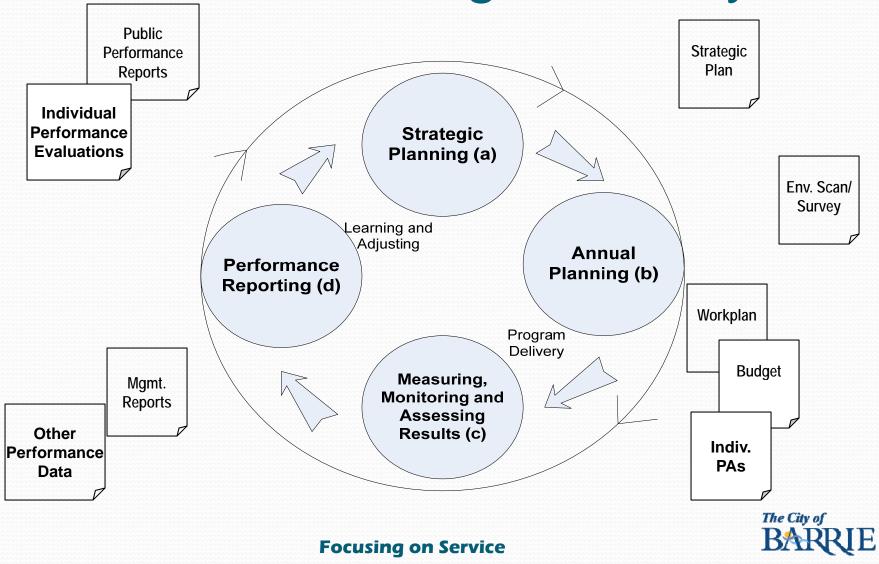
## Agenda:

This presentation summarizes the 2011 Business Plan:

- Business planning process
- 2011 Commitments and Priorities
- Financial considerations



### Continuous Management Cycle



### 2010 – 2014 Strategic Plan

#### **CITY VISION**

The City of Barrie will be progressive, diverse and prosperous with opportunities for all citizens to build a healthy and vibrant community.

#### GOAL Create a Vibrant and Healthy City Centre

#### STRATEGIES

- Improve integration between downtown and the waterfront
- Actively promote the downtown and waterfront to our residents and visitors
- Encourage a mix of land uses in the downtown
- Enhance safety in the downtown

#### GOAL Strengthen Barrie's Financial Condition

#### STRATEGIES

- Balance service demands with financial resources
- Develop affordable long range plans that reflect changes in our community's growth and/ or economy
- Diversify revenues
- Pursue innovation through our Journey of Excellence

#### GOAL

Improve and Expand Community Involvement and City Interactions

#### STRATEGIES

- Develop a customer service strategy and enhance customer experiences
- Improve and enhance communications with public
- Increase opportunities for public input/feedback on City initiatives

#### GOAL

Manage Growth and Protect the Environment

#### STRATEGIES

- Complete secondary
   plan for annexed lands
- Bring new employment lands to market
- Explore partnerships for joint servicing arrangements
- Expand transportation choices, including active transportation
- Advance intensification projects in accordance with existing policies

#### GOAL Direct and Manage Economic Development

#### STRATEGIES

- Attract and promote sector clustering
- Engage businesses, institutions and all levels of government to establish a competitive local economy
- Establish Barrie as centre of excellence in innovation and entrepreneurship
- Develop Lake Simcoe Regional Airport as an employment hub

**Business Plan and Budget** 

**Action Items and Work Plans** 



# Barrie's Planning and Budgeting Framework

Council's **Corporate Sustaining** Services, Service Levels Strategies Business Plan (includes the Budget) Capital Performance Program Plan Changes **Plans** Workplans **Balanced Scorecards** Corp. Dept. Non-routine **Planning Systems** Systems Data data

Council

Council + Staff

Staff



### Action Plans for the Strategies

- Actions to address Council's strategies are included in department workplans
- Progress updates will be provided throughout the year as part of regular quarterly performance reporting



## Operating Plans

- Tax-supported services
- Rate-supported services



#### **Business Plan Drivers**

- Factors influencing plans and priorities
  - Council's Goals and Strategies
  - Asset renewal and capacity management needs
  - Growth management for annexed lands
  - Employee survey feedback
  - Accessibility for Ontarians with Disabilities Act
- Operating cost changes
  - Service Partner budget increases
  - Negotiated wage adjustments
  - Transit contract increase
  - Increases in utilities, maintenance
  - New facilities



#### You Will See Results:

 Residents and businesses will notice positive results as the organization implements department workplans

#### 2011 Deliverables funded by Property Taxes:

- Customer Service Strategy
- Growth management for annexed lands
- Downtown Community Theatre opening
- Fire Station #1 opening
- Satellite Library opening
- Second GO Station opening
- Waterfront/Marina integration with Downtown Commercial Master Plan
- Downtown wayfinding signage
- Landfill Reclamation
- Enterprise Resource Planning



### **Proposed Initiatives**

 Where new resources are being requested, they support plans that address service demands:

#### Proposed Changes:

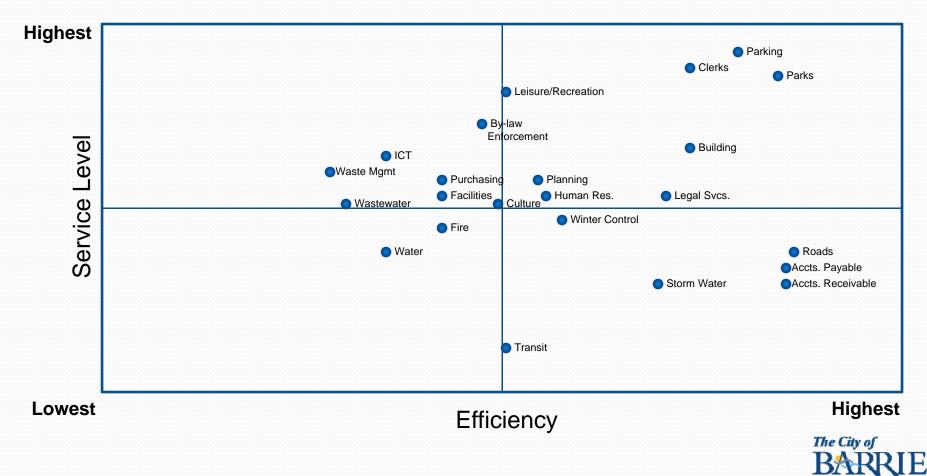
- Transit GO Shuttle for the new Allendale GO Station
- Traffic Calming resources to support a traffic calming policy for specified local and minor collector roadways
- New Fire Station Interim Fire Station with 20 new firefighters
- <u>Public Safety</u> provide 24/7 support for public safety communications infrastructure



# Service-Based Reporting

Enterprise Service	Department Service	Enterprise Service	Department Service
Asset Planning and Managemer	nt Policy Development and Management	Environmental Operations	Solid Waste Collection and Disposal
	Data Management and Analysis		Waste Reduction and Disposal
	Capital Budget	Fire & Emergency Services	Suppression
	Infrastructure Planning		Prevention
	Facility Development		Training
	Design and Construction		Emergency Planning
By-Laws & Regulations	By-law Enforcement		Dispatch
	Prosecution Services	General Public/Transaction Serv	/i Taxation Services
	Regulatory Investigations		Water and Wastewater Billiing
	POA		Reception
Corporate Communications	Communications		Switchboard
	Intergovernmental Affairs	Governance	Council Secretariate
Corporate Finance	Corporate Finance and Accounting	Leisure/Recreation	Recreation Programs
	Internal Audit		Facility Operations - Recreation
Corporate Sustaining Services	Purchasing		Facility Maintenance
	Compensation Management	Parks	Park Maintenance
	Recruitment	Permits & Inspections	Regulatory Inspection
	Health and Safety		Permit Application Processing
	Labour and Employee Relations		Regulatory Review (Building)
	Employee Development and Support	Planning and Economic Develop	or Long Range Planning
	IT Application Delivery and Data Managen		Planning Application Processing
	Infrastructure Tool Access (Data/voice)		Marketing
	Professional Legal Advice		Business Development
	Real Estate Services		Facilitation
	Driver and Technician Training		Data Provision
	Fleet Management	Roads	Surface Maintenance
	Mail & Print	Storm Water Management	Storm Water Management
	Records and Information	Transit	Transit
	Facilities Operations - Corporate	Winter Control	Winter Control
Culture	Event Management		
	Culture Community Support		

# Service Level and Efficiency Compared to OMBI Averages



### User-rate Supported Budgets

- Water & Wastewater rate increase of \$88 for a typical household
  - Advanced Meter Infrastructure installation will be complete
  - Water billing to be provided directly by the City of Barrie
- Reflects rate structure and long range financial plan decisions
- Parking budget requires significant funding from the Parking Reserve to cover operating costs



## User-rate Supported Budgets

- Water and Wastewater services are evolving:
  - Surface Water Treatment Plant opening in 2011
  - Expanded Wastewater Pollution Control Centre operational



# Capital Plan



### Asset Management

PSAB Tangible Capital Assets Reporting (Annual) 10-Yr Capital Program (Annual) 3-Yr Operating Program (Annual)



Current Asset Portfolio

#### **Master Plans**

(Updated every 5 yrs)

- Water (25 yr)
- Wastewater (25 yr)
- Storm Drainage (25 yr)
- Transportation (25 yr)
- Parks & Rec'n (10 yr)
- Library
- Fire
- Accommodation

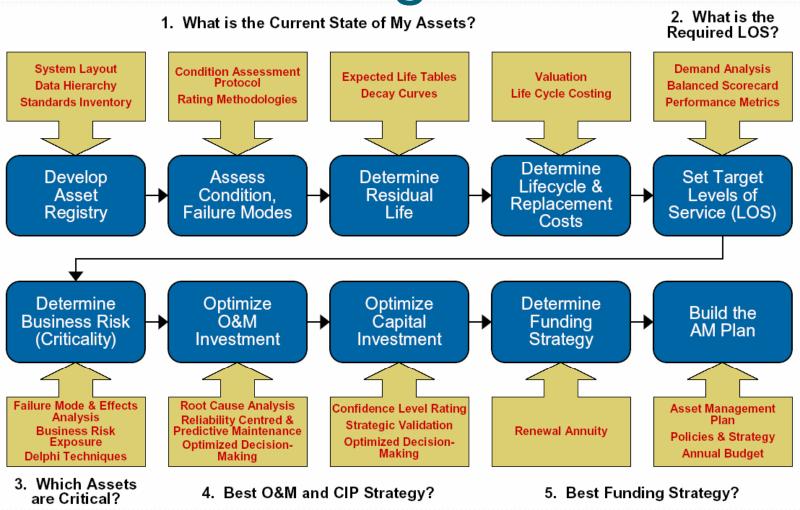
#### AM Plan

- Transportation
- Environmental
- Rec & Culture
- Facilities
- Fleet

Long Range Financial Plan (Annual) Corporate
Asset
Status
Report



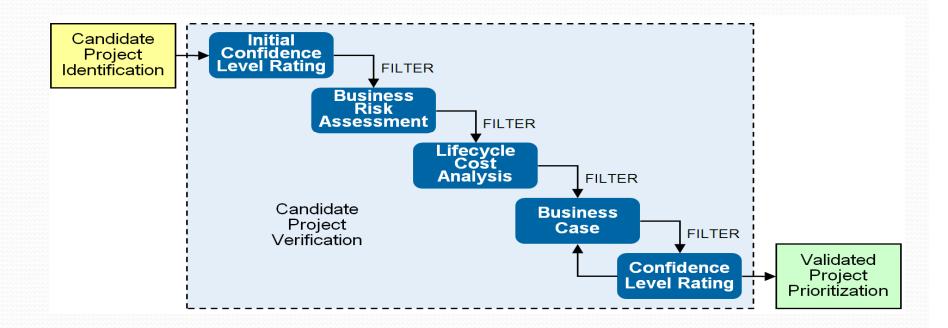
### **Asset Management**





# Capital Planning

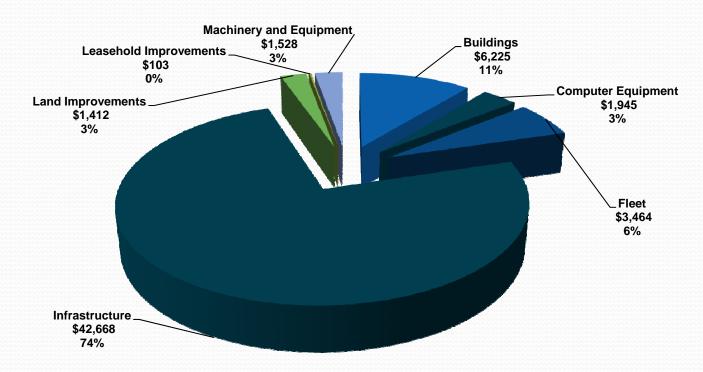
....a foundation for sustainability





# 2011 Capital Plan

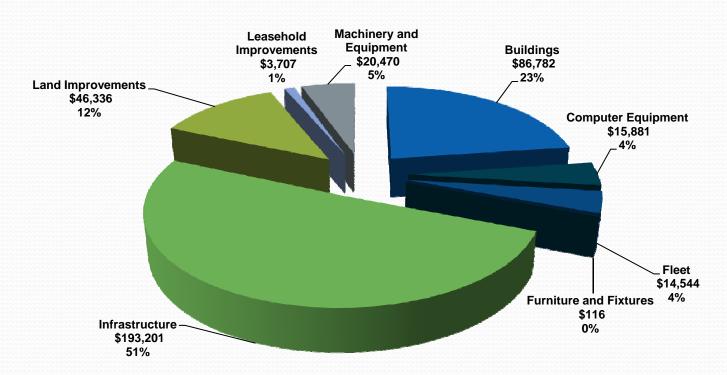
2011 Capital Budget Request by Asset Class (\$000)





## 2011-2014 Capital Plan

2011-2014 Capital Plan - Total Planned Expenditures by Asset Class (\$000)



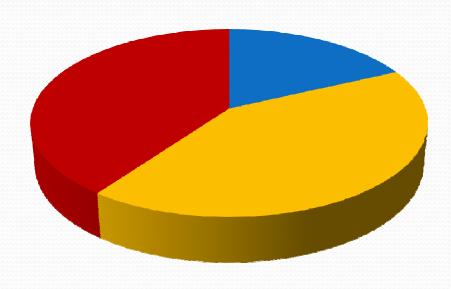


#### **Financial Considerations**



# Residential Property Tax Bill

- 42% of the residential property tax bill funds City services
- 40% funds Service
   Partners (Barrie Police, County of Simcoe, Barrie Public Library, GO Transit, Airport, Conservation Authorities, Tourism Barrie, RVH Expansion, Health Unit)
- 18% funds education

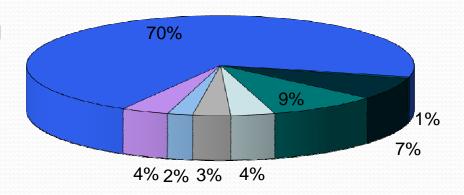


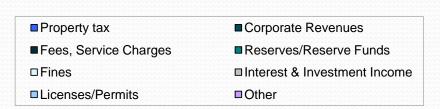
- Education
- City Services
- Service Partners



# Sources of Operating Revenue

- 70% of revenues from property tax
- Revenue from fees, service charges consistent with 2010 budget
  - +4.5% <u>over</u> 2010 forecast







### Subsequent Events

- In February, the County of Simcoe learned about funding changes that reduce the City's costs:
  - Ontario Works \$1.4M
  - ODSP \$0.6M
- Pending decision related to the Community Grant Program further reduces the 2011 tax levy by \$100,000
- Council may further adjust other elements of the Business Plan at its March 28 meeting

The effect of these changes is to reduce the tax levy to a 4.3% increase over 2010, representing a \$143 increase for a typical household.



### **Emphasis on Sustainability**

- Managing financial condition will remain a fundamentally important consideration throughout this term of Council
  - Annual debt servicing costs will grow
  - As our assets age, maintenance costs will grow
  - Community growth will drive demand for new, or more, services



## Emphasis on Sustainability

- Barrie's property taxes are affordable and relatively low compared to other municipalities
  - Taxes and water/wastewater rates remain within the affordability thresholds approved by Council
  - Service levels and program efficiency reflect averages found in other Ontario municipalities
- Reserve balances are insufficient
  - Recommended capital plan constrained by availability of sufficient reserves to fund asset investments for renewal, replacement and growth needs



## Emphasis on Sustainability

- New strategies to manage sustainability are required for 2012 and beyond
  - Introduce an asset management charge to support asset renewal funding requirements
  - Increase contributions to reserves at least equivalent to annual amortization charges
  - Limit or eliminate development charge discounts
  - Continue developing our asset management strategy to ensure we maximize the useful lives of our assets and minimize their lifecycle costs



#### 2011 Business Plan

- Maintains 2010 services and service levels while introducing a number of new facilities into the community
- Recommends a 4.3% property tax increase, equivalent to \$143 for a typical home
- Recommends water and wastewater rate increases equivalent to \$88 for a typical home
- Includes capital projects that address the corporation's most critical needs to maintain services and reduce, but not eliminate, risk of asset failure