



Focusing on Service

2011 Business Planning

The City of
BARRIE

March 21, 2011

F O C U S I N G O N S E R V I C E

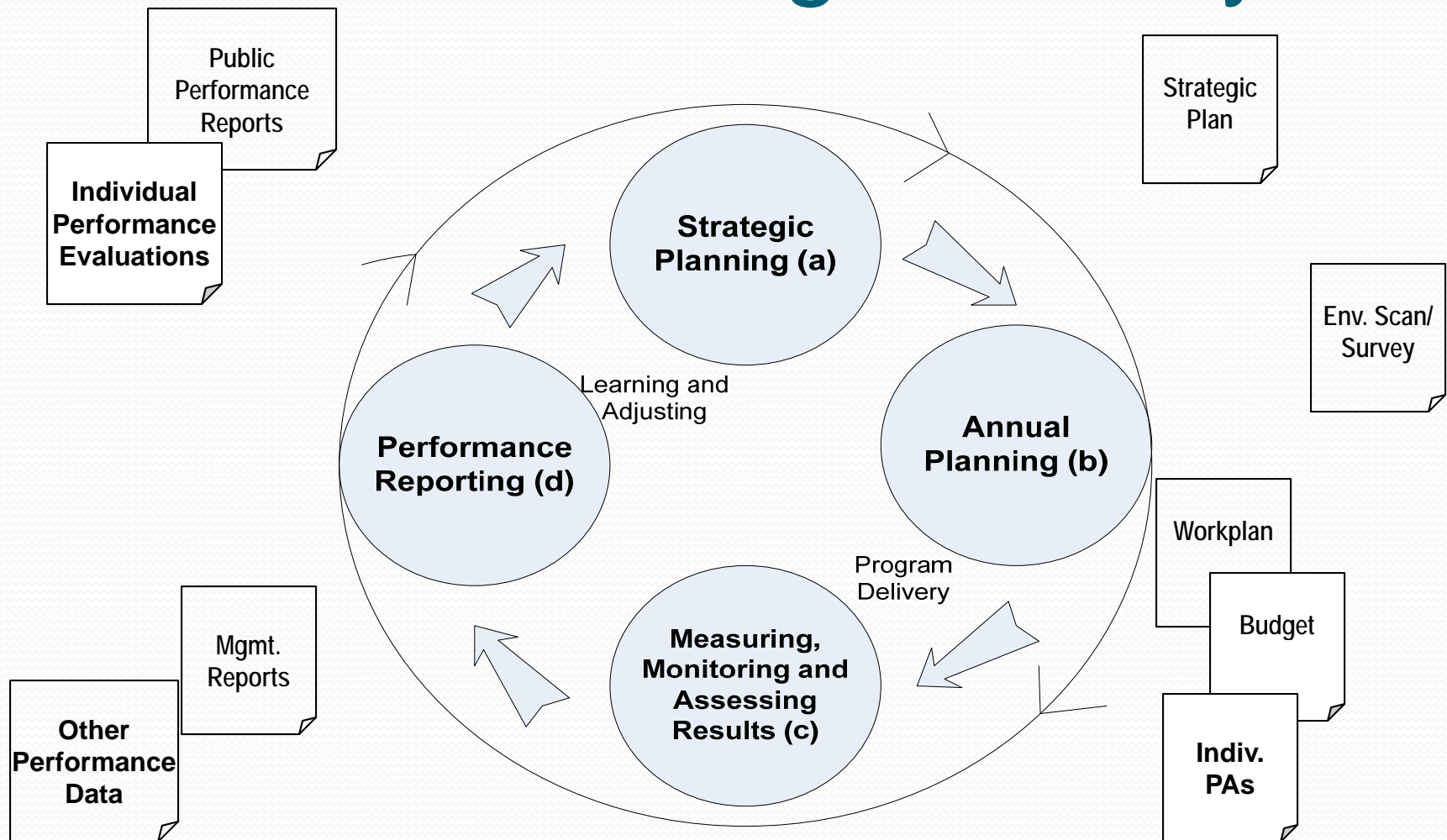


Agenda:

This presentation summarizes the 2011 Business Plan:

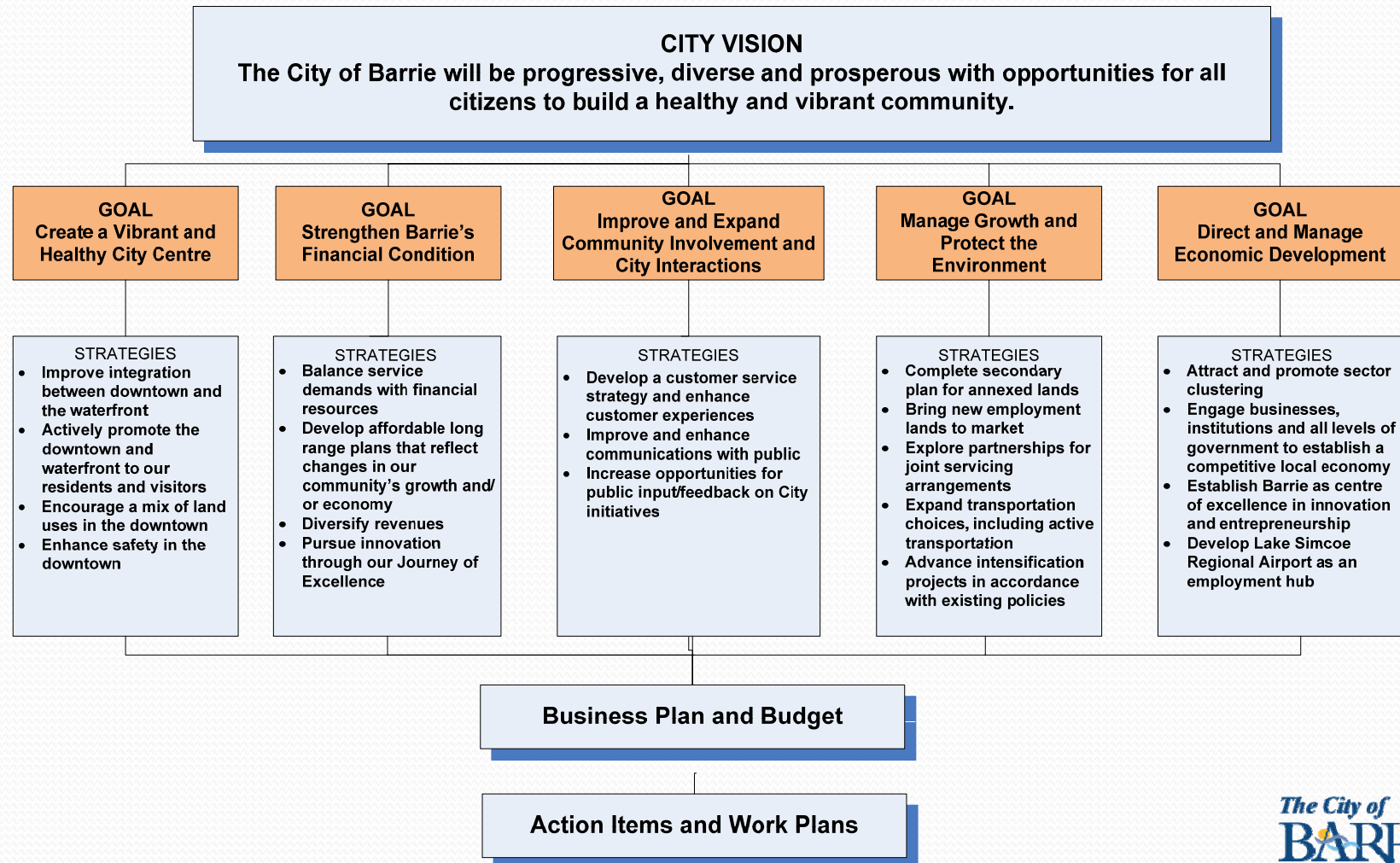
- Business planning process
- 2011 Commitments and Priorities
- Financial considerations

Continuous Management Cycle

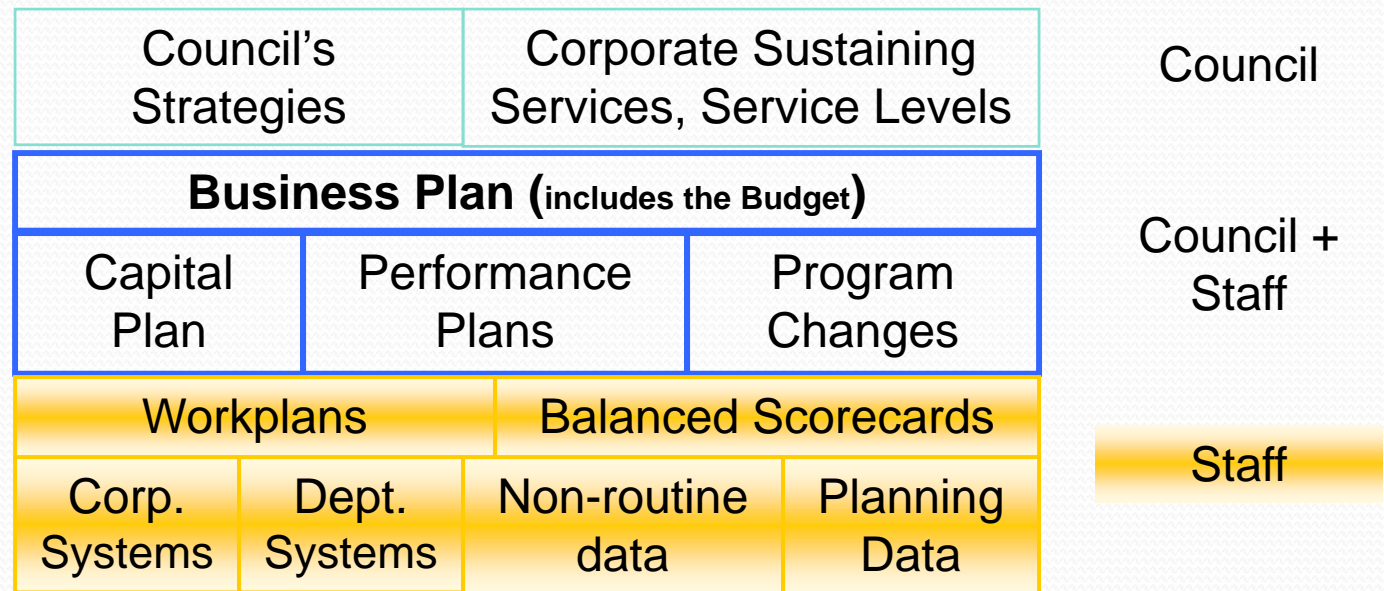


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2010 – 2014 Strategic Plan



Barrie's Planning and Budgeting Framework



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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

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Proposed Initiatives

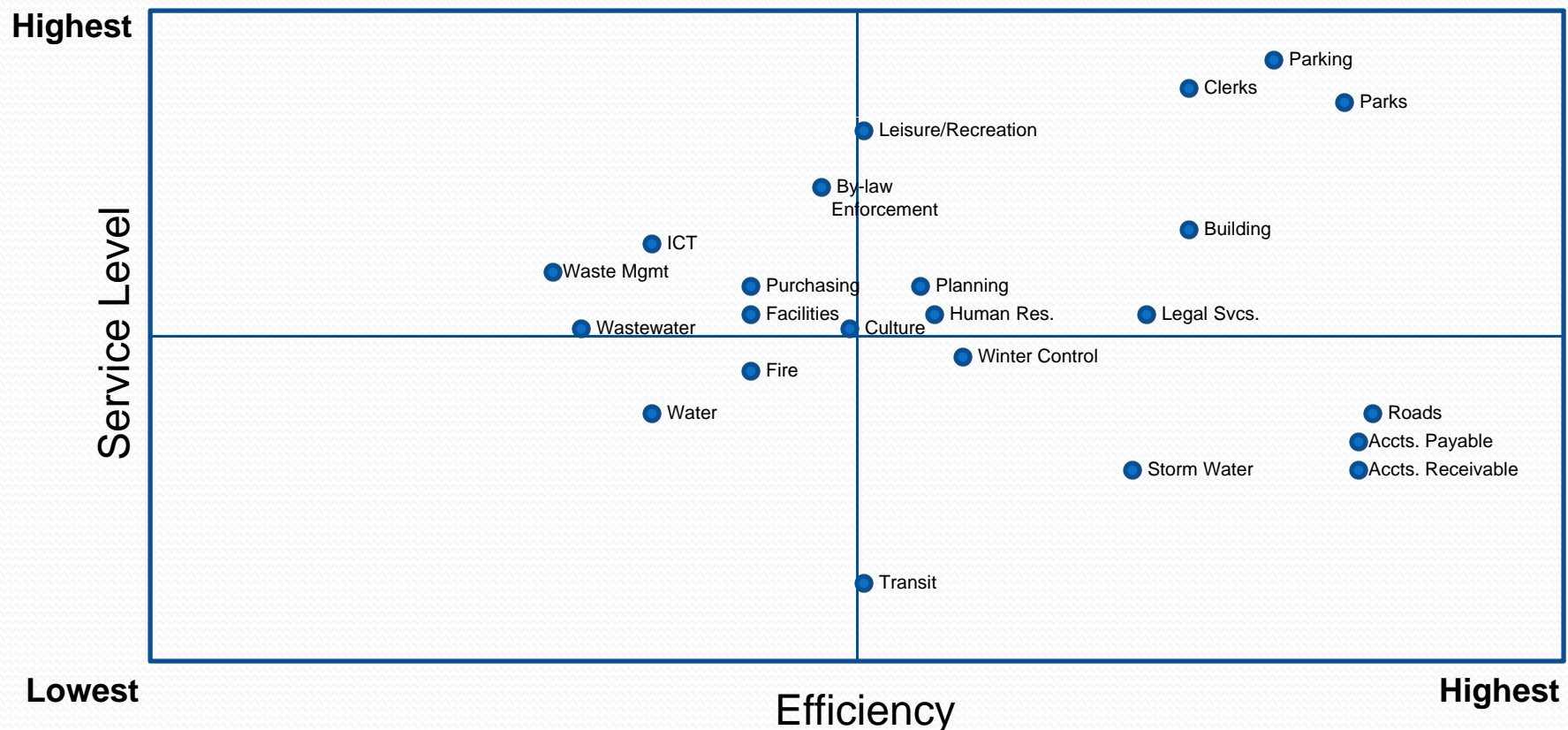
- Where new resources are being requested, they support plans that address service demands:
- **Proposed Changes:**
 - Transit – GO Shuttle for the new Allendale GO Station
 - Traffic Calming - resources to support a traffic calming policy for specified local and minor collector roadways
 - New Fire Station – Interim Fire Station with 20 new firefighters
 - Public Safety – provide 24/7 support for public safety communications infrastructure

Service-Based Reporting

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

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Service Level and Efficiency Compared to OMBI Averages



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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

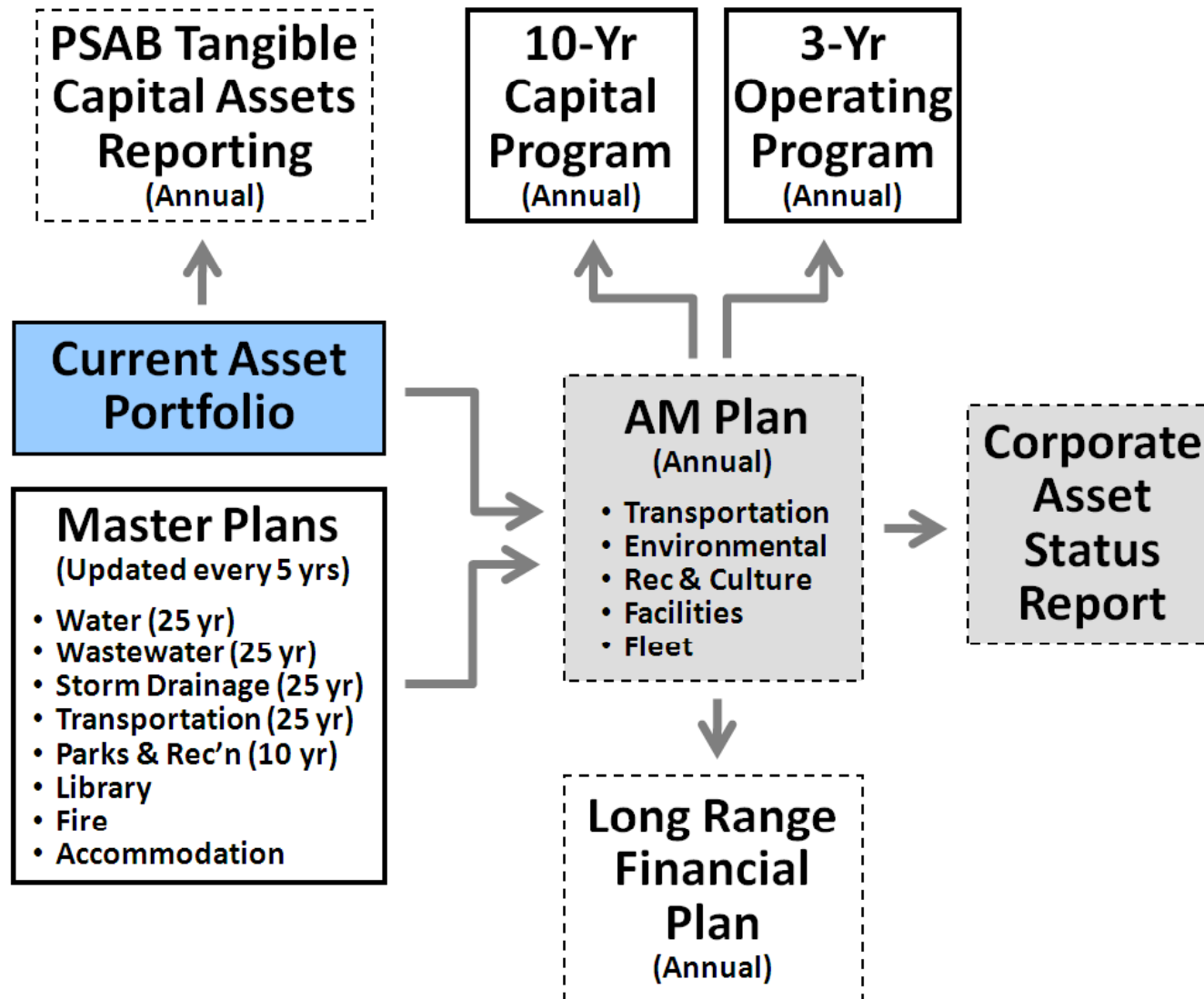
- Water and Wastewater services are evolving:
 - Surface Water Treatment Plant opening in 2011
 - Expanded Wastewater Pollution Control Centre operational



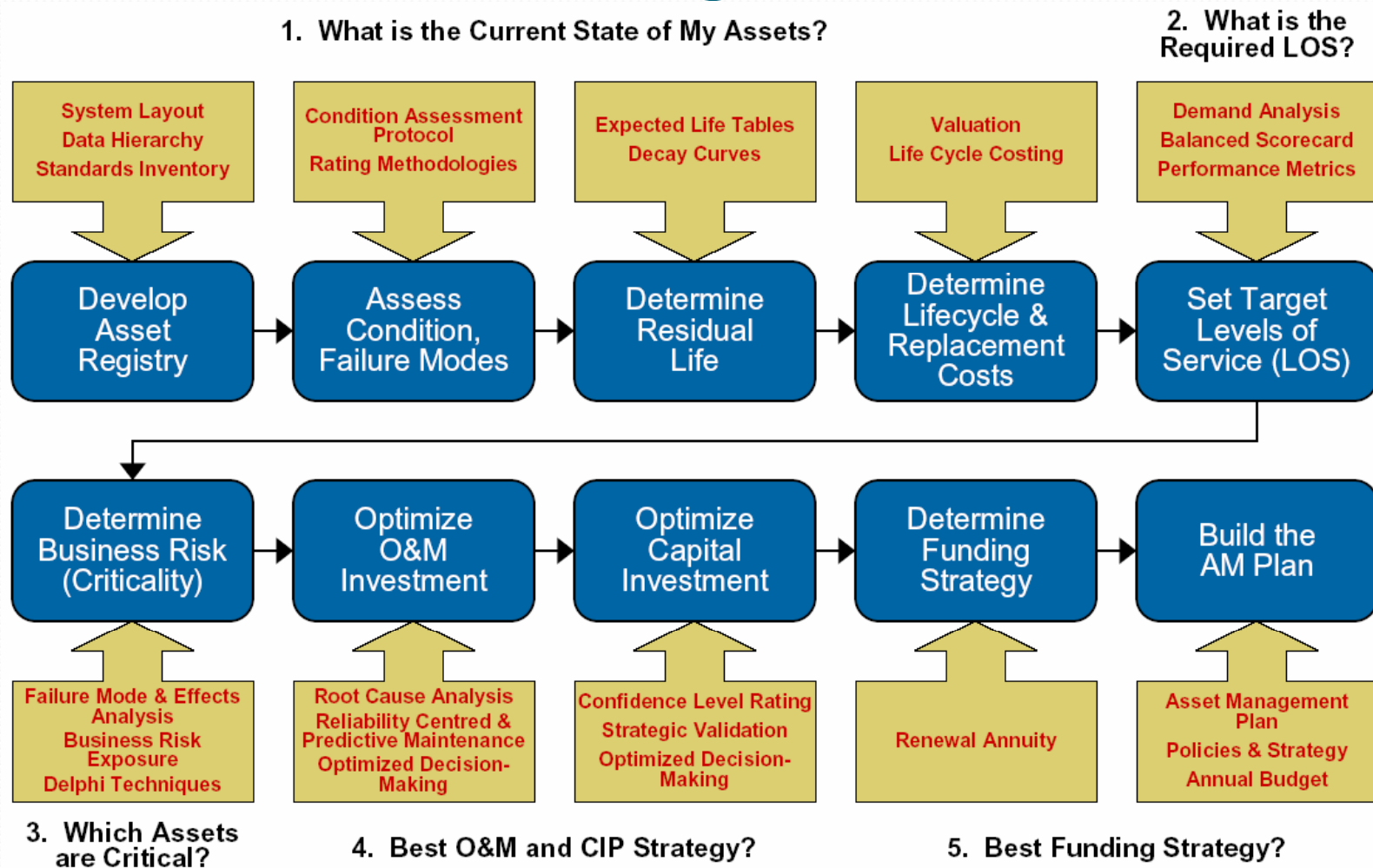
Capital Plan

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Asset Management



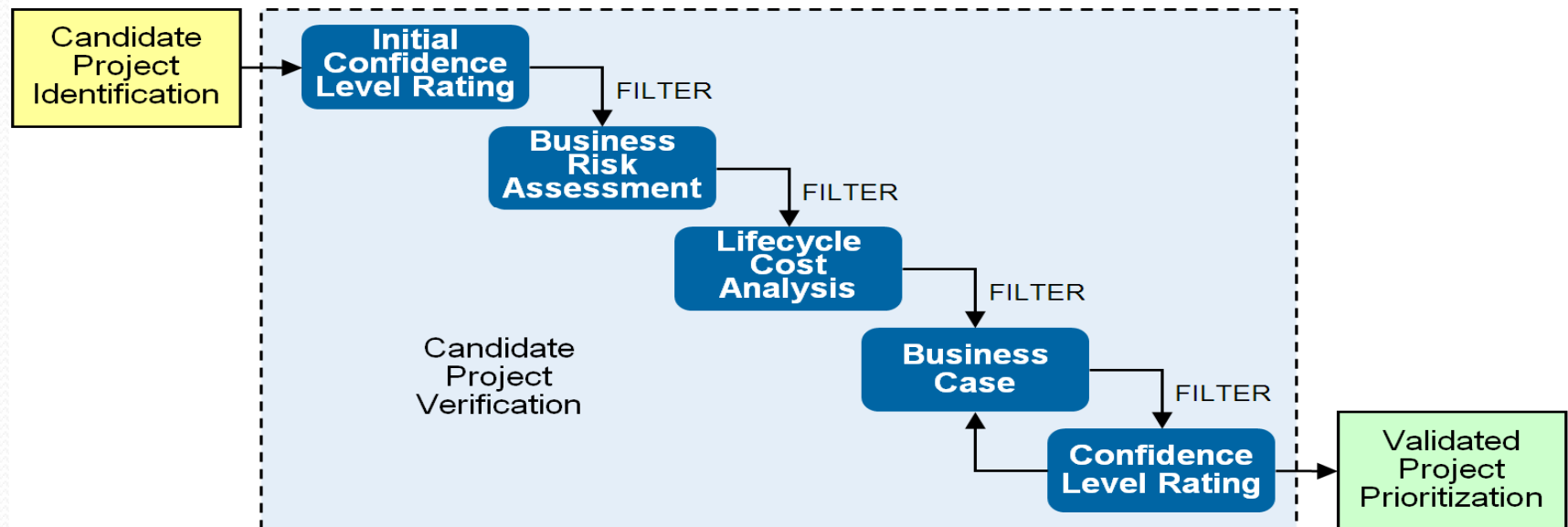
Asset Management



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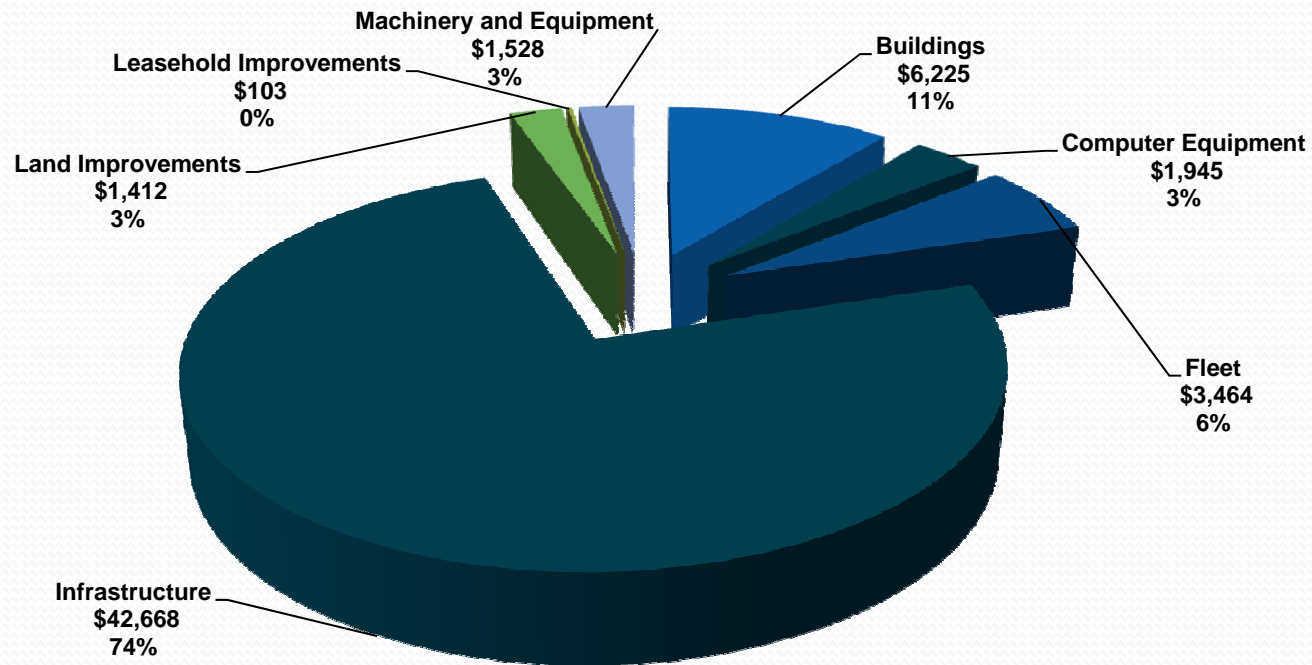
Capital Planning

....a foundation for sustainability



2011 Capital Plan

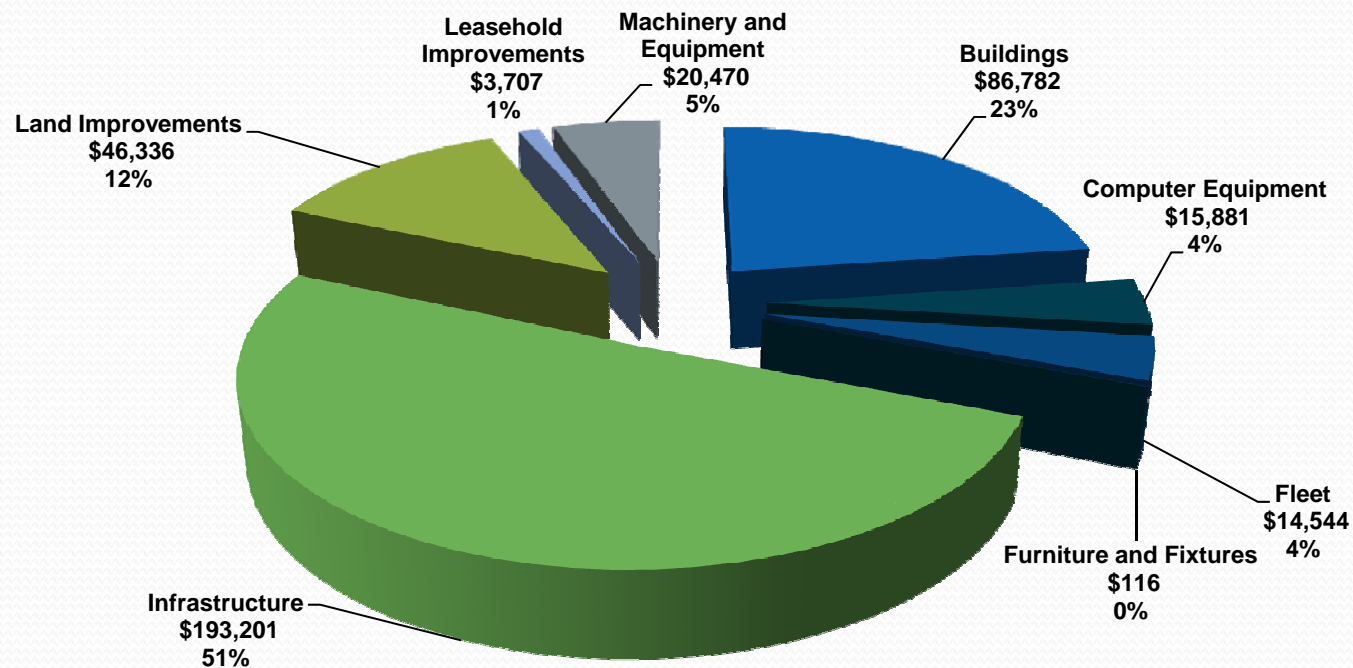
2011 Capital Budget Request by Asset Class (\$000)



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2011-2014 Capital Plan

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



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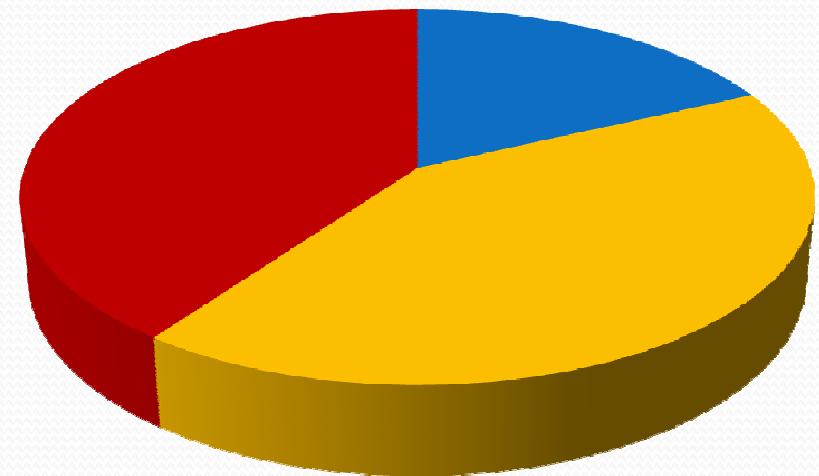


Financial Considerations

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Residential Property Tax Bill

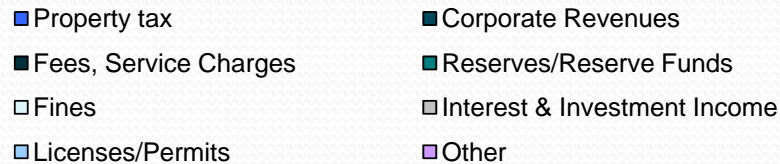
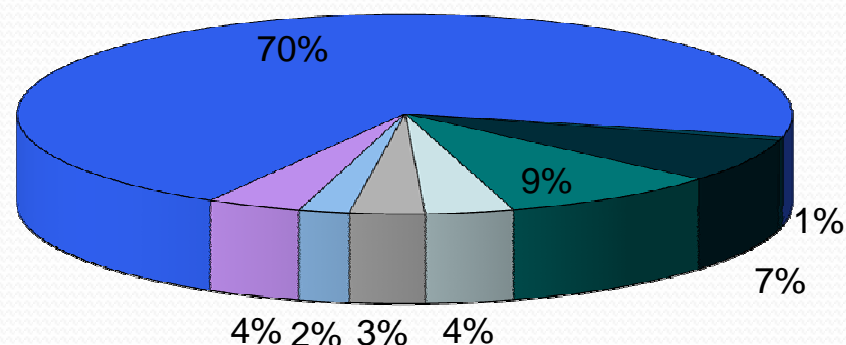
- **42%** of the residential property tax bill funds City services
- **40%** funds Service Partners (Barrie Police, County of Simcoe, Barrie Public Library, GO Transit, Airport, Conservation Authorities, Tourism Barrie, RVH Expansion, Health Unit)
- **18%** funds education



■ 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% over 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