



## BARRIE POLICE SERVICES BOARD

*committed to our community*

October 10, 2018

Mr. Michael Jermey  
City of Barrie  
P.O. Box 400  
Barrie, ON L4M 4T5

Dear Mr. Jeremy

**Re: 2019 Budget Request – Barrie Police Service**

Please find enclosed the 2019 budget request for the Barrie Police Service.

The Barrie Police Services Board (Board) is committed to fiscal responsibility while maintaining the current service delivery model. The impact of negotiated contractual settlements along with increasing benefits costs brought forward many challenges in the budget preparation. The Board has reduced costs wherever possible and has explored available funding opportunities.

The budget request includes provision for hiring of two additional sworn and five new civilian members. The Service has identified a human resources strategy which includes a civilianization component and, wherever possible, positions previously held by a police officer are being replaced with a civilian member. This strategy allows for the redeployment of sworn members into the community.

The Board has determined that the municipal funding required to provide an adequate and effective police service in 2019 is \$53,259,517 which represents a 2.8% increase over the approved 2018 budget. Included in the 2019 budget request is \$1,667,000 regarding the legislative impact of the new Workplace Safety Insurance – First Responders Act presumptive legislation.

It is the Board's opinion that the enclosed budget request represents the minimum funding required to maintain the level of public safety we currently enjoy in our community.

Please do not hesitate to contact us should you require any additional information

Sincerely,

Angela Lockridge  
*Chair*

James Dickie  
*Vice-Chair*

29 Sperling Drive  
Barrie, Ontario L4M 6K9

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Angela Lockridge  
Chair  
Barrie Police Services Board



## BARRIE POLICE SERVICE 2019 BUDGET

	2019 Budget \$	2018 Budget \$	+/- \$	+/-
Police Services Board	111,563	97,842	13,721	14.0%
<b>OPERATING BUDGET</b>				
<b>Salaries, Benefits and Overtime</b>				
Salaries	38,199,045	37,077,862	1,121,183	3.0%
Benefits	11,477,503	11,037,845	439,657	4.0%
Overtime	726,000	723,000	3,000	0.4%
<b>Total Salaries, Benefits and Overtime</b>	<b>50,402,547</b>	<b>48,838,707</b>	<b>1,563,840</b>	<b>3.2%</b>
Operating Expenditures	4,166,636	4,032,988	133,649	3.3%
Buildings	1,417,105	1,453,088	(35,983)	(2.5%)
Contribution to Child and Youth Advocacy Centre	90,000	-	90,000	
Grants, Secondments and General Revenue	(6,057,967)	(5,165,888)	(892,079)	17.3%
<b>TOTAL OPERATING BUDGET PRIOR TO CAPITAL EXPENDITURES AND LEGISLATIVE IMPACTS</b>	<b>50,129,884</b>	<b>49,256,737</b>	<b>873,147</b>	<b>1.8%</b>
<b>CAPITAL BUDGET</b>				
Capital Expenditures	1,374,260	1,360,953	13,306	1.0%
Radio System Upgrade	88,000	88,000	-	0.0%
<b>TOTAL CAPITAL BUDGET</b>	<b>1,462,260</b>	<b>1,448,953</b>	<b>13,306</b>	<b>0.9%</b>
<b>TOTAL OPERATING BUDGET PRIOR TO LEGISLATIVE IMPACTS</b>	<b>51,592,144</b>	<b>50,705,690</b>	<b>886,454</b>	<b>1.7%</b>
<b>LEGISLATIVE IMPACTS</b>				
<b>WORKPLACE SAFETY INSURANCE - FIRST RESPONDERS ACT</b>				
Salaries	985,010	770,782	214,228	27.8%
Benefits	305,202	233,222	71,980	30.9%
Contract replacements	377,161	105,173	271,988	258.6%
	1,667,373	1,109,177	558,196	50.3%
<b>MUNICIPAL FUNDING REQUIRED</b>	<b>\$ 53,259,517</b>	<b>\$ 51,814,867</b>	<b>\$ 1,444,650</b>	<b>2.8%</b>



## Barrie Police Service 2019 Budget including 2020-2021 Forecasts

	2019 Budget \$	2020 Forecast \$	2021 Forecast \$
Police Services Board	111,563	112,000	114,240
<b>OPERATING BUDGET</b>			
<b>Salaries, Benefits and Overtime</b>			
Salaries	38,199,045	39,921,457	41,473,273
Benefits	11,477,503	12,520,486	13,276,021
Overtime	726,000	728,000	735,000
<b>Total Salaries, Benefits and Overtime</b>	<b>50,402,547</b>	<b>53,169,943</b>	<b>55,484,293</b>
Operating Expenditures	4,166,636	4,266,000	4,376,000
Buildings	1,417,105	1,130,000	1,160,000
Contribution to Child and Youth Advocacy Centre	90,000	-	-
Grants, Secondments and General Revenue	(6,057,967)	(6,255,129)	(6,300,943)
<b>TOTAL OPERATING BUDGET</b>	<b>50,129,884</b>	<b>52,422,814</b>	<b>54,833,590</b>
<b>CAPITAL BUDGET</b>			
Renovations to Training Facility	-	2,000,000	-
Capital Expenditures	1,374,260	1,410,000	1,440,000
Radio System Upgrade	88,000	88,000	88,000
<b>TOTAL CAPITAL BUDGET</b>	<b>1,462,260</b>	<b>3,498,000</b>	<b>1,528,000</b>
<b>LEGISLATIVE IMPACTS</b>			
Workplace Safety Insurance - First Responder's Act Salary, Benefits and Contract Replacements	1,667,373	1,740,728	1,781,798
<b>MUNICIPAL FUNDING REQUIRED</b>	<b>53,259,517</b>	<b>57,661,542</b>	<b>58,143,388</b>



# BARRIE POLICE SERVICE

## 2019 BUDGET

Integral to the success of our organization is the development and maintenance of the partnerships and collaborative relationships both locally and outside our community.

In 2018, the Barrie Police Services Board directed that a shared services review be performed and, as a result of that study, savings were identified in the form of revisions to scheduling and deployment and certain specialized units were eliminated.

The Board has determined that the municipal funding required to provide an adequate and effective police service in 2019 is \$53,259,517 which represents a 2.8% increase over the approved 2018 budget.

The following narrative has been provided to explain the key variances:

### **OPERATING BUDGET**

The total Police Service operating budget for 2019 which excludes capital items and legislative impacts is \$50,129,884 which represents an increase of 1.8% over 2018.

#### **Salaries and Benefits**

The salary budget increase of \$1,121,183 includes the costs of hiring the 2 sworn and 5 civilian members and the impact of contractual obligations for 241 sworn members and 115 civilians.

The service has worked to realign positions previously held by a police officer with a civilian member where possible. The addition of 5 civilian members in 2019 will allow redeployment of police officers to respond to calls for service.

Benefits costs will rise by 4.0% or \$439,000. The majority of employee benefits costs are calculated using gross salary costs and, therefore, an increase in salaries has a corresponding increase in the cost of benefits. Efforts are being made to minimize benefits costs which include negotiated changes to the collective agreements and participation in programs in partnership with the City of Barrie.

The impact of the increased salaries and benefits costs represents an operating budget increase of 3.2%. Other expenditures have been minimized in order to decrease the overall operating budget increase to 2.8%.

## **Courts Services Unit**

The Ministry of Community Safety and Correctional Services (MCSCS) has committed to providing funding to municipalities in Ontario to assist in offsetting court security and prisoner transportation costs. Expenditures associated to the Courts unit total \$3,949,000 and includes salaries, benefits and overtime for police officers, full and part-time Special Constables and administrative staff as well as general operating expenditures. The Service is projecting court upload funding in the amount of \$3,484,000 in 2019 resulting in a funding shortfall of \$465,000. Future funding available under this program is currently under review by the provincial government.

## **Operating Expenditures**

In an effort to minimize the overall budget request, a comprehensive review of all proposed expenditures was undertaken. Reductions were made in the instances where a short-term reduction was feasible and the effect of which would not impact service delivery.

## **Maintenance**

Included in maintenance are costs pertaining to telephone system and computer software licensing fees, upgrades and agreements.

## **Insurance**

The budget includes a 1.1% increase in fleet and liability insurance coverage. The service's coverage is purchased in partnership with the City of Barrie to ensure best available pricing.

## **Vehicle Gasoline**

The impact of higher market prices on gasoline purchases have been reflected in the budget request.

## **Operating Supplies**

Through the support of the Department of National Defence and the Ministry of Health, a savings in operating supplies expenditures has been recognized in the amount of \$57,000.

## **Police Building Costs**

Costs include the applicable share of utilities, repairs and maintenance costs, rental charges and salaries and benefits costs of the City of Barrie custodial and maintenance staff responsible for maintaining the Service's various facilities which include the following locations:

- 29 Sperling Drive – Headquarters
- 60 Bell Farm Road – Investigative Services and Operational Support
- 79 Bell Farm Road – Corporate Services and Training
- 24 Maple Street – Downtown Community Response

## **Contribution to Child and Youth Advocacy Centre**

The Simcoe/Muskoka Child Advocacy Centre provides a safe and neutral space for police personnel and child protection workers to conduct investigations and provide support to children/youth and their families. Included in the 2019 budget request is funding in the amount of \$90,000 to assist with the Centre's funding deficit.

## **Grants, Secondments and General Revenue**

Service Fees, Other Revenue will increase by \$225,000 in 2019. Included are charges for criminal record checks for employment purposes only, revenue generated from false alarms, sale of police reports and fingerprints, paid duty administration fees and other miscellaneous items.

The Service encourages secondment opportunities with external agencies which serve to develop business relationships as well as enhancing employee skills. Revenue generated from seconded positions will amount to \$937,000 in 2019.

The Service relies on funding from various grants provided from the provincial government which amount to \$4,334,000. All of the grant funding agreements will expire by December 31, 2018 and the monies available under the programs are currently under review by the provincial government. Included in the 2019 budget request is the anticipated funding under the assumption that the current grant programs will continue.

## **CAPITAL BUDGET**

The capital budget request for 2019 is \$1,462,260 which includes replacement of fleet vehicles, computer equipment, police equipment and radio equipment.

Included in the 2019 budget request is the sum of \$88,000 which is the sixth of eight annual contributions to the Radio System Upgrade project.

## **LEGISLATIVE IMPACTS**

Several legislative changes have occurred in 2018 which have a significant impact on how the Service will maintain service levels. The most significant revision was the introduction of the Workplace Safety Insurance – First Responders Act which created a presumption that post-traumatic stress disorder diagnosed in first responders is work-related. The financial impact of this revised legislation will be \$1,667,000 or 1.1% of the overall budget increase in 2019.

Other legislative revisions include the Cannabis Act, Impaired Driving, Employment Standards Act and Next Generation 911, all of which will have a financial and/or deployment implications.

## **MUNICIPAL FUNDING REQUIRED**

The total 2019 budget request is comprised of an operating budget in the amount of \$50,129,884 and a capital budget request in the amount of \$1,462,260 resulting in an increase of 1.7% over the 2018 approved budget. However, the inclusion of the impact of the Workplace Safety Insurance – First Responders Act results in an overall budget request of \$53,259,517 or 2.8% increase over 2018.

**2019 Budget  
City of Barrie**

City of Barrie Operating Budget (000's)	2016 Actual	2017 Actual	2018 Budget	2019 Budget	Change	
Department					\$	%
Paramedic Services	5,388	6,293	6,304	6,282	(22)	(0.3)
Long Term Care and Seniors Services	943	885	969	926	(43)	(4.4)
<b>Health and Emergency Services</b>	<b>6,331</b>	<b>7,178</b>	<b>7,273</b>	<b>7,209</b>	<b>(65)</b>	<b>(0.9)</b>
Ontario Works	4,067	3,442	2,763	3,023	260	9.4
Children and Community Services	2,340	2,195	2,255	2,350	95	4.2
Simcoe County Housing Corporation	1,264	1,204	1,639	1,595	(44)	(2.7)
Social Housing - Non-Profit	3,812	3,701	4,480	5,340	860	19.2
<b>Social and Community Services</b>	<b>11,482</b>	<b>10,543</b>	<b>11,137</b>	<b>12,308</b>	<b>1,172</b>	<b>10.5</b>
Archives	45	46	46	47	1	2.0
Museum	58	60	61	62	1	2.0
<b>Total Archives &amp; Museum</b>	<b>104</b>	<b>106</b>	<b>107</b>	<b>109</b>	<b>2</b>	<b>2.0</b>
<b>Total Operating</b>	<b>17,917</b>	<b>17,826</b>	<b>18,517</b>	<b>19,626</b>	<b>1,109</b>	<b>6.0</b>
<b>Total Capital</b>	<b>2,917</b>	<b>3,413</b>	<b>8,717</b>	<b>13,614</b>	<b>4,897</b>	<b>56.2</b>
<b>MFC Financing Adjustment as outlined in MSA</b>	<b>-</b>	<b>-</b>	<b>(6,681)</b>	<b>(10,738)</b>	<b>(4,057)</b>	<b>60.7</b>
<b>Total Capital after MFC adjustment</b>	<b>3,183</b>	<b>2,917</b>	<b>2,036</b>	<b>2,876</b>	<b>840</b>	<b>41.2</b>
<b>Total Operating and Capital</b>	<b>20,834</b>	<b>21,240</b>	<b>20,552</b>	<b>22,501</b>	<b>1,949</b>	<b>9.5</b>

Capital Budget Summary (000's)	2019
Department and Project	Budget
PAR - 2019 Ambulance Replacement	252
PAR - 2019 New Rapid Response Unit	30
PAR - 2019 New RRU & Platoon Supervisor	30
PAR - 2019 Rapid Response Unit Replcmnt	21
PAR - 2019 Van Replacement	16
PAR - Barrie Simcoe Emergency Campus	5,108
PAR - Central East Barrie Par Post	192
PAR - CPR Equipment	19
PAR - Craighurst Land Improvement	10
PAR - Elmvale Par Strn/Adult Day Facility	(26)
PAR - Live Data – Situational Awareness	12
PAR - Midland Paramedic Station	179
PAR - Midland Renovations	9
PAR - Springwater South Par Post	107
<b>Paramedics</b>	<b>5,957</b>
LTC - Georgian Manor	4
LTC - Simcoe Manor	68
LTC - Sunset Manor	22
LTC - Trillium Manor	62
<b>Long Term Care and Senior Services</b>	<b>156</b>

Capital Budget Summary (000's)	2019
Department and Project	Budget
SCHC - Albert Street	28
SCHC - Brock Street	25
SCHC - Collingwood Development	2,353
SCHC - Cook Street	45
SCHC - Gignac Drive	13
SCHC - Harriet Street	8
SCHC - King Street	119
SCHC - Midland Avenue	16
SCHC - Miller Park	65
SCHC - Napier Street	21
SCHC - Nelson Street	13
SCHC - Regent Street	24
SCHC - Seventh Lane	14
SCHC - Sophia Street	10
SCHC - Tay Township Development	2,038
SCHC - Wasaga Beach Development	2,692
SCHC - Yonge Street	16
<b>Simcoe County Housing Corporation</b>	<b>7,501</b>
<b>Total Capital</b>	<b>13,614</b>
<b>MFC Financing Adjustment as outlined in MSA*</b>	<b>(10,738)</b>
<b>Total Capital after MFC adjustment</b>	<b>2,876</b>

\* Includes the MFC Financing as outlined in the Municipal Service Agreement (MSA)



November 9, 2018

Mr. Michael Jeremy  
City of Barrie  
P.O. Box 400  
Barrie, ON L4M 4T5

Dear Mr. Jeremy,

Re: 2019 Budget Request – Barrie Public Library Board

Please find enclosed the 2019 budget request for the Barrie Public Library Board.

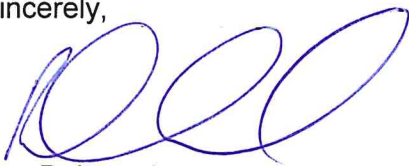
The Barrie Public Library Board is committed to fiscal responsibility while maintaining the current service delivery model and expanding into areas that meet community needs. Changes to fiscal processes have resulted in a need for increased capacity in our finance department. The Library is also committed to meeting the digital and STEAM literacy needs of our patrons and as such we are requesting additional funding for personnel to support children's makerspaces. In addition to these changes, the projected impact of negotiated contractual settlements along with increasing benefit costs brought forth many challenges in the budget preparation.

The Board has determined that the municipal funding required to provide an adequate and effective library service in 2019 is \$8,047,596 which represents a 4.53% or \$348,948 increase (less the capital reserve funding received in 2018 to address safety concerns) over the approved 2018 Budget.

As the Barrie Public Library anticipates a multi-branch system within the annex lands in the south end of Barrie we are also requesting that we begin an operating ramp-up reserve to ensure funding is in place for the opening of Hewitt and Salem Branches. To adequately fund the operating of these branches \$150, 000 is suggested for the first year with increases year to year to achieve the appropriate level of operating funding required.

The Library Board has been committed to fully completing the 2017-2019 Strategic Plan and has drawn upon reserves over the past two years to do so as not all initiatives were included in the Budget. We are working very hard to improve the services that the Library provides and to raise the profile of the Library in the community while spending the Budget wisely.

Sincerely,



Ray Duhamel  
Chair, Barrie Public Library Board

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
<b><u>EXPENSES</u></b>				
<b>Personnel</b>	<b>5,670,448</b>	<b>5,341,826</b>	<b>328,622</b>	<b>6.15%</b>
<b>Salaries</b>	<b>4,580,881</b>	<b>4,351,546</b>	<b>229,335</b>	<b>5.27%</b>
<b>Benefits</b>	<b>1,089,567</b>	<b>990,280</b>	<b>99,287</b>	<b>10.03%</b>
<b>Library Materials</b>	<b>963,700</b>	<b>963,700</b>	<b>0</b>	<b>0.00%</b>
<b>Services</b>	<b>239,470</b>	<b>242,520</b>	<b>(3,050)</b>	<b>-1.26%</b>
<b>Supplies</b>	<b>104,545</b>	<b>104,545</b>	<b>0</b>	<b>0.00%</b>
<b>Library Systems Maintenance</b>	<b>384,305</b>	<b>431,360</b>	<b>(47,055)</b>	<b>-10.91%</b>
<b>City Maintenance</b>	<b>914,435</b>	<b>913,366</b>	<b>1,069</b>	<b>0.12%</b>
<b>Capital</b>	<b>73,043</b>	<b>71,964</b>	<b>1,079</b>	<b>1.50%</b>
<b>Library Services Development</b>	<b>287,625</b>	<b>274,006</b>	<b>13,619</b>	<b>4.97%</b>
<b>TOTAL EXPENDITURE</b>	<b>8,637,571</b>	<b>8,343,287</b>	<b>294,284</b>	<b>3.53%</b>
<b><u>REVENUES</u></b>				
<b>Municipal Grant</b>	<b>7,997,596</b>	<b>7,708,647</b>	<b>288,949</b>	<b>3.75%</b>
<b>Development Charge - Collection</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0.00%</b>
<b>Total Municipal Grant Request</b>	<b>8,047,596</b>	<b>7,758,647</b>	<b>288,949</b>	<b>3.72%</b>
<b>Grant Provincial &amp; Pay Equity Grant</b>	<b>271,808</b>	<b>271,808</b>	<b>0</b>	<b>0.00%</b>
<b>Township Contract</b>	<b>183,167</b>	<b>177,832</b>	<b>5,335</b>	<b>3.00%</b>
<b>Fines, Non Resident Fees, Non-Materials</b>	<b>135,000</b>	<b>135,000</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL Budget REVENUE</b>	<b>8,637,571</b>	<b>8,343,287</b>	<b>294,284</b>	<b>3.53%</b>
<b><u>Compounding Annual Operational Ramp Up</u></b>	<b>150,000</b>			



# BARRIE PUBLIC LIBRARY STRATEGIC PLAN

2017-2019



Barrie Public  
LIBRARY

250



Top row of books on the tablet screen, including titles like "AMERIKENSKY" and "KOLEKSI".

Middle row of books on the tablet screen, featuring a prominent pink book titled "Sripta" and other titles like "KOLEKSI ALFA".

Bottom row of books on the tablet screen, including titles such as "MILAN KUNDERA" and "KOLEKSI".

Top row of books on the right side of the tablet screen, including titles like "SINEMA & KINEMA" and "KOLEKSI".

Middle row of books on the right side of the tablet screen, including titles like "Zona Konek: kekinian & klasik" and "KOLEKSI".

Bottom row of books on the right side of the tablet screen, including titles like "KOLEKSI" and "KOLEKSI".

## INTRODUCTION

The Barrie Public Library is pleased to present our new Strategic Plan which will help direct our priorities and directions over the next few years. This plan was developed through a consultation process which included the public, staff and Board. Our hope is that you will hear your voice through its strategic directions and goals. We have heard that you love your library, and be assured that our conversation with you about our shared future has only just begun.

The world is changing, and the library must evolve with it in order to meet the needs of its residents. We will respond to social, technological, and economic challenges while remaining grounded in the enduring values of intellectual freedom, inclusivity, and customer service excellence. By using new tools and resources, the library will enhance its traditional role of promoting literacy, as well as help drive cultural and economic development.

Use of the Barrie Public Library remains strong. The continuing need for libraries is reinforced by the fact that few people can afford to pay for all their information needs. Patrons are asking for a broader scope of services and programs than ever before. Perhaps the greatest challenge is the increase in requests for electronic materials while, at the same time, patrons expect the library to retain a strong physical collection.

The Barrie Public Library will rise to these challenges by shifting resources and evolving as a welcoming place, both physical and virtual. Our future will involve more partnerships to integrate newcomers and the socially marginalized. We will take an evidence based approach to planning, encourage staff development, and provide knowledge, information, and resources that promote literacy and transform lives. Together, we will work towards a more prosperous and connected community.

A handwritten signature in blue ink that reads "Marc Saunders". The signature is fluid and cursive, with the first name "Marc" being larger and more prominent than the last name "Saunders".

**MARC SAUNDERS** | CHIEF EXECUTIVE OFFICER



## OUR MISSION

Enriching the economic, social and cultural vitality of our community by opening doors to lifelong learning.

## OUR VALUES

- > INTELLECTUAL FREEDOM
- > KNOWLEDGEABLE STAFF
- > COMMUNITY ENGAGEMENT
- > CONFIDENTIALITY
- > INCLUSIVITY
- > LEADERSHIP AND ADVOCACY
- > CUSTOMER SERVICE EXCELLENCE



## OUR VISION

Promote literacy and transform lives by providing knowledge, information, and resources that enrich, empower, and educate.

## OUR STRATEGIC DIRECTIONS

- CREATE AN INSPIRING COMMUNITY PRESENCE <
- PROVIDE A GATEWAY TO OPPORTUNITY <
- FOSTER COMMUNITY-WIDE COLLABORATION <
- MAXIMIZE TECHNOLOGY FOR VALUE AND IMPACT <
- PROMOTE A CULTURE OF INCLUSION <

## STRATEGIC DIRECTION 1

# Create an Inspiring Community Presence

The residents of Barrie want to be inspired. Library spaces will be renewed to be places for innovation and transformation where everyone can learn, explore, and discover.

We will increase awareness of the library's unique place and identity within the community.



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**GOAL 1.1** PLAN FOR NEW BRANCHES THAT FEATURE UNIQUE AND WELCOMING SPACES

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**GOAL 1.2** INCREASE LIBRARY AWARENESS THROUGH EFFECTIVE MARKETING INITIATIVES

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**GOAL 1.3** RENEW THE LIBRARY'S SENSE OF PLACE IN THE COMMUNITY THROUGH A UNIQUE LOOK AND CLEAR IDENTITY

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**GOAL 1.4** UPDATE CURRENT FACILITIES TO IMPROVE COMFORT, FUNCTIONALITY AND SAFETY

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## STRATEGIC DIRECTION 2

# Provide a Gateway to Opportunity

Our library will be a welcoming place with something for everyone.

We will deepen our understanding of community needs and reduce barriers by providing a broad range of services, increasing accessibility, and working with community partners.

At the Barrie Public Library, everyone will have the opportunity to explore new technologies, learn new skills, and connect with the community resources.

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**GOAL 2.1** DEVELOP INNOVATIVE, APPEALING PROGRAMS FOR ALL AGES THAT SPEAK TO CURRENT TRENDS

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**GOAL 2.2** CREATE OPPORTUNITIES FOR THE PUBLIC TO EXPERIENCE AND EXPERIMENT WITH NEW TECHNOLOGY

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**GOAL 2.3** IMPROVE OPPORTUNITIES FOR PEOPLE TO ACCESS COMMUNITY RESOURCES

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**GOAL 2.4** EVALUATE AND FOCUS THE LIBRARY'S COLLECTIONS WITH A VIEW TO INCREASE USAGE

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**GOAL 2.5** INCORPORATE STATISTICAL RESEARCH TO IDENTIFY FURTHER INITIATIVES THAT ADDRESS THE NEEDS OF THE COMMUNITY

## STRATEGIC DIRECTION 3

# Foster Community-Wide Collaboration

The library will explore further opportunities to collaborate with groups in the community. We will offer more ways for volunteers and partner organizations to engage with the library and help them connect with each other.

By seeking out partnerships that align with our goals, we can expand the library's reach and deliver greater value to library users.



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**GOAL 3.1** BROADEN VOLUNTEER OPPORTUNITIES AT THE LIBRARY

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**GOAL 3.2** ASSESS CURRENT PARTNERSHIPS AND EXPLORE NEW OPPORTUNITIES WITH COMMUNITY ORGANIZATIONS

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**GOAL 3.3** DEVELOP STRATEGIES TO IDENTIFY FUNDING OPPORTUNITIES

## STRATEGIC DIRECTION 4

# Maximize Technology for Value and Impact

The Barrie Public Library will strive to deliver services in the most efficient and effective way possible. We will review how our systems, technology, and processes support both library users and our internal operations.

An increased investment in technical infrastructure will lead to greater stability, ease of use for patrons and staff, as well as an increase in library usage.

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**GOAL 4.1** CREATE A MODERN, STABLE AND SCALABLE IT  
INFRASTRUCTURE TO REALIZE THE LIBRARY'S FULL POTENTIAL

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**GOAL 4.2** STAFF WILL BE HIGHLY PROFICIENT WITH TECHNOLOGY  
SO THEY CAN EFFECTIVELY TRAIN OTHERS

## STRATEGIC DIRECTION 5

# Promote a Culture of Inclusion

The cornerstone of every great library is its staff. When staff is supported by a strong organizational culture with a customer service focus, it is reflected in the experience of library users.

We will promote diversity in our organization, encourage learning, and foster positive relationships.

This internal focus will support the library to become a more inclusive, inspiring space for our community.



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**GOAL 5.1** IMPROVE INTERNAL AND EXTERNAL COMMUNICATION

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**GOAL 5.2** IMPROVE STAFF WORKSPACE AND SERVICE POINT EFFICIENCIES

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**GOAL 5.3** DEVELOP RELEVANT STAFF TRAINING

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**GOAL 5.4** INCREASE RATES OF CUSTOMER SATISFACTION IN ALL LIBRARY BRANCHES





## Downtown Branch

60 Worsley Street,  
Barrie, ON L4M 1L6

## Painswick Branch

48 Dean Avenue,  
Barrie, ON L4N 0C2

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Barrie Public  
**LIBRARY**  
261

Lake Simcoe Region Conservation Authority  
3 Year Budget Projection  
City of Barrie

Special Capital Program	2018 Budget		2019 Proposed Budget		2020 Proposed Budget		2021 Proposed Budget	
	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost
<b>Corporate Governance</b>								
Lake Simcoe Protection Plan	44,417	248,764	46,022	257,764	47,393	265,445	48,805	273,355
<b>Human Resource Management</b>								
Accessibility for Ontarians with Disabilities Act (AODA)	1,942	9,025	1,961	9,115	2,020	9,387	2,080	9,667
<b>Information Management</b>								
Program Information Management	41,186	181,522	42,383	187,745	43,646	193,340	44,947	199,102
<b>Financial Management</b>								
Asset Management - Vehicles and Equipment	15,991	33,564	16,298	34,198	16,784	35,217	17,284	36,266
<b>Ecological Management</b>								
<b>Restoration and Regeneration</b>								
Assistance Program	109,045	727,908	110,781	738,801	114,083	760,817	117,482	783,490
<b>Ecosystem Science and Monitoring</b>								
Lake Monitoring	27,088	151,702	27,646	154,830	28,470	159,444	29,318	164,195
Tributary Biologic Monitoring	31,940	178,874	32,580	182,462	33,551	187,899	34,551	193,498
Tributary Water Quality	16,748	93,796	17,496	97,989	18,017	100,909	18,554	103,916
Natural Heritage Mapping	20,144	112,758	20,345	113,886	20,952	117,279	21,576	120,774
<b>Water Risk Management</b>								
<b>Flood Management</b>								
Natural Hazard Mapping	13,697	106,863	14,016	108,956	14,434	112,203	14,864	115,546
Flood Warning	33,082	181,201	33,413	183,013	34,409	188,467	35,434	194,083
<b>Water Management/Restoration</b>								
Assistance Program	44,800	299,047	45,248	302,037	46,596	311,038	47,985	320,307
<b>Water Science and Monitoring</b>								
Groundwater Monitoring	18,626	104,313	19,064	106,770	19,632	109,952	20,217	113,228
River Flow Monitoring	22,757	127,451	23,363	130,852	24,060	134,751	24,777	138,766
Stromwater Performance Monitoring	6,811	38,144	7,045	39,454	7,255	40,630	7,471	41,841
<b>Watershed Studies and Strategies</b>								
Climate Change Adaptation	24,905	183,516	25,154	185,351	25,904	190,875	26,676	196,563
Research and Innovation	57,466	334,156	58,820	341,857	60,573	352,045	62,378	362,536
Watershed Subwatershed Planning	39,415	384,472	42,750	403,589	44,024	415,616	45,336	428,001
Strategic Initiatives and Growth			5,701	41,533	11,601	77,735	17,795	115,727
Asset Management					5,901	36,202	12,094	74,195
<b>Capital Program Subtotal</b>	<b>570,060</b>	<b>3,497,076</b>	<b>590,087</b>	<b>3,620,201</b>	<b>619,303</b>	<b>3,799,249</b>	<b>649,623</b>	<b>3,985,057</b>
<b>Operations</b>								
CVA adjustment	-15,203	755						
Base Levy	666,257	3,655,481	673,173	3,777,596	694,857	3,898,497	717,092	4,023,249
Base Pressures	22,119	121,360	21,684	120,901	22,235	124,752	22,947	128,744
<b>Operations Subtotal</b>	<b>673,173</b>	<b>3,777,596</b>	<b>694,857</b>	<b>3,898,497</b>	<b>717,092</b>	<b>4,023,249</b>	<b>740,039</b>	<b>4,151,993</b>
<b>Special Operating Levy</b>	<b>49,416</b>	<b>467,825</b>	<b>50,350</b>	<b>476,667</b>	<b>51,911</b>	<b>491,444</b>	<b>53,520</b>	<b>506,678</b>
<b>Growth Management (Scanlon Infrastructure)</b>	<b>107,222</b>	<b>603,466</b>						
<b>Total</b>	<b>1,399,871</b>	<b>8,345,963</b>	<b>1,335,294</b>	<b>7,995,365</b>	<b>1,388,307</b>	<b>8,313,942</b>	<b>1,443,183</b>	<b>8,643,728</b>

October 30, 2018

City of Barrie  
c/o Wendy Cooke, Clerk  
70 Collier Street  
P.O Box 400, Barrie, Ontario  
L4M 4T5

Dear Mayor Lehman & Council:

Enclosed, please find the 2019 Nottawasaga Valley Conservation Authority (NVCA) Draft Budget Booklet (attachment). This draft budget was received and approved for circulation and input for a 30 day review, at the October 26, 2018 NVCA Board meeting. Please forward any comments to the undersigned by February 22, 2019.

We have proactively addressed the level of service for all our stakeholders by adding two fully funded FTEs, one each in Engineering and Planning for a \$179,412 cost.

The City of Barrie's proposed 2019 levy contribution is \$379,595.83 an increase of \$25,316.07 over 2018. The phased in year 3 capital asset levy will be \$20,023.94.

Please contact Haleigh Ferguson at 705-424-1479 ext. 272 or [hferguson@nvca.on.ca](mailto:hferguson@nvca.on.ca) to schedule a deputation or meeting with staff to discuss this draft budget. We believe the 2019 draft budget represents a wise investment for the long term health of our environment and our local economy.

A link to the complete 2019 Draft Budget booklet can also be found on the NVCA website home page at [www.nvca.on.ca](http://www.nvca.on.ca). NVCA Board approval will occur on March 22, 2018.

Yours truly,



Doug Hevenor  
Chief Administration Officer

Copies: Michael Prowse, CAO  
NVCA Board Member, Councillor Rose Romita  
Craig Millar, Director, Finance & Treasurer





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# 2019 Draft Budget Information for Member Municipalities

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October 2018

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**Nottawasaga Valley**  
Conservation Authority

If you require this document in an alternative format  
please contact NVCA at 705-424-1479 or [admin@nvca.on.ca](mailto:admin@nvca.on.ca)

## About NVCA

For 58 years, the Nottawasaga Valley Conservation Authority (NVCA) has worked with municipal, provincial and federal partners, and local stakeholders to deliver excellence in watershed planning and management. Like Ontario's other 35 conservation authorities, NVCA operates under three fundamental principles:

- Watershed jurisdiction
- Local decision making
- Funding partnerships

As your municipal partner, NVCA provides the expertise to help protect our water, our land, our future.



**Vision** - Innovative watershed management supporting a healthy environment, communities and lifestyles.



**Mission** - Working together to lead, promote, support and inspire innovative watershed management.



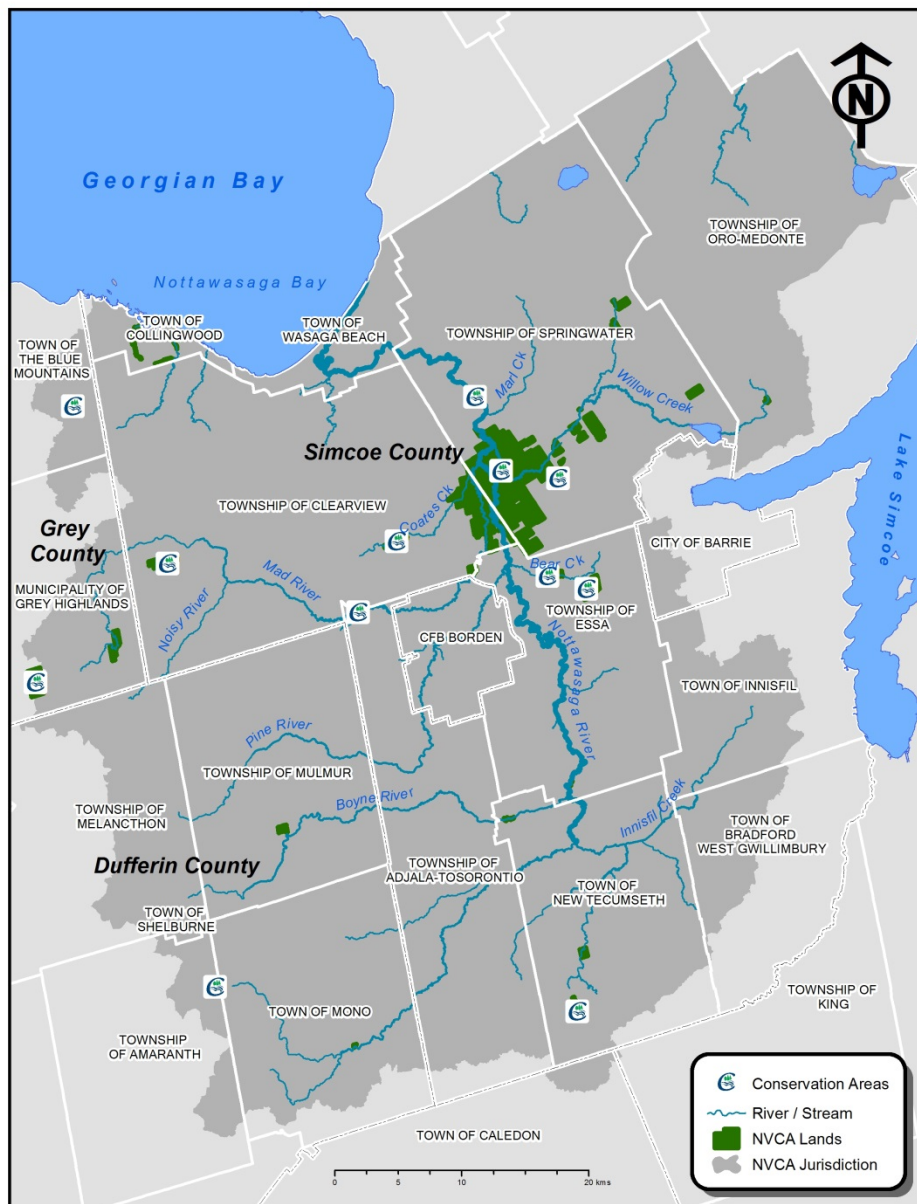
**Guiding Principles** - We are committed to carrying out our responsibilities, providing services to our customers and working with our partners in a professional, accountable, responsible and dedicated manner.

We are:

- an adaptive organization - constantly striving to improve; committed to anticipating change and thinking strategically
- a "can-do" organization - collaborative, decisive and efficient, committed to finding solutions that work for all
- a science-based organization - committed to using the best available watershed science and knowledge to inform decisions

- a professional organization - authentic and credible, respectful of all and receptive to the ideas of others
- an open organization - approachable, committed to customer service excellence, honest, open, transparent and effective
- a responsible organization - trustworthy, committed to fiscal prudence and the responsible use of resources

Our watershed encompasses a large geographic area of 3,700 sq. km, with jurisdiction in 18 municipalities. One representative from each municipality is appointed as a member of our board of directors. Our members play a key role in governing the authority. They have a responsibility to represent the interests of their municipalities, to consider the interests of the authority and the watershed as a whole, and to act as a liaison between their municipalities and NVCA.



## Member Municipalities

- Township of Adjala-Tosorontio
- Township of Amaranth
- City of Barrie
- Town of the Blue Mountains
- Bradford/West Gwillimbury
- Clearview Township
- Town of Collingwood
- Township of Essa
- Municipality of Grey Highlands
- Town of Innisfil
- Township of Melancthon
- Town of Mono
- Mulmur Township
- Town of New Tecumseth
- Township of Oro-Medonte
- Town of Shelburne
- Township of Springwater
- Town of Wasaga Beach

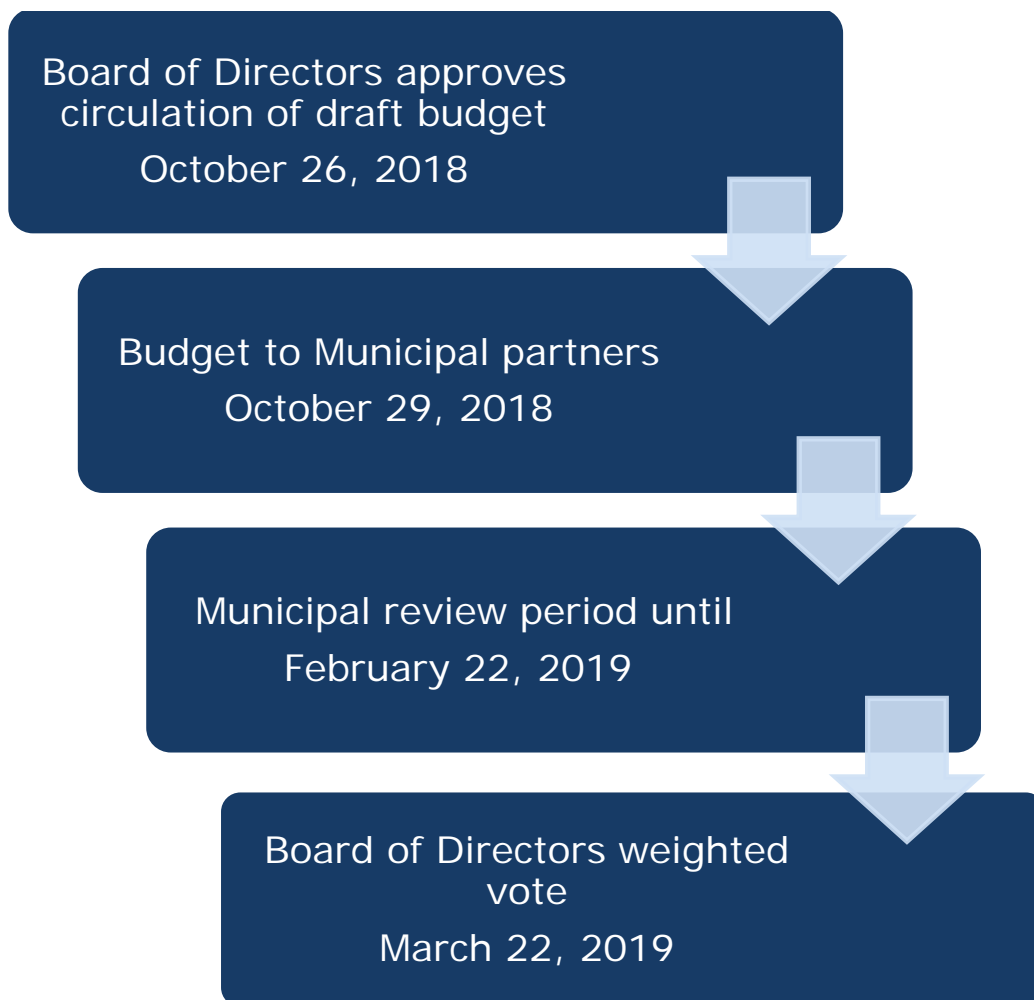


## Budget Process

In August 2018, board members approved a staff report on the budget pressures projected for 2019 and directed staff to prepare a 2019 budget for consideration based on a \$176,586 increase to general levy. The draft budget is to be reviewed at the October 26, 2018 board of directors meeting and subsequently circulated to NVCA watershed municipalities for comments. Typically the board of directors vote on the budget at the December meeting, however as 2018 is an election year, the vote will be held in March 2019.

## Budget Vote

Directors of the board will vote on the budget and levy using a weighted vote. The weighting formula is based on the Current Value Assessment (CVA) levy apportionment found on the next page.



## 2019 Draft Budget

The 2019 operation budget is organized into business units and departments and is intended to reflect all associated costs. Operating programs have been maintained at the previous years' service levels.

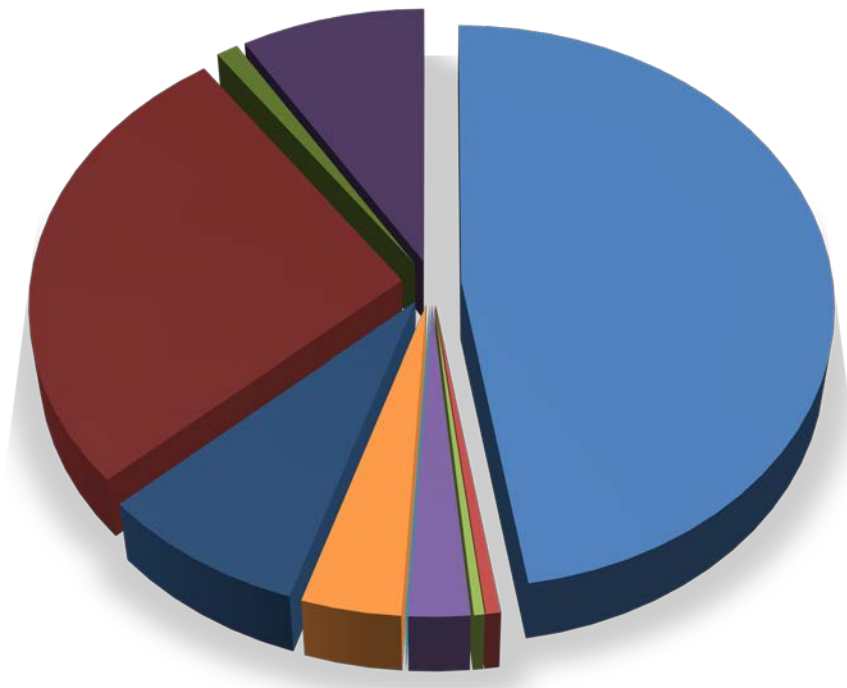
A \$176,586 increase in municipal levy, is needed to support the operating expenditures. The operating levy is shared by NVCA member municipalities based on the CVA apportionment percentages provided by the Ministry of Natural Resources and Forestry.

### Summary of Municipal Levy Contribution

Municipality	2018 CVA Apportionment Percentage	2019 CVA Apportionment Percentage	2018 Operating Levy	2019 Operating Levy	\$ Increase
			\$2,286,443.25	\$2,463,029.16	\$176,585.95
Township of Adjala-Tosorontio	4.2689%	4.1925%	\$97,606.27	\$103,262.65	\$5,656.38
Township of Amaranth	0.2235%	0.2192%	\$5,109.08	\$5,399.33	\$290.25
City of Barrie	15.4948%	15.4117%	\$354,279.76	\$379,595.83	\$25,316.07
Town of The Blue Mountains	1.4703%	1.4179%	\$33,617.95	\$34,923.55	\$1,305.60
Bradford/West Gwillimbury	3.8174%	3.9902%	\$87,283.77	\$98,280.29	\$10,996.52
Clearview Township	5.2013%	5.0678%	\$118,924.61	\$124,821.15	\$5,896.54
Town of Collingwood	10.3451%	10.0634%	\$236,534.41	\$247,864.38	\$11,329.97
Township of Essa	6.7363%	6.9541%	\$154,021.54	\$171,281.23	\$17,259.69
Municipality of Grey Highlands	0.3705%	0.3560%	\$8,472.40	\$8,768.66	\$296.26
Town of Innisfil	6.4739%	6.7490%	\$148,022.65	\$166,229.29	\$18,206.64
Township of Melancthon	0.4846%	0.4711%	\$11,079.00	\$11,603.90	\$524.90
Town of Mono	3.8523%	3.8050%	\$88,081.18	\$93,718.30	\$5,637.15
Mulmur Township	1.7510%	1.6843%	\$40,034.53	\$41,483.71	\$1,449.18
Town of New Tecumseth	12.7683%	13.2112%	\$291,940.15	\$325,395.14	\$33,454.99
Township of Oro-Medonte	7.7282%	7.5379%	\$176,700.09	\$185,659.45	\$8,959.36
Town of Shelburne	2.0606%	2.0602%	\$47,114.22	\$50,742.31	\$3,628.09
Township of Springwater	7.2250%	7.3890%	\$165,196.58	\$181,992.86	\$16,796.28
Town of Wasaga Beach	9.7280%	9.4196%	\$222,425.05	\$232,007.12	\$9,582.07

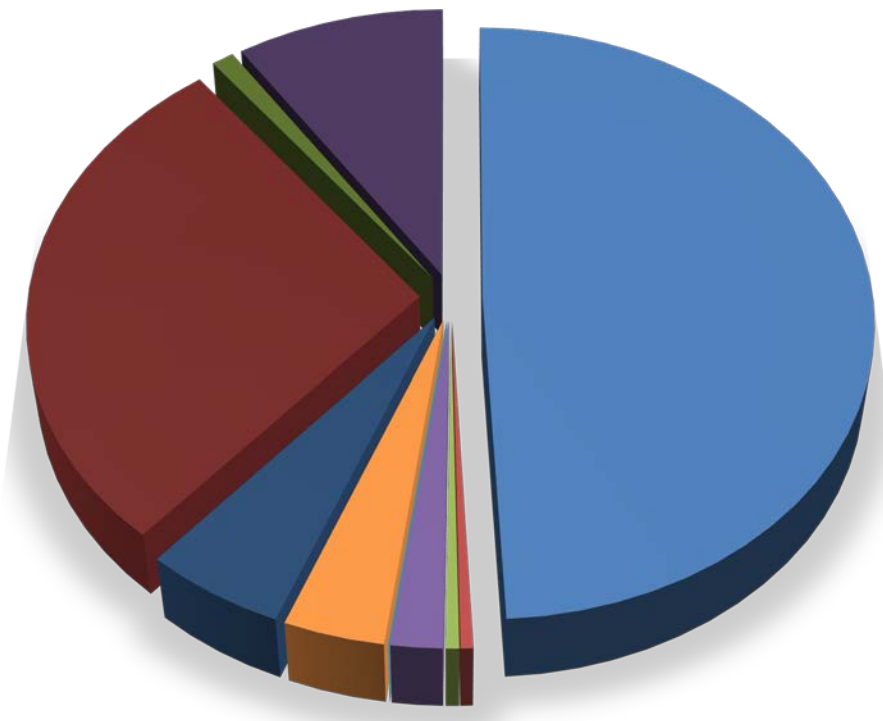
# Sources of Revenue

**2018 - \$4,744,148**



- Levy - 47%
- Special Benefit Projects - 1%
- Municipal Contributions - 0%
- Municipal Project -RMO - 2%
- Federal Funding - 0%
- Provincial Funding - 4%
- Grants written by NVCA - 8%
- Revenue Generated by Authority - 27%
- Operational Reserves - 1%
- Contributions - 9%

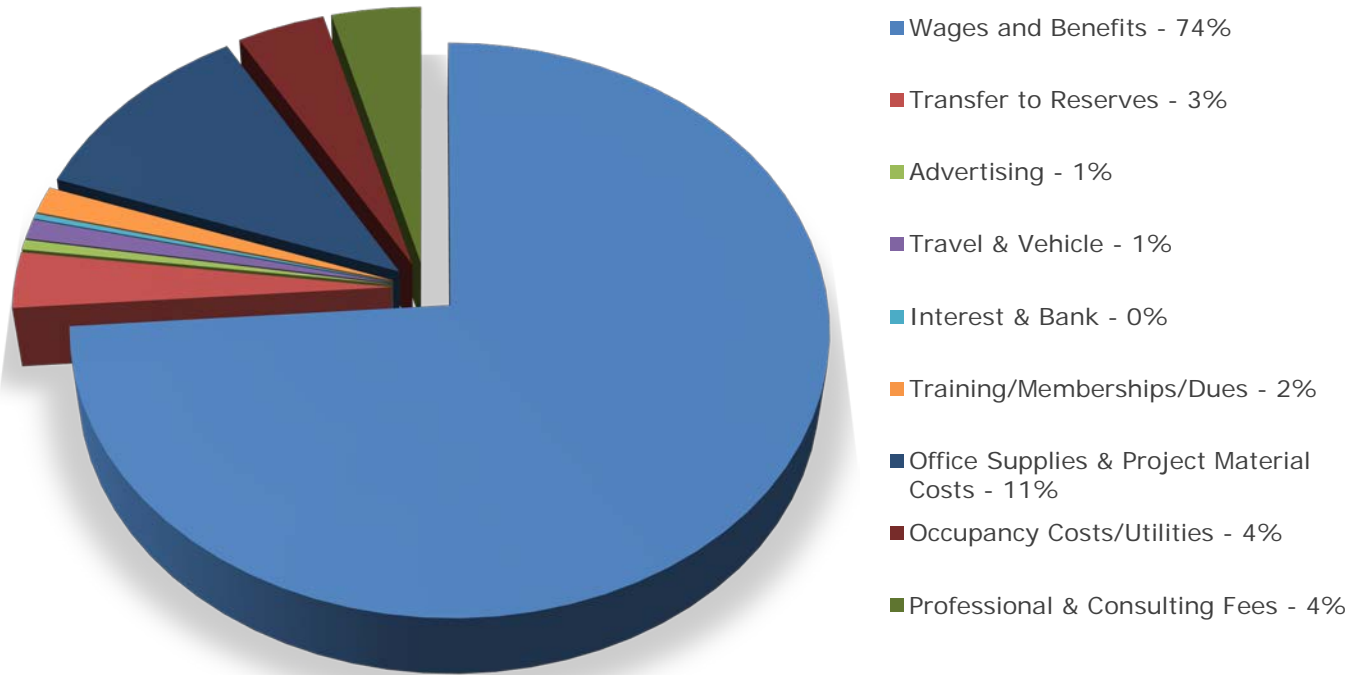
**2019 - \$4,928,748**



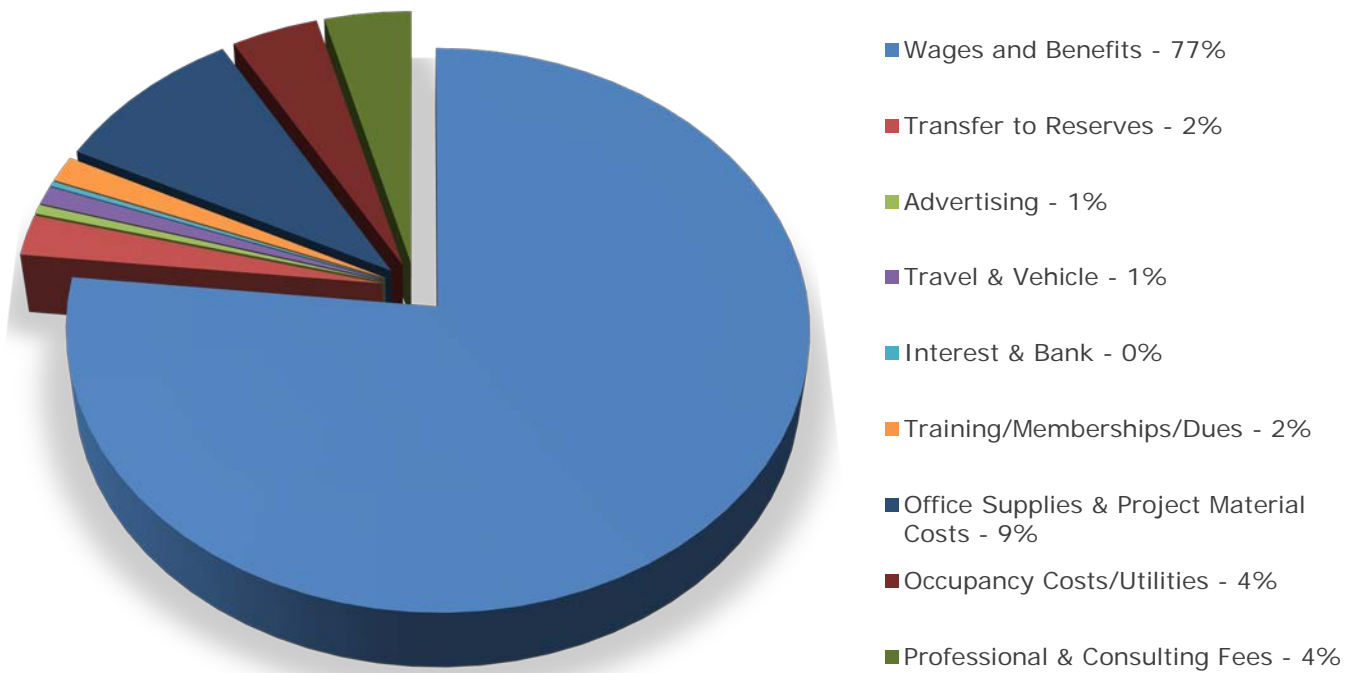
- Levy - 49%
- Special Benefit Projects - 0%
- Municipal Contributions - 1%
- Municipal Project -RMO - 2%
- Federal Funding - 0%
- Provincial Funding - 4%
- Grants written by NVCA - 5%
- Revenue Generated by Authority - 28%
- Operational Reserves - 1%
- Contributions - 9%

# Expenditures

**2018 - \$4,744,148**



**2019 - \$4,928,748**





## Asset Management

The capital asset levy, which funds the asset management plan (AMP), is shared by the municipal partners based on their apportionment percentage.

When the capital asset levy was introduced in 2017, some municipalities chose to phase in their contributions over five years while others chose to contribute their full amount starting in year one. To be fair to those that are contributing in full, the AMP will continue to be updated during the phase in period, but municipalities will only pay the fees as established in year one until the phase-in-period is complete.

Below are the contributions for 2019 based on each municipality's choice:

### Capital Asset Levy - Phased-In Municipalities

Municipality	2019 CVA Apportionment Percentage	2018 Capital Levy (2 <sup>nd</sup> of 4 year + CVA Adjustment)	2019 Capital Levy (3 <sup>rd</sup> of 4 year + CVA Adjustment)
City of Barrie	15.4117%	\$13,287.02	\$20,023.94
Town of The Blue Mountains	1.4179%	\$1,260.82	\$1,842.24
Bradford/West Gwillimbury	3.9902%	\$3,273.52	\$5,184.35
Town of Collingwood	10.0634%	\$8,871.06	\$13,075.02
Township of Essa	6.9541%	\$5,776.47	\$9,035.20
Town of Mono	3.8050%	\$3,303.42	\$4,943.71
Town of New Tecumseth	13.2112%	\$10,949.02	\$17,164.82
Township of Oro-Medonte	7.5379%	\$6,627.02	\$9,793.67
Township of Springwater	7.3890%	\$6,195.58	\$9,600.25

### Capital Asset Levy - Full Contributing Municipalities

Municipality	2019 CVA Apportionment Percentage	2018 Capital Levy	2019 Capital Levy with CVA Adjustment
Township of Adjala-Tosorontio	4.1925%	\$5,546.45	\$5,447.18
Township of Amaranth	0.2192%	\$290.32	\$284.82
Clearview Township	5.0678%	\$6,757.86	\$6,584.4
Municipality of Grey Highlands	0.3560%	\$481.44	\$462.55
Town of Innisfil	6.7490%	\$9,037.52	\$9,421.49
Township of Melancthon	0.4711%	\$629.56	\$612.11
Mulmur Township	1.6843%	\$2,274.95	\$2,188.29
Town of Shelburne	2.0602%	\$2,677.25	\$2,676.69
Town of Wasaga Beach	9.4196%	\$12,639.24	\$12,238.54

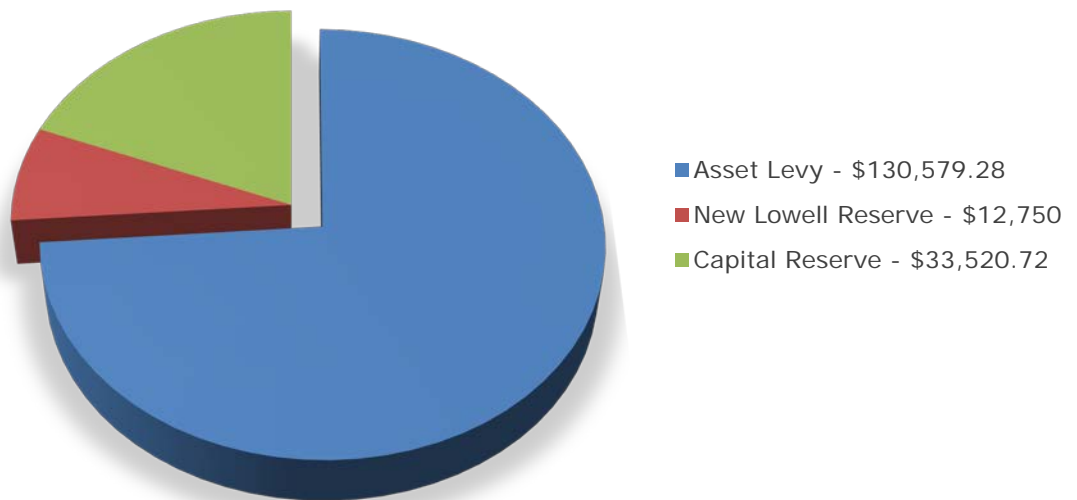
These amounts will be put into reserves to pay for the repair maintenance and replacement of the assets as identified in the AMP.

2019 expenditures as per the AMP:

1. Projects at New Lowell Campground from New Lowell reserve fund
2. Parts replacement on monitoring equipment to extend life
3. Computers and server upgrade
4. Dam safety review for another of NVCA's dam's
5. A well decommission along with replacement of level loggers
6. Replacement of a car, ATV, brush mower, and trailer

## Funding for Asset Management Plan

2019 Total Cost - \$176,850



\*\*In years where the capital asset levy is more than the required in expenditures, excess funds will replenish the capital reserve use occurring due to the ten year averaging. Capital reserve use is forecast to balance out over the ten year period.

**Nottawasaga Valley Conservation Authority  
Proposed 2019 Budget**

**Consolidated**

	BUDGET 2018	BUDGET 2019	\$ CHANGE
<b>REVENUE:</b>			
Municipal Levy Non Match	2,097,953.25	2,274,539.17	176,585.92
Matching Municipal Levy (Flood)	188,490.00	188,490.00	-
Special Benefit Projects	20,500.00	23,500.00	3,000.00
Oro-Medonte MOU	(34,311.39)	(36,953.37)	(2,641.98)
Municipal Contributions	28,000.00	25,000.00	(3,000.00)
Municipal Project - RMO	115,844.95	95,845.00	(19,999.95)
Total Municipal Revenue	<u>2,416,476.81</u>	<u>2,570,420.80</u>	<u>153,943.99</u>
MNR Transfer Payment-Flood	188,490.00	188,490.00	-
Other Provincial Sources	144,000.00	220,548.38	76,548.38
Federal Sources	253,000.00	44,000.00	(209,000.00)
Total Government Grants	<u>585,490.00</u>	<u>453,038.38</u>	<u>(132,451.62)</u>
Contributions	415,080.00	462,640.00	47,560.00
User Fees			
Reforestation	52,500.00	54,000.00	1,500.00
Healthy Waters	4,000.00	5,000.00	1,000.00
Conservation Lands	21,000.00	21,000.00	-
Planning	820,500.00	883,630.00	63,130.00
Environmental Monitoring	13,000.00	13,000.00	-
Environmental Education	230,500.00	279,500.00	49,000.00
Tiffin Operations	93,500.00	93,500.00	-
Conservation Land Leases	29,590.00	30,315.00	725.00
Investment Income	13,000.00	13,000.00	-
Total Contributions and User Fees	<u>1,692,670.00</u>	<u>1,855,585.00</u>	<u>162,915.00</u>
Operational Reserves	49,511.39	45,903.37	(3,608.02)
<b>TOTAL REVENUE</b>	<u><b>4,744,148.20</b></u>	<u><b>4,924,947.55</b></u>	<u><b>180,799.35</b></u>
<b>EXPENSES:</b>			
Wages and Interprogram Charges	3,502,813.20	3,780,082.55	277,269.35
	<u>3,502,813.20</u>	<u>3,780,082.55</u>	<u>277,269.35</u>
Other Expenses			
Staff Cost	11,450.00	11,450.00	-
Memberships/Professional Dues	43,500.00	45,100.00	1,600.00
Educations and Training	29,000.00	29,000.00	-
Materials & Supplies - General	327,200.00	274,155.00	(53,045.00)
Materials & Supplies - Cost of Trees	142,100.00	125,000.00	(17,100.00)
Vehicles & Large Equipment Costs	42,450.00	42,450.00	-
Office Expenses	26,750.00	26,750.00	-
Equipment Costs	9,000.00	9,000.00	-
Transportation Costs	11,000.00	11,000.00	-
Legal	37,000.00	37,000.00	-
Consultants	144,500.00	149,500.00	5,000.00
Insurance	77,900.00	77,900.00	-
Taxes	23,865.00	24,140.00	275.00

**Nottawasaga Valley Conservation Authority  
Proposed 2019 Budget**

<b>Consolidated</b>	<b>BUDGET 2018</b>	<b>BUDGET 2019</b>	<b>\$ CHANGE</b>
Heat and Hydro	33,000.00	33,000.00	-
Telephones and Internet Access	23,000.00	23,000.00	-
Audit Fees	17,500.00	17,500.00	-
Interest and Bank Charges	14,200.00	14,200.00	-
Maintenance Expense	31,700.00	31,700.00	-
Uniform Expense	5,000.00	6,000.00	1,000.00
Leases	14,000.00	14,000.00	-
Advertisement and Communications	26,720.00	26,520.00	(200.00)
Bad Debt Expense	500.00	500.00	-
Transfer to Reserves	150,000.00	116,000.00	(34,000.00)
	<u>1,241,335.00</u>	<u>1,144,865.00</u>	<u>(96,470.00)</u>
TOTAL EXPENSES	<u>4,744,148.20</u>	<u>4,924,947.55</u>	<u>180,799.35</u>
SURPLUS (DEFICIT)	<u>-</u>	<u>-</u>	<u>-</u>