

**CITY OF BARRIE
2020 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Water Operations

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
Expenses	Salaries & Benefits	\$6,977,693	\$7,935,242	\$6,511,776	\$8,076,824	\$8,265,062	\$8,487,972	\$8,472,994
	Materials & Supplies	\$2,936,034	\$3,341,207	\$2,902,750	\$2,885,217	\$2,942,922	\$2,999,434	\$3,059,423
	Equipment & Capital Purchases	\$633,493	\$627,120	\$505,574	\$450,991	\$459,976	\$469,176	\$478,559
	Services	\$1,900,912	\$2,008,273	\$1,456,226	\$1,798,139	\$1,835,380	\$1,867,123	\$1,902,668
	Rents & Other Expenses	\$339,902	\$298,502	\$342,569	\$274,557	\$280,892	\$287,359	\$293,806
	Grant Expenses & Transfers	\$6,378,894	\$4,695,247	\$5,474,129	\$6,961,188	\$6,969,957	\$6,986,090	\$7,144,663
	Sub-Total	\$19,166,929	\$18,905,589	\$17,193,023	\$20,446,915	\$20,754,188	\$21,097,154	\$21,352,112
Revenues	User Fees, Service Charges, & Rentals	(\$26,578,546)	(\$26,982,604)	(\$26,518,083)	(\$27,966,360)	(\$28,386,949)	(\$28,815,873)	(\$29,252,228)
	Fines & Penalties	(\$82,919)	(\$80,000)	(\$75,000)	(\$80,000)	(\$80,000)	(\$80,000)	\$0
	Grant Revenues & Contributions	(\$7,924,179)	\$0	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	\$15,418,716	\$8,157,015	\$9,400,060	\$7,599,445	\$7,712,761	\$7,798,719	\$7,900,116
	Sub-Total	(\$19,166,929)	(\$18,905,589)	(\$17,193,023)	(\$20,446,915)	(\$20,754,188)	(\$21,097,154)	(\$21,352,112)
Net Operating (Expense)/Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0

2020 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Water Operations

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
Expenses	Equipment & Capital Purchases	\$633,493	\$627,120	\$505,574	\$450,991	\$0	\$450,991	(\$176,129)	-28.09%	(\$176,129)	-28.09%
	Grant Expenses & Transfers	\$6,378,894	\$4,695,247	\$5,474,129	\$6,961,188	(\$168,489)	\$6,792,699	\$2,265,941	48.26%	\$2,097,452	44.67%
	Materials & Supplies	\$2,936,034	\$3,341,207	\$2,902,750	\$2,885,217	\$0	\$2,885,217	(\$455,990)	-13.65%	(\$455,990)	-13.65%
	Rents & Other Expenses	\$339,902	\$298,502	\$342,569	\$274,557	\$0	\$274,557	(\$23,945)	-8.02%	(\$23,945)	-8.02%
	Salaries & Benefits	\$6,977,693	\$7,935,242	\$6,511,776	\$8,076,824	\$0	\$8,076,824	\$141,582	1.78%	\$141,582	1.78%
	Recovery from Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Services	\$1,900,912	\$2,008,273	\$1,456,226	\$1,798,139	\$0	\$1,798,139	(\$210,134)	-10.46%	(\$210,134)	-10.46%
	Total	\$19,166,929	\$18,905,589	\$17,193,023	\$20,446,915	(\$168,489)	\$20,278,427	\$1,541,326	8.15%	\$1,372,837	7.26%
Revenues	Fines & Penalties	(\$82,919)	(\$80,000)	(\$75,000)	(\$80,000)	\$0	(\$80,000)	\$0	0.00%	\$0	0.00%
	Grant Revenues & Contributions	(\$7,924,179)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Interdepartmental Transfers	\$15,418,716	\$8,157,015	\$9,400,060	\$7,599,445	\$168,489	\$7,767,933	(\$557,570)	-6.84%	(\$389,081)	-4.77%
	User Fees, Service Charges, & Rentals	(\$26,578,546)	(\$26,982,604)	(\$26,518,083)	(\$27,966,360)	\$0	(\$27,966,360)	(\$983,756)	3.65%	(\$983,756)	3.65%
	Total	(\$19,166,929)	(\$18,905,589)	(\$17,193,023)	(\$20,446,915)	\$168,489	(\$20,278,427)	(\$1,541,326)	8.15%	(\$1,372,837)	7.26%
Net Operating Expense/(Revenue)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
									157800.00%		157800.00%

Comments:

The 2020 Water Operations Budget includes a rate increase of 3.47%.

The water rate revenue is expected to increase by \$835 thousand in 2020 based on historical consumption patterns and proposed rate increase.

After a review of historical costs, the water operations department was able to find a non-labour budget reduction totaling \$830 thousand for 2020. These cost savings will create a reduction in materials and supplies, minor capital, repairs and maintenance expenses.

Labour costs are expected to increase by \$105 thousand. This increase includes a cost of living increase, merit increase for full time CUPE and non-union employees, and estimated increases for benefit rates.

**CITY OF BARRIE
2020 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Wastewater Operations

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
Expenses	Salaries & Benefits	\$4,348,915	\$4,347,172	\$4,346,828	\$4,567,357	\$4,597,668	\$4,672,632	\$4,703,826
	Materials & Supplies	\$3,799,729	\$4,231,218	\$4,169,439	\$3,997,896	\$4,077,854	\$4,159,411	\$4,242,599
	Equipment & Capital Purchases	\$66,861	\$117,570	\$117,570	\$76,423	\$77,951	\$79,510	\$81,101
	Services	\$3,672,517	\$4,118,332	\$4,152,619	\$3,648,481	\$3,670,239	\$3,773,344	\$3,817,912
	Rents & Other Expenses	\$446,879	\$473,351	\$468,566	\$348,718	\$356,633	\$364,706	\$372,940
	Grant Expenses & Transfers	\$14,468,776	\$14,312,204	\$14,264,427	\$16,042,781	\$17,139,238	\$17,166,325	\$17,331,463
	Sub-Total	\$26,803,676	\$27,599,848	\$27,519,449	\$28,681,657	\$29,919,583	\$30,215,928	\$30,549,840
Revenues	User Fees, Service Charges, & Rentals	(\$33,336,243)	(\$34,281,865)	(\$34,281,865)	(\$35,499,300)	(\$36,032,008)	(\$36,527,249)	(\$37,075,157)
	Fines & Penalties	(\$82,991)	(\$80,000)	(\$80,000)	(\$80,000)	(\$80,000)	(\$80,000)	\$0
	Grant Revenues & Contributions	(\$8,330,477)	(\$793,571)	\$0	\$0	\$0	\$0	\$0
	Interdepartmental Transfers	\$14,946,035	\$7,555,587	\$6,842,416	\$6,897,643	\$6,192,425	\$6,391,320	\$6,525,318
	Sub-Total	(\$26,803,676)	(\$27,599,848)	(\$27,519,449)	(\$28,681,657)	(\$29,919,583)	(\$30,215,928)	(\$30,549,840)
Net Operating (Expense)/Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0

2020 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Wastewater Operations

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
Expenses	Equipment & Capital Purchases	\$66,861	\$117,570	\$117,570	\$76,423	\$1,600	\$78,023	(\$41,147)	-35.00%	(\$39,547)	-33.64%
	Grant Expenses & Transfers	\$14,468,776	\$14,312,204	\$14,264,427	\$16,042,781	(\$194,141)	\$15,848,640	\$1,730,577	12.09%	\$1,536,436	10.74%
	Materials & Supplies	\$3,799,729	\$4,231,218	\$4,169,439	\$3,997,896	\$4,500	\$4,001,396	(\$233,323)	-5.51%	(\$229,823)	-5.43%
	Rents & Other Expenses	\$446,879	\$473,351	\$468,566	\$348,718	\$0	\$348,718	(\$124,633)	-26.33%	(\$124,633)	-26.33%
	Salaries & Benefits	\$4,402,320	\$4,464,807	\$4,472,151	\$4,692,681	\$104,505	\$4,798,186	\$227,874	5.10%	\$333,379	7.47%
	Recovery from Capital	(\$53,405)	(\$117,635)	(\$125,323)	(\$125,323)	\$0	(\$125,323)	(\$7,688)	6.54%	(\$7,688)	6.54%
	Services	\$3,672,517	\$4,118,332	\$4,152,619	\$3,648,481	(\$111,173)	\$3,650,981	(\$469,851)	-11.41%	(\$467,351)	-11.35%
	Total	\$26,803,676	\$27,599,848	\$27,519,449	\$28,681,657	(\$194,709)	\$28,486,948	\$1,081,809	3.92%	\$887,100	3.21%
Revenues	Fines & Penalties	(\$82,991)	(\$80,000)	(\$80,000)	(\$80,000)	\$0	(\$80,000)	\$0	0.00%	\$0	0.00%
	Grant Revenues & Contributions	(\$8,330,477)	(\$793,571)	\$0	\$0	\$0	\$0	\$793,571	-100.00%	\$793,571	-100.00%
	Interdepartmental Transfers	\$14,946,035	\$7,555,587	\$6,842,416	\$6,897,643	\$194,709	\$7,092,352	(\$657,945)	-8.71%	(\$463,236)	-6.13%
	User Fees, Service Charges, & Rentals	(\$33,336,243)	(\$34,281,865)	(\$34,281,865)	(\$35,499,300)	\$0	(\$35,499,300)	(\$1,217,435)	3.55%	(\$1,217,435)	3.55%
	Total	(\$26,803,676)	(\$27,599,848)	(\$27,519,449)	(\$28,681,657)	\$194,709	(\$28,486,948)	(\$1,081,809)	3.92%	(\$887,100)	3.21%
Net Operating Expense/(Revenue)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	-48.80%	\$0	-278.46%

Comments:

The 2020 Wastewater Operations Budget includes a rate increase of 3.83%.

The 2020 Wastewater Operations budget includes a reduction in non-labour expenses for consulting, contracted services, materials and supplies, and repairs & maintenance totalling \$846 thousand. These were based on an average of historical actuals.

There was a cost of labour increase of \$196 thousand for 2020. This increase includes a cost of living increase, merit increase for full time CUPE and non-union employees, and estimated increases for benefits rates.

**CITY OF BARRIE
2020 - OPERATING BUDGET
EXPENDITURES**

Infrastructure & Growth Management

Parking Operations

		2018 Actuals	2019 Budget	2019 - In Year Forecast	2020 - Base Budget	2021 - Forecast	2022 - Forecast	2023 - Forecast
Expenses	Salaries & Benefits	\$373,695	\$373,687	\$380,975	\$384,778	\$391,157	\$389,224	\$395,713
	Materials & Supplies	\$14,723	\$12,300	\$5,552	\$18,065	\$11,360	\$11,587	\$11,819
	Equipment & Capital Purchases	\$33,004	\$70,000	\$70,000	\$70,000	\$71,400	\$72,828	\$74,285
	Services	\$111,656	\$211,087	\$106,123	\$108,717	\$110,891	\$113,109	\$115,371
	Rents & Other Expenses	\$31,645	\$12,202	\$4,600	\$54,467	\$55,556	\$56,667	\$57,801
	Grant Expenses & Transfers	(\$168,470)	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$396,253	\$679,275	\$567,250	\$636,027	\$640,364	\$643,415	\$654,989
Revenues	User Fees, Service Charges, & Rentals	(\$1,728,819)	(\$8,569)	\$0	(\$712,055)	(\$726,296)	(\$740,823)	(\$755,639)
	Fines & Penalties	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Licenses & Permits	(\$413,192)	(\$2,102,690)	(\$2,051,558)	(\$1,523,306)	(\$1,553,772)	(\$1,584,848)	(\$1,616,545)
	Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grant Revenues & Contributions	(\$6,430)	(\$620,243)	(\$549,470)	(\$419,702)	(\$396,926)	(\$373,830)	(\$352,916)
	Interdepartmental Transfers	\$1,752,188	\$2,052,226	\$2,033,778	\$2,019,035	\$2,036,630	\$2,056,085	\$2,070,110
	Sub-Total	(\$396,253)	(\$679,275)	(\$567,250)	(\$636,027)	(\$640,364)	(\$643,415)	(\$654,989)
Net Operating (Expense)/Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0

2020 - BASE BUDGET CHANGE REPORT

Infrastructure & Growth Management

Parking Operations

		2018 Actuals	2019 Budget	In Year Forecast	2020 Base Budget	New Investments	2020 Requested Budget	Change in 2020 Base Budget to 2019 Approved Budget		Change in 2020 Requested Budget to 2019 Approved Budget	
Expenses	Equipment & Capital Purchases	\$33,004	\$70,000	\$70,000	\$70,000	\$0	\$70,000	\$0	0.00%	\$0	0.00%
	Grant Expenses & Transfers	(\$168,470)	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0	-
	Materials & Supplies	\$14,723	\$12,300	\$5,552	\$18,065	\$0	\$18,065	\$5,765	46.87%	\$5,765	46.87%
	Rents & Other Expenses	\$31,645	\$12,202	\$4,600	\$54,467	\$0	\$54,467	\$42,265	346.38%	\$42,265	346.38%
	Salaries & Benefits	\$373,695	\$373,687	\$380,975	\$384,778	\$0	\$384,778	\$11,092	2.97%	\$11,092	2.97%
	Services	\$111,656	\$211,087	\$106,123	\$108,717	\$0	\$108,717	(\$102,370)	-48.50%	(\$102,370)	-48.50%
	Total	\$396,253	\$679,275	\$567,250	\$636,027	\$0	\$636,027	(\$43,248)	-6.37%	(\$43,248)	-6.37%
	Grant Revenues & Contributions	(\$6,430)	(\$620,243)	(\$549,470)	(\$419,702)	\$0	(\$419,702)	\$200,541	-32.33%	\$200,541	-32.33%
	Interdepartmental Transfers	\$1,752,188	\$2,052,226	\$2,033,778	\$2,019,035	\$0	\$2,019,035	(\$33,191)	-1.62%	(\$33,191)	-1.62%
	Licenses & Permits	(\$413,192)	(\$2,102,690)	(\$2,051,558)	(\$1,523,306)	\$0	(\$1,523,306)	\$579,384	-27.55%	\$579,384	-27.55%
	User Fees, Service Charges, & Rentals	(\$1,728,819)	(\$8,569)	\$0	(\$712,055)	\$0	(\$712,055)	(\$703,486)	8209.66%	(\$703,486)	8209.66%
	Total	(\$396,253)	(\$679,275)	(\$567,250)	(\$636,027)	\$0	(\$636,027)	\$43,248	-6.37%	\$43,248	-6.37%
Net Operating Expense/(Revenue)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	-210.91%	\$0	-210.91%

Comments:

The City of Barrie parking service is intended to be self-sustaining through user pay revenue. However, the current operating model for the service has not been able to generate sufficient revenue to meet the cost of annual operations. This operating deficit requires a draw from the Parking Reserve to balance the parking budget. The City is currently undergoing a "Parking Strategy & Rate Review", to ensure the viability of the downtown commercial activity, support intensification and growth, while also supporting the parking needs of the key stakeholder groups, all in a financial sustainable and self-supporting fashion.

The 2020 draw from the parking rate reserve will be \$420 thousand, which, is a \$200 thousand decrease from 2019.

The 2020 operating costs for the parking service have not changed significantly from the 2019 budget. Increased communication device and debit machine fees, have been offset by reductions to planned spending for repairs and maintenance.

The 2020 budget for parking rate revenue is \$2.2 million. This consists of \$702 thousand from parking meters and \$1.5 million from parking permits. This is a \$124 thousand increase over 2019.