

2022 Business Plan Operating Budget

Overview Presentation



**OPERATING
BUDGET**

2022

2022 Business Plan Process



2022 Budget Directions - Operating

Tax supported services

- Cap on any potential 2022 tax increase of 2.00% excluding the Dedicated Infrastructure Renewal Fund levy, legislated changes, and growth-related service requirements
- Identification of service level changes to achieve this target
- Contribution to Dedicated Infrastructure Renewal Fund not to exceed 0.75%

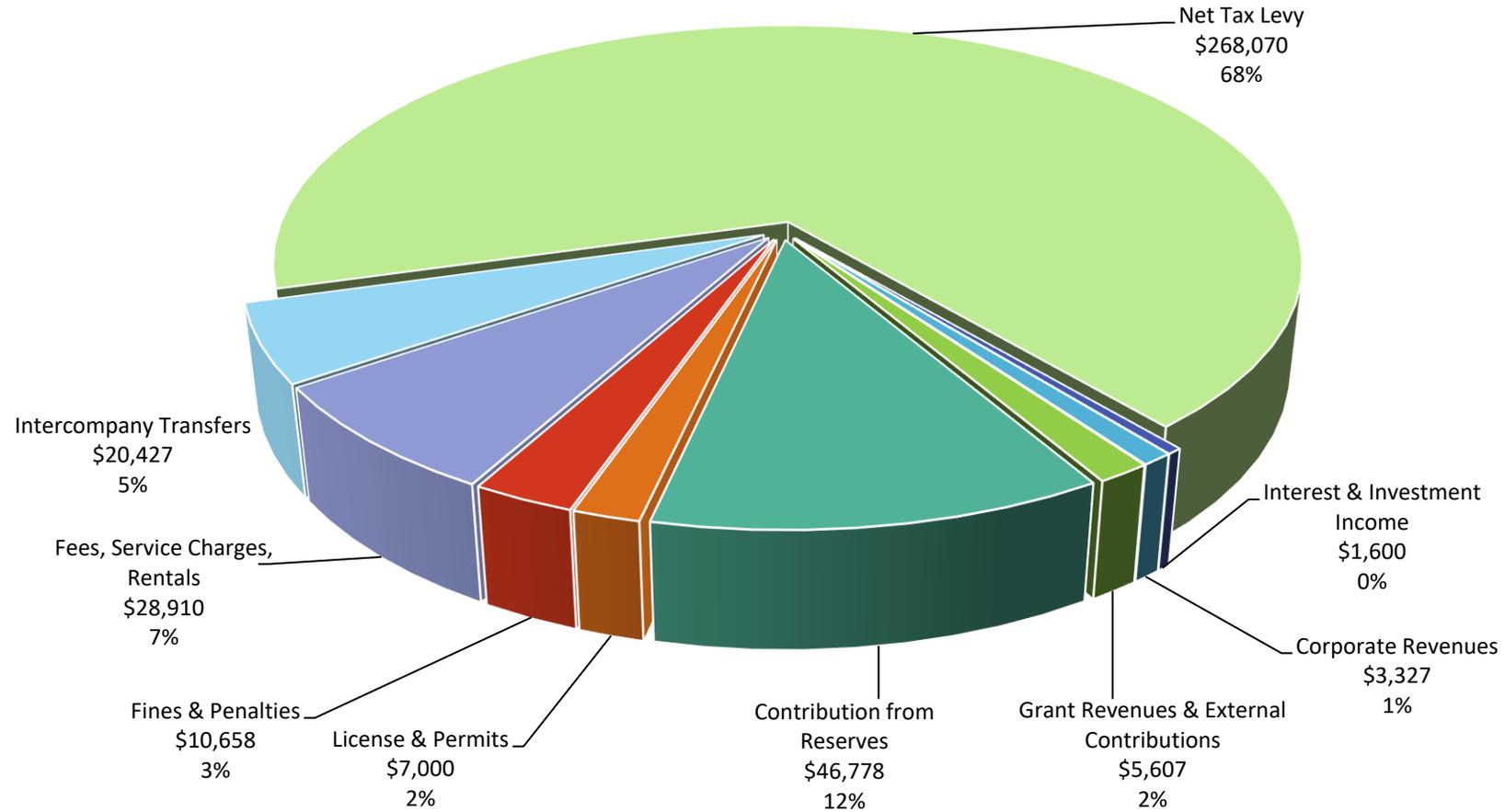
Service Partners

- Communication of 2.00% target

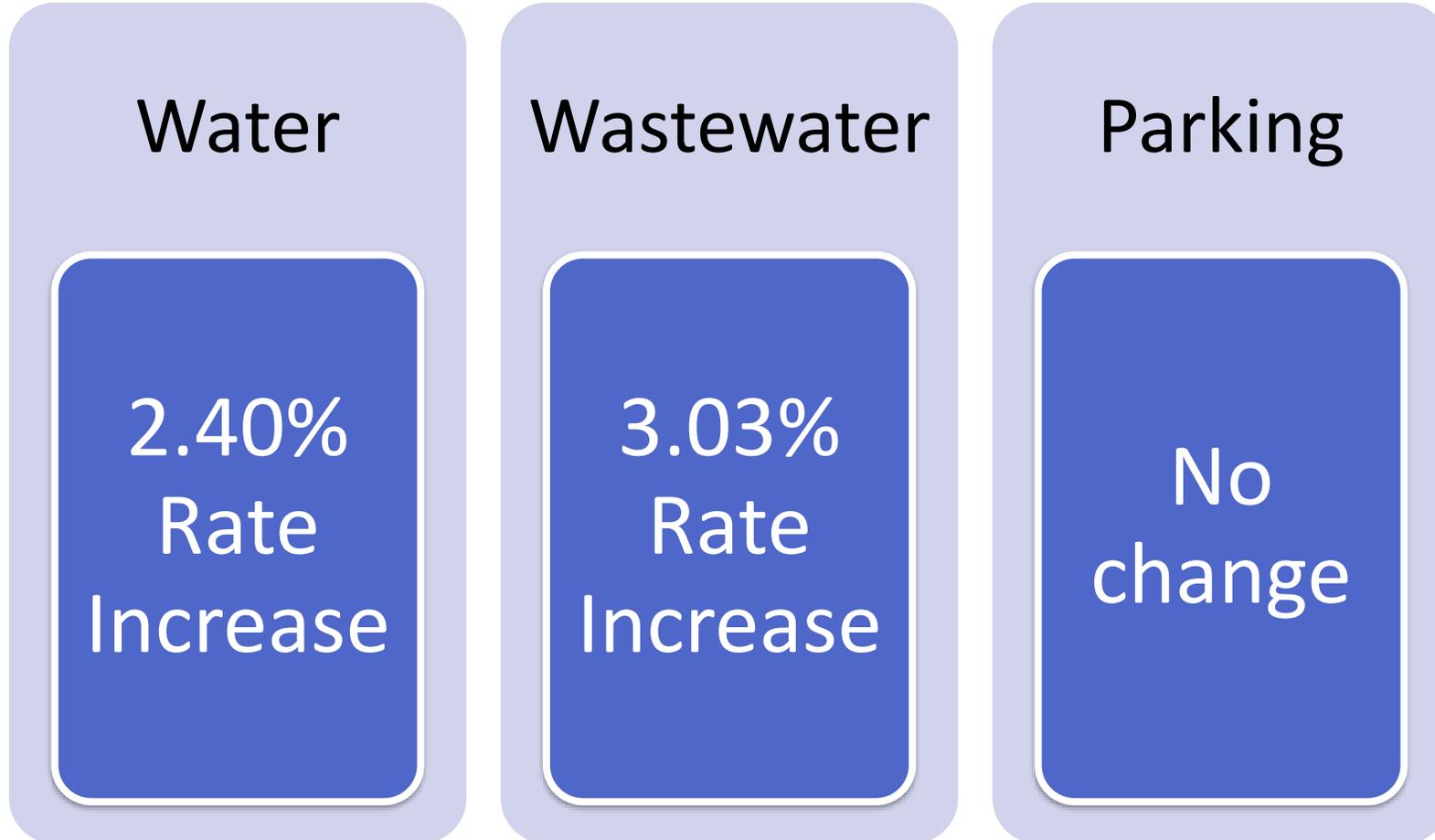
2022 Proposed Tax Rate Impact

Descriptions	Tax Levy Increase/(Decrease)	Tax Rate Impact
Maintain service Levels for City operations	\$ 6,403,891	2.22%
Debt Management	\$ 1,332,255	0.46%
New Investments & Service Recommendations	\$ 894,112	0.31%
Service Partners	\$ 3,571,722	1.24%
Estimated Assessment Growth	\$ (3,600,000)	-1.25%
City & Service Partner Operations	\$ 8,601,981	2.98%
Dedicated Infrastructure Renewal Funding	\$ 2,165,625	0.75%
Total	\$ 10,767,606	3.73%

2022 Sources of Operating Revenue - \$392M (\$000s)



User Rate Budgets



2022 Capital Plan

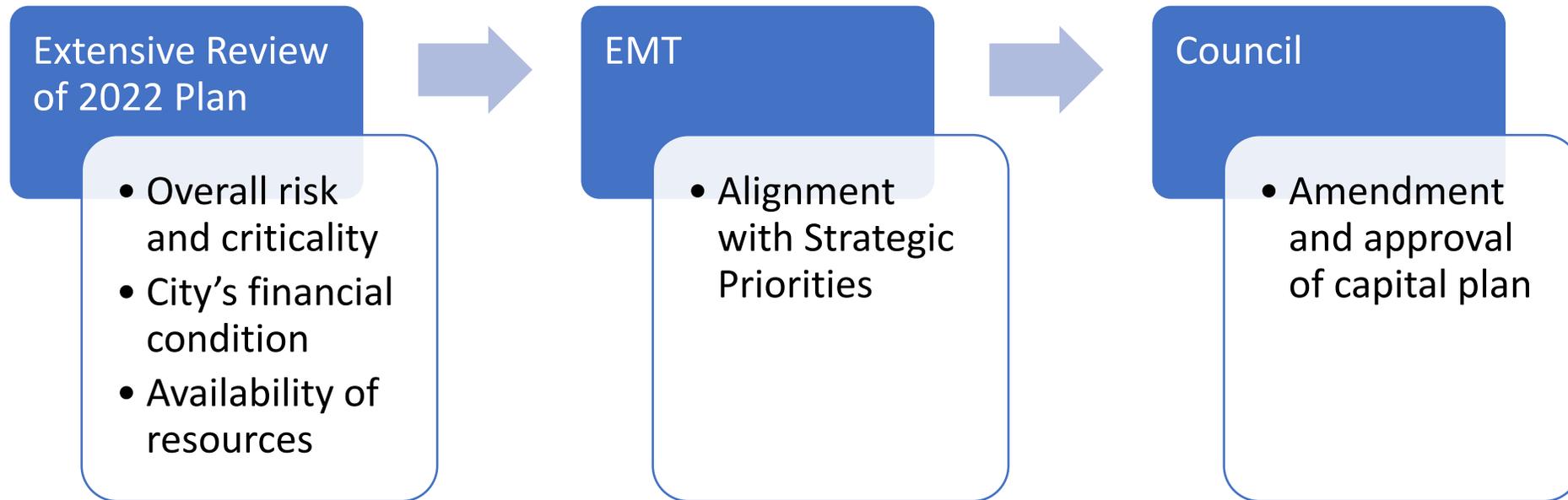
Overview Presentation



Council's Direction

- Update existing **10 Year Capital Plan** (1 Year Budget, 4 Year Forecast, 5 Year Outlook)
- Prepare 2022 Capital Budget with appropriate consideration of:
 - Council's **strategic goals**,
 - Focus on the execution of **Growth Management Plans**,
 - Investment in renewing the City's existing infrastructure utilizing a **risk based approach to project selection**,
 - Availability of **financial resources** and consideration of the Financial Policy Framework, and
 - Availability of **staff resources** to do the work

The Process



Staff use a Prioritization Framework to develop a Capital Plan intended to address the City's highest priorities and most critical needs.

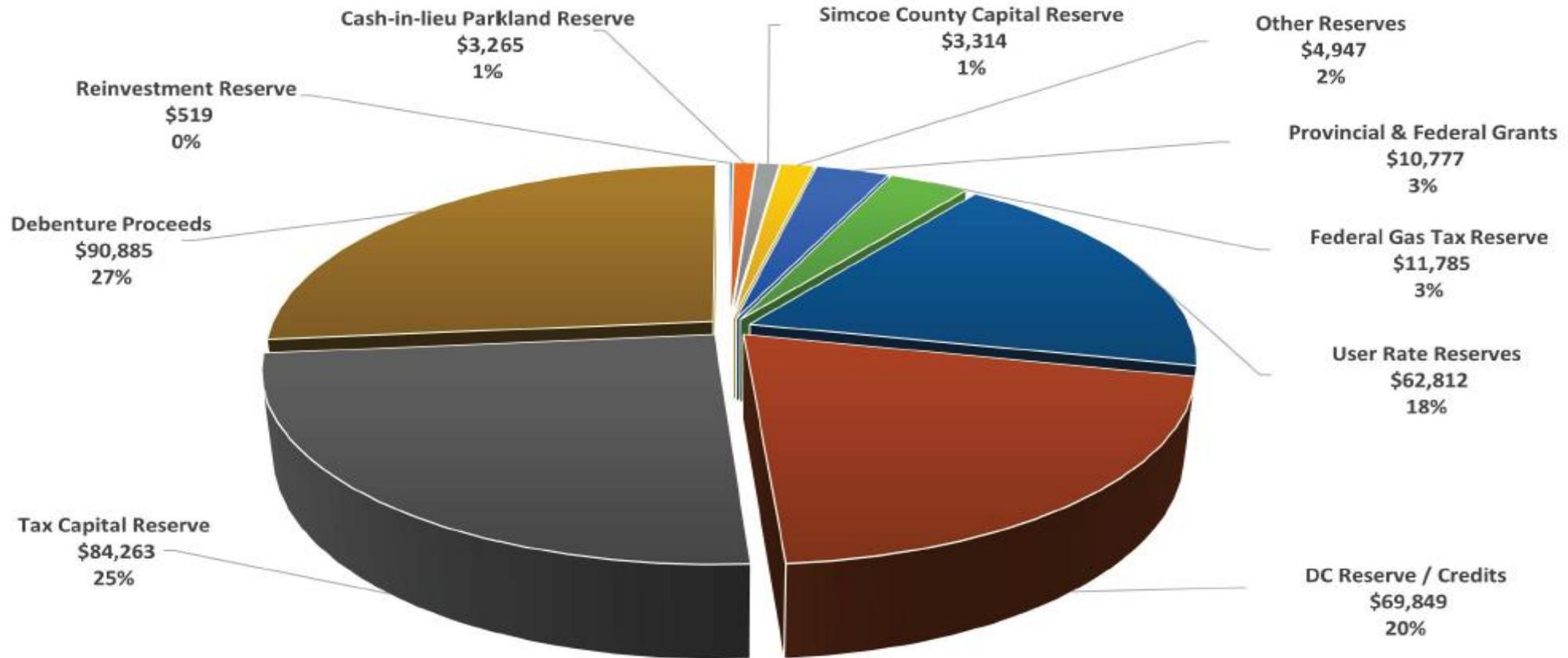
What's in the Plan?



Some of the key projects included in the capital plan are listed below:

Capital Plan Key Projects	2022 Phase
Wastewater Treatment Facility upgrades and capacity expansion	Study Pre-Design Design Construction
NRP – HNS Queens Park A1 Neighbourhood Reconstruction	Construction
Bayfield Street Right of Way Expansion - Cundles to Grove (aligned with MTO interchange work)	Environmental Assessment Pre-Design Study
Road Resurfacing Program	Construction
Operations Centre Master Plan – Implementation	Design Construction
Various Creek and Watercourse Improvements/Upgrades	Design Property Utility Relocation Construction
Storm pond upgrades	Design Construction

2022-2026 Requested Capital Spending Authority By Funding Source
Total \$342.4 Million
(\$000s)

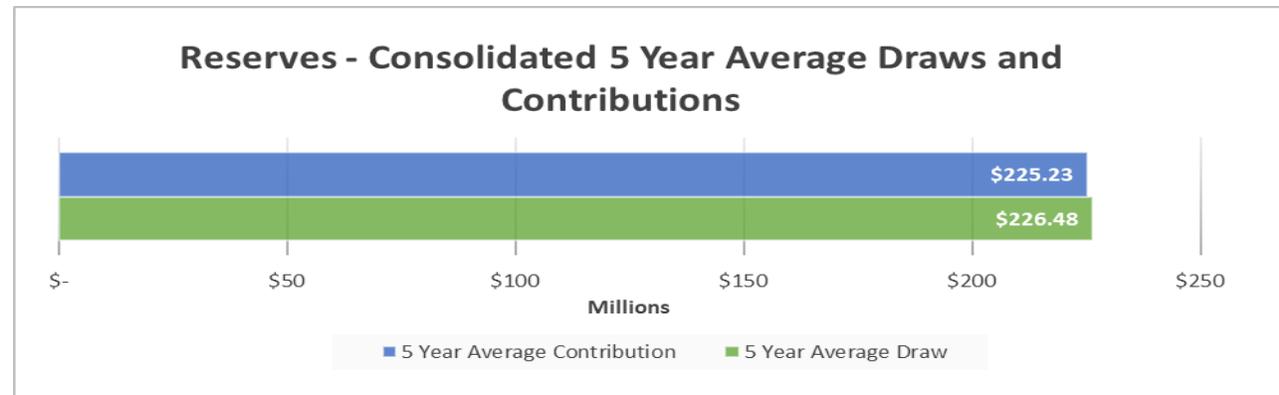


*Numbers in the chart may not add to total due to rounding.

Reserves are Overcommitted

Consolidated Reserve and Reserve Fund Forecast

	2021	2022	2023	2024	2025	2026
Beginning Balance	\$ 186,713,430	\$ (9,986,441)	\$ (23,753,635)	\$ (71,334,461)	\$ (114,817,926)	\$ (3,382,776)
CFWD Capital Commitments	\$ (219,927,591)	\$ -				
Approved Capital Commitments	\$ (86,401,406)	\$ (72,757,161)	\$ (29,403,869)	\$ (6,459,681)	\$ -	\$ -
Requested Capital Commitments	\$ -	\$ (45,844,623)	\$ (45,303,177)	\$ (24,371,105)	\$ (11,028,854)	\$ (5,485,581)
Forecasted Capital Commitments	\$ -	\$ -	\$ (83,467,055)	\$ (138,171,643)	\$ (196,060,137)	\$ (214,621,057)
Non-Capital Commitments	\$ (40,358,105)	\$ (48,208,379)	\$ (48,552,830)	\$ (50,895,079)	\$ (55,878,040)	\$ (55,878,040)
Total Commitments / Draws	\$ (346,687,101)	\$ (166,810,162)	\$ (206,726,931)	\$ (219,897,509)	\$ (262,967,031)	\$ (275,984,678)
Contributions to Reserves	\$ 149,987,230	\$ 153,042,968	\$ 159,146,105	\$ 176,414,044	\$ 374,402,180	\$ 263,146,969
Uncommitted / (Overcommitted) Reserve Balance	\$ (9,986,441)	\$ (23,753,635)	\$ (71,334,461)	\$ (114,817,926)	\$ (3,382,776)	\$ (16,220,486)

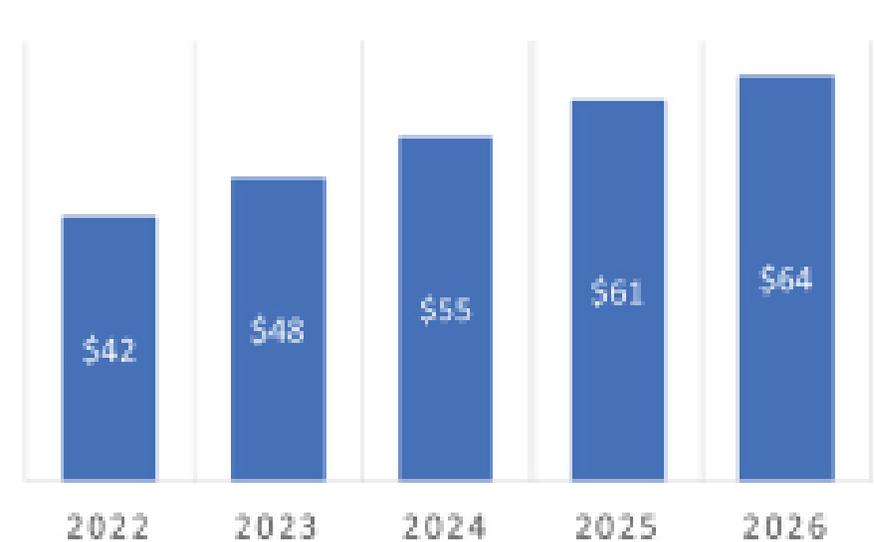


Debt

Forecasted Debt Levels Per Year (\$ millions)



Expected Debt Servicing Cost (\$ millions)



Key Credit Rating Factors: Institutional Framework, Economy, Financial Management, Budgetary Performance, Liquidity and Debt Burden

Next Steps

November 8, 2021

- Budget Binder Distribution

November 8-29, 2021

- Budget Q&A

November 20, 2021

- Special Meeting

November 22, 2021

- Service Partner Presentations

December 6, 2021

- GC /Council Consideration and Approval of 2022 Budget & Business Plan

Refer to www.Barrie.ca/Budget for City of Barrie budget information

Questions can be emailed to budget.questions@barrie.ca